![haringey strategic partnership]

Safer Communities Executive Board

MONDAY, 16TH MARCH, 2009 at 11:00 HRS – CHIEF EXECUTIVE'S BOARD ROOM, L5 (N) RIVER PARK HOUSE.

MEMBERS: Please see membership list set out below.

AGENDA

1.   **APOLOGIES AND SUBSTITUTIONS**

       To receive any apologies for absence.

2.   **URGENT ITEMS OF BUSINESS**

       The Chair will consider the admission of any items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items will be considered under Item 13 below).

3.   **DECLARATIONS OF INTEREST**

       Members of the Board must declare any personal and/or prejudicial interests with respect to agenda items and must not take part in any discussion required with respect to these items.

4.   **MINUTES (PAGES 1 - 6)**

       To confirm the minutes of the meeting held on 12 December 2008 as a correct record.

5.   **TERRORISM UPDATE**

       A verbal update will be provided by the Police.

6.   **COMPREHENSIVE AREA ASSESSMENT (PAGES 7 - 22)**

   A presentation will be made.

7.   **THIRD QUARTER PERFORMANCE AND END OF YEAR FINANCE REPORT (INCLUDING LAA REFRESH UPDATE) (PAGES 23 - 40)**

8.   **SAFER COMMUNITIES PRIORITY ACTIONS 2009/10 (PAGES 41 - 44)**

9.   **PREVENTING VIOLENT EXTREMISM (PAGES 45 - 56)**

10.   **HARINGEY'S DRAFT HOUSING STRATEGY 2009-19 (PAGES 57 - 80)**

11.   **HARINGEYS FIRST COMMUNITY ENGAGEMENT FRAMEWORK (PAGES 81 - 102)**

12.   **DISCUSSION TOPIC:**

   Community engagement, increasing confidence and perceptions –How can <u>all</u> partners contribute to achieving National Indicator 21: How well the public believes we (primarily the Police and Local Authority) deal with crime and anti social behaviour in the area?

13.   **NEW ITEMS OF URGENT BUSINESS**

   To consider any new items of Urgent Business admitted under Item 2 above.

14.   **ANY OTHER BUSINESS**

   To raise any items of AOB.

15.   **DATES OF FUTURE MEETINGS**

   Please note that the dates set out below for the new Municipal Year 2009/10 are tentative until they have been confirmed by Council in May:

   7 May 2009
   10 September 2009
   19 November 2009
   4 February 2010

   Once these dates have been confirmed the finalised listed will be circulated to members of the Board.

Yuniea Semambo
Head of Member Services
5th Floor
River Park House
225 High Road
Wood Green
London N22 8HQ

6 March 2009

Xanthe Barker
Principal Committee Coordinator
Tel: 020-8489 2957
Fax: 020-8881 5218
Email: xanthe.barker@haringey.gov.uk

ORGANISATIONS	NO. OF REPS	NAME OF REPRESENTATIVE
Haringey Council	8	**Dr Ita O'Donovan**, Chief Executive (Chair) **Councillor Nilgun Canver**, Executive Member for Enforcement & Community Safety **Niall Bolger**, Director of Urban Environment **Peter Lewis**, Director of The Children and Young People's Service **Barbara Nicholls**, Director Rep for Adult, Culture and Community Services **Claire Kowalska**, Community Safety Strategic Manager **Marion Morris**, Drug & Alcohol Partnership Manager **Jean Croot**, Head of Safer Communities
Haringey Teaching Primary Care Trust	1	**Christina Gradowski,** Director
Haringey Metropolitan Police	1	**Dave Grant,** Borough Commander (Vice-Chair)
Haringey Fire Service	1	**John Brown**, Borough Commander
Haringey Probation Service	1	**Mary Pilgrim**, Head of Service Delivery, Haringey
Homes for Haringey	1	**Paul Bridge**, Chief Executive
Mental Health Trust	1	**Lee Bojtor**, Director
Community Link Forum	3	**Sue Brown** **Mohamed Maigag** **Rev Nims Obunge**
HAVCO	1	**Enid Ledgister**
Metropolitan Police Authority	1	**Joanne McCartney,** Independent MPA Member
Haringey Magistrates Court	1	**Stephen Carroll**, Bench Legal Manager
TOTAL	**20**	

MINUTES OF THE SAFER COMMUNITIES EXECUTIVE BOARD (HSP)
FRIDAY, 12 DECEMBER 2008

Present	Dave Grant (In the Chair), Sue Brown, Cllr Canver, Jean Croot, Fred Ellis,Jennifer James, Claire Kowalska, Christina Gradowski, Enid Ledgister, Barbara Nicholls, John Brown, Joanne McCartney,
In Attendance	Paulette Haughton, Andrew James, Leo Kearse, Greg Lucas, Robin Payne, Sarah Hart, Mia Moilanen, Tessa Newton, Jeremy Walsh, J Williams,

LC80. APOLOGIES AND SUBSTITUTIONS

Apologies for absence were received from the following:

Dr Ita O'Donovan   -
Mary Pilgrim
Mohammed Maigag
Nims Obunge
Marion Morris
Sharon Kemp

LC81. MINUTES

RESOLVED:

That the minutes of the meeting held on 15 October 2008 be confirmed as a correct record.

LC82. DECLARATIONS OF INTEREST

No declarations of interest were made.

LC83. URGENT BUSINESS

No items of Urgent Business were received.

LC84. TERRORISM UPDATE

The board was advised that the coding around threat still stood at severe. There was currently no immediate intelligence of a threat but there should continue to be heightened sense of awareness.

NOTED

**MINUTES OF THE SAFER COMMUNITIES EXECUTIVE BOARD (HSP)
FRIDAY, 12 DECEMBER 2008**

The content of the oral report

LC85. TERMS OF REFERENCE

Following previous consideration of the board's terms of reference, these had now revised and put forward for consideration. The board noted that there would be minor amendments to changes in membership and the addition of the Community Link Forum members.

RESOLVED

Agreed that, further to amendments being made to the membership details of the board, that the Terms of Reference be agreed and a final version distributed via email to members of the board.

LC86. QUARTER TWO PERFORMANCE MONITORING UPDATE

The board was presented with the performance information for key targets, projects and expenditure for principal targets under the Safer Communities Executive Board for the period between July and September 2008. The board noted that, in the new financial year, the scheduling of the performance reporting would be adjusted to allow consideration of the performance information immediately after the reporting period. Key performance indicators highlighted were targets relating to perception which would be reliant on the Place survey results due to be reported in January 2009.

In considering this report the board noted that overall performance was good. The national indicators for serious acquisitive crime rate, first time entrants to the youth justice system aged 10-17, NEETs, preventing violent extremism were on track. The performance target for theft from motor vehicles remained challenging. Discussions were taking place with Victim Support about how to effectively measure improvements on the local indicator for victim support services for children and young people. There had further been a redistribution of funding to allow a post in the ASBAT team to be filled to allow some mitigation against the current red indicator shown against resources in this service. The board was pleased to note that the Government had agreed to the baseline target for repeat victims of domestic violence in the borough being reviewed.

RESOLVED

That the content of the report be noted.

LC87. DEVELOPING A HARINGEY RESPONSE TO REDUCING ADULT RE-OFFENDING THROUGH COORDINATED REHABILITATION AND RESETTLEMENT

The board was introduced to the report by hearing an example of a real life story of the issues and circumstances which can lead to adult offending and re – offending.

MINUTES OF THE SAFER COMMUNITIES EXECUTIVE BOARD (HSP)
FRIDAY, 12 DECEMBER 2008

The board was asked to take account of the cost to the various systems and services and the community costs that re-offending produces and which can be prevented. The report proposed to the board that reducing re-offending and monitoring progress should become a core part of the SCEB agenda.

The report discussed how there is a mis-match of services available for those who are statutory offenders (i.e. those under the care of probation services) and those who are non-statutory offenders and receive no support services. It was reported that one in seven on the Probation caseload currently re-offend and noted that these people were invariably not offending for the first time. It was suggested that a significant proportion of re-offending is likely to be committed by non-statutory offenders and that further work was required to confirm these assumptions. The gaps in services available and the importance of the resettlement agenda indicated the need for a time-limited, dedicated Project Manager with agency champions identified and allocated from the 7 report pathways. It was agreed that consideration be given to a pilot project to identify non-statutory offenders possibly by focusing on a couple of prisons and by examining their pathways.

The board learnt that actual investigation into reducing re-offending and a focus on resettlement was a relatively new issue despite having been part of a three-pronged approach to Prolific and Priority Offenders alongside prevention and conviction. As far as we know, only two boroughs have started any serious work on this (Tower Hamlets and Lewisham) and they are still in the process of compiling a strategy. It was suggested that Haringey should investigate further the outcomes of Tower Hamlets' experience so far, as this work has already been running for a couple of years.

The MPA representative announced at the meeting that the London Mayor was launching a London Youth Strategy including a stream to look at young offenders. Therefore, it would be beneficial for accessing future funding that local authorities demonstrate an awareness of the resettlement issues.

The board discussed the shift to the prevention agenda by Government and the need to work early with identified families to ensure that the causes leading to offending were addressed early. In response to the challenge that further information gathering was required, it was important to keep in mind the information which would be produced by the Joint Strategic Needs Assessment; the wealth of information held by the stakeholders on the board and the research continuing on the 3 'diamond' districts by the Home Office. It was also important to ensure that new research is not undertaken if data already exists.

Clarification was sought on the funding for the proposed Project Manager and it was noted that there was some Area Based Grant money earmarked and available for this project in the year 2009/10 but this was subject to overall agreement by the Cabinet at the end of January 2009.

The board acknowledged that there were significant challenges around the prison service in terms of getting timely information about when prisoners are released and where they go on release. There are also challenges in relation to achieving full engagement by all parties.

RESOLVED

MINUTES OF THE SAFER COMMUNITIES EXECUTIVE BOARD (HSP)
FRIDAY, 12 DECEMBER 2008

i) To establish a multi – disciplinary officer group accountable to the Head of Safer Communities to co-ordinate the production of a reducing re-offending action plan. The membership to be drawn from Community Safety, DAAT, Housing, Supporting People, Probation, Court services, employment services, further education, Mental Health organisations, CAB and other pathway services as appropriate including third sector agencies such as St Giles Trust. Draft Terms of reference to be followed as set out in appendix 5 of the interleaved report.

ii) To appoint a Project Manager for a minimum of 12 months to develop the systems and protocols for the pilot for non statutory offenders and have responsibility for developing proposals for filling gaps in local pathways. To further identify gaps and make recommendations for improving the way services are delivered across the 7 pathways for statutory ex –offenders.

iii) Following the board's consideration of the completed Reducing Re-offending Action Plan that regular reports to the board on the progress of the action plan are considered.

iv) That Mary Pilgrim, Head of Service Delivery, Probation Service, be invited to present to the board including information on borough based data on re – offending rates for statutory and non-statutory offenders. In addition, a senior representative of the London Resettlement Board should be invited to deliver a presentation on pathways for re – offenders.

LC88. KEY PRIORITIES 2009/10 (FROM ASSESSMENT TO INVESTMENT)

The board is responsible for a number of annual strategic /needs assessments. Alongside existing strategies, public consultation and project evaluation, these findings are a driver for confirming and/or re- appraising the areas of priority for future collaboration and investment. The board considered presentations on crime and disorder and drugs as part of the strategic assessment to inform the partnership plan and guide investment priorities.

The board first noted the presentation on the crime and disorder data findings which will be distributed to board members separately. The board was asked to keep in mind that most of the percentages referred to in the presentation were measured by per thousand population based on 2001 Census data and were not an accurate reflection of absolute performance. It was further important to note that there is often a higher rate for reporting crime in the west of the borough compared to the east. It was requested that the report author refer to the Metropolitan Police website to compare the information presented on crime and disorder so that there are not inconsistencies in the information being distributed.

The board further noted the presentation on the adult drug needs' assessment, which is evidence-based and used for future commissioning purposes. The main challenge to the service was to provide the same quality service to increasing number of clients with the fewer resources. The presentation provided a local picture of drug treatment services, numbers accessing services, preventing drug related deaths, profile of drug

MINUTES OF THE SAFER COMMUNITIES EXECUTIVE BOARD (HSP)
FRIDAY, 12 DECEMBER 2008

users, links to crime, treatment effectiveness, probation profile, and the key actions going forward.

The board was advised that there would also be a further need to examine the work completed in the Alcohol strategy and compare findings to add further context to both presentation findings.

The board noted that it had been important to consider the presentations on drug misuse and crime and disorder together to establish common areas of concern: for example, the links to acquisitive crime, focus on the 18-24 age group, need to have more connections to the Haringey Guarantee, and recognition that there would need to be work completed in the community for growing peer leaders (e.g. in the Somali, Congolese, and wider African and Caribbean communities.

The board considered the resource/commissioning intentions for 09/10. The continued same level of funding from ABG had been assumed. It had been announced that the BCU would not be at the originally expected higher level but at the reduced level for 09/10. It was likely that there would be additional funding to implement the alcohol harm reduction strategy but this was yet to be confirmed. Given the strategic priorities and the data findings, the changes to funding for 09/10 outlined were:

- ➢ Additional resources to combat Theft from Motor Vehicle crime
- ➢ A dedicated problem solving pot (board members recommended to complete training on robust problem solving) – although reduced from the current year
- ➢ Funding to reduce re-offending
- ➢ Additional funding to meet caseload requirements of ASBAT (subject to resources not being secured elsewhere)
- ➢ Use of BCU for targeted youth support and specialist areas such as Forensic nurse (Agreed that information on the success of this work is presented to the board at a future meeting)

RESOLVED

That the board consider the contents of the report and respond to Claire Kowalska with any queries by the 31st of December 2008 after which the information will progress to PMG for finalisation in January 2009.

LC89. RISK REGISTER

The report set out the principal risks under the responsibility of the board. The risks were linked to the new performance framework which began in April 2008 and were based on the Safer Community Service's objectives and targets. It is a yearly requirement to examine and agree the corporate risk register and board members were requested to consider the information carefully.

RESOLVED

MINUTES OF THE SAFER COMMUNITIES EXECUTIVE BOARD (HSP)
FRIDAY, 12 DECEMBER 2008

That Board members consider the content of the risk register and provide comments and any proposed amendments to the Head of Safer Communities by 24 December 2008.

LC90.   FEEDBACK FORM PARTNERSHIP BOARDS

RESOLVED

That the content of the sub-board reports as circulated be noted.

LC91.   NEW ITEMS OF URGENT BUSINESS

None were submitted

LC92.   ANY OTHER BUSINESS

RESOLVED

To note the CSCI Inspection of Social Care taking place from 12th January 2009.

