

## **APPENDIX B**

### **Neighbourhood Management's successes and the benefits it has delivered.**

Haringey's Neighbourhood Management is driven by community participation, engaging with service users and seeking out non users. This working style is becoming firmly embedded within the Councils' formal framework and driven by Neighbourhood Management.

Involving people in transforming and shaping services is a significant cultural shift for public services, requiring leadership and strong strategic direction. Neighbourhood Management has learnt that this involvement and changed relationship depends on building trust with our communities, making change and being seen to deliver.

Neighbourhood Management supports local Councillors as they understand that strong community engagement drives service improvement. The Neighbourhood Managers are able through their local knowledge and contacts to connect members with active and committed residents, to drive change.

Our Area Assemblies form the framework for Haringey's seven neighbourhoods with the explicit intention of aligning service planning and accountability to these areas. As formal Council bodies, assemblies are chaired by ward Councillors acting as champions and advocates for their communities. Assemblies are integral to our political landscape, linking community expectations for involvement to Members' commitment to accountability. 'Making the Difference', where local people propose and vote on community projects, promotes 'participatory budgeting'. With some 500 projects submitted and an annual budget of £350k this process confirms commitment to local involvement. We produce four newsletters a year for each neighbourhood (28 in total) to correspond with each of the Area Assembly meetings so that residents are aware of our achievements, how they can become involved or give us feedback.

The decision to divide into seven neighbourhoods, with the explicit brief to engage people and broker service improvements, underpinned strategic planning across Council services and influenced partners in their thinking and approach. The Neighbourhood Management structure has provided the foundation for area based working. When the Safer Neighbourhoods policing was rolled out, the police used the same framework, maximising joint working opportunities, planning together with residents through ward panels, community strategy and steering groups, setting local priorities and driving delivery.

Neighbourhood Management is the channel through which a number of key Haringey Strategic Partnership and Local Area Agreement objectives are implemented, particularly around narrowing the gap between the deprived east and relatively prosperous west of the borough.

The neighbourhoods are also the focus for work addressing the complexities of our diverse borough. Some examples are:

- “Access to Services” days for our Polish, Kurdish and Somali communities, backed up with translated material and ongoing community development work;
- Founding a Somali Forum, with 200 people at the launch event, and ongoing two way communication established;
- Project work with our Orthodox Jewish community transforming service provision for this significant but hardest to reach community;
- Regular targeted communications, for example our Turkish community, with specially translated newsletters and business packs for local traders;
- “Living Under One Sun” project which brings together families from all backgrounds together in Tottenham
- A full programme of local engagement activities, from seasonal parties and trips out for elderly people to our successful “Bling your Dog” events which combine a dog show with responsible dog ownership advice.

We were awarded Beacon status in 2005 for Community Involvement and were short listed in 2008 for Transforming Services: Citizen Engagement and Empowerment.

### **Examples of Our Work in Neighbourhood Management: Community Engagement & Shaping Services**

#### **How Neighbourhood Management involves local people in planning and shaping local services.**

Possibly the most significant long-term impact of effective Neighbourhood Management is in the role of catalyst. Neighbourhood Managers rely completely on developing good relationships across service departments, external agencies and within the various communities.

The prime purpose of neighbourhood working is to act as a change agent for the local authority and partner agencies – focusing on improving services and delivery where our communities shape and influence service planning. In the longer term neighbourhood management is a tool for implementing organisational and cultural change where services work together, share their professional and technical knowledge and see residents as important partners in delivering excellent services.

Delivering effective neighbourhood working requires neighbourhood managers to build up a very wide ranging understanding of performance issues that matter locally. They are required to create the environment where services welcome challenge and positively respond to identifying ways to improve performance and solve long standing service problems. The role

requires seeing things from several different angles and supports services to bring fresh thinking and ideas to solve long term problems. Being the broker, negotiator and enabler means not being tied to traditional service demarcations, but using other skills to support services, partners and residents in:

- a) Determining what the problems actually are and
- c) Balancing the demands of service users
- b) Coming to shared solutions.

Neighbourhood Managers have been successful in using small amounts of additional funding, to achieve many small but significant results. It has also provided an effective vehicle for securing new sources of funding that can be brought to bear in the most effective way, to tackle seemingly intractable problems and provide new models that can be used to demonstrate to our partners, communities and to Government better ways of dealing with problems.

