

Haringey Council

Report for:	Overview and Scrutiny Committee	Item Number:	
Title:	Scrutiny Review Update: Engaging with hard to reach communities		
Report Authorised by:	J. Parker 1/12/11 Stuart Young, Assistant Chief Executive		
Lead Officer:	Stuart Young, Assistant Chief Executive		
Ward(s) affected:	Report for Key/Non Key Decisions:		
All	Non Key Decision		

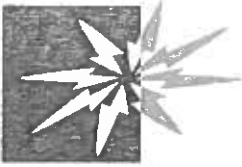
1. Describe the issue under consideration

During 2009/10 an Overview and Scrutiny review was undertaken regarding engaging with hard to reach communities in Haringey. Further information on this review is available [here](#). This report provides an update on the recommendations made as a result of the review.

National and Local Context:

This update is provided in a very different national political environment to the one in which the original review was undertaken. Recent government policy changes have revoked some areas of partnership work. In 2010 the Government withdrew *Comprehensive Area Assessments* and *Local Area Agreements*. In 2011 the Government repealed the *duty to prepare a Sustainable Community Strategy* and the *duty to involve*. In addition the Government's deficit reduction strategy has had a significant impact on the available funding and resources that the council and its partner agencies can draw upon. The *Area Based Grant* no longer exists.

Since the Overview and Scrutiny review was undertaken a separate review of partnership working arrangements in Haringey has also taken place. The Haringey Strategic Partnership no longer exists, and has been replaced by a Joint Leadership Group (JLG).



Haringey Council

Under the new JLG arrangements there will be three multi agency partnership bodies:

- Health and Wellbeing Board (in shadow form until 2013)
- Community Safety Board
- Social Inclusion and Worklessness Group

The core partners on the JLG include a representative from Health (NHS), the Police and Job Centre Plus (JCP). The Voluntary and Community Sector (VCS) is not represented on this group at this stage due to potential conflict of interest regarding the commissioning of future services. However, this will be reviewed at a later date once the approach and framework for future voluntary and community sector commissioning is finalised.

The JLG will:

- Provide the strategic direction and overview of partnership activity;
- Consider opportunities for aligning and sharing resources and delivery of area based (community) budgeting;
- Oversee the delivery of outcomes through the thematic boards;
- Commission task and finish groups to undertake specific pieces of partnership work as needed.

In light of these national and local changes, engaging with hard to reach communities remains a high priority for the Council. We have recently developed a new Voluntary Sector Strategy 2011-2011, with the vision of achieving a 'sustainable and independent Voluntary Sector'. Through this Strategy, we recognise the vital role of the Voluntary Sector in empowering our communities. We want to ensure that the needs and views of Voluntary Sector are championed, and that we have a robust commissioning framework in place to ensure the services this sector provides meet the needs of our diverse communities.

The Council is also developing a new **Customer Strategy**. Through this Strategy we want to ensure **proactive and purposeful engagement** with our communities, to enable our customers to be informed about their choices and empowered to make decisions.

Background to the original review:

Haringey is one of the most diverse boroughs in London with nearly half of its population from ethnic minorities.

The review looked at who in Haringey is considered hard to reach and what public and voluntary sector organisations can do in partnership to ensure that these groups have an input into the services they receive and are able to access the services they are entitled to.

A wide range of organisations were involved in this review, including a range of departmental representatives across the Council, NHS Haringey, the Metropolitan Police, Homes for Haringey and a number of voluntary sector organisations such



Haringey Council

as BME Carers, Caris and Sexual Health On Call. A full list of contributors is available in Appendix A to the full review on the Council website.

The review produced a number of recommendations. Appendix A provides an update on the work that has been undertaken towards these recommendations.

2. Cabinet Member introduction

Not applicable.

3. Recommendations

That Committee members:

- consider the update information provided in Appendix A
- inform officers if they would like any further information.

4. Other options considered

There are no other options to consider.

5. Background information

Background information is provided in section 1 of this report, and in the full 'Engaging with hard to reach communities' review.

6. Comments of the Chief Finance Officer and financial implications

There are no financial implications to raise arising from this report.

7. Head of Legal Services and legal implications

There are no specific legal implications arising from this report.

8. Equalities and Community Cohesion Comments

Hard to reach communities are less likely to find the information or services which could support them to achieve better outcomes for themselves and their families and enable them to take their place amongst the community life of Haringey. Improving engagement with these communities will ensure that they are able to access services they are entitled to and that they are able to contribute their knowledge and skills to service developments.

9. Head of Procurement Comments

Not applicable.