LC93.   DATES OF FUTURE MEETINGS

The following dates for future meetings were noted:

- 16 March 2009

Dave Grant

In the Chair

Comprehensive Area Assessment
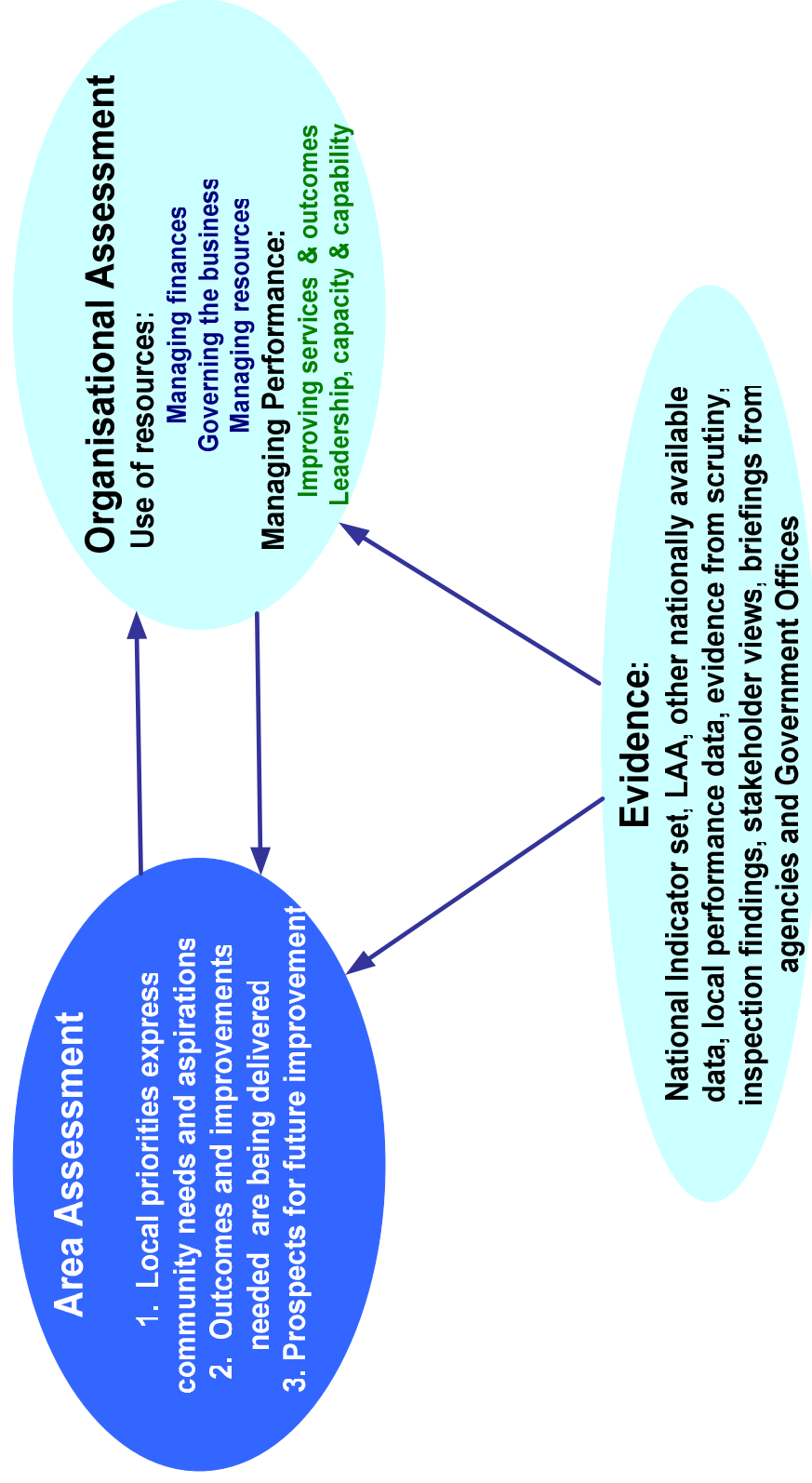
March 2009

Policy & Performance

1

Comprehensive Area Assessment

An independent assessment of how well people are being served by local public services

Two elements which will inform each other:

- **Area assessment** – will provide a view on the short, medium and long term prospects for better outcomes for local people

- **Organisational assessment** – will assess the performance and value for money provided by individual public bodies serving the area

The Comprehensive Area Assessment

Organisational Assessment
Use of resources:
Managing finances
Governing the business
Managing resources
Managing Performance:
Improving services & outcomes
Leadership, capacity & capability

Area Assessment
1. Local priorities express community needs and aspirations
2. Outcomes and improvements needed are being delivered
3. Prospects for future improvement

Evidence:
National Indicator set, LAA, other nationally available data, local performance data, evidence from scrutiny, inspection findings, stakeholder views, briefings from agencies and Government Offices

3

Area Assesssment

Will consider the following for Haringey:

1. How well do local priorities express community needs and aspirations?

2. How well are the outcomes and improvements needed being delivered?

3. What are the prospects for future improvements?

4

(Q1). How well do local priorities express community needs and aspirations?

Key themes:

- how well councils and partners know and engage their communities and understand the needs of marginalised groups

- have communities been involved in identifying priorities

- have communities been involved in assessing whether priorities are delivered

- are partners effective in co-ordinating community engagement and communicating its impact on their decisions

(Q2) How well are the outcomes and improvements needed being delivered?

Inspectors will be looking for answers to:

- How safe is the area?

- How healthy and well supported are people?

- How well is adult social care meeting people's needs and choices?

- How well kept is the area?

- How environmentally sustainable is the area?

- How strong is the local economy?

- How strong and cohesive are local economies?

- How well is housing need met?

- How well are families supported?

- How good is the well being of children and young people?

9

(Q3). What are the prospects for future improvements

Inspectorates will look for answers to:

- Do local partners have the capacity and capability to deliver their ambitions, strategies and plans?

- Are local partners taking adequate action to manage, mitigate or address any risks?

- Are local partners engaged in any exceptional innovative practice?

- How well improvement planning is being implemented –are key objectives and milestones being achieved and do local partners have robust plans for improving?

Reporting the Area Assessment

- Area Assessment is not scored – narrative report published annually

- First report to be published November 2009

  to indicate significant concerns about future improvement. There will be a challenge procedure for red flags

  to highlight exceptional performance or improvement

  Non-awarding of green flags will not be able to be challenged.

Underpinning themes

- Sustainability – building a strong, healthy and just society

- Understanding and tackling inequality, disadvantage and discrimination – will include reducing child poverty

- People whose circumstances make them vulnerable (are their needs being met now and in the future)

- Value for money – use of resources in achieving outcomes for the area

9

Organisational Assessment

	Theme	Key lines of enquiry
Use of resources	Managing finances	How effectively does the organisation manage its finances to deliver value for money?
	Governing the business	How well does the organisation govern itself and commission services that provide value for money and deliver better outcomes for local people?
	Managing resources	How well does the organisation manage its people, natural resources and physical assets, to meet current and future needs and deliver value for money?
Managing performance	Managing performance	How well is the organisation delivering its priority services, outcomes and improvements that are important to local people? Does the organisation have the leadership, capacity and capability it needs to deliver future improvements?

Scoring the Organisational Assessment

- Organisational Assessment Performance Management score will be agreed jointly by Audit Commission, Ofsted & Care Quality Commission (CQC)

- Ofsted and CQC will also publish more detailed finding separately

- There will be no use of rules to govern how an Ofsted or CQC grade will impact on the overall managing performance score

- Organisational Assessment will be scored for 1 – 4 where:

    1 – performs poorly

    2 – performs adequately

    3 – performs well

    4 - performs excellently

11

Inspections

- CAA not a once-a-year activity – unlike CPA

- information will be gathered and reviewed throughout the year (quarterly)

- reports published in late November

- linked graded assessments of children's services and of adult social care published at the same time

12

Timelines

Not 'once a year activity' – evidence will be gathered and updated throughout the year with quarterly updates

Up to mid September	Joint inspectorate gathering latest available information including educational attainment
Late September	Joint inspectorate drafts reports, including red and green flags
October	Key issues discussed with local partners. Joint inspectorate undertake final quality assurance
October/November	Draft report shared with partners. Ten days to challenge area assessment and organisational assessment
November	Resolve any challenges through formal process
Late November	Publish reports

13

Preparing for the CAA in Haringey

- HSP's Performance Management Group (PMG) has set up a **multi-agency group** to lead on the Area Assessment

- Prepare **area assessment self evaluation**

- CAA **web page** on council website – will be updated regularly

14

For more information

Visit our web page at:

http://www.haringey.gov.uk/index/community and_leisure/hsp/comprehensive_area_as sessment_caa_.htm

(You can get there quickly by typing CAA into the search facility on the council website.)

15

For more information

Contact the:

Haringey Council Policy and Performance team at:

eve.pelekanos@haringey.gov.uk 020 8489 2508

helena.pugh@haringey.gov.uk 020 8489 2509

christine.piscina@haringey.gov.uk 020 8489 2516

Agenda Item 7

haringey strategic partnership

Meeting:	**Safer Communities Executive Board**
Date:	**16 March 2009**
Report Title:	**Third Quarter Performance and Year End Finance Report (inc LAA Refresh Update)**
Report of:	**Claire Kowalska, Community Safety Manager (on behalf of Jean Croot, Head of Service)**

Purpose

To inform members of the SCEB about performance against key targets for Quarter 3 (April – December 2008) and the mitigating actions discussed by the Performance Management Group.

To inform the Board about the status of the LAA year one refresh.

To update the Board on the year end expenditure against Partnership funds.

Legal/Financial Implication

Given the concern about theft from motor vehicles and domestic burglary, despite more recent improved performance, and the possible adverse impact of the recession on acquisitive crime, the SCEB has agreed to allocate additional funding for these areas in 2009/10.

A carry forward has been submitted (see section 3 for details).

Recommendations

That the Performance Management Group to continue to analyse performance, adjust approaches and interventions and report back to the SCEB on a regular basis.

For more information contact:

Name: Claire Kowalska
Title: Community Safety Manager
Tel: 020 8489 6949
Email address: claire.kowalska@haringey.gov.uk

---

1. Background

1.1 This report covers performance exceptions in relation to progress against funded projects and key targets for the period April – December 2008. The format of the documents attached at appendices A and B is in keeping with the agreed HSP performance reporting model. With effect from Quarter 4, the covalent software package will centralise monitoring and erase duplication of effort.

1.2 At the time of writing, LAA negotiations for the year one re-fresh had almost been finalised (see point 4 below). The deadline for amendments is 12th March and Ministerial sign-off is due on 26th March 2009.

1.3 The end of year finance position in relation to partnership funds and requested carry forward is covered under point 3 below.

2.   Q3 Performance against key targets (April – December 2008)

2.1 Despite improvements in performance in the two challenging areas of residential burglary and theft from motor vehicles, the acquisitive crime rate per 1,000 of the population (according to Census data) slipped into Amber this quarter against the overall target (App A)

2.2 The latest available weekly scorecard, however, indicates that performance is heading in the right direction with a 1.4% and 1.7% reduction year to date for residential burglary and theft from motor vehicles respectively. This shows a marked improvement since the end of December.

2.3 Mitigating action is already underway with much enhanced use of real time data, mapping and targeted intervention on the one hand (for example focused action on the most vulnerable streets and vehicles) and long-term solutions through problem-solving on the other. An awareness raising campaign has been conducted with schools involving poster design and the carrying of car theft prevention messages from 200 children to their parents.

2.4 The Community Safety Team has researched the links between recession, changes in unemployment and acquisitive crime. The Team will be working closely with Urban Regeneration and colleagues in the Drug and Alcohol Action Team in Quarter 1 to agree joint actions for the 18-25 year olds, a large proportion of whom are showing as perpetrators, victims, affected by substance misuse and/or not in education, training or employment.

2.5 Additional funding has also been agreed for acquisitive crime and for anti-social behaviour case work in 2009/10 and the Safer Communities PMG will monitor performance on a six-weekly basis. There will be a renewed focus on reducing re-offending in the year ahead, especially persistent, non-statutory offenders on short sentences who do not currently benefit from probation services.

2.6 The prevention of violent extremism work has been subject to delays and remains Amber pending implementation of the action plan.

2.7 The reduction in repeat victimisation of domestic violence incidents is Red due to issues with the baseline and is subject to discussions under the LAA refresh.

2.8 Some aspects of the ASBAT work is marked in Red on the Project Highlight Report due to the risks anticipated through a lack of sufficient resources to meet a high and complex caseload. However, additional funding has since been confirmed.

2.9 All other key targets and projects are Green with continued exceptional performance on personal robbery (down by 24% year to date at week ending 22 February 2009). Improved performance on the challenging targets of drug users into effective treatment and first time entrants into the youth justice system are also noteworthy.

3. Partnership funds – Year-end financial position 2008/09

3.1 The Safer Communities Partnership received just over £2m through the area-based grant for this financial year. The police BCU fund was aligned to the partnership projects to the tune of £294,5K. A breakdown of the main areas of expenditure can be seen on the aforementioned Project Highlight Report at Appendix B.

3.2 Full spend is projected against all resources except the Safer Communities Provision (£95,000), the Problem-Solving Allocation (£65K) and the Young Person's Substance Misuse Grant (£25K) We have, therefore, requested carry forward into 2009/10 of approximately £185K. The approximation is due to the fact that one or two projects may still go through in this financial year.

3.3 The shortfall against the Safer Communities Provision was due to the reservation of funds for post that was subsequently funded by the Home Office until March 2010. The shortfall against problem-solving is due to training having been rolled out over the year with colleagues and partners only recently following the correct methodology, which involves improved planning for longer-term outcomes. There are currently 12 such projects in the pipeline which can all be funded and successfully implemented in the new financial year but will not be ready for implementation this year. The unspent funding for the substance misuse project (£25K) is due to delayed recruitment to a key post.

3.4 The requested carry forward will predominantly support and strengthen front-line service provision and the realisation of the problem-solving projects mentioned above. If this is not agreed, there will clearly be implications for delivery.

4. **Local Area Agreement (LAA) Refresh – Year One**

4.1 Negotiations for amendments and updates to key targets in Haringey's LAA have been lengthy and are now coming to a close with Ministerial sign off due on 26th March 2009.

4.2 The targets under discussion for Safer Communities and their status are as follows:

NI 15 – Serious violent crime rate: This was a baseline year and target setting has been delayed until mid-end March pending the outcome of a Met Police review of the crime types and injury categories that make up this new package. This will be extremely tight and may not be completed in time for the sign off date.

NI 16 – Serious acquisitive crime rate: The target is to move from a baseline of 39.8 per 1,000 residents (8971) to 37 in 09/10 and down to 35.4 by 10/11

NI 21 – Perceptions of how police and local authorities deal with crime and ASB in their local area. The Place Survey will provide the baseline for this target with results officially due in March. GOL/Home Office is in the process of calculating a national position and extrapolating percentage targets for each partnership. They will be expecting challenging targets. The new Home Office funded Crime and Justice Officer will be working exclusively on issues of improving confidence and perceptions over the coming year.

NI 35 – Building resilience to violent extremism. It has been agreed that our partnership will lift this work from Level 1 to Level 2 expectation in 09/10 and up to Level 3 in 10/11 according to the agreed criteria

NI 39 – Rate of hospital admissions for alcohol-related harm per 100,000 population: A 1% reduction has been negotiated for each of the next two years

NI 40 – Number of drug users in effective treatment: An 18% increase in 09/10 and a 20% increase in 10/11 has been agreed on the 07/08 baseline of 933.

NI 111 – First time entrants into the Youth Justice System 10-17: A reduction from the baseline of 452 (or 2,420 per 100,000 population) to 432 in 09/10 and 422 in 10/11 has been agreed

Indicators for engagement with young victims have been agreed with Victim Support as a local target.

Discussions about the issues with the baseline for repeat victimisation of domestic violence offences are ongoing.

Appendices

Appendix A: Q3 Performance Report
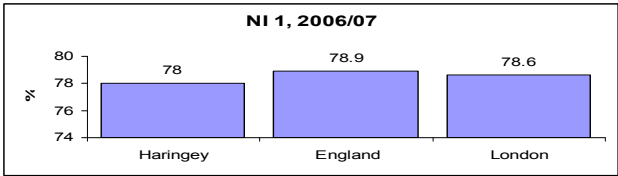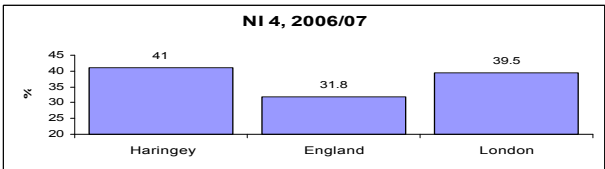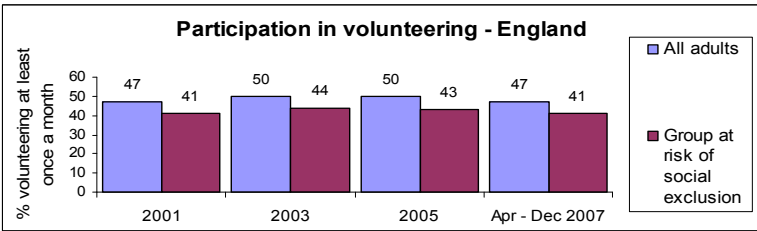**Appendix B**:   Q3 Project Highlight Report

This page is intentionally left blank

Quarterly Performance Review - 2008/09   APPENDIX A

07/08	08/09	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Safer Communities					

NI 15   Serious violent crime rate

Improvement Target

Target   No target set.(National issue)

Comment   Owing to observations and comments made by the Home Office earlier in the year, the Metropolitan Police is conducting a review of the crime types and level of injuries that make up the new group of offences under NI15. This review will be completed by March. No serious violent crime data will be provided by police until this review is completed. Baseline data will be agreed at the end of this financial year. No data should be used at this time against NI15 as this year's data is likely to change once the review is completed and last year's data is not measured and counted in the same way.

