

<p style="text-align: center;"><b>Cabinet Member for Community Cohesion and Involvement Overview and Scrutiny Briefing – 16 March 2009</b></p>
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## **1. KEY ELEMENTS OF THE PORTFOLIO**

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### **LDMS**

The LDMS business unit provides a range of support functions to all elected members in the context of their role as community leaders and representatives. The service supports the council's formal decision-making processes and supports the promotion of democracy and civic engagement in the borough. The service is a main contributor to strategic, corporate and cross-cutting policies and projects relating to learning & development, corporate governance, participation and engagement.

As part of the People and Organisational Development Directorate, LDMS is also contributing to the scoping, development and delivery of the Council's 'working at the political interface' programme.

### **Customer Focus**

Customer Focus is a small corporate resource to help improve the customer focus of the whole organisation through initiating and running pilot projects which are mainstreamed if successful.

- Oversight and promotion of the WOW! Awards, the council's corporate customer compliment scheme (administration is co-ordinated by the Feedback and Information team)
- Encouragement and support for entering the annual National Customer Service Awards
- The promotion, support and administration of the Institute of Customer Service qualification scheme for front line staff
- Promotion and support for National Customer Service Week

### **Customer Services**

- Corporate Contact Centre: Phone calls, email, fax and Web response forms.
- 4 Customer Service Centres – 48 Service Desks
- Council switchboard
- Responsible for handling 1 million contacts a year
- Customer relationship management and experience

### **Corporate Voluntary Sector Team**

The CVST work in partnership with voluntary/community organisations and statutory agencies to support groups who provide services that improve the quality of life for Haringey residents. The main work of the Team is to:

- Provides 3 year core funding to organisations who are best able to support the development and sustainability of the community and voluntary sector in

Haringey and are able to demonstrate a clear link of their organisational aims to the council's Community Strategy.

- Provide a central point of contact and support for the Council, the voluntary and community sector and partner agencies on issues and partnerships relating to the voluntary and community sector organisations.

## **Performance and Policy**

The key areas of responsibilities for the team are:

### **Complaints and suggestions**

- providing advice, guidance and support on procedure and practice across the Council
- carrying out stage 3 reviews under the complaints procedure
- liaison with the Local Govt Ombudsman over all complaints to him about the Council
- administering stage 1 and 2 complaints about the Chief Executive's Service
- assisting services to learn from all feedback to improve services, and specifically administering process for service improvement from stage 3 and Ombudsman complaints

### **Members' enquiries**

- providing effective support to members in the overall handling of their enquiries, including assisting with individual cases as required
- ensuring the effective operation of the members' enquiries arrangements, and procedures across the Council

### **Data protection**

- ensuring the effective operation of the procedures for responding to information disclosure and subject access requests
- advising on compliance with data protection legislation
- ensuring members' data protection registrations are up to date
- liaison with the Information Commissioner's Office as required

### **Freedom of information**

- ensuring the effective operation of the procedures for responding to information requests
- maintaining the Council's publication scheme
- administering information requests about the Chief Executive's Service
- liaison with the Information Commissioner's Office as required

### **Equalities and Community Cohesion**

- Ensuring the delivery of the councils Equal Opportunities Policy and Equalities Public Duties Scheme
- Ensure that equality objectives are delivered via the Directorate Equality Forums
- Supporting services in conducting Equality Impact Assessments and ensuring these lead to improved service outcomes
- Giving advice in cases of discrimination and sharing best practice
- Supporting the work of the community cohesion forum

- Organising and running the annual equality events programme

## **Neighbourhood Management**

The team focuses on:

- Community empowerment and engaging residents
- Supporting Member's in the provision of Area Assemblies
- Delivery of the Making the Difference Grants
- Leading on area based working to co-ordinate activities and resolve problems at a local level.

## **2. RECENT KEY EVENTS**

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### **LDMS**

#### Local Government Legislation

Implementation of Local Government and Public Involvement in Health Act (LGPIH) 2007 and the Empowerment White paper 2008 is on target and work continues to ensure that the Council is well placed to respond to the Local Democracy Economic Development and Construction Bill (LDEDC Bill) and the Community Empowerment Bill which are currently progressing through parliament.