Haringey Council

10. Policy Implications

The Council is currently consulting on a new Equal Opportunities Policy. The Policy demonstrates our commitment to reflecting the full diversity of the community we serve and to promoting equality of opportunity for everyone.

The Council is also developing a new Customer Strategy. It is intended that this will be published in 2012. The Strategy will help us to ensure that all our customers are able to engage with and access the services and support they need.

The Equal Opportunities Policy and Customer Strategy will help us to continue to work towards the recommendations made in this Scrutiny Review.

11. Use of Appendices

Appendix A: Hard to Reach Communities Scrutiny Review: Update for Scrutiny Committee, December 2011

12. Local Government (Access to Information) Act 1985

Not applicable.

Appendix A: Hard to Reach Communities Scrutiny Review: Update for Scrutiny Committee, December 2011

AGREED RECOMMENDATIONS	COMMENTARY	UPDATE DECEMBER 2011
<p>1. A multi-agency consultation network should be set up and include the following pieces of work in its work programme.</p> <p>a. The Consultation calendar should be further developed to include information on consultations being carried out by partners.</p> <p>b. Consideration should be given to an events calendar which would be accessible to all partners.</p> <p>c. An exercise going into the community and talking to specific groups identified in section 4.2 of this review report to establish how they prefer to be engaged with.</p> <p>d. Share good practice</p> <p>e. Ongoing review of who Hard to reach groups are</p> <p>f. Ensuring appropriate people on network from all levels of the partnership organisations.</p>	<p>The Community Engagement Framework already includes the following actions:</p> <p>Undertake a review of how different communities (including businesses) prefer to engage and support required [Priority 2: Promote inclusive community engagement processes]</p> <p>Build on existing Council consultation management system to establish a partnership management system to:</p> <ul style="list-style-type: none"> • Record details of upcoming engagement activities (for use by HSP partners and the public) • Record results and analysis of engagement activities • Undertake Equalities 	<p>(a) The consultation calendar does now include consultations from other partners and agencies (inc. NIACE, TfL, central government, Tottenham Story, PCT, Hackney Council)</p> <p>(b) A consultation events calendar has been created; partner events will be included where these form part of consultations included in the consultation calendar (e.g. as above)</p> <p>(c) This work was undertaken through the development of Haringey's <u>Community Engagement Framework</u></p> <p>(d) The current development of the consultation toolkit will include 'How to' guides and consultation case studies to share best practice;</p> <p>(e) This is undertaken on an ongoing basis through the Equalities Impact Assessments which are undertaken for every service provided to our customers, and for every change in service or policy.</p> <p>(f) Following the local government</p>

AGREED RECOMMENDATIONS	COMMENTARY	UPDATE DECEMBER 2011
	<p>Impact Assessments [Priority 4: Share community engagement good practice]</p>	<p>spending review and reorganisation of council directorates and partners (inc. Haringey Strategic Partnership) the Have Your Say Group has been reconfigured to focus on the development of a community engagement and consultation toolkit.</p>
<p>2. A customer journey mapping exercise to be undertaken for specific service user groups e.g. sex workers and personalisation agenda pathways. This should identify contact points with service providers and ways of overcoming barriers e.g. lack of identification.</p> <ul style="list-style-type: none"> o Following on from this the information should be widely disseminated to both front line staff and elected Members; and reviewed and updated regularly. 	<p>Customer journey mapping is a methodology already in use and will continue to be used as appropriate when improving and designing services.</p>	<p>The emerging Customer Strategy will re-enforce the use of customer journey mapping as a methodology for re-designing services around the needs of our customers. The Customer Strategy will be agreed by the end of March 2012.</p> <p>The National Personal Budget Survey included responses from 110 personal budget holders in Haringey. Their responses have helped us to identify where the system is working well and where more support is needed in the personal budget process.</p> <p>Additionally, a series of focus groups for personal budget users was undertaken with Lancaster University.</p> <p>A Personal Budget User Forum (independent of the Council) has just been launched in Haringey. It is hoped that feedback from this</p>