SCI	NA	NA	NA	

NI 16   Serious acquisitive crime rate

Improvement Target

39.8 offences per 1000 population (8972 offences)

Target   37.6 per 1000 population (8,479 offences)

Comment   Quarter 3 annual equivalent performance is 38.5 per 1000 population (2172 actual offences or a 3.9% increase on Quarter 2).
Slight year-on-year increases for burglary and theft from motor vehicle crime have contributed to the amber flag, however both of these offences are showing recent falling trends.
Residential burglary actions
A partnership burglary action plan is being implemented through the Acquisitive Crime Partnership Board (ACPB). As part of this plan Metropolitan Care and Repair (MCR) were commissioned to target harden properties in three hotspot areas. 71 homes have been visited by the MCR caseworkers and 57 properties have received security upgrades. A project to distribute timers and home security advice to residents in two burglary hotspot areas is also underway and will be evaluated by the Jill Dando Institute.
Theft from motor vehicles actions
A crime prevention communication strategy has been devised based on the analysis of MOSAIC geodemographic data. The analysis identifies people suffering disproportionate levels of Theft from Motor Vehicle offences. Potential victims living in these postcodes will recieve targeted crime prevention advice via media they are most receptive to .
The winning anti-car crime poster has been chosen from over 120 entrants by Primary school children in Haringey. This poster will be displayed on all parking meters in the borough as well as on-street advertising boards and the local press.

SCI	Green	Green	Amber	
	36.4 per 1000 pop.	37.1 per 1000 pop.	38.5 per 1000 pop	

NI 21   Dealing with local concerns about anti-social behaviour and crime by the local council and police

Improvement Target

Target   NA

Comment   Information for this indicator will be monitored annually in the Place Survey.

SCI				

NI 35   Building resilience to violent extremism

Improvement Target

Target   The 2008/09 target is level 2.
This is an average of the following criteria; Understanding of, and engagement with, Muslim communities, Knowledge and understanding of the Preventing Violent Extremism agenda, Effective development of an action plan to build the resilience of communities and support vulnerable individuals and Effective oversight, delivery and evaluation of projects and actions.

Comment   There has been a small slippage in the timescale. Government guidance has been slower than expected, however an officer's steering group is in place. Community organisations are commissioned to deliver engagement for women and youth and further education and capacity building. Owing to capacity issues the planned mapping and consultation will take place in Q4.

SCI	Amber	Amber		
	1	1		

NI 40   Drug users in effective treatment

Improvement Target

Target   8% increase on 2007/08 baseline

Comment   In December 2008, the 2007/08 baseline figure was refreshed by GOL, putting it in line with the NHS vital signs target. **The target itself did not change. The refresh revised the baseline from 883 to 933. That reset the number required to achieve an 8% growth to 1008** . Currrent performance covering Sept 2007- Aug 2008 = 975. This is a 4.5% increase on 2007/08 baseline. **Please note that due to the way this target is calculated, the performance level will always be 4 months behind, i.e. position in Sept 2008 will not be known until 1st Feb 2009.**

SCI	Green	Green		
	3.5% = 966 as of May 2008	4.5% = 975 as of August 2008		

NI 111   First time entrants to the Youth Justice System aged 10 – 17

Improvement Target

Target   Direction of travel compared to same quarter last year

Comment   The cumulative figure for 2008/09 indicates there were 11% fewer first time entrants than the same period last year.

SCI	Green	Green	Green	
	-18.5%	-15.0%	-11.0%	

NI 17   Perceptions of anti-social behaviour

Target   NA

Comment   This will be measured annually in the Place Survey.

SCI				

NI 39   Alcohol-harm related hospital admission rates

Target   1% reduction in the increasing trend of alcohol-related admissions per 100,000 population (EASR) based on baseline of 1342 (06-07). **This equates to 1579 (2008/09). Recent data shows an increasing trend of alcohol related hospital admissions. The rate between 2002/03 - 2006/07 has almost doubled. This target represents an attempt to reduce the upward trend by 1%.**

Comment   No data available for 2008/09. There is a delay in the final 2007/08 Hospital Episode statistics (HES). This is due February 2009, with the alcohol related admissions published shortly afterwards. Initial analysis of local data indicates chronic attributable diseases, e.g hypertension, are the biggest group and fastest growing of the conditions.

10.4% 07/08	NI 117	**16 to 18 year olds who are not in education, training or employment (NEET)**		
	Target	2008/09 target is 9.5% (as measured via Connexions)		
	Comment	Quarter 3 performance average is 6.9%.		
		Green	**Green**	**Green**
		8.4%	9.5%	6.9%

240 repeat incidents	Stretch target	**Reduction of repeat domestic violence victimisation incidents**		
	Target	176 repeats (Annual target based on a rolling 12-month figure))		
		Due to inaccuracies contained in the calculation of the existing baseline a revised baseline has been submitted as part of the LAA refresh.		
	Comment	Quarter 3 performance as of the end of December 2008 (covering the 12 month period January 2008 - December 2008) is 257 repeat DV		
	SCI	**Red**	**Red**	**Red**
		217	267	257

51.40%	Stretch target	**Number of incidents of domestic violence that result in sanction detections**		
	Target	2008/09 target is 36%		
	Comment	Quarter 3 performance is 45.3%		
	SCI	**Green**	**Green**	**Green**
		50.5%	48.4%	45.3%

1,503	Stretch target	**Reduction in personal robbery**		
	Target	1321 offences (2.6% reduction)		
	Comment	Quarter 3 annual equivalent performance is 916 a 14.6% reduction on Q2. Currently personal robbery is showing a 27.2% reduction compared to the same period last year (April - December)		
	SCI	**Green**	**Green**	**Green**
		1020	1,072	916

LOCAL	Local indicator	**Victim support services for children and young people**		
	Target	The target is currently being revised locally as part of the LAA refresh		
	Comment	Measurement of this indicator will be developed over this year		
	SCI			

Cross Cutting	N1	**% of people who believe people from different backgrounds get on well together in their local area**		
	Target	81%		
		Information for this indicator will be monitored from the Place Survey		
	Comment			

NI 1, 2006/07

Haringey 78, England 78.9, London 78.6

Cross Cutting	NI 4	% of people who feel they can influence decisions in their locality		
	Target	43%		
	Comment	This will be measured by the Place Survey in September 2008		

NI 4, 2006/07

Haringey 41, England 31.8, London 39.5

| | **SCI** | | | |

Cross Cutting	NI 6	Participation in regular volunteering		
	Target	This will be measured by the Place Survey but the target and baseline deferred until 2009, when a statistically significant improvement will be agreed as part of year 1 refresh		
	Comment	The citizenship survey has been released with national level statistics. Below are the headline figures for the volunteering question		

Participation in volunteering - England

	2001	2003	2005	Apr - Dec 2007
All adults	47	50	50	47
Group at risk of social exclusion	41	44	43	41

| | **SCI** | | | |

	NI 7 -	Environment for a thriving third sector			
	Local				
	Target	Baseline not available, to be set with targets as part of year 1 refresh			
	Comment				
Cross Cutting	**NI 22**	**Perceptions of parents taking responsibility for the behaviour of their children in their area [Cross Cutting]**			
	Target	*Baseline still to be confirmed*			
	Comment	*Quarterly return currently not available.*			
	SCI				
Cross Cutting	**NI 23**	**Perceptions that people in the area treat one another with respect and dignity [Cross Cutting]**			
	Target	*Baseline still to be confirmed*			
	Comment	*Quarterly return currently not available.*			
	SCI				
Cross cutting	**NI 140**	Fair treatment by local services			
	Target	71%			
	Comment	Measured by the Place Survey in September 2008			

Q3

Section 1

YTD Progress

Lead: NS

Lead: NS

Lead: CK

LAA

Lead: SS

Lead: MM

Lead: LJ

Lead: CK

Lead: MM

Section 1

YTD Progress

Lead: CYP (Debbie Cottril)

Lead: NS

Lead: NS

Lead: NS

Lead: JC

PMG LAA Lead

PMG LAA Lead

PMG LAA Lead

PMG LAA Lead

HSP PMG

HSP PMG

PMG LAA Lead

Projects			Section 2
Ref	**Name**	**Overall progress**	**Budget variance £'000s**
	Community Safety CCTV Management	**Green**	£0.0
	Partnership Boards Annual Delivery Plans	**Green**	£0.0
	ASBAT Intervention Support	**Green**	-£8692.0
	Haringey Police Provision	**Green**	-£31236.0
	Safer Communities Provision	**Green**	£0.0
	Anti Burglary Support Project (Reduce Acquisitive Crime)	**Green**	£0.0
	Addressing & Reducing Domestic Violence	**Green**	£1762.0
	Victim Support	**Green**	£0.0
	Youth Offending Service - Asylum Worker	**Green**	-£1879.0
	Preventing Violent Extremism Fund	**Green**	-£11000.0
	ASBAT	**Green**	-£1185.0
	ASB Grant	**Green**	£0.0
	DAAT Partnership Support Grant	**Green**	-£1.0

Project Highlight Report
Period: April - June 2008

QUARTER 3 PROJECT HIGHLIGHT REPORT - SAFER COMMUNITIES

Projects	Project Manager	Monitoring Return	Strat Outcomes					RAG Status							Finances			Project objectives/targets 08/09	Year to date	Comments
			People at the Heart of Change	An Environmentally Sustainable Future	Economic Vitality and Prosperity Shared by All	Safer for All	Healthier People with a Better Quality of Life	Last Quarter	This Quarter	Timescale	Resources	Issues	Risks	Budget	Total Budget 08/09	Spend To Date	Budget Left to Spend			
Community Safety CCTV Management	Ann Cunningham	YES						G	G	G	G	G	G	G	£25,000	£18,747	£6,253	Daily management of CCTV ensuring compliance with procedures, legislation and codes of practice. Interim contract for community surveillance. Improved levels of public confidence in CCTV and its use in Haringey		On track
Young Person's Substance Misuse Grant (amalgamated funds)	Paulette Haughton	NO						A	A	A	G	G	A	A	£234,082		£234,082	Commissioned services work together to identify and refer children and young people (10 to 21 years) with a substance misuse problem, from identified vulnerable groups, into appropriate and effective treatment.		**Risk and Resources:** a delay in appointing to the Sen Practitioner post in C&YPS (Safeguarding, Children in Need team) has resulted in an underspend. Carry forward has been requested to employ a consultant to support mainstreaming of the agenda.
Anti-Social Behaviour Action Team	Mike Bagnall	YES						A	A	G	R	R	R	A	£284,500	£131,000	£153,500	To investigate and process all reported cases of ASB - public, private and non-tenure specific. To prevent ASB through early intervention, partnership working and a range of prevention tools		**Resources, Issues, Risks:** The ASBAT structure has not grown since 2003, but demand for the service has doubled. Representation has been made in the Safer Comms Business plan for two extra posts.
Partnership Board Annual Delivery Plans	Claire Kowalska	YES						G	G	G	G	G	A	G	£241,300	£84,027	£157,273	To prevent and divert crime through project commissioning, problem-solving, community engagement and research/intelligence led partnership work		**Risks:** Delay in spending the problem-solving pot due to training and robust application. Preferred option is to roll forward underspend into 09/10.
Safer Communities Provision	Claire Kowalska	YES						G	G	G	G	A	G	G	£464,300	£339,819	£124,481	To deliver all statutory, policy and partnership co-ordination work on behalf of the Safer Communities Executive Board and HSP, and to manage and account for all funds allocated to that board under the ABG and ad hoc grants throughout the year. A new post with funding to 2010 has just been secured by the Community Safety Team with iimmediate effect. To contribute significantly to 6 of 35 improvement targets and numerous national indicators for crime and community safety on behalf of Haringey		**Issues:** The recruitment of suitable ASBAT case workers has resulted in the need to carry forward or re-assign these funds. Request for carry forward submitted.
ASB Grant	Claire Kowalska	YES						G	G	G	G	G	G	G	£20,000	£19,710	£290	To provide policy, partnership and strategic co-ordination in relation to ASB and Hate Crime. To manage all devolved budgets.		
																		To co-ordinate policy, strategy and		

Project Highlight Report
Period: April - June 2008

Projects	Project Manager	Monitoring Return	Strat Outcomes	RAG Status — Last Quarter	This Quarter	Timescale	Resources	Issues	Risks	Budget	Total Budget 08/09	Spend To Date	Budget Left to Spend	Project objectives/targets 08/09	Year to date	Comments
Addressing & Reducing Domestic Violence	Eve Featherstone	YES		G	G	G	G	G	G	G	£82,400	£56,151	£26,249	implementation of all DV and Gender based violence work in the borough on behalf of the partnership. To contribute significantly to the stretch targets on DV.		
Victim Support	Tessa Newton	YES		G	G	G	G	G	G	R	£91,759	£80,319	£11,440	To deliver key services to victims in partnership with the statutory and voluntary sector. To contribute to key national and local priorities and targets, especially through reducing repeat victimisation and the prevention of victim turned perpetrator. To deliver specialised support to young people, BME and young victims of crime with an emphasis on serious crime		**Budget:** Project has overspent on salaries. Over spend will be covered by Victim Support core budget.
Haringey Police Provision	Ian Kibblewhite	YES		G	G	G	G	A	G	G	£315,000	£208,048	£106,952	To deliver key crime targets in the LAA - emphasis on key improvement targets (NI 15 and 16). Respond with partners to evidence based and intelligence-led problems for both short and longer-term outcomes. To play a proactive role in the delivery of the statutory 3-year partnership plan. Deliver section 17 duties in the borough (Crime & Disorder Act 1998)		**Issues:** Increase in vehicle crime. Problem Solving approach has been adopted and a problem profile has identified hotspot areas and actions to be taken.
DAAT Partnership Support Grant	Marion Morris	YES		G/A	G/A	A/G	G	G	A	G	£87,000	£65,250	£21,750	To manage all resources, strategies and contracts relating to drug and alcohol treatment services, social integration, protecting and supporting communities, and phalf ublic information campaigns in partnership and on behalf of Haringey. Responsibility for one key improvement target (NI 40)		
Preventing Violent Extremism Fund	Sean Sweeney	YES		G/A	G/A	A/A	G	G	A	A	£179,000	£109,000	£70,000	To manage, commission and monitor the PVE programme to move Haringey to level 2		**Budget:** Invoice matter between MPS and Council will be resolved in Q4. Commissioing Local Authority Consultation Team has been setback which has delayed spend - will be resolved in Q4. **Timescales & Issues:** Slippage against action plan will be corrected in Q4 through targeting additional staff resources.
Anti-Burglary Support Project	Steve Fallon	YES		G	G	G	G	G	G	G	£40,000	£30,288	£9,712	To reduce repeat burglaries. To prevent burglary in identified areas. To intervene to assist vulnerable groups		

Project Highlight Report
Period: April - June 2008

Projects	Project Manager	Monitoring Return / rat Outcomes					RAG Status							Finances				Comments
		People at the Heart of Change	An Environmentally Sustainable Future	Economic Vitality and Prosperity Shared by All	Safer for All	Healthier People with a Better Quality of Life	Last Quarter	This Quarter	Timescale	Resources	Issues	Risks	Budget	Total Budget 08/09	Spend To Date	Budget Left to Spend	Project objectives/targets 08/09	Year to date	

Note: Traffic light annotation is based on the following:
Green Status- the project is on schedule to deliver agreed milestones/outcomes in line with the project plan
Amber Status- the project has encountered some issues which could affect the delivery of outcomes within agreed time, cost and resources. Recovery action is underway, but has either not yet been approved or tested.
Red Status- Delivey of outcomes within agreed time, cost and resources is not presently possible. The project may have stalled and requires urgent attention.

This page is intentionally left blank

Agenda Item 8

haringey strategic partnership

Meeting:	**Safer Communities Executive Board (SCEB)**
Date:	**16 March 2009**
Report Title:	**Safer Communities Priority Actions 2009/10**
Report of:	**Claire Kowalska, Community Safety Manager (on behalf of Jean Croot, Head of Service)**

Purpose

To present the proposed priority actions for the Safer Communities Partnership for 2009-10 for information and comment by members of the Board.

Summary

The following report outlines high-level activity relating to the delivery of the Safer Communities objectives and targets. The priorities are drawn from the 3-year Partnership Plan priorities and the latest annual strategic and needs' assessments. Individual action plans for each priority area will be finalised by the partnership boards during March 2009.