#### Working at the political Interface

In late 2008 the working at the political interface programme was launched with a half day workshop for the 150 top managers from across the Council; a series of interviews and workshops with members facilitated by SOLACE are planned in March / April 2009. These will inform the development and delivery of the programme to members and officers

#### Committees and constitutional support

Forward Plan and constitutional training to directorate management teams (DMTs) is ongoing; the revised report writing guidance and template which were completed in July 2008 have been rolled out to Services via Directorate briefings.

#### Member learning, development and support

The Ward Councillors Toolkit to assist Members in their casework, ward, surgery and community leadership role, and the Modern Councillor e-learning and information portal for Members were both launched in November 2008. The next round of personal development plans will commence in March 2009.

IDeA facilitators attended the Children and Young People's Consultative Committee on 13th January 2009 to outline the Corporate Parenting/Safeguarding Children training to be provided to all Members – this training was delivered in February 2009 and member attendance has been very high.

#### Civic Engagement and the Community Engagement Framework

A number of promotional events were held in the last quarter, including a highly successful Local Democracy Week (held in October 2008), which included a Young People's Question Time, Councillor Visits to Schools, School visits to the Mayor and Council Chamber and a stall in Wood Green Library to promote the 'Be a Councillor' Campaign. Other civic events have included Remembrance Sunday and a number of Mayoral Engagements including an older person's question time.

#### Youth Council

Following a review of the Youth Council Governance Handbook, which was formally agreed by Haringey Youth Council (HYC) in late 2008, a HYC Training programme is currently being developed in partnership with Children's Services. A live web-cast of the UK Youth Parliament Elections took place on the 4th February 2009.

### **Customer Focus**

- The success of the WOW Awards continues, averaging out at 98 customer nominations a month so far this year – up from 93 a month for 2007/8. To date we have won 225 national awards.

- Haringey was a finalist in two National Customer Service Award categories in 2008 and won the front-line customer service team of the year category
- The second programme of the ICS qualifications scheme is underway, covering 41 staff from a wide range of services

### **Customer Services**

- Customer Services has been nominated for the Professional Planning Forum's Call Centre Innovation award.
- Customer Services is achieving targets set for 2008/09
- To improve the quality of service provided to customers, the service has completed a major retraining programme for all Customer Service Officers.
- Improvements have been made to the handling of post items handed to Customer Services via the Customer Service Centres (CSC)

### **Communications**

- The launch of the new Localised Haringey People four times a year, this brings together information for each assembly area on neighbourhood news and events, assembly meetings, local safer neighbourhoods and making a difference stories. This responds to resident preferences for more localised information expressed in research undertaken last year.
- The completion of the work to set up a new design and print framework, this will help realise savings and improve quality and co-ordination.

### **Corporate Voluntary Sector Team**

- **Haringey Compact** - The CVST worked jointly with Haringey Association Community and Voluntary Organisations (HAVCO) in the development and implementation Haringey's Compact. In December 2008 Haringey's Compact received 2 national awards from the Commission for Compact for Compact Excellence and the special Commissioners award.
- **Compact Toolkit** - The Haringey Compact Toolkit was successfully piloted during the area based grant review leading to one of the two awards from the Commission for Compact.
- **LINks** - LINks is a statutory requirement for each local authority, after extensive consultation in July 2008 the Council commissioned the Shaw Trust to host the LINK and bring together voluntary organisations, community groups and individuals to inform partner agencies in health and social care of priorities and areas of concern
- **Funding Review of Infrastructure and Client Specific agencies**  
The current 3 year funding agreement for 21 voluntary agencies in receipt of core grant funding through the CVST ends on the 31<sup>st</sup> March 2009. A full review of their work over the last 3 years and their application for a further 3 years funding was undertaken during 2008 by an independent reviewer and new 3 year funding arrangements have been put in place.

### **Policy and Performance**

- To the end of December 2008 performance in responding to complaints improved as follows:
  - stage 1 - 89%, and over 90% every month since July (90% target; 88% in 2007-08)
  - stage 2 - 88% (85% target; 84% in 2007-08)
  - stage 3 - 97% (90% target; 85% in 2007-08)
- To end December performance in responding to member enquiries improved to 91% (90% target; 88% in 2007-08)
- To end December performance in responding to Ombudsman enquiries was 17.5 calendar days (18.0 day target; 18.4 days in 2007-08)

### **Implementation of updated publication scheme**

The Freedom of Information Act 2000 provides rights of public access to information held by public authorities, including provision of a publication scheme under which information is made available to the public as part of normal business activities. The Information Commissioner introduced a new model scheme from 1 January 2009, and the Council revised its scheme in December 2008 to meet this new guidance.