AGREED RECOMMENDATIONS	COMMENTARY	UPDATE DECEMBER 2011
<p>3. That the Haringey Strategic Partnership consider how the borough is divided to ensure area boundaries are consistent and coherent across the partnership agencies, enabling localised joint working to engage with residents and communities.</p>	<p>Key partners attend area assembly meetings and report back on area based initiatives i.e. NHS Haringey has consulted on neighbourhood development plans and the police on ward priority plans</p>	<p>Forum will help us to continually review and improve the ways in which we provide Personal Budgets.</p> <p>We are in the process of agreeing local priorities and relevant professionals will be invited to inform and feedback to all Area Committees.</p> <p>Consultation with Chairs is taking place regarding identifying and reaching out to hard to reach groups.</p> <p>Single Frontline is looking at commissioning local MORI style surveys to reach a wider audience. The Neighbourhood Services Team is currently working on an engagement plan for the borough. The Team will work with the Chairs of the Area Committees to find local solutions to engaging with communities.</p> <p>Funding is currently being sought for a pilot community engagement project, possibly to take place in Tottenham.</p> <p>Police Safer Neighbourhood Teams have representation on all of Haringey's Area Committees. Veolia are also represented on all Area Committees. Homes for Haringey attend Area Committees if an issue has arisen which</p>

AGREED RECOMMENDATIONS	COMMENTARY	UPDATE DECEMBER 2011
<p>4. All consultation training provided should include specific sections on:</p> <ul style="list-style-type: none"> • Cultural awareness • How to engage with 'hard to reach groups' • Inclusive engagement e.g. not just consulting LGBT on sexual health or Drug users on drug services. 	<p>The Community Engagement Framework already includes the following actions:</p> <p>Establish a cross-sector engagement development programme (that can be undertaken by staff, community groups and community representatives)</p> <p>[Priority 3: Increase community engagement capacity]</p>	<p>needs their attention, as do other partner agencies.</p> <p>Under the Health and Social Care Bill, groups of GP practices and other professionals will have responsibility for NHS commissioning in their area. These groups are called Clinical Commissioning Groups (in Haringey, the 'Haringey Clinical Commissioning Group'). They have flexibility to work in partnership when commissioning services, for example, with other groups and local authorities.</p> <p>The Chair of Haringey's Clinical Commissioning Group sits on the new Joint Leadership Group.</p>
		<p>Following the local government spending review and resulting budget cuts, corporate consultation training is no longer provided by OD&L.</p> <p>We will consider an alternative way of providing this.</p>

AGREED RECOMMENDATIONS	COMMENTARY	UPDATE DECEMBER 2011
<p>5. Raising awareness of Dual Needs should be incorporated into the review of the Haringey Compact (please see recommendation below).</p>	<p>A Compact Review is underway and will include consideration of people with dual needs</p>	<p>The Haringey Compact Implementation Group (HCIG) has oversight of the implementation of the Compact, which currently runs until the end of March 2012. The HCIG workplan includes refreshing the Haringey Compact in the last quarter of 2011/2012.</p>
<p>6. That the Haringey Compact is reviewed to ensure that all HSP organisations work to it. All elected Members should receive a copy of this renewed Compact.</p>	<p>The Community Engagement Framework already includes the following actions:</p> <p>Ensure community engagement awareness and COMPACT way of working included in staff induction programmes across HSP partners [Priority 4: Share community engagement good practice]</p>	<p>The refresh will take into account new policies such as the Personalisation agenda which will include consideration of people with Dual Needs.</p> <p>Haringey's new <u>Voluntary Sector Strategy</u> reinforces our commitment to the Compact and its principles. We have recently developed a Commissioning and Funding Framework for the Voluntary and Community Sector. This also reinforces the <u>Compact way of working</u>.</p>
<p>7. That the Council Consultation Charter, Plain English Protocol and Community Engagement Framework Principles are adhered to and enforced.</p> <ul style="list-style-type: none"> • That awareness raising of the use of plain English be carried out across all HSP partners. The Council could raise awareness through All Users emails, use of 	<p>Communications has publicised and promoted use of the best practice guidance on the right through a range of channels and will shortly issue reminders in internal media.</p> <p>The partnership consultation group (Have Your Say</p>	<p>The Consultation Manager sends out a regular Consultation News bulletin which sets out good practice in consultation and communications. The Consultation Manager also sends out updates when national issues arise which affect they way that consultation is undertaken – for example, if a public body has been judged to undertake a particularly good piece of work, or if it has been taken to court</p>