Legal/Financial Implications

All intended actions have taken into account the available finances for 2009/10.

Recommendations

That Board members confirm the objectives and agree on the areas for closer joint working.

For more information contact:

Name: Claire Kowalska
Title: Community Safety Manager
Tel: 020 8489 6949
Email address: claire.kowalska@haringey.gov.uk

1. Background

1.1 Partnership action plans for the delivery of Safer Communities priorities are prepared annually for individual areas of responsibility such as key crime types, drug treatment, alcohol harm reduction and anti-social behaviour.

These are being prepared by individual boards during March an April on the basis of evaluation, data and current knowledge. Final plans will be presented to the board in early May. They will be monitored quarterly by the responsible boards and progress will be reported to the SCEB twice a year.

1.2.   With effect from April 2009, the Neighbourhood Management Team and Voluntary and Community Sector Team will join the existing teams to make an enhanced Safer and Stronger Communities Service.

2. Key objectives 2009-10

2.1   The high-level priorities and outcomes for the coming year which support our Local Area Agreement (LAA) are:

➢ To prevent and reduce serious priority crime (acquisitive crime, violent crime and domestic violence)
➢ To prevent and reduce persistent and serious anti-social behaviour (ASB) with a focus on young people, housing and the public realm
➢ To measurably improve perceptions of how the Council and Police deal with crime and ASB in the local area and increase confidence in the Partnership
➢ To reduce re-offending through co-ordination and resettlement services (esp. of non-statutory offenders)
➢ To reduce the number of children and young people involved in crime and disorder
➢ To support young people at risk of offending and invest in proven youth diversion programmes
➢ To reduce the harm caused through drug and alcohol misuse
➢ To support the local voluntary sector organisations that effectively engage with the Council and build the capacity of the Third Sector
➢ To build community engagement with the Council and its partners to improve the quality of life for local people
➢ To further develop programmes that offer support to victims and survivors of crime and ASB, especially the most vulnerable
➢ To ensure that the Borough is prepared for emergencies and has all necessary business continuity plans in place

2.2   This activity supports the current LAA improvement targets under the responsibility of this board which are:

NI 15   – serious violent crime rate
NI 16   – serious acquisitive crime rate
NI 21   – perceptions of how police and local authority deal with crime and ASB locally
NI 35   - preventing violent extremism
NI 40   - drug users into effective treatment
NI 111 - preventing entrants into the youth justice system

Each of these targets is owned by a specific, partnership board and progress is regularly measured.

3.   Strategic overlaps

3.1   The following areas of focus are common across two or more teams within the Service and will be subject to intensified joint working in the year ahead:

  ➢ Targeted community engagement and involvement
  ➢ Specialised, strategic commissioning
  ➢ Project and performance management
  ➢ Strengthening data, intelligence and analysis to identify unmet priorities and need; and to target interventions more precisely
  ➢ Co-ordinating communications and marketing around priorities
  ➢ Strengthening area-based working and problem-solving
  ➢ Preventing and diverting young people from offending, disorder and substance misuse through proven projects and support
  ➢ Co-ordinating support to the 18-25 age group (currently falling through the provision gap)
  ➢ Increasing awareness and action to reduce re-offending

This page is intentionally left blank

haringey strategic partnership

Meeting:	**Safer Communities Executive Board**
Date:	**16 March 2009**
Report Title:	**Preventing Violent Extremism**
Report of:	**Sean Sweeney**

Purpose

- To advise the board of the current plans around the Preventing Violent Extremism Agenda (NI 35)
- To gain the board's approval for the approach adopted

Summary

The Haringey PREVENT Approach document at Appendix 1 explains the approach that is being proposed for the work in Haringey in support of the Preventing Violent Extremism agenda.

A slow and measured approach is being taken to ensure that a community mandate exists for the work we will carry out.

Haringey is in a fortunate position that we are not particularly at threat from extremist groups from any agenda. We are aware of the sensitivities around this work and are working closely with the police Counter Terrorism Intelligence Officers to ensure that any emerging trends are threats are considered.

A consultation is taking place with the effected communities and the observations and lessons learned from this are incorporated into the plans.

The PREVENT steering group will welcome community members in April 2009.

Legal/Financial Implications

This work is funded from the PVE allocation within the Area Based Grant and NI35 is one of the improvement indicators within Haringey's LAA.

Recommendations

That the Board approves the approach adopted.

For more information contact:

Name: Sean Sweeney
Title: Police Projects Officer/ Partnership PREVENT Officer
Tel: 020 8489 2908
Email address: sean.sweeney@haringey.gov.uk

Appendices

Haringey PREVENT Approach
Haringey PREVENT Action Plan

Haringey PREVENT Approach

Approach, Performance, Partnerships and Communication Service

November 2008

Contents

1.   Introduction

This country, like many others, faces a real and serious threat from terrorism driven by violent extremism. This is not a new position and the historical context is worth considering, whether it is the threats to central government from the likes of Guy Fawkes to the threats to local economies by the actions of groups like the Irish Republican Army. Indeed the threat to local community cohesion has been exploited by far-right political groups in recent times.

Most recently, however, the most severe terrorist threat would appear to come from groups and individuals who aim to carry out criminal behaviour justified by a distorted approach to the peaceful religion of Islam. The approaches adopted now must be flexible enough to be reassessed as soon as the local intelligence suggests that the threat has moved to another group or area of society.

This threat must be considered in the context of the perceptions of the wider Muslim communities, the majority of whom are law abiding citizens facing the same daily concerns as the rest of society. Whatever work carried out under the guise of Preventing Violent Extremism must align to existing good work under the community cohesion, hate crime work and the inter-faith work taking place.

Consideration must also be given to communities' concerns around the potential rise in Islamaphobia that may occur in the misinterpretation of the messages around this work.

Whilst not underestimating the threat from the far-right groups and international terrorist groups, the current threat from groups who seek to hijack Islam to support their cause is the subject of the CONTEST counter Terrorism Strategy. CONTEST is the government's long-term strategy to counter terrorist activity. It has been in operation since 2003 and aims to reduce the risk from international terrorism through four main strands:

- Pursue - to stop terrorist attack;
- Prepare - where we cannot stop an attack to mitigate its impact;
- Protect - to strengthen our overall protection against terrorist attacks (supported by National Indicator 36); and
- Prevent - to stop people becoming terrorists or supporting violent extremists (supported by National Indicator 35).

On 3rd June 2008 the Government launched the National Prevent Strategy. The Strategy highlights the commitment from Communities and Local Government, Home Office, Department of Children, Schools and Families and Employment and Training Corporation to work together on this agenda.

Alongside the Strategy, guidance was issued to Local Authorities and Partnerships to help them work closely with their communities to address issues locally. Subsequent Government publications to support this work include:

- Promoting freedom of speech to achieve shared values and prevent violent extremism on campus (DIUS)

- Learning to be safe: a toolkit to help schools contribute to the prevention of violent extremism. (DCFS)

These documents, alongside publications and reviews from the likes of HMIC, IDEA and the Audit Commission have been considered in the preparation of our local response.

The local context

Haringey has been awarded a Beacon Status for community engagement work that takes place across the borough. Haringey historically has low levels of recorded hate Crime and this could be seen as evidence of a high level of community cohesion; this cohesion makes Haringey the unique place that it is. Our Hate Crime work continues to support this agenda.

Challenges, however, do exist. Whilst an extremist violent threat could come from several groups in society, currently, we cannot ignore the fact that with a large and varied Muslim population there will be some individuals who are vulnerable to the propaganda used by violent extremists. We also cannot ignore that a small number of extremists have hijacked the term Islam to recruit innocent and often vulnerable members of the community. This position may change in the future and we should be flexible enough to respond to a change in threat should it arise.

During the consultation that has taken place with our self-defined Muslim communities the following themes have emerged and will inform our work over the life of the Local Area Agreement:

- There is evident discomfort at the use of descriptors such as 'the Muslim Community' because this is seen as misleading and, to some extent, as a denial of individuality and self-expression. Such concerns are most evident when referring to central government approach.

- The Government's Prevent Strategy comes in for some criticism because it is not seen to differentiate between individuals and communities of Muslim faith, but allows stereotypical images of faith-inspired violence to be strongly associated with Muslims.

- At a majority of the interview sessions it was argued that taking part in violence and extremist behaviour is much more 'generation based' than a function of faith and culture. This is not to deny that some young Muslims are attracted to such activity; but it would be to ignore historical and other current examples of young people being drawn into such behaviour. There is agreement that deprivation and social isolation are contributory factors which can lead to people feeling marginalised and, possibly, more susceptible to being drawn into antisocial or

even criminal behaviour. The growing violent behaviour amongst students in France is one example.

- Social isolation is seen to occur within families where parents not only often possess very limited English skills but may also have limited communication skills in their traditional languages. Many women are not literate in their own language and it is widely agreed that these contribute to communications problems within many families where children have learned English and communicate naturally in English.

- It is widely recognised that Muslim communities are not a united entity and that many groups do not want to work together. This can make it difficult for the council to evaluate the effectiveness of grants and finance.

By considering these factors and engaging the various communities in the resulting work we will give Haringey a community mandate to continue with this work.

The use of language around this work will need to be agreed at an early stage of the work in order that appropriate terms are agreed and the possibility of offense being caused is minimised. Whilst it is accepted that formal terms will need to be used when communicating with government and partner agencies; the terminology used with communities will need to be handled more sensitively. The steering group will also advise upon and agree appropriate terminology.

It is also acknowledged that communities do not exist solely within the boundaries of one borough, we will therefore engage with our neighbouring boroughs to establish what work can be carried out in partnership with them.

2.   Scope and Definition

This approach will begin our work in support of the five key strands of the national Prevent strategy:
- challenging the violent extremist ideology and supporting mainstream voices;
- disrupting those who promote violent extremism and supporting the institutions where they may be active;
- supporting individuals who are being targeted and recruited to the cause of violent extremism;
- increasing the resilience of communities to violent extremism; and
- addressing the grievances that ideologues are exploiting.

These are supported by two cross-cutting work streams which are key enabling functions in delivering the strategy:
- developing understanding, analysis and information; and
- strategic communications.

The national guidance clearly states that Community Cohesion and Preventing Violent Extremism are two related but clearly separate agendas.

We will strengthen our understanding of the communities likely to be affected by this work by carrying out in the very early stages a strategic mapping exercise around our Muslim communities in Haringey and by then consulting widely with those communities around this agenda. We will consider the impact of those people who self-define as Muslim and those people who are practising Muslims, this distinction will inform where we carry out our work. The communities will be asked to nominate representatives to sit on a Prevent Steering Group for Haringey. This group will

comprise officers from local partnership agencies and community representatives. The group will then be responsible for making recommendations to the Safer Communities Executive Board and ultimately to the Haringey Strategic partnership Board about the direction of travel and any subsequent action plans.

3. Aim

This approach aims to engage and support communities in resisting those people who would promote violent extremism and create an environment where the mainstream voice can be heard and grievances addressed.

4. Roles and responsibilities

This work is lead by the Cabinet Member for Enforcement & Community Safety.

The PREVENT steering group is chaired by the Principal of the College of North East London and made up of the following representatives:
- Head of Safer Communities
- Head of Equalities
- Police PREVENT Lead Officer (Chief Inspector Safer Neighbourhoods)
- YOS Manager
- CYPS Senior Development Officer
- Partnership PREVENT officer
- Community representatives

The PREVENT steering Group will be directly responsible to the Safer Communities Executive Board.

5. The legal context

This approach supports the government's PREVENT strategy and in turn by the CONTEST strategy. There is no direct legislative context, however the **Prevention of Terrorism Act 2005** and the **Human Rights Act 1998** will have a bearing on the outcomes and outputs of this work.

6. Principles

This approach is based on the principle that effective consultation and engagement with the relevant communities is essential to:
- deliver the best possible outcomes for the communities involved
- ensure that the partnership has a community mandate for this work
- reassure the communities involved that this work is about supporting them

7. Equalities and diversity

Equalities Impact Assessments - a description of how legal obligations will be met to determine what effect the approach may have on equality for those affected by the outcomes.

An Equalities Impact Assessment (EIA) should be carried out at an early stage of approach development. It will assess the effects the approach may have on people depending on their racial group, disability, gender, age, belief or sexuality.

The EIA guidance and form can be downloaded from Harinet via the following link:

http://harinet.haringey.gov.uk/intranet/directorates/pppc/performance_and_approach/equalitiesanddiversity/equalitiesimpactassessment.htm

List the date of the EIA, its findings and the date of its review and attach the EIA as an appendix.

***Equalities monitoring and mainstreaming**- a description of the ways to evidence how all relevant equalities strands will be met and integrated into the approach. Recording of equalities data is mandatory.*

8.   Audit

The PREVENT steering group will meet quarterly to audit actions against the action plan and receive exception reports from commissioned projects in support of the approach.

9.   Review

The approach will be reviewed quarterly by the steering group, any major changes will be referred to the Safer Communities Executive Board.

10.   Appendices

- Haringey PREVENT Action Plan

- National PREVENT strategy

PREVENT ACTION PLAN 2008-11

OBJECTIVE 1: UNDERSTANDING OF, AND ENGAGEMENT WITH, MUSLIM COMMUNITIES.

ACTION	OUTPUTS	MILESTONES	LEAD AGENCY/OFFICERS	PROGRESS
1. Mapping Haringey's Muslim Communities and Services	• Reference document to include, Masjids, Supplementary schools, meeting places	To be completed by end of January 2009	PREVENT Lead Officers LBH Consultation Manager	On target to be completed
2. Carry Out consultation with the communities identified in action point 1 to set agenda for 2009/11	• 4 major consultation events • 10 consultations carried out by communities • Online Consultation	End of February 2009	PREVENT Lead Officers LBH Consultation Manager	On target to be completed
3. Develop a PREVENT Steering Group	• Officers Group to be developed Sept 2008 • Community representatives to be in place by March 2009	• Sept 2008 • March 2009	PREVENT Lead Officers	On Target to be completed

OBJECTIVE 2: KNOWLEDGE AND UNDERSTANDING OF THE PREVENTING VIOLENT EXTREMISM AGENDA.

ACTION	OUTPUTS	MILESTONES	LEAD AGENCY/OFFICERS	PROGRESS
4. Develop guidance and training opportunities for front line staff around preventative work	• A series of training events • A guidance note developed by/with communities	July 2009	PREVENT Steering Group CYPS Haringey	Will begin to plan when steering group is in place
5. Deliver outputs in line with DSCF "Violent Extremism Toolkit for Schools" document	• Planning notes on possible outputs • Develop appropriate resources	Sept 2009	PREVENT Steering Group CYPS Haringey	Options and practice elsewhere is being researched
6. Develop Further Education programme in support of DIUS guidance and recommendations	• Planning notes on possible outputs • Develop appropriate	Sept 2009	CONEL BRACE CYPS Haringey	Options and practice elsewhere is being

Action	resources	Milestones	Lead Agency/Officers	Progress
				researched
7. Develop and Maintain a reference library for staff to use as a resource	• A selection of books articles and media which can be accessed by staff	February 2009	PREVENT Lead Officers	Orders placed – awaiting delivery
8. Develop understanding by engaging in the national debate where appropriate	• Attend where appropriate events around this agenda	ongoing	PREVENT Lead Officers PREVENT Steering Group	

OBJECTIVE 3 EFFECTIVE DEVELOPMENT OF AN ACTION PLAN TO BUILD THE RESILIENCE OF COMMUNITIES AND SUPPORT VULNERABLE INDIVIDUALS.

ACTION	OUTPUTS	MILESTONES	LEAD AGENCY/OFFICERS	PROGRESS
9. Engage with Muslim Communities, particularly Women and Young People	• Quarterly Haringey Muslim Network Safety Forum Meetings – to include young people • Continue to support the JAN Trust and the training provided fro Women in ESOL & ECDL • Develop other third sector groups to support and deliver work in support of this agenda • Work with College of North East London and the BRACE project	Ongoing – reviewed annually	PREVENT Steering Group	Ongoing, HMNSF to be developed into a formal process
10. Recruit a PREVENT Officers in Haringey Equalities Team	• PREVENT policy statement developed • PREVENT agenda to be mainstreamed into Community Engagement/Social	Jan 2009	PREVENT Steering Group LBH Equalities Team	Post Holder starts jan 2009

Action	Outputs	Milestones	Lead Agency/Officers	Progress
11. Review plans and commissioned work in line with consultation and community's identified needs	Cohesion Agenda • Revised and agreed action plan	April 2009	PREVENT Steering Group	
12. Identify processes and agencies that could support vulnerable individuals should they be identified	• A library of good practice examples and agencies	Ongoing	PREVENT Lead Officers	

OBJECTIVE 4 EFFECTIVE OVERSIGHT, DELIVERY AND EVALUATION OF PROJECTS AND ACTIONS.

