

Haringey Community Strategy

Draft

A sustainable way forward A Vision for Haringey



Working together with local communities and other partners

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Foreword

Welcome to Haringey's Sustainable Community Strategy

This strategy draws on the aspirations of residents, businesses and the community and voluntary sector and addresses the biggest challenges and opportunities facing us. Before we embarked upon this strategy the Haringey Strategic partnership undertook an extensive consultation campaign to know what you thought was important for Haringey.

For the people of Haringey the borough's diversity is one of the best things about living in the borough. The vision for Haringey reflects this.

Haringey 2016 our vision:

“A place for diverse communities that people are proud to belong to”

The aim of this Strategy is to improve the quality of life for everyone. This Strategy sets out our ambitions for the borough and what we want Haringey to be like in 2016. It is important that people feel proud about where they live and to have a sense of belonging and responsibility for the area. People also need to feel safe and secure and together we will make the borough a safer place.

Haringey is a good place to live, work and do business and we want to make it even better. Our community is at the heart of everything we do. We have excellent community relations in Haringey and we will work to extend this and build an even more cohesive community those shares and enjoys all the borough has to offer.

We have a growing population with the numbers of children increasing at the fastest rate. We will need first rate schools, facilities and homes to meet the needs of our population. We will need to increase opportunity and improve people's qualifications and skills. We will open up access to work and employment. We will protect vulnerable people and those in the greatest need ensuring they are treated with respect and dignity. We want to tackle deprivation and low pay and will make child poverty a focus of our work over the coming years.

The needs of children and young people are at the heart of this document. We want them to have happy and fulfilling lives, to be able to achieve and reach their potential. We will make their hopes and aspirations central to the work of the Partnership. They are the future.

Councillor George Meehan
Chair of the Haringey Strategic Partnership

Leader of Haringey Council

Executive summary

People at the heart of change

Haringey is a cohesive community where people get on well together. More people will be happy with where they live and take a pride in the clean and attractive public realm, built environment, and excellent parks. The places we love and our buildings of heritage will be protected. There will be outstanding schools, more and better housing, improved shopping and transport and a thriving arts and cultural sector.

An environmentally sustainable future

Together with others, Haringey will have reduced the borough's environmental footprint. There will be reductions in carbon emissions with clear targets for continued reduction. Transport will be measurably more sustainable. We will be recycling more and wasting less.

Economic vitality and prosperity shared by all

The community will benefit from increased economic activity in Haringey and in the wider region. We will tackle low incomes and deprivation and we will see increased levels of employment, greater prosperity, opportunity and enterprise. Our children and young people will be achieving more than ever and we will place emphasis on increasing their life chances and inclusion in education and training. We will ensure that these benefits will reach all children especially those who are most disadvantaged. The opportunities to learn and develop will have greatly increased and will be accessible throughout life.

Safer for all

Haringey will be a safer borough where people feel safe and confident about using all the wonderful spaces and places Haringey has to offer. Public transport will be safer and our homes will be more secure. Vulnerable people will be protected. People will show concern for others, taking a pride in their surroundings. Children and young people will have positive opportunities and will be able to enjoy and learn without crime and bullying affecting their lives. Our roads will be safer.

Healthier people with a better quality of life

Health inequalities will be markedly reduced with people living longer and healthier lives in all parts of the borough. Haringey's babies will be healthier. More people will be living independently at home and will be able to access opportunities and support to increase their wellbeing and enjoyment of life. There will be more warm and decent homes. We will ensure that all our children and young people get the best possible start in life and that parents are able to play a full role in supporting and parenting their children.

People and customer focused

People will be able access high quality, services and facilities and will be at the heart of decision making and service planning. This will increase the levels of satisfaction with the services they receive. Community leadership will be transparent and accountable and there will be greater opportunities for civic engagement and volunteering. People will be drawn together across the communities and the generations and this will tackle isolation and exclusion. Children and young people will be involved in those decisions that affect them and their future.