AGREED RECOMMENDATIONS	COMMENTARY	UPDATE DECEMBER 2011
<p>Team Brief and internal websites.</p> <ul style="list-style-type: none"> That the Overview and Scrutiny Committee, Cabinet, Haringey Strategic Partnership and Theme Groups ensure appropriate language is used on all documents that each body considers. 	<p>Haringey) promotes the use of Plain English in all on and offline consultation material to ensure that they are: user friendly; accessible; and adhere to the Councils Consultation Charter and Community Engagement Framework principles.</p>	<p>for failing to consult or communicate properly.</p> <p>The Plain English Guide, Publications Protocol, Consultation Charter and Community Engagement Framework are available at the links below:</p> <p>http://harinet.haringey.gov.uk/intranet/directories/pppc/communications/ccu_strategiespolicesinitiatives/plainenglishguide.htm</p> <p>http://harinet.haringey.gov.uk/intranet/directories/pppc/communications/ccu_strategiespolicesinitiatives/publications_protocol.htm</p> <p>http://harinet.haringey.gov.uk/index/council/haveyoursay/consultationcharter.htm</p> <p>http://harinet.haringey.gov.uk/index/council/hs/framework.htm</p>
<p>8. Support available to voluntary and community sector organisations in terms of capacity building and application/bid writing assistance should be mapped across the partnership and the information consolidated and widely publicised in a range of community languages.</p>	<p>Fund raising and application writing support is available via HAVCO with links via the HAVCO website. The CVST also signpost community organisations towards this plus other funding opportunities. All information in community</p>	<p>The Council's Voluntary Sector Strategy, and Commissioning and Funding Framework consultation will deliver on this recommendation. An independent review of the infrastructure and capacity building needs of voluntary sector partners in the borough is planned as part of the implementation of the strategy. The aim of the review is to ensure</p>

AGREED RECOMMENDATIONS	COMMENTARY	UPDATE DECEMBER 2011
	<p>languages is available on request.</p>	<p>Haringey has a 'fit for purpose' arrangements in place that can effectively support, capacity build and help create and develop a strong voluntary and community sector (VCS), and that can demonstrate added value for money to the Council.</p>
<p>9. All organisations commissioned by the Council and its statutory partners are clear in their publicity about who can access their services.</p>	<p>This is starting to be addressed through the development of an 'e-market' directory of services linked to the transforming social care programme. This web-based technology will enable residents and people who use services to access a wide range of information to signpost them to services available in the community. It will also be accessible to organisations themselves to update information about the services they offer. For individuals unable to access the internet, hard copies of information will be made available. Internet access is also available at for example Libraries.</p>	<p>The Council has developed a number of directories which provide information about services, support and activities available in Haringey. These services are provided by the Council, its partner organisations, organisations which the Council commissions and also community groups and charities which provide services independently of the Council.</p> <p>Work has taken place to develop HARicare, an online directory of services for adults in Haringey. The site provides information about services, support and activities in Haringey, and other forms of advice and information to users of adult social care services, and their families and carers.</p> <p>Haringey's <u>Family Information Service</u> Directory provides information about services, support and activities in Haringey, and national information to help parents, carers</p>

AGREED RECOMMENDATIONS	COMMENTARY	UPDATE DECEMBER 2011
	<p>Organisations commissioned by the Council are responsible for ensuring information about their services is available and in accessible formats (including different languages) within the funding they receive.</p>	<p>and their families.</p> <p>Haringey's new <u>Community Housing Services Directory</u> has been developed following consultation with residents using housing services. It provides information and advice for people with housing enquiries, and particularly those who are homeless or in temporary accommodation.</p>
<p>10. As part of the Information Governance work Business Units explore with IT Services the options to enable accessibility of data to be shared between the services.</p>	<p>The Information Governance Board will explore the best way to enable the sharing of information between services.</p>	<p>A number of information sharing protocols are now in place which enable services to share information effectively. In addition the Council is piloting Sharepoint (an IT software) with Homes for Haringey which will make file and information sharing much easier.</p> <p>Examples of information-sharing protocols which have recently been developed or improved:</p> <ul style="list-style-type: none"> • Children and Young People: Haringey's award winning First Response Team was identified as a key strength by Ofsted in October 2011 for its effective use of information and intelligence in ensuring that young people are properly protected. Inspectors stated that 'Contacts and referrals receive a timely response and

AGREED RECOMMENDATIONS	COMMENTARY	UPDATE DECEMBER 2011
		<p>in cases where significant harm is suspected, child protection enquiries are undertaken promptly following strategy discussions with the police.'</p> <ul style="list-style-type: none"> • Domestic Violence: Following the Serious Case Review of Family Q, the joint Local Safeguarding Children Board/Safeguarding Adults Boards protocol was signed off (May 2011) and shared across both groups, but this is more about recognition of risk to children and not specific to domestic and gender based violence. • Safeguarding Adults: Over the past year, Haringey has further improved the way it handles adult safeguarding alerts, and the support it provides. • The service has been restructured to develop a more effective multi-agency way of working. The service was re-launched in July 2010. This was supported by a publicity campaign to raise awareness about safeguarding and included a series of leaflets and posters as well as a Morrisons supermarket campaign. • New working arrangements have been established to deal with safeguarding