Action	Outputs	Milestones	Lead Agency/Officers	Progress
13. Manage all commissioned work in line with safer Communities Processes for Monitoring and Evaluation	• Quarterly monitoring returns	Quarterly	PREVENT Steering Group	
14. Share all evaluation and Monitoring with the PREVENT steering group.	• Regular updates in to steering group • Quarterly meetings to be held	Ongoing	PREVENT Lead Officers PREVENT Equalities Officers	
15. Appoint a dedicated PREVENT Lead Officers for the partnership	• Officers in post full time	Sept 08	PREVENT Steering Group MPS/LBH	The post holder has been identified, however contractual issues by MPS has delayed this element, currently the work is being carried out within a shared role.

This page is intentionally left blank

Meeting:　　**Safer Communities Executive Board**

Date:　　**16 March 2009**

Report Title:　　**Haringey's Draft Housing Strategy 2009-19**

Report of:　　**Kate Dalzell, Urban Environment, London Borough of Haringey**

Purpose

To engage the Safer Communities Executive Board in the development of Haringey's Housing Strategy 2009-19.

Summary

A new housing strategy is being developed for Haringey. Haringey's Housing Strategy 2009-19 is being developed as a partnership strategy, overseen by the Integrated Housing Board of the Haringey Strategic Partnership.

Housing has a significant role to play in improving the quality of people's lives in Haringey, and can have an impact on a wide range of outcomes. The Housing Strategy is an over-arching strategy: it provides a framework, and a number of more focused strategies will sit beneath it, providing greater detail around areas such as Homelessness, Affordable Warmth, Private Sector Housing, and Older People's Housing.

A draft strategy has been developed based on the evidence available, and an analysis of the policy context. Feedback has also been received from a number of existing consultative forums with housing partners and key stakeholders. The draft strategy is attached, and can be found online at www.haringey.gov.uk/housingstrategy.

It is suggested that the area of most relevance to the Safer Communities Executive Board is aim 3, Neighbourhoods of Choice.

Legal/Financial Implications

N/A.

Recommendations:

That the Safer Communities Executive Board note the development of the draft Housing Strategy 2009-19, as summarised below and attached at Appendix A.

That the Safer Communities Executive Board provide feedback on the content

of the strategy.

For more information contact:

Name: Kate Dalzell
Title: Executive Policy Development Officer
Tel: 020 8489 2148
Email address: kate.dalzell@harringey.gov.uk

Background

Haringey faces a number of challenges in achieving its aspirations for housing. The borough has high levels of housing need, and a shortfall in affordable housing. 4,815 households live in temporary accommodation (October 2008), 10% of homes are over-crowded, 17% of private sector stock is unfit, and the council and social housing providers are working on significant investment programmes to bring their homes to Decent Homes standards. Responding to these issues is key for the borough: 26% of residents consider affordable decent housing to be the most important thing in making somewhere a good place to live, and 17% think it is the thing that most needs improving in the local area. Poor housing has also been found to have a negative impact on other areas of life for children and young people, in particular their health and well-being, and educational attainment.

The make-up of the borough's neighbourhoods is diverse, exhibiting affluence and deprivation, including areas which are successful and areas of potential. Significant regeneration programmes are working to transform neighbourhoods in the borough at Tottenham Hale and Haringey Heartlands. The economic down-turn raises challenges to our work to renew and regenerate the borough's housing at the same time as the introduction of the Homes and Communities Agency and the new Mayor's Draft Housing Strategy provides an opportunity to strengthen our dialogue and partnership with regional and national partners to ensure that we have the best opportunity to achieve our aspirations for Haringey.

The draft strategy suggests a vision for housing in the borough, to create:
Neighbourhoods people choose to live in with a balance of different types of homes which offer quality, affordability and sustainability for current and future generations

In order to do this, it suggests that our central aims should be:

1. To meet housing need through mixed communities which provide opportunities for our residents

This aim is about providing the right balance of homes, in terms of their type, size and price, and making sure enough housing is available, by building new homes and making the most of our existing housing. It is also about working with residents in temporary accommodation to look at alternative kinds of housing, and strengthening the links between housing services and training and employment support opportunities.

2. To ensure housing in the borough is well managed, of high quality, and sustainable

This aim focuses on ways we can work with residents and social and private landlords to improve standards of decency, design, and energy efficiency in new homes and existing homes

3. To provide people with the support and advice they need

To enable residents to make the most of housing opportunities in the borough, they need housing advice and support that are accessible and of high quality, enable choice and independence, and are responsive to individual needs.

Behind this aim is a range of work focused on how we improve advice, the need for early intervention to prevent homelessness, delivering the Supporting People's Strategy, and the role of housing services in safeguarding children and young people. This aim also includes the proposal to develop and deliver an Older People's Housing Strategy.

4. To make all homes in the borough a part of neighbourhoods of choice

This aim is about making all homes in the borough a part of neighbourhoods that people would choose to live in by creating well-designed, attractive, clean and safe public spaces where there is a real sense of belonging and pride.

One of the priority actions proposed within this section is "to tackle the fear of crime through partnership work to improve home security".
The consultation to-date has also raised proposals that a priority be added to emphasise the role of design / maintenance in reducing crime in community spaces and regeneration initiatives

Three principles have been identified as key components of the way we wish to work in Haringey in order to achieve these aims:

• Partnership between organisations, agencies and residents in the borough
• Strong relationships with government and national agencies (such as HCA and TSA) that will get the best deal for Haringey's residents
• Engagement with residents and communities so that decisions and service improvement are shaped by what they want

The draft strategy identifies the key actions, along with the key indicators we will use to measure our progress in achieving our aims. As this is an over-arching strategy the majority of actions are addressed in more detail through existing delivery mechanisms: the strategy does not replicate these, but will clearly signpost through its implementation plan where responsibility for the detail of implementation lies. Delivery will be overseen by the Integrated Housing Board through its quarterly monitoring process.

Consultation

A consultation period is currently underway. A range of communities will be

consulted with, including residents, partners, community groups and council staff, using a range of methods and materials.

The consultation will make use of existing forums, including the Haringey Strategic Partnership and its theme boards, resident engagement mechanisms used by Homes for Haringey and housing association partners, community and voluntary groups, the Youth Council and the Haringey Forum for Older People, and other consultative forums in place for engaging with housing stakeholders. A Housing Conference was held on 18 February 2009, and the website, Haringey People, and customer access points in the borough are being used to reach a wider audience.

The consultation closes on 13 March 2009, and feedback will be provided, with the outcomes taken into account in a final strategy that will be taken to the Integrated Housing Board, and to Cabinet in Spring 2009.

Further Information

For further information, to provide feedback, or to request copies of the strategy, please visit www.haringey.gov.uk/housingstrategy email housing.strategy@haringey.gov.uk or call 020 8489 1161.

Appendices
Appendix A: Haringey's Draft Housing Strategy 2009-19

Haringey's Draft Housing Strategy

2009-19

haringey strategic partnership

DRAFT: HARINGEY HOUSING STRATEGY 2009-19

Haringey's Draft Housing Strategy 2009-19

Contents

DRAFT: HARINGEY HOUSING STRATEGY 2009-19

Foreword

All of us aspire to a good quality home in a pleasant neighbourhood. This strategy is about the next ten years, and how we can get closer to achieving this for everyone living in Haringey, whether they rent from Homes for Haringey, from a social landlord or private landlord, or own their own home.

There is a great deal of work underway to improve the housing in the borough. For example we are investing significant resources in improving the quality of homes through our Decent Homes Programme, and two of London's biggest regeneration projects are in the pipeline in Haringey, and will deliver thousands of new properties.

However much remains to be done. This draft ten-year plan looks at how all partners and stakeholders can work together to create better quality housing and neighbourhoods across the borough.

It considers how we create more homes, but also how we build communities with a mix of private, council and housing association properties. It considers issues such as how to makes homes greener, as well as how to improve housing advice and support for residents.

I strongly encourage you to have a look at this draft Housing Strategy for 2009-19 and give us your views, so that we can produce a final plan that benefits everyone in the borough.

Cllr John Bevan
Cabinet Member for Housing Services

DRAFT: HARINGEY HOUSING STRATEGY 2009-19

Haringey's Draft Housing Strategy 2009-19

Introduction and Overview

Haringey is the fifth most diverse borough in London and is home to 225,700 people. It contains both areas of relative affluence and concentrations of deprivation and we face exciting opportunities and serious challenges in meeting our aspirations for its housing. The borough has high levels of housing need, and many homes that don't meet required standards of decency or are situated in run-down areas. At the same time the borough contains highly successful neighbourhoods, and there are significant regeneration schemes underway.

Housing has a significant role to play in improving quality of life in Haringey and contributes to a wide range of outcomes. Many organisations and areas of work at local, regional and national levels play a part in this. This is an over-arching strategy, and articulates at a high level how these strands of work come together to contribute to achieving the overall vision shared by partners and residents, and a range of other strategies inform and support the strategy.

Our aim is to create balanced neighbourhoods where people choose to live, which meet the housing aspirations of Haringey's residents and offer quality, affordability and sustainability for current and future generations. In realising this vision for housing, we aim to have a positive impact on related areas which are priorities for Haringey, including the health, well-being and achievement of residents, particularly our children and young people, and the sustainability of the borough. To do this we must increase the amount of housing in the borough, ensuring that a significant proportion of new homes are affordable to residents, and that they meet high standards of design. We will make sure that design minimises the impact of new housing on natural resources. We must ensure that we make the best use of existing stock, and that all housing in the borough is well-managed and energy efficient. We must make homes a part of neighbourhoods that people want to live in and a part of sustainable, mixed communities. Finally, we must provide support and advice that gives residents independence and choices, with continuing opportunities to exercise these as they move through their lives and their needs change.

At the time of writing, the economic down-turn presents us with new challenges in meeting these aspirations. Over the short to medium term we will place a particular focus on making sure that excellent services, as far as possible, reduce the impact of the recession on residents and that regeneration and home-building projects being worked on in the borough are delivered. Through its 'single conversation' approach the Homes and Communities Agency will provide mechanisms through which we can make the most of regional and national support and opportunities, and explore the scope for innovative delivery models

DRAFT: HARINGEY HOUSING STRATEGY 2009-19

through which to drive renewal where it is needed. The council, with the Haringey Strategic Partnership, will actively participate in this. The Mayor of London is currently consulting on a Draft London Housing Strategy. This draft strategy for Haringey identifies what the borough can offer in contributing to delivery of the wider regional agenda.

Our context: the situation in Haringey

Haringey is a diverse and fast changing borough. Some 50% of our population overall, and three-quarters of our young people, are from ethnic minority backgrounds, with around 200 languages being spoken in the borough. The population is projected to expand by up to 10.6% by 2031. Within this there is expected to be a general shift upwards in the average age, but also an increase in the numbers of very young people.

It is the dynamics of the borough's population that lie behind the change and growth in housing demand in the borough. Currently just under half of Haringey's households are owner-occupiers, with around 30% living in the social rented sector (18% Council stock, 11% Housing Association) and 22% in private rented accommodation. Owner occupation is greater in the west of the borough, with concentrations of social rented housing in the east of the borough, reflecting a wider social and economic polarisation. 30% of Haringey's population live in central and eastern areas of the borough which are among the 10% most deprived in England. It is in these areas that regeneration efforts are currently concentrated.

There is a high demand for housing across all tenures. In the private sector this can be seen in house prices, which rose by 94.9% over 2002-7, with the average home in Haringey costing approximately £353,800 in summer 2008 (although this average masks significant variation across the borough). While prices are falling at the time of writing, the long-term trend in house prices is for prices to increase. The need for affordable housing outstrips supply, with a shortfall in provision of 4,865 units per annum, or 52 per 1,000 head of population - outstripping the Inner London average of 32 per 1000. Housing need particularly affects BME households, with 40% of Black African and Asian households living in unsuitable accommodation.

Responding to this shortfall is a priority for the borough. 26% of residents consider affordable decent homes to be the most important thing in making somewhere a good place to live, and 17% think that it is the thing that most needs improving in the local area. Housing need is reflected in high demand for social housing. In 2007/8 1488 households joined the Housing Register, while only 868 households secured a permanent social rented home. At November 2008 about 4,800 households Haringey were living in temporary accommodation, and the borough faces a huge challenge in meeting government targets to

DRAFT: HARINGEY HOUSING STRATEGY 2009-19

reduce these numbers.

The borough has targets for provision of new housing, and affordable housing, based on a capacity study, and has identified a five year supply of land on which housing can be delivered, which is regularly updated. Over four fifths of new housing over the next ten years will be supplied through Tottenham Hale and Haringey Heartlands, which are designated as an Opportunity Area and Area for Intensification respectively in recognition of the potential to provide significant numbers of new homes, jobs and regeneration benefits at these locations. The borough also has identified five priority areas which contain the highest levels of deprivation where regeneration initiatives are targeted.

This table illustrates Haringey's programme for housing delivery for 2000/01-2015/16, showing past dwelling completions, projected dwelling completions and how we are performing against the London Plan housing target of 680 dwellings per annum. The trajectory shows that there is potential to exceed the 680 unit target.
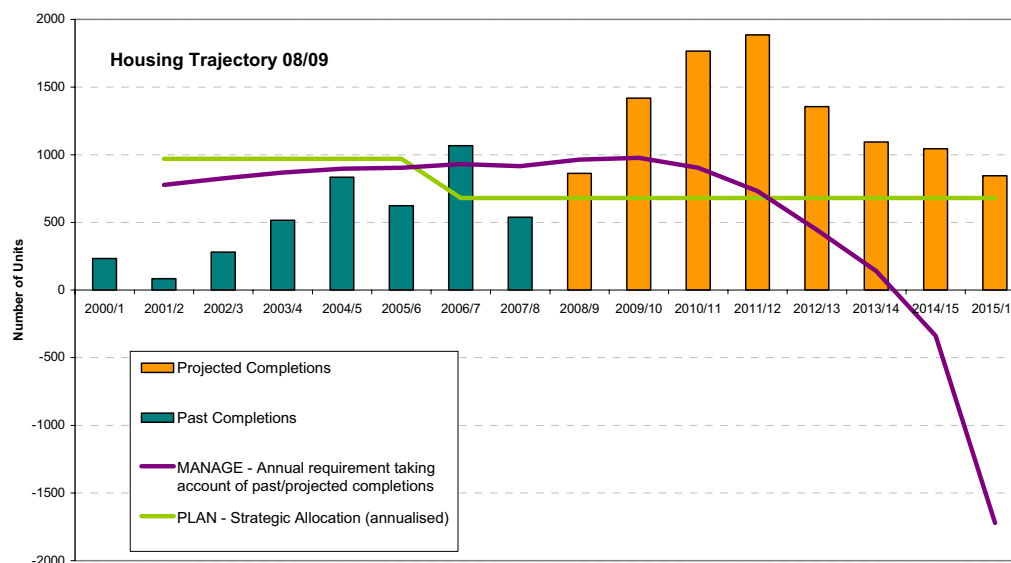
There is also scope to make greater use of existing stock through tackling empty homes, and increasing turn-around times on void social properties. Council tax records show that in April 2007 approximately 1,000 private sector properties had been vacant for over six months. Evidence also suggests that 18.6% of homes are under-occupied. Under-occupation applies both to the private sector and social housing (including council housing).

Parallel to this, the 2007 Housing Needs Assessment identified 20.9% of households to be living in unsuitable housing, the main reason being overcrowding. Within the social rented sector 15% of households are overcrowded. This reinforces evidence about demand for affordable housing which demonstrates insufficient availability of larger, three to four bedroom,

DRAFT: HARINGEY HOUSING STRATEGY 2009-19

dwellings in the borough (although demand for one and two bedroom properties remains high). Households with support needs are more likely than households overall to be in unsuitable housing, with nearly one in five households in Haringey currently containing at least one person with a designated special need. Quality of housing environment is linked to health outcomes. Care and access requirements can also tie housing provision closely to independence. Poor housing also has a negative impact on other areas of life for children and young people, for example their educational attainment.