A core function of neighbourhood Management is to develop effective and sustainable ways to engage with communities and businesses, particularly those in disadvantaged areas, on local decision making for planning and delivering key services. This includes shaping service priorities and delivering quality services.

Neighbourhood Management provides support to council services and partner agencies to measure local service performance and service excellence. This is an important tool to help manage conflicting demands, to prioritise targeted resources to disadvantaged areas. The service has an important role in building effective partnership working with community organisations, the voluntary and community sector, through developing active participation in local governance structures. Neighbourhood Managers support existing residents associations and encourage the formation of new groups.

Involving local people in planning and shaping local services is key to the work of Neighbourhood Management. We ensure that there is a flow of information and intelligence from residents up to those delivering services in our area and back down. We use Area Assemblies, conversations with councillors and residents, residents' meetings, cross-service open meetings and area based working meetings to facilitate this process. The Making the Difference programme is an important mechanism for local people to have their say in what improvements they would like to see in their area. We use the information received from applications and the projects we deliver to make changes happen.

I would like to think that local people feel that they can talk to Neighbourhood Management staff in any number of ways and settings about service delivery in their area; and that Neighbourhood Management would take forward points that have been raised to the appropriate place to seek action as appropriate as well as encouraging these residents to become more involved in the local democratic process.

Neighbourhood Management supports community groups and initiatives at various levels, including:

- Resident Associations
- Community Association
- Strategy Groups eg Green Lanes & Myddleton Road Strategy Groups
- Friends of Parks Groups
- Faith Groups
- Allotment Groups
- All 19 Safer Neighbourhood Police Team panels
- Consultation with local residents

### **The support provided to Ward Councillors by Neighbourhood Management to assist them in their Community Champion Role.**

Neighbourhood Management works with and supports local ward councillors in their role as community champions. They brief members on local service and policy issues, facilitating successful community engagement through focus groups, community forums and neighbourhood focused meetings.

The team supports ward councillors in a number of ways and through various channels. We assist them with resident engagement through meetings and events and open up channels of communication between services and agencies. It is important that councillors are aware of current and future initiatives in their area so that they can refer their constituents to these as appropriate. Neighbourhood Management is well placed to be able to give an overview of what is being delivered by various services. All the different teams work closely with councillors in the promotion of local democracy through Area Assemblies and the Making the Difference programme.

- The Neighbourhood Managers provide regular written updates for councillors on the work of Neighbourhood Management in their wards. These updates provide councillors with information that should assist them with queries from residents and about the services being provided in their wards, information that they can promote with residents as appropriate.
- Neighbourhood Management provides support to ward councillors on an *ad hoc* basis to help them respond effectively to issues raised by residents. Although councillors do often know who to speak to within services and departments, they also see Neighbourhood Management as being able to work across services and knowing who to work with in the council and other agencies to resolve issues.
- The Neighbourhood Manager attend meetings with ward councillors as requested to give updates on the current and planned work of the team. These are good opportunities for councillors to use their knowledge of their ward to contribute towards the design of local projects and initiatives and influence the delivery of local services

## **Examples of Our Work in Neighbourhood Management: Community Engagement & Shaping Services**

- **Resident engagement** - various community participatory forums have been established to enable resident involvement in influencing decisions in their area. Examples include the West Green / Bruce Grove Better Places Theme Group, a bi-monthly meeting brings together representatives from local Residents' Associations, Friends of Parks groups, councillors and service providers to discuss local problems and consider solutions for the West Green and Bruce Grove area. The West Green Road and Philip Lane Strategy Group, a bi-monthly forum bringing together businesses and residents and service providers to focus on improving businesses in the area and tackle specific problems (like crime and waste) on these important shopping roads. A nationally recognised example is of Area based Working is the Green Lanes Strategy Group. Myddleton Road Strategy Group has emulated this model with some good examples of joined up delivery on the ground.
- **Resident Consultation on key areas of concern** - - Carried out consultation with community regarding future of Log Cabins Playcentre and Fairfax/Falkland Open Space where it was located. Following an open day (80 people attended) a local working group has been set up which meets bi monthly and is well attended, consisting of local ward members, community representatives, and key council officers working in partnership with other agencies. The working group is overseeing a master plan for a phased programme of works to improve the open space.
- **Working in partnership with local businesses** - working with local business in Green Lanes and Turnpike Lane to improve parking provision for more pay and display bays and reviewing business parking bays. Following the recent consultation to review the current CPZ the council will be reducing times and days of operation that will assist the commercial viability in the area. Working with Street Scene residents and local businesses we piloted "Timed Waste Collections on Green Lanes. This model is now borough wide. Also piloted the provision of cigarette butt bins situated at key locations along Green Lanes to address the amount of cigarette butts on the pavement following the recent introduction of the "No Smoking Ban".
- **Engaging Young People:** - Set up an inter faith youth group representing a number of faiths within the local communities. Working with partner agencies and community representatives to assist this group to develop their constitution.
- **Anti Social behaviour** - we have successfully engaged young people hanging around James Place, Selby Road and Tower Gardens Estate. These areas have had a long history of young people just hanging about and more recently issue of anti social behaviour and drug