## **Equalities and Community Cohesion**

### **Community Cohesion**

After the launch of the Community Cohesion Forum in March 08 and follow-up event we had a highly successful conference in October focusing on intergenerational initiatives and the signing of the community cohesion pledge by key stakeholders. Delegates signed on behalf of their organisations, committing them to join in working to promote and deepen community cohesion in Haringey.

### **Preventing Violent Extremism Delivery Fund**

The Muslim women's project is in its second year and is funded by the Preventing Violent Extremism grant. The project continues to build on the work from last year by providing a programme of courses for Muslim women in Haringey, run by voluntary sector organisations. In June 2008 the minister for Communities and Local Government visited one of our PVE projects, the JAN Trust in Haringey which is considered an example of a successful project engaging with Muslim women.

### **Equalities Events**

The Equalities Team run a comprehensive programme of events such as the Black History Month and World Mental Health Day in October, an International Day against Violence to Women in November and supported events around World Aids Day on 1<sup>st</sup> December and the Holocaust Memorial Day in January. We are planning to commemorate the Lesbian, Gay, Bisexual and Transgender History Month (February) and International Women's Day (March).

## **Neighbourhood Management**

**Access to Services.** Each event works closely with organisations and volunteers from target communities and service providers to deliver one day event providing information and workshops focusing on making better use of local services and to clarifying users' rights and responsibilities. Our programme for the 2008 – 2009, included Turkish, Somali, Orthodox Jewish, Polish, French speaking communities, and Greek speaking elders.

**Worklessness.** Neighbourhood Management continues to support Haringey's Employment Action Network and Haringey Guarantee in priority neighbourhoods and

working closely with the Families into work initiative in Northumberland Park, West Green & Bruce Grove Neighbourhood, Campsbourne Estate in the Crouch End Neighbourhood, Wood Green Neighbourhood, and Tottenham and Seven Sisters. This work is underpinned by our co-ordination of the council's targeted project "Reaping the Benefits" providing locally accessible benefit advice and debt counselling in the priority neighbourhoods.

**Community Capacity Building.** The Wood Green team has been developing and preparing free capacity building training workshops for Haringey residents and groups. Five of the six training sessions have been organised they are aimed at local individuals and groups to support resident engagement and capacity building and set up community/ voluntary groups in Haringey. The sessions will be delivered in January and February and are as follows:

Tuesday 20<sup>th</sup> January – morning – 'Involving Everyone', afternoon – 'Staying Alive'

Saturday 24<sup>th</sup> January – morning – 'Finding Funding'

Tuesday 27<sup>th</sup> January – morning – 'Moving Your Group Forward' – afternoon – 'Finding the Funds'.

Tuesday 17<sup>th</sup> February - morning - 'Committee Skills' - afternoon – 'Chairing Skills'

### **Young Advisors**

Muswell Hill and Crouch End Neighbourhoods working with the Youth Service have recruited young people to become Young Advisors (young people aged 15 and 21) who demonstrate community leadership. Young Advisors will be trained to facilitate consultation and engagement with local communities and residents.

### **3. KEY ISSUES AND CHALLENGES FOR THE COMING YEAR 2009/10**

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#### **LDMS**

##### **Councillors: (supporting and developing councillor capacity for effective leadership and delivery of outcomes)**

- refresh of Member Personal Development Plan (PDP) template, councillor role profiles and framework – to take account of legislative changes, CAA / UoR and local priorities regarding qualitative performance management and delivery of outcomes;
- evaluation of 2008/9 MLD programme (annual report);
- agree activities for 2009/10 MLD programme including training needs analysis (TNA) and development of cohort specific programmes e.g. Cabinet, Scrutiny, Audit & Risk, Quasi-Judicial, and theme based e.g. corporate parenting, ethical governance, performance, partnership working.
- develop member induction strategy and programme 2010 including review / refresh of MLD Strategy to ensure fit for purpose post 2010 local elections
- working towards member charter re-accreditation in 2010
- development of Haringey councillor support framework / service offer for the Local Democracy and Member Services Business Unit