Introduction

Haringey: the future, the people and the place

Haringey is an amazing place. We are a cosmopolitan borough of old and new communities. We have a diverse growing population and a diverse landscape, embracing the Edwardian sweep of Muswell Hill, the colourful spectacle of Harringay Green Lanes, the panoramic hill top views from Alexandra Place and the wide vistas of Tottenham Marshes and the River Lee. We want to promote the distinctiveness and uniqueness of our harmonious and varied communities to the world outside. We want to open up our under utilised areas, publicise Haringey to others so that they can identify opportunities for collaboration and reasons to invest in Haringey. We want to attract investment to help transform the borough and improve the places where we live, work and spend time.

Haringey is a welcoming borough and we want greater cohesion across neighbourhoods, cultures and generations. Haringey is a place where everyone can feel they belong and where everyone has a positive contribution to make. While celebrating diversity, we want to maintain and promote that which we hold in common, with people from all communities sharing and enjoying well managed, high quality services and schools. The borough's facilities and cultural opportunities will be easier to access through improved transport, better communications and effective technology. Haringey is incredibly well connected, and we will take full advantage of this, but, we need improved transport between Haringey's different neighbourhoods, and better services and connections with other parts of London and strategic points such as Stansted and the Eurostar at Kings Cross. We must use our proximity and connections to the 2012 Olympics in Stratford to gain benefit for Haringey.

Haringey is people focused. We want people to have greater opportunity to make a success of their lives and benefit from the prosperity of London and the wider region. We need an increased supply of high quality affordable housing, a reduction in health inequalities and we will tackle low incomes. Services will continue to improve and will be easier to access and of the highest quality. We will use resources wisely to secure long term improvement and sustainability. People will be at the heart of change and there will be effective and accountable civic leadership. Alongside this we want to see a dynamic and engaged voluntary, community and faith sector to help bring about improvement and secure success. We will empower people, ensuring that young people and children are included, so they can participate in what's important to them. Communities will see clear benefits from development and change.

How we developed this strategy

At the start of the process to develop this strategy we embarked upon extensive local consultation. Your views are at the heart of this document. These views, together with the considerations of the Haringey Strategic Partnership and your elected council representatives, coupled with what we know about the borough are set out in the rest of this document under six agreed priorities. At the end of the document you can learn more about how we will measure our progress and achievements.

People at the heart of change

A cohesive and included community that gets on well together, sharing and taking a pride in a clean and attractive environment. Our excellent parks and open spaces will continue to improve. There will be outstanding schools, good housing, improved shopping and transport and a thriving arts and cultural sector. The changes and improvements we see will increase resident satisfaction with where they live.

Why does this matter?

Community relations are a good barometer for the health of our borough and you told us that Haringey's diversity is something that you value. We also esteem that which we hold in common and we know that people get on well together. Haringey is one of the most diverse areas in the country and the changes we see create opportunity but we want to ensure that our good community relations continue. We want to create the conditions to help people settle in Haringey and make a success of their lives. We also need the resources to face some of the challenges that population change and growth bring. The needs of our communities should be at the heart of decision making with clear advantages resulting from investment and change.

With your help, the Better Haringey campaign has resulted in a borough that is cleaner and tidier and we know you want this to continue. A well designed and maintained environment increases well-being and the sense of pride that people have in their area. You told us you were ambitious for the borough and its people. You wanted better facilities and activities for children and young people. We know that people enjoy shopping and want this to improve and although you value our good transport connections you want them to get even better.

What you told us

"A truly cosmopolitan borough where people of diverse communities live and work in harmony"

"A place where people from all backgrounds can live, work and enjoy themselves"

"A safe, clean, harmonious and aspirational place where there is an excellent quality of life".

"A place where people take more pride in their surroundings"

"A clean and pleasant place to live in and visit"

What we want to see

We have excellent community relations, but we will not be complacent. We will promote inclusion and foster an even greater understanding and dialogue. We want all our communities to have easier access to our wonderful open spaces, our facilities and our shopping areas. Better transport connections and improved orbital travel will increase mixing and cohesion, boost economic outcomes by improving access to jobs and commerce and reduce traffic congestion. We will encourage better building design and standards across the borough to create housing, places and spaces that people need and that they enjoy and want to use. We will continue to increase the availability of affordable housing through the optimum use of existing dwellings and by increasing the overall level of our affordable housing stock. We will safeguard our buildings of heritage, build mixed and sustainable communities and protect and enhance open space, creating parks and open space that people respect and enjoy. We want an open and inclusive borough that we share with others by improving and creating places of enjoyment, culture and interest. From museums to cinemas we want to see a plurality and diversity of first class leisure and cultural opportunities that everyone can share and use.