AGREED RECOMMENDATIONS	COMMENTARY	UPDATE DECEMBER 2011
		<p>referrals through our Integrated Access Team. This is helping us to process referrals quickly and deal with safeguarding issues.</p> <ul style="list-style-type: none"> We have developed new adult safeguarding arrangements with the London Fire Brigade. By April 2011, they had their own procedures and referral form to enable better identification of safeguarding risks.
		<p>Haringey is currently piloting the 'Tell Us Once' programme. This is a major programme led by the DWP, to transform the way in which people can tell Government (central and local) about a change in their circumstances. Initially, this refers to births and deaths, but will extend to other information through our emerging Customer Strategy. Through this Strategy we will work on creating a 'Golden Record' for our repeat customers, so that they only have to tell us their information once.</p>
<p>11. That the Haringey Strategic Partnership work with HAVCO to create and maintain a voluntary and community sector database as part of the action plan leading from the Third Sector Mapping exercise. This should:</p> <ul style="list-style-type: none"> User friendly 	<p>This has been agreed by the HSP</p>	<p>HAVCO has developed a contact database of approximately 850 groups and includes categorisation. HAVCO is currently working on a searchable database on their website to access key information about member organisations, where it is appropriate to do so</p>

AGREED RECOMMENDATIONS	COMMENTARY	UPDATE DECEMBER 2011
<ul style="list-style-type: none"> • Publicly accessible • Categorized <p><i>(this has since been agreed at HSP)</i></p>		<p>(for example, many member groups operate from home addresses, so their group details will be excluded).</p> <p>Whilst this web development work is ongoing, since May 2010 – HAVCO has been sharing the database with the Primary Care Trust and Haringey Council's Consultation department. This occurs at intervals following notable updates of the database, most recently on 20th September 2011.</p> <p>In September, 240 groups were members of HAVCO and 1500 groups were on the HAVCO mailing list.</p>
<p>12. The existing population needs assessment approach should be extended to include the following:</p> <ul style="list-style-type: none"> • Increased use of complaints and feedback information. • Effective equalities monitoring of services and use of information to inform service planning. • Systematic use of data from Equalities Impact Assessments. • Use of Neighbourhood Managers as experts in the local communities they serve. • Further use of MOSAIC data. 	<p>Funding has been agreed to purchase a local information system that will enable sharing and presenting of non identifying information amongst HSP partners. A PID is being completed.</p>	<p>Complaints and feedback information is analysed annually and reported in the Council's annual report. This information along with Mosaic will also inform the Customer Insight analysis currently under development which is aimed at developing a better understanding of our residents' needs.</p> <p>Information gathered from Equality Impact Assessments is used to inform service planning across the Council.</p> <p>It has not been possible to purchase a Local</p>

AGREED RECOMMENDATIONS	COMMENTARY	UPDATE DECEMBER 2011
<ul style="list-style-type: none"> Further use of borough profile data available on the web-pages. <p>With this in mind the panel supports the implementation of the Local Information System for the partnership.</p>		<p>Information System for the partnership due to financial constraints, however, borough profile data has been strengthened and is used to inform the design and delivery of services.</p> <p>A comprehensive overview of the needs assessment approach, including data, is available at the <u>Haringey: Our Place</u> webpages.</p>
<p>13. That "Access to Service" days continue to run and that further possibilities of working more closely with partner agencies should be investigated to maximise resources.</p> <p>The co-ordination of Access to Service days should be linked with the above population needs assessment approach to ensure that all communities, including new communities, are considered in each cycle.</p>	<p>Access to Services days will continue to be organised or supported by the Neighbourhood Management Service according to need and emergence of new communities.</p>	<p>Access to Service Days have ceased as part of the 2010/11 review of the Neighbourhood Management Service.</p>
<p>14. That the Overview and Scrutiny Committee commission a review into the services and resources that prevent children and young people (aged up to 14 years of age) becoming involved in youth crime.</p>	<p>This needs to be considered as part of the Overview and Scrutiny work programme planning 2010/11.</p>	<p>This review was undertaken in 2010/11. Conclusions and recommendations are currently being developed and will report to Overview and Scrutiny in due course.</p>
<p>15. That the Overview and Scrutiny Committee commission a review into Drug and Alcohol abuse.</p>	<p>This needs to be considered as part of the Overview and Scrutiny work programme planning 2010/11.</p>	<p>This review was not commissioned by the Overview and Scrutiny Committee but may be considered as a future topic.</p>