

## Haringey Strategic Partnership HSP 27<sup>th</sup> March 2006

Subject: The development of the next Community Strategy for Haringey

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### 1. Purpose

1.1 To advise the HSP of the need to develop a new community strategy by 2007.

### 2. Summary

This report looks at:

- 2.1 The need to develop Haringey's next Community Strategy and the critical role the HSP must play in both its development and its delivery.
- 2.2 The internal and external drivers that require a step change in Partnership activity
- 2.3 The need to develop a Community Strategy that addresses sustainability issues
- 2.4 An indicative timetable detailing the major milestones in the consultation and development processes around the next Community Strategy.

### 3. Recommendations

- 3.1 To provide comments on this report
- 3.2 To support the overall direction and indicative project plan

### 4. Background Information

4.1 Further information on the development of Haringey's next Community Strategy and the policy context can be obtained from Janice Robinson, Principal Policy Officer, LB Haringey, Strategy Service. 020 8489 2613  
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### 5. Analysis

#### 5.1 The existing Community Strategy

The current Community Strategy was developed in 2002 and it was designed to end in 2006.

#### 5.2 Analysing the evidence base for the next Community Strategy

By June it is essential that we have established the issues that continue to be problematic within the borough. It is recommended that this take place through the theme areas/boards of the Partnership<sup>1</sup>. The analysis should set out

- Current & planned initiatives
- Key targets & performance indicators, including floor targets
- Key priorities
- Major service gaps

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<sup>1</sup> There are Better Places, Wellbeing, Children, Enterprise & Community Safety, with a further overarching theme around Sustainable Communities.

- Floor target gaps

This process will develop an indicative sense of the key priorities for the borough over the next four years. For example, a major issue will be worklessness where analyses of current performance and trend projections indicate that worklessness will continue to grow.

### **5.3 Evaluating the existing Community Strategy**

Alongside this an exercise will be undertaken with partners and key stakeholders to evaluate the current Community Strategy. The evaluation process should inform the development of the next Community Strategy. This evaluation will need to be mindful of what was possible at the time the Partnership and existing Community Strategy were developed and implemented. The current Community Strategy did provide a focus for the Partnership, it is reaching the end of its lifecycle but we do need to remember the impact it had when first developed.

- The priority around narrowing the gap did firm up a the need to focus on neighbourhood renewal
- The five priorities did help the Council and Partners understand the key issues.
- The strategy had for the first time an annual action plan,
- The strategy was also developed by using proper consultation and research

### **5.4 The role of the Partnership in developing and delivering the next Community Strategy**

There will, however need to be a step change in the role of the Partnership in both the development of and delivery of the next Community Strategy. A range of Government papers reinforce the need for better planned, managed and delivered partnership working at the local level. Indeed, whilst the Government Office for London have assessed our own Strategic Partnership at a relatively respectable 'amber/green' level, they have said that the action plan concentrates too much on Council activity and does not show the added value of partnership working. Additionally, there are a number of critical gaps in performance and delivery facing the borough that continue to leave our residents at a disadvantage. These can only be resolved through strong local leadership and Partnership activity. The centrality of the Partnership in developing a clear vision for Haringey and delivering the solutions to our key problems cannot be underemphasised.

#### **5.4.1 Value for money and the best use of resources**

The drivers to deliver a step change are external as well as specific to Haringey. The forthcoming Spending Review will deliver a very tight financial settlement to public services. This is likely to concentrate minds around how to obtain more and better from available resources across the piece. A more effective and efficient use of resources is critical if we are to continue to improve service delivery and local accountability in the context of zero growth.

## 5.5 A sustainable communities strategy

There will be a need to ensure that the next Community Strategy addresses the need for a longer term plan that addresses sustainability issues and better balances the economic, environmental and social needs of borough now and in the future.

## 5.6 Key milestones: an indicative timetable

This timetable will be fine tuned once meeting times for the HSP, the theme boards are agreed. Similarly, a separate but related detailed consultation plan and timetable will also be drawn up.

Milestone	When
Evaluation of the existing Community Strategy	April 2006
<ul style="list-style-type: none"> <li>• 'Gap' analysis of the partnership and policy theme areas</li> <li>• Analysis of existing relevant consultation</li> <li>• Formulation of possible visions</li> </ul>	Present – May 2006
<ul style="list-style-type: none"> <li>• Regular updates to Executive and HSP &amp; the themes boards and the Council Leader</li> </ul>	At appropriate junctures through the process
<ul style="list-style-type: none"> <li>• Agree approach with the HSP</li> <li>• Review and secure agreement with revised HSP operating protocols including consultation</li> </ul>	Mid May - June 2006
Summer consultation (wider consultation) Developing the vision <ul style="list-style-type: none"> <li>▪ HSP event</li> <li>▪ Voluntary sector</li> <li>▪ Public consultation keying into other appropriate, processes, events and consultation (e.g. the Neighbourhood Summer Conference, the LAA and the LDF processes and relevant Partner consultation)</li> </ul>	June – August 2006
Autumn consultation (formal consultation) <ul style="list-style-type: none"> <li>▪ HSP and the theme boards</li> <li>▪ The Council's own structures &amp; processes e.g. REJCC, Area Assemblies</li> </ul>	September – November 2006
<ul style="list-style-type: none"> <li>▪ Refinement of the strategy</li> <li>▪ Final drafts for approval for the Executive, Council &amp; HSP (possibility of joint HSP and Council meeting to ratify the strategy)</li> </ul>	November 2006 – February 2007
Formal adoption of the new community strategy via HSP & the Council	March 2007
Publication	April 2007

## 6. Implications

### 6.1 Financial Implications

Consideration should be given to how partners could best provide resources to assist with the development and production of the next community Strategy. Further consideration should also be given to how the priorities of the next Community Strategy will be reflected in the overall resource planning of the Partnership and its respective agencies.

### 6.2 Legal Implications

The Council has a duty to prepare a community strategy under the Local Government Act 2000 (Part 1 para 4 (1)). Government guidance states that this should be done in partnership with the local strategic partnership.

### **5.7 Equalities implications**

It will be necessary to ensure that the consultation and development of the Community Strategy is inclusive and appropriate to the needs of the respective audiences. The Community Strategy should tackle deprivation, promote cohesiveness and also be reflective of Haringey's diversity. Moreover there are a number of continuing performance concerns around deprivation, worklessness and achievement. These issues have a disproportionate and long term effect upon some minority ethnic communities. The level of deprivation is such that it can only be realistically tackled in partnership.

## **6 Conclusions**

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