How will we do it?

We will raise the cultural profile of central Tottenham, using the campus of the Bernie Grant Centre and Tottenham Town Hall, Tottenham Green Leisure Centre, Marcus Garvey Library and the College of North East London. Hornsey Town Hall will become the cultural centrepiece of Crouch End. We shall continue the development of Haringey Heartlands providing more homes, a new school, jobs and cultural and leisure facilities. Housing investment will create more affordable and decent housing and foster the development of sustainable and mixed communities.

We will use the strategic location of Tottenham Hale to meet the demand for high quality workspace and new homes. It will provide employment opportunities and community facilities. There will be a secure and protected future for Alexandra Palace, providing opportunities for leisure, work and business. We will work with neighbouring boroughs and the Mayor of London to improve transport and bring employment opportunities and new homes to the Upper Lea Valley, which includes Tottenham Hale and North Tottenham. The borough's social and physical programmes will build cohesion, increase access and inclusion

We will build new schools and Children's Centres that meet the needs of children and young people, creating extended schools that are truly at the heart of the community. We will continue with initiatives that promote cohesion and understanding, drawing together our older, newer and asylum

and refugee communities. With the support of our residents businesses and the community and voluntary sector we will build on the success of the Better Haringey campaign for a cleaner safer borough that we are all proud of.

An environmentally sustainable future

We want to tackle climate change and manage our environmental resources more effectively, increase levels of recycling, improve and promote sustainable transport and create sustainable and energy efficient homes and buildings. We want to reduce the borough's environmental footprint. We will engage children and young people in environmental issues, encouraging our future citizens to be our first 'green generation'.

Why does this matter?

Climate change is an immediate and long term threat to our way of life and will have a particularly high impact upon our children and future generations. We do not have unlimited resources and we should use them wisely and recycle more. Energy and water costs are likely to increase and conserving them will become critical to achieving value for money as well as environmental sustainability. Poor air quality and road congestion and homes and buildings that are poorly built and costly to heat, diminish both our quality of life and our wellbeing.

What you told us

"the greenest borough in London with the best recycling facilities and a community that cares about their environment"

"clean, comfortable, happy"

"A caring multicultural community who are tackling global issues such as environmental degradation and poverty"

What we want to see

Considerable improvements have been made with recycling in Haringey and this needs to extend across the borough. We want to reduce waste and enable far greater levels of recycling. We will protect biodiversity and open space. We shall take steps to minimise the borough's environmental impact, cut down on traffic congestion and reduce carbon emissions. To do this we will need to have and use more sustainable transport options. We need sustainable homes and buildings that are energy efficient and less costly to maintain. Haringey will play its part in protecting the environment for future generations and actively engage children and young people in these efforts.

How will we do it?

Along with local, London wide, national and international initiatives we will reduce carbon emissions. Haringey Council has signed up to the Nottingham Declaration. This pledges the Council to work with residents, businesses and organisations to build a basis on which we can make Haringey a greener and more environmentally-conscious borough. To help people better understand and adjust their environmental impact we will enable people to 'measure' their carbon footprint and provide information on how to reduce this sensibly and easily. The Council has also launched a 2020 vision to minimise waste. These leads will be taken up by the Strategic Partnership bringing all the major agencies and institutions together to adopt common policies and practices to reduce the use of finite resources. Haringey cannot tackle these issues on its own but by making our contribution together with regional and national government and joining in with international efforts we can make a significant contribution to managing resources and tackling climate change. Working with partners like British Gas we will increase home energy efficiency, enable the development of 'green homes', and work to ensure that all major new developments have a whole-life reduced environmental impact. There will be targeted initiatives to increase recycling across the whole borough. We will develop a network of cycle lanes and secure bike parks, promoting the use of public and greener transport, encouraging greater levels of walking and cycling. We will protect biodiversity and enhance our landscapes with more trees. We will work with our communities and encourage them to have pride in their area and bring forward new ideas to protect the environment. The work will continue with schools and we will particularly encourage greater involvement of our children and young people.

