



# **Consultation Document:**

# **Haringey's First Community Engagement Framework**

## **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.

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:

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**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:

- College of North East London (CONEL)
- Faith Communities in Haringey
- Greater London Authority
- Haringey Association of Voluntary & Community Organisations (HAVCO)
- Haringey Council
- Haringey Members of Parliament
- Haringey Registered Social Landlords
- Haringey's Community Link Forum
- Homes for Haringey
- Job Centre Plus
- London Fire Brigade
- Metropolitan Police
- Middlesex University
- New Deal for Communities
- NHS Haringey

## 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](http://www.haringey.gov.uk/framework)

### **PLEASE RETURN THE QUESTIONNAIRE BY 16 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](http://www.haringey.gov.uk/framework) or as a hard copy from:

Corporate Policy Team  
Haringey Council  
7<sup>th</sup> Floor River Park House  
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Thank you for taking part in this consultation. We look forward to hearing your views.

Yours sincerely

CLlr Claire Kober  
Chair, Haringey Strategic Partnership

# 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
- Consulting
- Researching
- 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.

## 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<sup>1</sup> 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. Introduction

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<sup>1</sup> *Public officials and community involvement in local services*, Joseph Rowntree Foundation, November 2008

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. Different methods are used for different circumstances.

In Haringey we have defined the following different types of activity as community engagement:

- Informing
- Consulting
- Researching
- 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.



**Informing:**  
This is the simplest level of engagement and is about giving information to all communities and stakeholders  
**e.g. Websites, newsletters and leaflets**

**Consulting:**  
This is used to have a dialogue with our citizens to inform decision-making  
**e.g. Consultation on the Sustainable Community Strategy, Local Area Assemblies**

**Researching:**  
Research is undertaken in order to gain new knowledge and understanding of our community  
**e.g. NHS community survey**

## **COMMUNITY ENGAGEMENT Activities**

**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. Residents Associations, Learning Disabilities services run by service users**

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

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

**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...**

#### 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 indicators, 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 and Objectives 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?***

**Specific objectives** are:

- To ensure we focus on those issues which local people care about
- To ensure that community engagement is inclusive by giving citizens the opportunity to express their views and know that these views will be listened to and respected
- To 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
- To ensure that communities are aware of the impact of their input
- To provide clarity for local partners and local people about the opportunities there will be to shape services and what the benefits might be

- To build trust between our communities and the HSP
- To ensure that the HSP has a clear understanding of Haringey's communities and a commitment to engaging with them
- To enhance community leadership by ensuring that voluntary and community organisations are effectively represented across the HSP
- To 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
- To establish a coordinated and consistent approach to community engagement including better use of resources and sharing information between partners

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.

***Q5. Do you think these are the right objectives for the Framework?  
If not, what others would you suggest?***

## **6. Haringey's Community Engagement Principles**

Haringey Strategic Partnership has 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**

- Work together to co-ordinate engagement activities and resources where possible, to avoid duplication and over-engagement
- Adopt the Compact way of working which promotes good practice in partnership working

### **2. Engage when it will have make a difference**

- Engage where there is a real opportunity for people to influence decisions
- Engage when an initiative will have direct implications for local people
- Engage where there is an identified lack of knowledge among HSP partners

### **3. Be clear about what we're asking**

- Make the aim of engagement clear
- 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**
- 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 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

***Q6. Do you think these are the right principles for community engagement in Haringey? If not, what others would you suggest?***

## **7. How was this Framework developed?**

We set up a multi-agency project group to develop this Framework. This included representatives from:

- College of North East London (CONEL)
- Family Mosaic Housing Association
- Haringey Association of Voluntary and Community Organisations (HAVCO)
- Haringey Council
- Homes for Haringey
- London Fire Brigade
- Metropolitan Police
- NHS Haringey

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 and objectives 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 be 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.

***Q7. 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](http://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)**

## 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

***Q8. What would your top 3 priority actions be, either from those listed or any new actions you would like to suggest?***

***Q9. 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](http://www.haringey.gov.uk/framework) or as a hard copy from:

Corporate Policy Team  
Haringey Council  
7<sup>th</sup> Floor River Park House  
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## 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.'*<sup>2</sup>

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.'*<sup>3</sup>

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.'*<sup>4</sup>

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<sup>2</sup> See *An Action Plan for Community Empowerment: Building on Success* (CLG, 2007), p.12 for both definitions

<sup>3</sup> See the Metropolitan Police Authority and Metropolitan Police Service, *Community Engagement Strategy 2006-2009*, p.5

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