The government has set a target that by 2010 all social housing stock will reach Decent Home standards. A survey of council stock concluded that at March 2008 42% of Council stock did not meet these standards, and an investment programme is underway to address this, with similar improvements being carried out by other social landlords in the borough. There are areas in the borough where there are wider environmental issues, for example poor design of estates, where we need to look beyond upgrade of individual homes to explore potential for wider estate renewal. A 2002 Private Sector Stock Conditions Survey identified that 15.7% of private stock was unfit, against 7.5% nationally, most commonly due to disrepair. Domestic properties contribute 50% of all CO_2 emissions in Haringey, and improvements to the thermal efficiency of homes in the borough will be key to work to reduce poverty and contribute to the Mayor's ambitious target to reduce carbon emissions in London by 60% by 2025.

## The National and Regional Context

National government has committed to the provision of more homes, more affordable homes, and greener homes. Emphasis has also been placed on the need for mixed tenure and sustainable communities. Partners are being encouraged to work together flexibly and to make use of innovative models through which to deliver on this agenda, and there is a commitment to working with local authorities to enable this and to mitigate the impact of the recession.

The economic downturn has reduced the availability of credit and increased the cost of loans and mortgages. As social housing construction frequently depends on provision of market housing through section 106 agreements, there is pressure on house building across all sectors. National government has introduced a package of reforms and support to temper the impact of this. The Homes and Communities Agency, established through the 2008 Housing and Regeneration Act, provides mechanisms through the 'single conversation' which will support local authorities and their partners in working with regional and national agencies to counter negative impacts. The introduction of the Tenant Services Authority in the same Act will have a direct impact on the future management of social and council housing. This is likely to build on recent reviews which have brought to the fore the need to strengthen the voice of tenants and provision of choice, as well as a role in training and employment.

DRAFT: HARINGEY HOUSING STRATEGY 2009-19

The Mayor of London's Draft Housing Strategy was published in November 2008. This identifies three priorities; the provision of additional homes, using innovative models for investment and the single conversation approach; the quality and design of new homes, regeneration of areas and greening of all homes; and working to promote opportunity, by meeting need and raising aspirations. Our North London Housing Strategy also addresses the need for increased supply of affordable and intermediate housing, mobility and choice, improved housing quality, meeting need for Supporting People services and homeless households, and contributing to the development of balanced communities.

Locally, housing is key to meeting the objectives of Haringey's Community Strategy 2007-16, particularly those on improving health and quality of life, and creating economic vitality and prosperity. This Community Strategy will contribute to delivery of a number of other key strategies, including the Greenest Borough Strategy and the Regeneration Strategy. Furthermore Haringey's emerging Core Strategy will provide the spatial framework for the development of new housing in the borough and has close links with achieving our other objectives for housing.

5
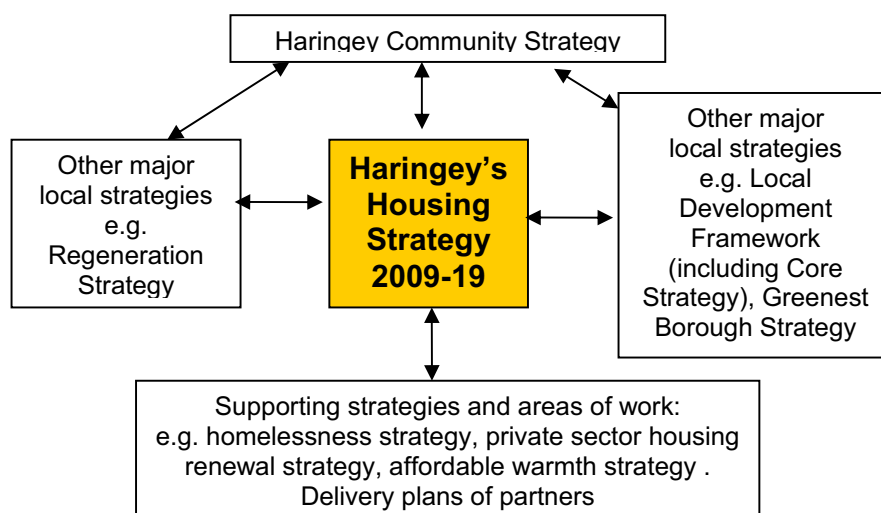
DRAFT: HARINGEY HOUSING STRATEGY 2009-19

What we need to do

Our vision for housing in the borough is:

To create balanced neighbourhoods of choice, which meet the housing aspirations of Haringey's residents and offer quality, affordability and sustainability for current and future generations

In order to deliver this vision our aims must be:
1. To meet housing need through mixed communities which provide opportunities for our residents
2. To ensure housing in the borough is well managed, of high quality and sustainable
3. To provide people with the support and advice they need
4. To make all homes in the borough a part of neighbourhoods of choice

In order to achieve these aims for Haringey our approach will be based on the following principles:

- Partnership between organisations, agencies and residents in the borough
- Strong relationships with government and national agencies (such as HCA and TSA) that will get the best deal for Haringey's residents
- Engagement with residents and communities so that decisions and service improvement are shaped by what they want

1. To meet housing need through mixed communities which provide opportunities for our residents

We need to respond to housing need in the borough by increasing housing supply. We will do this through new build, and by making the most of the housing we have, for example tackling under-occupation and reducing the number of empty homes in the borough. The credit crunch has changed the housing market, and to continue to deliver new homes we will need to explore new models and products to drive delivery.

Currently different types of housing are unevenly spread in the borough. We need to create communities with a mix of housing tenure type and size. Mixed communities are more sustainable in terms of their impact on services and amenities, and allow for natural shifts in family size and the economic advancement of individuals. This aim allows housing to offer a range of opportunities to residents, allowing people to access housing suited to their needs and aspirations at different points in life, including accessible opportunities for affordable home ownership and other intermediate housing options. Residents' opportunities are linked to economic regeneration in the borough and efforts to increase skills and employment levels. Housing has a role to play in this.

DRAFT: HARINGEY HOUSING STRATEGY 2009-19

1.1 Supply new housing as a part of mixed communities

We will deliver more housing, and more affordable housing, in line with our targets, and we will use our planning policies to ensure that this delivery focuses on sustainable locations, with a view to improving the spread of housing type across the borough.

To sustain delivery over the economic down-turn we need to work closely with our delivery partners, and with regional and national agencies through the single conversation with the Homes and Communities Agency. To support delivery we will look at innovative delivery models which draw on the different strengths and assets that partners can bring together, and a range of products to meet market needs. The partnership approach will be based on flexibility. However, there will be no compromise on design, or on making housing a part of mixed and sustainable communities.

Some areas in the borough are characterised by severe deprivation and low quality housing stock. Where there are opportunities for wholesale development and improvement we will explore these through masterplanning tools.

We will pursue, with London Councils or other appropriate bodies, the need for a London wide allocations and letting choice for our residents and all other residents in London. Where large scale regeneration is taking place, and is supported by significant government funding (such as Thamesmead) it is not appropriate that only the local borough concerned provides solely to its residents. The benefits of such large scale regeneration should be made available to all London residents who are already allowed to make bids to their existing local borough.

Priority actions are to:
- Maximise the supply of new housing and new affordable housing. We will meet the delivery targets set out in the Unitary Development Plan and the Local Area Agreement, including delivery of our major regeneration projects at Haringey Heartlands and Tottenham Hale
- Develop and promote a range of flexible intermediate housing products
- Develop policies for our Local Development Framework which support us in delivering housing that is part of mixed and sustainable communities.
- Through the Core Strategy development process, evaluate the option of reducing the threshold at which developments must contribute to affordable housing
- Pursue with London Councils and other appropriate bodies the need for London-wide allocations and letting choice
- Ensure that delivery of new housing is supported by the infrastructure and services needed to make it part of sustainable communities
- Work with our local and national partners to broker support and flexibilities

DRAFT: HARINGEY HOUSING STRATEGY 2009-19

which sustain new development
- Review our preferred partner arrangements with social housing developers to make sure we are maximising our opportunities
- Explore the potential to develop local asset based vehicles and other innovative models to bring together public sector assets, finance, and partners to regenerate areas

1.2 Connecting housing to employment and skills

There are links between worklessness and tenure in Haringey. The 2001 Census found that the employment rate among those living in social housing was only 36%, compared to a rate of 56% for the borough as a whole. The 2007 Hills Report proposed a greater role for social housing in addressing worklessness, and strengthening our work in this area will be a key component of supporting residents to realise their housing aspirations.

Priority actions are to:
- Work with Homes for Haringey and social housing providers to connect residents to opportunities for training and employment through the Haringey Guarantee
- Ensure housing advice services and homelessness services are closely linked with employment and skills support, particularly in relation to housing for young people
- Work with contractors to help residents benefit from employment opportunities arising from their work in the borough through applying the Supplementary Planning Guidance Employment Code of Practice and Employment Training Protocol

1.3 Maximise the supply of housing from existing homes

There is scope to make more use of existing stock across all tenures in meeting housing demand in the borough: tackling empty homes, identifying where 'hidden homes' can be uncovered on housing estates, opportunities to use hidden space within individual homes, reducing voids and addressing under-occupation.

Priority actions are to:
- Reduce the numbers of empty homes in the borough through delivery of our Empty Homes Strategy
- Develop an Under-occupation Strategy that delivers a borough-wide approach to under-occupation in the social sector, in close partnership with support services
- Explore options to deliver 'hidden homes' on estates
- Reduce turn-around times for void properties
- Investigate options for investing in adaptation of existing stock to meet the changing needs of families as they expand and address over-crowding

DRAFT: HARINGEY HOUSING STRATEGY 2009-19

1.4 Work with residents and private sector landlords to look at alternatives to temporary accommodation

The number of households living in temporary accommodation in Haringey is very high and the borough faces a huge challenge in meeting government targets to reduce these numbers. Of these homeless households approximately 60% have been living in temporary accommodation for at least 4 years. Black & Minority Ethnic (BME) households account for 81% of households living in temporary accommodation, and young people aged 16-24 account for just over a third of single homeless people.

In addition to our work to prevent homelessness, we need to work with those in temporary accommodation to manage their expectations, and to work with private sector landlords to develop and promote affordable housing options appropriate for and accessible to homeless households.

Priority actions are to:
- Work proactively with private landlords and residents of temporary accommodation, persuading them to accept a new arrangement involving an assured shorthold tenancy
- Establish a Housing Options Team that provides specialist, comprehensive advice on a full range of housing options

2. **To ensure all housing in the borough is well managed and of high quality and sustainability**

Improvements to the physical condition of housing stock in all sectors is needed to reach Decent Homes Standards and to raise the energy efficiency of housing in the borough. These high standards also need to be applied to new build. Partners need to engage with one another and with residents in delivering high quality management, benchmarking, sharing best practice, and putting customer needs to the fore.

2.1 High quality new build

To ensure that new housing in the borough meets high standards of design and energy efficiency, priority actions are to:

- Ensure that new housing is developed in line with the policies and standards laid out within the Council's Unitary Development Plan (UDP) and Housing Supplementary Planning Document, and forthcoming Local Development Framework high standards of design, sustainable construction, energy efficiency, and the use of renewable energy applied. Expectations will build on the latest regional and national standards, such as: the Code for Sustainable Homes and those for Lifetime Homes, the Commission for

9

DRAFT: HARINGEY HOUSING STRATEGY 2009-19

Architecture and the Built Environment (CABE) building for life standards, the forthcoming London Housing Design Guide, and the emerging Core Strategy's policies on climate change and the use of natural resources
- Ensure all planning applications have a sustainability and energy assessment and encourage new build to be low or zero carbon
- To work with Homes for Haringey and other housing providers and home owners to ensure investments and improvements secure the best possible environmentally sustainable solutions

2.2 High quality social housing

Social housing will be brought up to Decent Home standards. Homes for Haringey and social landlords will have clear service standards and performance targets that drive continuous improvement in terms of value for money, customer service, accessibility and quality of delivery. Tenant involvement will be at the heart of improving housing management.

Priority actions are to:
- Bring council and social housing stock up to Decent Homes standards
- Engage residents with a view to strengthening their voice; to build choices over where they live, the services that are delivered to them and how these are delivered
- Work with the Tenant Services Authority, Integrated Housing Board and other forums to share best practise, local intelligence, performance information and for constructive challenge of partner performance
- Registered bodies in Haringey to work together to agree on shared housing management standards

2.3 High quality private sector housing

Over two thirds of Haringey's households are in private sector housing. The sector is very diverse, as seen in the range in the purchase price of homes across the borough and the varying quality of stock. There is work to do to improve the quality and energy efficiency of private sector stock. This is a particular priority for vulnerable households.

In Haringey a relatively high percentage of households live in the private rental sector (at 20%, against 14% in London and 9% nationally). As such it is an important element of the borough's housing and we need to make effective use of available tools, and strengthen our partnership with landlords to ensure that this accommodation is of a decent standard and well-managed. Work to improve the quality of the private rental sector will also help in reducing the number of residents in temporary accommodation, and lessen the pressure on the social rented sector.

Priority actions are to:

DRAFT: HARINGEY HOUSING STRATEGY 2009-19

- For the council to use its procurement powers and influence in negotiating leases for temporary accommodation to support engagement with landlords on improving quality and management
- To improve the quality and energy efficiency of private sector stock through enforcement, information and provision of grants, the latter provided and registered as a charge against the property
- To identify rogue landlords and use enforcement powers vigorously
- To use accreditation and the licensing of Houses in Multiple Occupation as tools to improve standards of management
- To explore the potential of discretionary licensing to raise management standards in private rented accommodation
- To strengthen our engagement with private sector landlords through regular Landlords Forums and ensure that services provided by the Council are effective in helping them to deliver our aspirations
- To ensure that the character of housing in our conservation areas is protected

2.4 High quality temporary accommodation

A high number of households in the borough live in temporary accommodation. The council is in a strong position to ensure that this accommodation is of appropriate quality and suitability.

Priority actions are to:
- Improve the condition of temporary accommodation through routine inspections and robust enforcement of contracts and standards
- In consultation with service users, provide new guidance concerning the procurement and allocation of temporary accommodation, and transfers within temporary accommodation

3. To provide people with the support and advice they need

For residents to make the most of housing opportunity in the borough, they need to be able to access advice and support at appropriate times. These services need to be geared towards enabling choice and independence. Early intervention and a joined-up approach will ensure the best outcomes. The economic down-turn has increased the importance of advice and support, which must be able to address a wide range of need and be tailored to individual circumstances. Housing services are also able to play a role in improving outcomes for children and young people in the borough. It is a priority to ensure that we support them, through involvement in safeguarding, and by helping to provide housing which helps them to 'be healthy' and to 'enjoy and achieve'.

DRAFT: HARINGEY HOUSING STRATEGY 2009-19

3.1 Provision of high quality advice

We will deliver a full range of advice to help people across all tenures to maintain or improve their existing accommodation, or to inform them in considering options for a change in accommodation. Advice will be accessible, use outreach to increase awareness and evidence strong linkage between services.

Priority actions are:
- Early intervention and the prevention of homelessness
- Provision of specialist, comprehensive advice on a full range of housing options through a Housing Options Team that provides

3.2 Provide joined-up support through multi-agency working

Support services will work with vulnerable people in a joined-up coordinated way, and promote social inclusion and independence.

We will contribute to the government's agenda across all adult client groups to: promote independence and reduce the use of care and support in institutional settings, to increase the number of people living in their own homes and more community-based support arrangements. In Haringey, needs analysis and population trends point to a roughly stable and ongoing demand for supported housing from the older population, with an increase in minority ethnic communities, and an increased demand for supported housing from people with dementia, learning disabilities, mental health needs and/ or generally chaotic lifestyles, physical disabilities and alcoholism who may not purely be of advanced years.

Delivery of our Supporting People Strategy is key in providing housing-related support to help vulnerable people live independent lives. Much of this work is provided through generic floating support, and specialist support where there are specific or intensive needs. This work is targeted towards a number of different client groups, and geared to complement statutory services, prevent and combat the effects of homelessness or institutionalisation and promote social inclusion.