Economic vitality and prosperity shared by all

We will increase employment and the numbers of people in work, creating greater prosperity, opportunity and enterprise. Children will achieve more at school. We will place emphasis on increasing the life chances for young people and will increase the numbers of young people engaged in education and training. We will tackle low income and poverty and champion lifelong learning for all.

Why does this matter?

London is a wealthy city that offers opportunity. However not all of our community has shared in the capital's prosperity. Worklessness and deprivation have left some members of our community disempowered and socially excluded. Deprivation has also had a negative effect upon the physical environment of some of our communities. We know that worklessness, isolation and low income have adverse effects upon our health and wellbeing. Poverty, low achievement and lack of opportunity have a particularly high impact upon the life chances of young people. We want our young people to have the encouragement and opportunity to gain the skills and confidence that will enable them to make their way in the world.

What you told us

"more entrepreneurial to generate wealth and opportunity"

"an economically strong and prosperous borough"

"tackle poverty and social exclusion, ensuring everyone benefits from change"

What we want to see

We want a socially inclusive borough that tackles poverty and disadvantage. We want all people to have the opportunity to make a success of their lives for themselves, their families and their communities. We also want to ensure that we protect those on the lowest incomes and those who are the most vulnerable. We want to extend opportunities for life long learning, work, training and education for everyone, including older people and those with disabilities. All our children should be enabled to develop their full potential whatever their background or family circumstances.

We want our already prosperous areas to continue to flourish and the conditions for success to spread across the whole borough. We want more people engaged in employment, training and education and the borough's strategic location championed and used to increase inward Investment and link people to areas of employment.

The food and drink; clothing; information, communications and technology and the creative and cultural industries will all form a key part of Haringey's

'unique selling point' with Haringey's diverse and entrepreneurial population creating robust markets for their goods and services.

How will we do it?

We will extend the training opportunities for people to improve their skills and increase the availability of places in further and higher education. As well as helping to create sustainable local employment opportunities we will access jobs in key areas of commerce and growth creating long term employment opportunities for the whole borough and target employment initiatives at those who find it hard to get work or training using initiatives such as a guaranteed job interview scheme and work placements. The Haringey Strategic Partnership and public services in Haringey all need to play their part in increasing employment levels and opportunity for everyone.

Greater opportunity for young people

We will continue to improve results in schools and colleges and encourage more targeted skills training to boost the life chances of our young people. To achieve even better school exam results across the borough we will ensure that all schools have the critical elements of success in place and that the education children receive meets their needs. We will also ensure that more young people achieve Key Stages 2 and 4 and get Level 2 qualifications when they are 18.

Business and inward investment

We will work with business through initiatives like the City Growth Strategy to encourage enterprise and focus on encouraging and supporting those businesses that have real growth potential in Haringey. Part of this will be to focus on the key business clusters by such as food and drink and the development of a strong creative and cultural industry which is a key part of Haringey's 'unique selling point'. We will foster Haringey's businesses through initiatives such as Trade Local which encourage the greater use of local businesses. We will act to enable clear openings and opportunities for collaboration and investment.

Tackle poverty

We will target poverty, putting efforts into income maximisation, benefit take up, debt reduction and social inclusion initiatives on those who need it. This is particularly important for families with children and older people who live on low- incomes and fixed incomes.

Be safer for all

We will reduce the incidence and fear of crime, tackling its underlying causes and provide support and protection to victims, neighbourhoods and the most vulnerable members of our community. We will make homes safer and create places that people and children enjoy using and take pride in. Our roads will be safer. We will reduce the incidence of young people as victims and perpetrators of crime, providing pathways for opportunity and success.

Why does this matter?

Crime has been steadily decreasing in Haringey but we know that it is still a major concern for residents and business. Fear of crime diminishes the quality of life, particularly for vulnerable groups. We also know that you want people to take greater pride in their neighbourhoods and for people to have greater respect and concern for one another. Evidence tells us that far too many young people are fearful of crime and become the victims and the perpetrators of crime. We also know that children need safe places to play and we need to make our roads safer and provide facilities they enjoy using.