##### **Council: (effective Governance)**

- continued development and delivery of working at the political interface programme;
- delivery of governance responsibilities:
  - CAA / use of resources (UoR)
  - ethical governance
  - council annual governance statement (AGS)
  - council code of corporate governance
  - HSP code of corporate Governance and AGS
- overseeing constitutional amendments and procedural changes to ensure statutory compliance with legislative changes (e.g. LGPIH Act 2007, Empowerment White Paper 2008, Local Democracy Bill, Community Empowerment Bill), including transitional arrangements, briefings and development activity;
- provision of member development activity, constitutional advice and support regarding the implementation of the revised governance structures relating to Children and Young People and corporate parenting;
- In partnership with PPC Directorate contribute / support TNA and development of HSP development programme to support councillors, officers and the HSP;
- review of Local Democracy Business Unit support structure (linked to service offer) to implement savings agreed in PBPR process.

##### **Community: (participation and engagement)**

- agree approach to implementing new statutory duty to promote democracy (including detailed action plan of activities);
- agree approach to implementing new statutory duty to respond to petitions (including mapping and review of all participatory formal processes, how these are promoted and accessed by Haringey's



communities and possible indicators to better assess effectiveness and accessibility).

- to continue to provide support in development and delivery of Haringey's community engagement framework
- to provide constitutional support as required in the implementation of Sustainable Communities Act 2007

## **Customer Services**

Haringey has led the way in the implementation of NI14 "Avoidable Contact" the new national indicator of unnecessary repeat calls, visits and correspondence. We map inefficiencies in processes from a customer's point of view and use this information to improve these processes. This approach is to be rolled out across the Council in the coming months.

## **Communications**

- Supporting the rebuilding of confidence in child protection and in the council more widely through improvements in the co-ordination and planning of council communications.
- Creating a translation & interpretation strategy for the council.
- Using communications to help effectively position the council for the upcoming comprehensive area assessment.
- Driving through the savings identified in the recent value for money review.

## **Corporate Voluntary Sector Team**

- Rather than individual contracts with local legal advice agencies in 2010 the Legal Service Commissions (LSC) will be changing contracting arrangements to one contract per borough (not necessarily held by a Borough based organisation).
- In partnership with HAVCO the CVST roll out the 'Stepping Stones Quality Assurance System' to smaller local Organisations and encourage the use Council wide. The Stepping Stones has been designed to help small and emerging voluntary and community organisations create and implement robust and effective policies and practices in the workplace for them to ultimately provide better quality of service to the residents of Haringey.
- Continue to raise the profile of the Haringey's Compact and further develop the Compact Toolkit across the Council and partner agencies.
- Continue to provide intensive monitoring and support to both organisations and the Council in respect of those organisations who are failing to meet the required standards for receiving grant funding.

## **Policy and Performance**

The key challenges for the next 12 months are to continue to learn from complaints and ensure service improvement. New actions are:

- Working with service managers to investigate areas of persistent complaint by identifying possible causes and developing plans to address them.
- Supporting services to implement the proposed changes.
- Administering the process for service improvement through action on learning from complaints, this involves:
  - Managers given details of the cases where fault has been found.
  - Managers must indicate what went wrong and what is being done to prevent recurrence/improve the service.
  - Directors must brief their Cabinet members.
  - Regular updates to the Chief Executive, the Leader and Deputy Leader.

### **Equalities and Community Cohesion**

- Ensuring that Equality Impact Assessments are challenging and that they lead to improved service outcomes.
- Further integrating equalities into the council's key strategies including the Local Area Agreement .

### **Neighbourhood Management**

- Agree Area Priority Plans as a framework to co-ordinate activities against key priorities in each Area Assembly. Area Priority Plans aim to:
- Provide evidence base to identify local priorities in each neighbourhood by using ward data, statistics and local intelligence;
- Provide a co-ordinated framework for achieving service improvements at a local level;
- Identify performance targets linked to priorities which contribute to meeting Community Strategy, Council Plan and Local Area Agreement outcomes;
- Develop local action plans to meet area performance targets;
- Review the role, operation and delivery of Haringey's Area Assemblies. To ensure that area assemblies form part of the Council's policy framework for community empowerment and engagement.
- Evaluate the performance of the Making the Difference Programme and build on lessons learnt to ensure that the programme is an example of best practice for Participatory Budget Making.