Priority actions are to:
- Support delivery of the Supporting People Strategy
- Implement conclusions of a supported housing review, responding to the need for more flexible models of housing support and for the development of extra care sheltered housing for those older people with higher levels of need, and to make the most effective use of the £17m Decent Homes funding allocated to bringing the council's supported housing to Decent Homes standard over the next six years
- Develop and deliver an Older People's Housing Strategy, building on the goals identified in 'Experience Counts' Haringey's Strategy for improving the quality of life for older people. The strategy will take forward the outcomes of

DRAFT: HARINGEY HOUSING STRATEGY 2009-19

the supported housing review, and improve access to assistance with the repair, maintenance, safety and fuel efficiency of older people's homes

3.3 Safeguarding children and young people

Poor housing can have a negative impact on other areas of children and young people's lives. Research suggests that the longer children live in bad accommodation – for example poorly-repaired or heated, or overcrowded housing - the more likely they are to suffer health problems, get bullied, and struggle to keep up with homework[1]. Homelessness in particular can have an adverse impact on the health, mental well-being, safety, school attainment and overall life prospects of children[2]. In Haringey in 2008, approximately 7,500 children are homeless and living in Temporary Accommodation. Moving home can have an impact on children and young people's link with their schools, and housing services will minimise disruption to education caused in this way.

By improving the quality and stability of housing provision we can therefore help to improve other aspects of children's lives. This priority is explored in Haringey's Homelessness Strategy, an objective of which is to 'work to proactively safeguard children and vulnerable adults'. The Children, Young People and Families Delivery Group is accountable for making sure that elements of the action plan relating to this objective are delivered.

Across the board, our safeguarding work will ensure that where we work with children, young people and their families, we take all reasonable measures to minimise the risks of harm to children's welfare. Those working in housing organisations take appropriate actions where any concerns are identified about children and young people's welfare, and that these are addressed with regard to agreed local policies and procedures and in partnership with other agencies.

Priority actions are to:
- Improve joint working (particularly between housing organisations and services and the Children and Young People's Service), with shared protocols around referrals, assessment, and information sharing supported by multi-agency training and workshops with frontline staff
- Ensure staff in relevant housing agencies and partner organisations are fully aware of safeguarding procedures, with regular training to keep them up-to-date and confident about what to look out for in considering the needs of children and families and how to act on these
- Placing those families and young people who become homeless and need temporary accommodation in housing in areas where they have local connections wherever appropriate, and providing stability for them while they

---

[1] Matt Barnes, Sarah Butt, Wojtek Tomaszewski, *What happens to children in persistentlybad housing?*, Natcen and Shelter, 2008

[2] Lisa Harker, *Chance of a lifetime; the impact of poor housing on children's lives;* Shelter, 2008

DRAFT: HARINGEY HOUSING STRATEGY 2009-19

are in temporary accommodation
- Place the needs of children and young people at the fore in the 2009 review of our Lettings Policy
- Undertake work identified in our Homelessness Strategy to adopt a shared strategic approach to provision of housing and support for homeless children and young people
- Ensure households taking up new accommodation have the support they need to access services and settle into a neighbourhood, through provision of information and floating support services, and that unmet needs are identified and followed up at an early stage
- Ensure housing support and advice services are closely linked to Haringey's three Children's networks

4. **To make all homes in the borough a part of neighbourhoods of choice**

Housing has a role to play in creating well-designed, attractive, clean and safe public spaces where there is a real sense of belonging and pride. Meeting this aim requires a wide range of services to work in partnership.

Priority actions are:
- For housing services to participate in area-based work to tackle key issues in local areas in a way which is responsive to local concerns
- To make use of enforcement powers to tackle environmental blight
- To improve the public realm in the borough through environmental improvement programmes on existing estates
- To tackle the fear of crime through partnership work to improve home security

- To ensure, with the use of appropriate planning powers, that new housing is supported by the necessary infrastructure in terms of local amenities, transport and services

DRAFT: HARINGEY HOUSING STRATEGY 2009-19

Our approach to delivering the strategy

- **Working in partnership**

The contribution of all partners is necessary for us to achieve our vision for Haringey. Partnership work will be co-ordinated through the Haringey Strategic Partnership and the Integrated Housing Board, with regular wider stakeholder consultation with private sector landlords, social landlords and residents informing this work.

- **Engaging with residents and communities so that we can place their needs at the heart of all we do**

This principle will be central to all of our work. Engagement will be ongoing at a range of levels, with landlords and services involving tenants and service users in service improvement. Feedback from residents' groups will inform our work in local areas, and shared data about what local people want will act as a driver for partnership working.

Haringey is very diverse, and their can be particular needs associated with specific communities within the borough. The vision of Haringey's Community Strategy is to create "a place for diverse communities that people are proud to belong to". In delivering our vision for housing we will be responsive to the needs of the communities within the borough, and ensure that dialogue around their needs is strong and two-way.

- **Leading and brokering relationships with government and national agencies (such as HCA and TSA) to get the best deal for Haringey's citizens now and in the future.**

The newly established Homes and Communities Agency brings together previous fragmented bodies and programmes. It will drive and support housing and regeneration, to provide a mechanism for a 'single conversation' between national and regional agencies and local authorities and other partners on the housing and regeneration needs of area. Through a strategic approach based on partnership, and a holistic understanding of the needs of communities in Haringey, we will maximise the opportunities this opens up for us to regenerate Haringey.

DRAFT: HARINGEY HOUSING STRATEGY 2009-19

Delivering and monitoring the strategy

This strategy will be adopted by the Haringey Strategy Partnership (HSP), which brings together local public agencies, community groups and businesses. Its delivery will be overseen by the Integrated Housing Board, a thematic partnership board which supports the HSP with regards to housing issues.

This is an over-arching strategy, and below it sit a number of supporting strategies and areas of work each with their own implementation and monitoring arrangements. The implementation plan identifies where responsibility lies for delivery of this strategy, without seeking to duplicate these arrangements.

A small number of key indicators have been identified which will be monitored quarterly by the Integrated Housing Board. These indicators provide a high level picture of how we are delivering on our vision. They are underpinned by lower level indicators of success and progress which can be interrogated where issues in delivery arise.

Headline indicators	
NI 155	Number of affordable homes delivered (gross)
NI 154	Net additional homes provided
NI 156	Number of households living in Temporary Accommodation
NI 187	Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating
NI 158	% Non-decent council homes
NI 160	Local Authority tenants' satisfaction with landlord services
NI 186	Per capita CO_2 emissions in the LA area

How this strategy will be developed

A seven week period of consultation will take place between 26 January and 13 March, through which we will seek feedback from organizations and residents on this draft. These contributions will be incorporated within a final strategy, which we aim to formally adopt in spring 2009.

This page is intentionally left blank

haringey strategic partnership

Meeting:	**Safer Communities Executive Board**
Date:	**16 March 2009**
Report Title:	**Haringey's First Community Engagement Framework**
Report of:	**Sharon Kemp, Assistant Chief Executive, PPP&C, Haringey Council**

Purpose

The purpose of this report is to:

- Inform the Safer Communities Executive Board of the development of Haringey's first Community Engagement Framework
- Ask Safer Communities Executive Board members to respond to the Community Engagement Framework consultation

Summary

On 3 December 2008 the HSP's Performance Management Group (PMG) agreed that Haringey Strategic Partnership would develop a framework to co-ordinate and strengthen community engagement work, and that a multi-agency group would be formed to take forward this work.

The Community Engagement Framework (CEF) will reaffirm the commitment of the HSP to community engagement and promote a shared understanding of associated principles. It will also identify and prioritise areas which need further development.

The HSP on 26 February 2009 received:
- an update on the development of the CEF
- an update on the work of the multi-agency project group that has been established to develop the CEF
- the draft CEF consultation document

The HSP made suggestions to amend the CEF and agreed that, following those amendments, the CEF could go out for public consultation.

The consultation document is now available online at:
http://www.haringey.gov.uk/framework

The consultation document and questionnaire are also attached as an appendix to this report.

Safer Communities Executive Board members are asked to consider the draft

CEF, particularly the consultation questions, and provide comments and suggestions within the consultation deadline of **21 April 2009**.

Board members are also asked to circulate the draft CEF within their organisations and to their community contacts for comment by 21 April 2009.

Legal/Financial Implications

The new statutory duty to involve is not well defined legally and there is considerable discretion in how to implement this in accordance with Guidance. This strategic framework should help us to engage a wide variety of community groups in the early formulation of local decisions and policy-making thus fulfilling the underlying purpose of the new duty.

There are no direct financial implications immediately arising from the development a Community Engagement Framework in Haringey. The Action Plan arising from the CEF, when developed, may have resource implications needing detailed consideration at that stage.

Recommendations

That the Safer Communities Executive Board considers the CEF consultation document, particularly the consultation questions, and provides comments and suggestions.

For more information contact:

Name: Helena Pugh
Title: Head of Corporate Policy
Tel: 020 8489 2509
Email address: helena.pugh@haringey.gov.uk

Name: Kirsty Fox
Title: Corporate Strategy & Policy Manager
Tel: 020 8489 2979
Email address: Kirsty.fox@haringey.gov.uk

Background information:

The Haringey Strategic Partnership (HSP) is currently developing a Community Engagement Framework (CEF). The Framework will be the key reference point for community engagement by HSP organisations. It will set out the vision and principles for community engagement by HSP organisations in Haringey. The draft aim of the CEF is to enable the HSP:

'To engage with local communities and empower them to shape policies, strategies and services that affect their lives.'

There are many reasons for developing a CEF. These include:

1. Empowering people to define and shape their own community
2. Responsive services tailored to meet people's needs
3. Better informed citizens
4. Better monitoring and measuring of performance
5. Encouraging democratic involvement
6. Building responsible citizenship
7. Improving relationships between partner agencies and the public
8. Building capacity of people to take part in engagement activities
9. Meeting our statutory obligations

The Framework builds on our responsibilities contained within the Sustainable Community Strategy (SCS), which provides the overarching direction for the borough. The principles of this Framework support **all** of the SCS outcomes, and in particular:

- **People at the heart of change**
- **Be people and customer focused**

Haringey's Local Area Agreement also clearly demonstrates the HSP's commitment to community engagement. It contains the following targets, which will allow us to measure and monitor this Framework:

- NI1: Percentage of people who believe people from different backgrounds get on well together in their local area
- NI4: Percentage of people who feel that they can influence decisions in their locality
- NI 6: Participation in regular volunteering
- NI 7: Environment for a thriving third sector
- NI140: Fair treatment by local services - proxy to what extent does your local council treat all types of people fairly

Comprehensive Area Assessment (CAA)

The Audit Commission will be testing the level and quality of public engagement and empowerment as part of the CAA assessment process. We will be assessed to see how well vulnerable and marginalised groups are involved in local decision making. One of the three key CAA questions will look at the partnership's understanding of local needs and aspirations and ensure that this knowledge has been used in the development of local priorities. The purpose of this is to ensure that there are clear priorities, based on understanding of need, and that there is a shared commitment to the achievement of these priorities.

Multi-agency project group

A multi-agency project group to develop the CEF was established in December 2008. Representation and involvement from partner agencies has been very strong.

The group has developed the aim, objectives, principles and scope of the CEF. The group has undertaken an initial mapping exercise of community engagement work across partner organisations, and will use this to inform the development of the CEF Action Plan.

Consultation process

The consultation process is planned to take place in three phases. An initial consultation process has already taken place to inform the development of the Community Engagement Framework. Details of this initial process are as follows:

Consultation phase 1:
- The first phase of community consultation took place between 19 January 2009 and 13 February 2009.

Consultation phase 2:
- The second phase of consultation will take place between early March and 21 April 2009
- The consultation document will be sent out to community and voluntary groups and will be available on the Haringey Council website.
- The questionnaire accompanying the document will ask for specific comments on the vision, definition and principles of the CEF.
- The CEF will also be discussed at the HSP thematic board and relevant sub board meetings and Haringey's Community Link Forum meeting.

Following the second consultation phase, the following will take place:
- Consultation responses will inform the final draft of the CEF.
- The CEF will be taken to the HSP for adoption on 27 April 2009.
- The final CEF document will be made available on partner websites
- The multi-agency group will continue to meet for a time-limited period in order to develop the CEF Action Plan and accompanying Equality Impact Assessment.

Consultation phase 3:
- The third phase of the consultation will take place later in the year and will focus on the Action Plan to be developed following agreement of the Framework.

haringey strategic partnership

Consultation Document:

Haringey's First Community Engagement Framework:

Working together transparently so communities can influence and improve public services

March 2009

What is this consultation document about?

This document is asking for your views on the first Community Engagement Framework for the borough of Haringey. The Framework will set out the aim and principles for community engagement in the borough.

Earlier this year we asked you how you would like to be engaged in decision making locally. We have used this information together with views expressed during previous consultations to write a draft Community Engagement Framework. Findings of this consultation will be available at www.haringey.gov.uk/framework

This consultation is your opportunity to engage in the debate that will influence the final Framework. **No commitment has been made yet to the proposals put forward in this document.** We want to hear what you think the Framework should say and what we should be doing to improve engagement in the borough.

We are happy to translate it into other languages or send it to you in other formats.

Please contact:

Janette Gedge
Consultation Manager
Haringey Council
8th Floor River Park House
225 High Road
London N22 8HQ

E mail: janette.gedge@haringey.gov.uk

Phone: 020 8489 2914

Contents:

Please see the enclosed questionnaire and freepost envelope.

Why are we developing a Community Engagement Framework?

By developing a Community Engagement Framework we aim to raise the profile, improve the quality and achieve better co-ordination of community engagement locally. Benefits for local people will include:

1. Empowering people to define and shape their own community
2. Responsive services tailored to meet people's needs
3. Better informed citizens
4. Encouraging democratic involvement
5. Building responsible citizenship
6. Building capacity of people to take part in engagement activities
7. Improving relationships between partner agencies and the public
8. Better monitoring and measuring of performance
9. Meeting our statutory obligations

Who is developing the Community Engagement Framework?

The Framework is being developed by the Haringey Strategic Partnership (HSP). The HSP is an alliance of local public agencies, community groups and businesses working together to improve public services and address the key issues in the borough. The HSP's aim is to improve local public services through working together and that is why your views on the Community Engagement Framework are important.

The Haringey Strategic Partnership is made up of the representatives from the organisations below:

- Barnet, Enfield and Haringey Mental Health Trust
- College of North East London (CONEL)
- Greater London Authority
- Haringey Association of Voluntary & Community Organisations (HAVCO)
- Haringey Community Link Forum
- Haringey Council
- Haringey Members of Parliament
- Haringey Registered Social Landlords
- Haringey Youth Council
- Homes for Haringey
- Job Centre Plus
- Learning & Skills Council
- London Fire Brigade
- Metropolitan Police
- Middlesex University
- NHS Haringey
- The Bridge New Deal for Communities
- It also includes representatives from the thematic sub groups reporting to the HSP.

What are we asking you to do?

We would like you to read this consultation document on Haringey's first Community Engagement Framework and let us know your views by completing the accompanying questionnaire.

Please give us your views either by:

- completing and returning the accompanying questionnaire in the freepost envelope
or
- completing the questionnaire online at www.haringey.gov.uk/framework

PLEASE RETURN THE QUESTIONNAIRE BY 21 April 2009

If you have any questions please get in touch with the Corporate Policy Team using the contact details below.

Your views will be used to produce the final version of the Community Engagement Framework. We aim to take this to the Haringey Strategic Partnership Board on 27 April 2009 for final agreement. The final version of the Framework will be available at www.haringey.gov.uk/framework or as a hard copy from:

Corporate Policy Team
Haringey Council
7th Floor River Park House
225 High Road
London N22 8HQ

E mail: policy@haringey.gov.uk

Phone: 020 8489 2979

Thank you for taking part in this consultation. We look forward to hearing your views.

Yours sincerely

Cllr Claire Kober
Chair, Haringey Strategic Partnership

Consultation draft

Haringey's first Community Engagement Framework:
Working together transparently so communities can influence and improve public services

Executive Summary

Haringey's first Community Engagement Framework (CEF) reaffirms the Haringey Strategic Partnership's understanding of and commitment to community engagement.

Our **definition** of community engagement includes the following activities:

- Informing
- Finding out
- Consulting
- Involving
- Collaborating
- Empowering

The **aim** of the Framework is to enable the Haringey Strategic Partnership (HSP):

'To engage with local communities and empower them to shape policies, strategies and services that affect their lives.'