What you told us

"a positive place to live with safe open places and people taking pride in property

and public spaces"

"a peaceful place where children can be without fear of being bullied, robbed or hit by a car"

"good community cohesion with people respecting each other and their environment"

What we want to see

We want Haringey to be a safer borough where people feel safe, secure and confident about using all the wonderful spaces and places that Haringey has to offer and we want them to feel safe using public transport. Our homes should be safe and secure places and we should ensure that there are robust measures in place to protect the most vulnerable. We will continue to improve the public realm and want more people to take a greater pride in their environment. Children and young people should be respected and included and they should show concern and respect for others. They should have the opportunity to lead positive and happy lives and we want to see parents play a greater role in their children's achievements and schooling. We want to lessen the devastating impact of drug and alcohol abuse on individuals, families and communities.

How will we do it?

We will need to continue to tackle our crime hotspots and make places cleaner, tidier and more attractive and welcoming. When things need fixing we will do it quickly. Through the deployment of community support officers on the boroughs transport networks local transport will be and feel safer. Haringey has introduced neighbourhood policing initiatives and we will continue to bring policing closer to local communities to increase the understanding of where crime is taking place and what the solutions are. People and communities who are victims of crime will be supported and provided with the information they need to feel and be safer. There will be an emphasis upon stopping re-offending and education around the effects of drug and alcohol abuse with earlier and more targeted treatment available to those who need it. We will make homes safer and more secure installing more security and smoke alarms in the homes of those most vulnerable. We will offer appropriate support and assistance to those affected by domestic violence.

Children and young people

We will reduce the impact of crime and bullying on children the involvement of children and young people in crime and anti-social behaviour. We will do this by giving greater parental support so that parents can be more involved in setting frameworks for their children. There will also be a more systematic approach to tackling the early signs of delinquent behaviour such as bullying. We need to engage young people in positive activities that have lasting benefits for them and their communities. We will increase education, training and employment opportunities as an alternative to crime. We will work together to help give children a clearer direction, built on values and respect, from a younger age with schools, parents and families playing their full part. We will introduce more traffic calming and continue with road safety education to make our streets safer for pedestrians, especially children.

Healthier people with a better quality of life

We will tackle health inequalities and create more decent homes, focusing on those communities at the highest risk of poor health. People will live longer and healthier lives in all parts of the borough. Babies will be healthier. There will be greater opportunity for all people to lead healthier and lives and more people will be living independently. We will ensure that all our children and young people get the best possible start in life.

Why does this matter?

The health of Haringey's residents is improving but we know that these improvements are not happening fast enough. The boroughs most disadvantaged groups and those at most risk from poor mental and physical health are not benefiting as they should from health improvements. Wider factors such as smoking, poverty and unemployment, inadequate housing, educational achievement and a poor diet have critical impacts upon our health. We also know that primary healthcare services and facilities, particularly in some parts of Tottenham do not meet expectations and need to be modernised. We need to tackle these issues and ensure that we target the health inequalities that exist in Haringey so that good health can be enjoyed by all. Keeping people healthy, active and independent gives people a better quality of life makes sound financial sense and brings wider benefits to the whole community.

Haringey's children and young people are achieving more than ever and we have seen considerable improvement in educational attainment across the borough. But more children should be achieving and succeeding. We want to give all our children the best possible start in life and we need to intervene to minimise the impact that social inequality has upon their life chances. Children should be able to enjoy their childhood and teenage years. We have a special responsibility for looked after children and it is important that these children and young people benefit from the opportunities and achievements enjoyed by other children.

What you told us

"you should help people to look after themselves and provide excellent support for those who can't"

"Carers need support and recognition"

"Listen to the needs of young people"

"a borough that looks after its elderly and treats them with respect and dignity"

What we want

We want healthier people with a better quality of life, with health and wellbeing measurably improved across the borough. We want to minimise

the impact of poor mental health, helping people to lead stable and independent lives. All of Haringey's children and young people should have the best possible start in life. We need more high quality, safe, settled and affordable housing. We will promote independence and provide high quality support and care for those in the greatest need. We need to improve the facilities and access to primary and community healthcare to ensure that everyone has access to first class services.

How will we do it?

We will target health interventions onto those groups at risk of poor mental and physical health, providing support and treatment earlier to help prevent hospital admissions. We will continue to work to reduce levels of homelessness and have sustained levels of investment to both increase and improve the housing stock for people who are in need. We will focus support services on increasing opportunity, creating prosperity and tackling poverty, through initiatives such as Welfare to Work, debt counselling and income maximisation initiatives.

Support people to make healthy choices and lead healthy lives

People need access to support and information to help them make healthy lifestyle choices. Everyone needs clear information on diet and the healthy use of alcohol. However it is crucial that people are also given ready support to give up smoking or when they have problems with drugs and alcohol. Our parks and leisure facilities are an important part of promoting enjoyable, active and healthy lifestyles. We need to ensure that all sections of our community can access information and those services and facilities that will help them to improve and maintain their health and quality of life. Through improved community based services we will support vulnerable members of the community to remain at home and maintain their independence and we will give support and recognition to the role of carers. We will ensure that people have more say over their care through greater use of direct payments, support and advocacy. To tackle isolation and improve life chances we shall provide increased opportunity for socialising and learning.

A bright future for children and young people

More assistance will be provided to help parents encourage and support their children at school. We will improve school buildings and build new schools where they are needed and use the Building Schools for the Future programme to provide schools fit for the 21st century. Children's centres will provide a focus for early intervention, prevention and education. There will be greater emphasis upon keeping children healthy and fit through the Healthy Schools initiative and using opportunities like the Olympics to encourage sports and outdoor activity. We will recognise the value of younger and older people in helping shape the services and facilities they provide and will include them in major decisions across the borough. We will

give voice to the concerns of all young people, especially vulnerable and looked after children. All children should have the best possible start in life we will continue to focus our efforts on reducing teenage pregnancy and provide dedicated services for young and expectant young mothers to reduce infant mortality.

More and improved housing

We will invest in the borough's housing stock to increase the supply of affordable housing, reduce overcrowding and improve our housing stock.

Be people and customer focused

We want people in Haringey to receive high quality, customer focused and accessible services that give value for money; respond to people's needs and meet their aspirations. This will result in increased satisfaction with the services that people receive. Local leadership will be transparent and accountable. Everyone has a contribution to make. We will put in place greater opportunities for civic engagement and volunteering, drawing in local people to work together with our elected community leaders to improve the borough. We will bring communities and the generations together ensuring that we tackle social isolation and exclusion. We will increase volunteering and civic engagement amongst children and young people.

Why does this matter?

Good quality easily accessible services are an essential ingredient in improving the quality of life. The provision of services and facilities should be informed by local needs and influenced by the people who use them if they are to meet need and expectation. We know that services designed with users rather than for users are better. Limited public resources means good management and value for money are crucial. Poorly designed services are wasteful. Excellent public services need accountable and effective civic leadership.

Involving customers improves services and strengthens the basis for active citizenship and civic pride. Community participation helps people learn valuable skills and experience and it brings communities and generations together. Social isolation inhibits achievement and negates our quality of life. We will use opportunities for engagement and volunteering to tackle isolation and increase individual and community well-being. Large agencies and institutions cannot provide everything we need for a better quality of life. Volunteering and community involvement promotes community cohesion bringing together people from across the cultures and generations and provides a way for everyone to gain new and valuable skills.

What you told us

"where people can make the right choices and are able to take responsibility"

"Younger people respected and included"

"We want good services from the council, the GP and the bank"

What we want

We need high quality, accessible well run facilities and services that treat customers and users with fairness and decency. Services should be simple to use and make life easier for our residents and businesses. People in Haringey deserve excellent services and the provision of goods and services should be of a high standard across the public, voluntary, independent and private sectors

We want to increase community involvement and promote volunteering and civic participation and people should have much greater control over the type of services they receive and find it easier to raise local concerns and issues. We need easier access to services and information by the innovative use of technology, buildings and other facilities. We want to see empowered active citizens, young to old, to have more say in service provision and the policy decisions we make. Volunteering and community work will become a rite of passage for young people and a long term commitment for many. Volunteering can be used to help older people remain active, utilise their expertise and provide a basis for young and older people to interact and gain a greater understanding of one another.