The Framework will develop and extend good practice across organisations in the partnership. It does not prescribe community engagement activity, but acts as a guide to inform community engagement work.

The Framework includes clear **principles** to be used when carrying out community engagement activities in Haringey. The HSP partners will:

- Work in partnership to join up our engagement activities
- Engage when it will make a difference
- Be clear about what we are asking
- Be inclusive and aim to engage with all communities where appropriate
- Communicate the results of engagement activity

An Action Plan to accompany the Framework will be developed to identify the outcomes and related priorities for improving community engagement in the borough.

Consultation draft

Foreword by the Chair of the Haringey Strategic Partnership

We are not starting from scratch. We recognise that good community engagement activity has and is happening in the borough. However, this is the first time that the HSP has taken a common approach to community engagement. Through the development and implementation of the Framework we hope to raise the profile, improve the quality and achieve better co-ordination of community engagement locally. Our purpose is to improve people's lives and the quality of public services, and make better use of resources.

To help us develop the Framework, we listened to what people have told us, reflected on previous and current community engagement in the borough and looked at research that has already been done here[1] and elsewhere in the country. This includes consideration of recent developments in national government policy and legislation, particularly the Government's white paper 'Communities in Control' and the new 'duty to involve' in the Local Government and Public Involvement in Health Act 2007.

The Framework has been signed up to by all members of the HSP and therefore applies to all the organisations on and sub groups under it.

Signatories to the framework
To be inserted

---

[1] *Public officials and community involvement in local services*, Joseph Rowntree Foundation, November 2008

1. Introduction

Community engagement goes far beyond just consulting local people and communities. It lies at the heart of the services provided by the organisations that make up the Haringey Strategic Partnership.

As Hazel Blears MP, Secretary of State for Communities and Local Government, has stated, community engagement is central to local service delivery:

"*Bringing government closer to people, passing power from Whitehall to the town hall and direct to local communities, isn't just the right thing to do. It's the best way to revitalise the local roots of our democracy... the surest way of making local services reflect people's needs [and] the only way we can get to grips with some of the biggest challenges we face – from climate change to childhood obesity.*"

(Speech to the Development Trusts Association Annual Conference, 17 September 2007)

Appendix A describes the national context for this work.

2. Why a Community Engagement Framework?

There are a number of compelling reasons why community engagement is central to the work of the HSP. Engaging with our local communities will help us to meet our Sustainable Community Strategy vision of:

'A place for diverse communities that people are proud to belong to.'

The **benefits** of achieving our vision are described below:

1. **Empowering people to define and shape their own community:**
   People have a right to shape and influence their own community. Getting people involved in shaping their own communities can help to create a greater sense of belonging.

2. **Responsive services tailored to meet people's needs:**
   Community engagement is central to evidence based policy and practice. Engagement with local people will help to plan and develop services that are more appropriate and responsive to their needs.

3. **Better informed citizens:**
   Engaging with local communities can bring greater understanding of the HSP policies and priorities. Community engagement can help to explain to local people the competing demands on local resources and help to manage expectations.

4. **Encouraging democratic involvement:**
   Community engagement is an exercise in participatory democracy which many people enjoy. The expansion and development of community engagement can reinvigorate the democratic process.

5. **Building responsible citizenship:**
   If communities are able to play a significant role in improving the area they live in they are more likely to develop a greater sense of responsibility or ownership. This strengthens the role of communities in the management of their neighbourhoods.

6. **Building capacity of people to take part in engagement activities:**
   Community engagement can help to build the capacity of participants by developing their knowledge and skills. They will learn about their community, its issues, organisational structures and processes. Community engagement can also help to develop practical skills: for example, communication, surveying and interviewing.

7. **Improving relationships between partner agencies and the public:** Community engagement makes organisations more accessible and open to the communities they serve which can, in turn, make services they provide more responsive to the needs of communities.

8. **Better monitoring and measuring of performance:**
   Community engagement, as performed through quantitative and qualitative assessments (surveys, focus groups and interviews) will provide the HSP with evaluative feedback essential for establishing baseline data and monitoring performance.

9. **Meeting our statutory obligations:**
   There are a number of statutory obligations on the HSP to engage with communities. Consultation is at the core of the Sustainable Community Strategy and community involvement is important in building local evidence for assessments within the Comprehensive Area Assessment.

3. What do we mean by engagement?

There are many different words used to describe community engagement – 'empowerment', 'involvement', 'consultation' and 'research' are just a few. All of these activities are important in engaging communities. All are equal in merit. We are working towards **empowering** local citizens but recognise that different methods of engagement are appropriate for different circumstances.

In Haringey we have defined the following different types of activity as community engagement:
- Informing
- Finding out
- Consulting
- Involving
- Collaborating
- Empowering

All these activities include getting the participants' views on the activity as well as feeding back the results of it to those who took part. Examples of these different types of community engagement are outlined on the following page.

Consultation draft

COMMUNITY ENGAGEMENT ACTIVITIES

Informing:
This is the simplest form of engagement and is all about giving information to communities and stakeholders. **E.g. websites, newsletters and leaflets**

Finding out
This is where research is undertaken in order to find out new knowledge and understanding of our community. **E.g. NHS Community Survey**

Consulting:
This is used to have a dialogue with our citizens to inform decision-making. **E.g. Statutory consultation on school admission arrangements; consultation on the Sustainable Community Strategy; Local Area Assemblies**

Involving:
This is where citizens are involved in decision-making on the future of their communities. **E.g. Safer Neighbourhood Ward Panels; Young Advisors to Council**

Collaborating:
This involves people and organisations both deciding and acting together and also sharing responsibility. **E.g. Haringey Community Link Forum**

Empowering:
This is the most ambitious level of engagement where communities develop and implement their own plans with support from the statutory and voluntary sector. **E.g. Learning Disabilities services run by service users**

Q1. Are these the right types of community engagement for Haringey?

Q2. Are there any other activities that should be included? If so, what are they?

Q3. Are these descriptions of community engagement activities clear? If not please describe...

9

4. What are the HSP's existing commitments to community engagement?

This Framework builds on our responsibilities contained within the Sustainable Community Strategy (SCS), which provides the overarching direction for the borough. The principles of this Framework support **all** of the SCS outcomes, and in particular:

- **People at the heart of change**
- **Be people and customer focused**

Haringey's Local Area Agreement also clearly demonstrates the HSP's commitment to community engagement. It contains the following targets, which will allow us to measure and monitor this Framework:

- NI1: Percentage of people who believe people from different backgrounds get on well together in their local area
- NI4: Percentage of people who feel that they can influence decisions in their locality
- NI 6: Participation in regular volunteering
- NI 7: Environment for a thriving third sector
- NI140: Fair treatment by local services - proxy to what extent does your local council treat all types of people fairly

5. Aim of Haringey's Community Engagement Framework

The **aim** of this Community Engagement Framework is to enable the HSP partners:

'To engage with local communities and help empower them to shape policies, strategies and services that affect their lives.'

> *Q4. Do you think this is the right aim for the Community Engagement Framework? If not, what aim would you suggest?*

6. Haringey's Community Engagement Principles

The Framework develops and extends good practice across organisations in the partnership. It does not prescribe community engagement activity, but acts as a guide to inform community engagement work across the HSP. It draws together the actions of partners. We have developed a set of principles to be used in carrying out community engagement activities.

We will:

1. **Work in partnership to join up our engagement activities**
   - Adopt the COMPACT way of working which promotes good practice in partnership working
   - Work together to co-ordinate engagement activities and resources where possible, to avoid duplication and over-engagement
   - Build trust between our communities and the HSP
   - Ensure that the HSP has a clear understanding of Haringey's communities and a commitment to engaging with them
   - Enhance community leadership by ensuring that voluntary and community organisations are effectively represented across the HSP

2. **Engage when it will have make a difference**
   - Engage where there is a real opportunity for people to influence decisions on those issues which local people care about
   - Engage when an initiative will have direct implications for local people
   - Ensure that the outcomes of community engagement are used to plan and deliver services, strategies and policies that reflect the needs and aspirations of local communities
   - Engage where there is an identified lack of knowledge among HSP partners
   - Promote the principles of community engagement within the work of all agencies of the HSP and ensure that engagement is carried out to a consistently high professional and ethical standard

3. **Be clear about what we're asking**
   - Make the aim of engagement clear
   - Provide clarity for local partners and local people about the opportunities there will be to shape services and what the benefits might be
   - Be honest about what can and can't be achieved or influenced from the beginning
   - Ensure that participants understand what they are taking part in and how their views will be used
   - Ensure that there are engagement opportunities from the beginning of any process to develop policies, strategies and services
   - Ensure that participants understand when consultation has finished and what will happen next

4. **Be inclusive and aim to engage with all communities where appropriate**
   - Ensure that individuals have the opportunity to express their views and know that these views will be listened to and respected
   - Take into account particular needs of individuals or groups and aim to overcome any difficulties people may have in engaging

- Aim to involve communities that do not usually engage
- Ensure that communities who are directly affected by an initiative are aware of engagement opportunities
- Ensure that engagement methods are accessible and appropriate to the communities or individuals who are participating

5. Communicate the results of engagement activity

- Ensure that communities are aware of the impact of their input by making sure participants receive feedback as soon as possible, and that they are told when this will be
- Ensure that communities who are affected by an initiative receive feedback on engagement activities, through a variety of channels where appropriate
- Give participants the opportunity to feed back to us on the engagement process
- Review and evaluate the engagement process and learn from it

6. Build capacity of communities to take part in engagement activities

- Ensure that the statutory and voluntary sector are supported to develop their skills and capacity in order to facilitate communities to engage effectively
- Establish a coordinated and consistent approach to community engagement including better use of resources and sharing information between partners

---

Q5. Do you think these are the right principles for community engagement in Haringey? If not, what others would you suggest?

We recognise that we need both human and financial resources to ensure good quality engagement and that organisations will have different access to these. We hope this framework will help us to make better use of all our existing resources, by changing our ways of working including sharing ideas, facilities, expertise and good practice. We aim to be transparent about the level of resources we have for improving community engagement locally by making sure that the priorities included in the final framework are adequately resourced.

7. How was this Framework developed?

We set up a multi-agency project group to develop this Framework. This group undertook engagement activities with local stakeholders, community groups and individuals to make sure the Framework focuses on those issues which local people care about. Engagement activities included: (details to be written following all consultation activities)

8. How will we implement the Framework?

During the process of developing the Framework key actions will emerge as being essential to improving community engagement in Haringey and achieving the aim of the Framework.

The partner organisations will work together to deliver the aim of the Framework and the multi-agency group will lead on the development of priorities and an accompanying action plan which will monitored by the Performance Management Group of the HSP. The multi-agency project group has started this process by mapping existing community engagement work. This will be developed further following consultation on this draft framework.

While it is unlikely that the Framework will change significantly, it will be reviewed after one year to ensure that it is having a positive impact on the way community engagement is undertaken in Haringey. After this, the Framework will be reviewed every three years by a multi-agency group.

> *Q6. Do you think this is the timescale and process for reviewing the Framework? If not, could you give another suggestion?*

Equalities Impact Assessment:
An initial Equalities Impact Assessment (EIA) of the Framework is being carried out on the Framework and will be available at www.haringey.gov.uk/framework. A full EIA will be undertaken when the Action Plan is developed.

Further information:
For further information on Haringey's Community Engagement Framework please contact: (to be confirmed)

Consultation draft

What Priority Actions should we undertake?

Having considered the draft aim and principles of the Framework, we would like you to think about priority actions we should undertake to help us to achieve them. Some suggestions are given below. We would like to know what your **top 3 priority actions** would be, **either from those listed below or any new actions you would like to suggest**.

The suggested actions below are listed in no particular order:

A. Publicise details of engagement opportunities in Haringey

B. Investigate the potential for a common approach to research to be used across HSP partner organisations

C. Set up a cross-sector engagement development programme that can be undertaken by community groups, frontline staff, policy staff and community representatives

D. Ensure community engagement awareness and the COMPACT way of working is part of staff induction programmes in all statutory agencies

E. Establish an evaluation process for all engagement activities to:
   - ensure that we use the results to improve local services
   - identify best practice and learn from mistakes

F. Establish an annual conference for engagement workers

Q7. What would your top 3 priority actions be, either from those listed or any new actions you would like to suggest?

Q8. Do you have any other comments or suggestions to make about the Framework?

What we will do next

Your views will be used to produce the final version of the Community Engagement Framework. We aim to take this to the Haringey Strategic Partnership on 27 April 2009 for final agreement. The final version of the Framework will be available at www.haringey.gov.uk/framework or as a hard copy from:

Corporate Policy Team
Haringey Council
7th Floor River Park House
225 High Road
London N22 8HQ

E mail: policy@haringey.gov.uk
Phone: 020 8489 2979

Appendix A

National Policy Context

Over the past few years, central government has placed increasing emphasis on how councils empower and engage people in all aspects of local public services. This is seen as essential to help renew local democracy, improve trust in public institutions, enhance community cohesion and encourage an active citizen culture.

The Government's White Paper on community engagement, 'Communities in control: real people, real power' sets out new duties for local authorities to engage with and empower local people. As of April 2009, local authorities have a duty to inform, consult and involve communities in local decisions, policies and services.

The following national policies demonstrate central government's drive towards involving communities:

- Local Government and Public Involvement in Health Act (2007)
- White Paper: Strong and Prosperous Communities (2006)
- White Paper: Communities in Control: real people real power (2008)
- Sustainable Communities Act (2008)
- Discussion Paper: National Framework for Greater Citizen Engagement (2008)
- Planning for a sustainable future (2007)
- Draft Local Democracy, Economic Development and Construction Bill (2008)
- Draft Policing and Crime Bill (2008)
- NHS Act (2006)

Definitions

Communities and Local Government (CLG) define community engagement as *'the process whereby public bodies reach out to communities to create empowerment opportunities'.*

CLG definition of empowerment is *'the giving of confidence, skills and power to communities to shape and influence what public bodies do for or with them.'* [2]

The Metropolitan Police define community engagement as *'the proactive harnessing of the energies, knowledge and skills of communities and partners not merely to identify problems but also to negotiate priorities for action and shape and deliver solutions.'* [3]

The National Institute for Health and Clinical Excellence guidance on community engagement states that it *'refers to the process of getting communities involved in decisions that affect them.'* [4]

---

[2] See *An Action Plan for Community Empowerment: Building on Success* (CLG, 2007), p.12 for both definitions

[3] See the Metropolitan Police Authority and Metropolitan Police Service, *Community Engagement Strategy 2006-2009*, p.5

[4] See National Institute for Health and Clinical Excellence Public health guidance 9, *Community engagement to improve health,* February 2008, p.5

This page is intentionally left blank

COMMUNITY ENGAGEMENT FRAMEWORK QUESTIONNAIRE

haringey strategic partnership
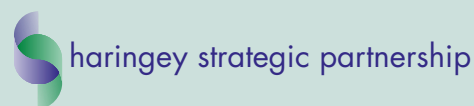
Name:

Which organisation are you responding for? (if any):

E-mail address: _____ Postcode: _____

Do you belong to any other organisations? If so, please state which:

1. Are these the right types of community engagement for Haringey?
(See P9 of framework)

Yes ☐   No ☐

2. Are there any other activities that should be included?
(See P9 of framework)

Yes ☐   No ☐

If so, what are they?
_____
_____

3. Are these descriptions of community engagement activities clear?
(See P9 of framework)

Yes ☐   No ☐

If not please describe...
_____
_____

4. Do you think this is the right aim for the Community Engagement Framework?
(See P10 of framework)

Yes ☐   No ☐

If not, what aim would you suggest?
_____
_____

5. Do you think these are the right principles for community engagement in Haringey?
(See P12 of framework)

Yes ☐   No ☐

If not, what others would you suggest?
_____
_____

6. Do you think this is the right timescale and process for reviewing the Framework?
(See P13 of framework)

Yes ☐   No ☐

If not, could you give another suggestion?
_____
_____

7. What would your top 3 priority actions be, either from those listed or any new actions you would like to suggest?
(See P14 of framework)

1. _____
2. _____
3. _____

8. Do you have any other comments or suggestions to make about the Framework?
_____
_____

Please return this questionnaire in the enclosed prepaid envelope by 2

This page is intentionally left blank