How will we do it?

We will use technology and innovation to deliver value for money high quality services. We shall use intelligence and evidence to develop services that meet the needs and expectations of our diverse community. Through effective and joined up consultation across the agencies, we will ensure that services are responsive to local issues. We also want to see more on-going user involvement. We will provide better and timelier information to enable people to make the right choices. Translation services are a vital part of ensuring that people get the information they need. But in the longer term we must plan to ensure that all people are encouraged and have the opportunity to learn English.

Voting increases community empowerment and we want to increase voter registration levels and ensure that the most marginalised take up and use their right to vote. However, effective local democracy is not just about voting every four years. We will use the Council's Scrutiny Services to improve services across the piece and make them more accountable. Where it makes sense, decision making and service planning can be brought down to the neighbourhood level. Elected Council Members will be supported by officers across all the organisations and agencies to enable them to effectively carry out their community leadership roles. We shall set up volunteering schemes that are too easy to access and rewarding for both the volunteers and the communities they serve. Haringey has a wealth of talent across the borough. We want to use this capacity to improve the

borough and encourage more people to take an active interest in their area.

Implementing the strategy and the Haringey 'scorecard'

The Role of the Haringey Strategic Partnership and other partners

The Haringey Strategic Partnership (HSP or Partnership) is a partnership of the main organisations in the borough. This strategy has been devised and is managed by the HSP. The primary purpose of the Partnership is to address those issues that are better tackled collectively rather than by one agency in isolation. The Partnership is led by the elected Council Leader. The membership includes

- elected councillors, members of Haringey Council's Executive;
- the Police;
- the Primary Care Trust;
- the College of North East London;
- major Housing Associations and Homes for Haringey; and
- the voluntary and community sector.

The full list of members can be found at the back of this document. The main Partnership is supported by partnership boards that focus on specific areas of activity. Achieving this Strategy requires the full support of the HSP and the other partnership boards.

Community engagement and the Voluntary and Community Sector voice

The voluntary, community and faith sectors play an increasingly important role on the Partnership and have reserved places on the HSP and the partnership boards. Although the representative role of the elected accountable councillor is critical to the legitimacy of this Strategy, the voluntary, community and faith sectors help in the connection with communities, particularly those that are hard to reach. These sectors also draw in an immense wealth of capacity that makes the borough a richer and better place.

Measuring progress: The Haringey 'scorecard'

The aim of this Strategy is to improve the quality of life for everyone in Haringey. How we assess this will be through a range of measurable key indicators. These indicators have been chosen because they represent the critical elements that are needed to assess the 'health' of our borough and the progress in delivering the priorities set out in this strategy. They tell us about those significant aspects of life in the borough that can be reliably measured. These range from the level of crime, through to satisfaction levels with the Council, the Police and health services. The HSP will set targets around these that will make a definite and positive impact upon the borough. Progress against these targets will be measured and analysed and

used to inform and develop the activity that underpins the Strategy. The indicators to be included in the scorecard are listed below.

The 'scorecard'

The following indicators will be included in the scorecard:

People at the heart of change

- Local street and environmental cleanliness (BVPI 199 a)-d))¹
- Additional homes built in the borough and the proportion of these which are affordable
- Percentage of people who feel that their local area is a place where people from different backgrounds get on well together
- Percentage of residents expressing satisfaction with the local area as a place to live

An environmentally sustainable future

- Percentage of household waste that has been recycled
- Percentage of municipal waste recycled
- Carbon Emission Levels
- Staff Travel Plans in place

Economic vitality and prosperity shared by all

- Percentage of 16 year olds achieving 5 or more GCSE's at grades A*-C
- Percentage of 16-18 year olds not in education, employment or training (NEETS)
- The proportion of residents of working age who are in work

Safer for all

- Level of priority crimes, as defined by the British Crime Survey
- Reduction in the proportion of adults saying they are in fear of being a victim of crime
- The number of adults and children killed and seriously injured on roads

Healthier people with a better quality of life

- Life expectancy for men and women- Reduce the death rate (all age, all-cause mortality) in Haringey more rapidly in order to narrow the gap between the death rate for Haringey and that for the England population
- Infant mortality rate
- Older people helped to live at home per 1000 population aged 65 or over
- Percentage of Local Authority homes classified as non decent

People and customer focused

- Proportion of residents satisfied with

¹ BVPI 199 Cleanliness a) litter and detritus b) graffiti c) fly posting d) fly tipping

- the Council
- the Police
- their general practitioner

The wider action plan

The Strategy is ambitious and sets high expectations for Haringey. As well as the key indicators outlined in the 'scorecard' a linked but more detailed action plan has been developed. This action plan will incorporate Local Area Agreement (LAA) and the LAA forms a major part of the delivery of the strategy. The LAA has been developed through an evidence based planning process. The priority indicators and targets have been agreed in partnership, and they are and developed upon a clear understanding of the key issues for Haringey.

Performance management and reviewing the strategy

Both the 'scorecard' and the action plans will be reviewed to check progress and outcomes against targets and objectives. The aim of the review processes will be to check that:

- what are we trying to achieve, is it still the right thing for the borough;
- how we are trying to achieve our objectives is appropriate;
- what we are doing is working and relevant and, therefore
- what needs to change?

Importantly, the criteria through which outcomes are assessed will be based on both performance and what people think.

There will be a quarterly review of the 'scorecard' for members of the Partnership to review progress. There will be a six monthly review of the wider action plan and a wider annual evaluation of the Strategy and the underpinning action plans. The entire Strategy will be fundamentally reviewed every four years. The next review will take place in 2010

Membership of the Haringey Strategic Partnership

To be checked against recent changes and decisions

Cllr George Meehan Leader	Chair of Haringey Strategic Partnership, of Haringey Council
Dr Ita O'Donovan Cllr Nilgun Canver	Chief Executive, Haringey Council Executive Member for Crime and Community Safety, Haringey Council
Cllr Isadoros Diakides	Executive Member for Housing, Haringey Council
Cllr Lorna Reith Involvement,	Executive Member for Community Deputy Leader of Haringey Council
Cllr Brian Haley Cllr Bob Harris Richard Sumray	Better Places Partnership Haringey Well-Being Partnership Board Chairman, Haringey Teaching Primary Care Trust
Tracey Baldwin	Chief Executive, Haringey Teaching Primary Care Trust
Linda Banton Centre Plus Yolande Burgess Simon O'Brien Prof Norman Revell	Haringey Partnership Manager, Job Learning & Skills Council (London North) Metropolitan Police Pro Vice-Chancellor and Director of Development, Middlesex University
Paul Head	Principal, College of North East London (CoNEL)
Andrew Billany	Chief Executive (Hornsey Housing Trust), Registered Social Landlords
Michael Jones Symon Sentain	Chair of Homes for Haringey Board (ALMO) Programme Director, New Deal for Communities (NDC)
Pastor Nims Obunge Faiza Rizvi	Chief Executive, Haringey Peace Alliance Chief Executive, Haringey Community Empowerment Network (HarCEN)
Mohammed Elmi	Haringey Community Empowerment Network (HarCEN)
Lauritz Hansen-Bay Network	Haringey Community Empowerment (HarCEN)
Stanley Hui	Chief Executive, Haringey Association of Voluntary and Community Organisations (HAVCO) Enterprise Board
Markos Chrysostomou	Haringey Association of Voluntary and

John Egbo

Community Organisations (HAVCO)
Haringey Association of Voluntary and
Community Organisations (HAVCO)

Dixie-Ann Joseph	Chair, Haringey Association of Voluntary and Community Organisations (HAVCO)
Adam Jogee	Youth Councillor Haringey Youth Council
Shayan Mofitzadeh	Youth Councillor, Haringey Youth Council
Sharon Shoesmith	Children and Young People's Strategic Partnership Board
Enid Ledgister	Safer Communities Executive Board
David Lammy, MP	Member of Parliament
Lynne Featherstone MP,	Member of Parliament
Joanne McCartney, AM	Member of the Greater London Authority
George Martin	Race Equality Joint Consultative Committee (REJCC)
Observers	
Shaun Rogan	Government Office for London (GOL)
Mahpara Thompson	London Development Agency (LDA)
Steve Douglas	Housing Corporation (HC)