dealing. Joint working with Homes for Haringey, ASBAT, Youth Service, Crime Prevention and both SNTs to address these problems and seek local solutions. We have been successful in developing the use of neighbourhood facilities to respond to this challenge and have started *from where young people are and not where we wish them to be*. Another multi agency approach to address anti social activity in Colina Mews which is an un-adopted stretch of land that encourages fly tipping, prostitution, vagrants, illegal car repairs, dumped vehicles and crime related issues. Some issues have been addressed and we will be monitoring the situation to develop a sustainable solution.

- **Capacity Building:** Working with Tiverton Greek Elders Group to support them in strengthening their group and assisting them to relocate following the temporary closure of St Ann's Library Hall; A number of meetings held with local residents and community representatives to discuss local priorities and issues to agree/develop sustainable solutions; The White Hart Lane and Northumberland Park neighbourhood now has more Residents' Associations, Tenants' Associations and Neighbourhood Watches than a year ago.
- **Area assemblies in 7 neighbourhoods** – involve and inform residents of local initiatives, local decision making and local strategy and service priorities. Within the last six months 14 area assemblies have been delivered. These meetings are chaired by ward councillors in their community leadership role. The first cycle of meetings in each of the neighbourhoods invites the community to identify key issues that they would like discussed at future meetings – these themes are being used to determine the agenda items for future meetings. In Tottenham and Seven Sisters they have piloted a successful community cohesion initiative where one new community comes to each Area Assembly meeting to speak about their community. They speak about their culture, how they came to the UK, the issues facing the community etc. They also bring traditional food and music to the meeting. This has brought better understanding between the different communities living side by side. The following communities have taken part in this initiative: Somali Community; Sierra Leonean Community; Colombian community; Polish community, Kurdish community and Orthodox Jewish Community
- **NRF Seed Money** - This budget is used to address/supplement local projects and initiatives raised by local ward councillors through local intelligence as priority areas in their wards.
- **Community Leadership Training** - Neighbourhood Management Service is working with the Young Foundation to train 20 youth Leaders in 2008. The education department is going to train 10 youth volunteer school mentors. Working with Westminster University we have delivered two community leadership courses for active residents with a third planned for March 2008. This has involved adult learning 30 people.

- **Citizenship** -Tottenham and Seven Sisters Neighbourhood has piloted a new project to run English language classes essentially using citizenship as the vehicle for the English language teaching. Working with partners from the College of North East London we set out to recruit a minimum of 40 people from the major language groups in Tottenham, aiming to get a spread of ages and with a reasonable balance between men and women. This an innovation project funded externally through the CLG Innovation Forum.
- **Love in the Community/Parents Working To Silence The Violence:** Working in partnership with the Safer Neighbourhoods Teams, Youth Offending Service, Youth Service, Peace Alliance, Voluntary Sector and the Anti-Social Behaviour Action Team, two well-attended events (80 residents at each event) have taken place in White Hart Lane (“Love In The Community”) and Northumberland Park (“Parents Working To Silence The Violence”). These community led initiatives are aim at building the capacity of our communities to safely challenge anti social behaviour and violence.
- **Living Under One Sun: (LUOS)** is a community cohesion initiative which has attracted national and international attention. The project continues to meet on three days each week and now encompasses a programme of healthy eating, exercise (including walking to Tottenham Marshes, dance and shiatsu). The project provides information and advice on accessing services and has invited a range of guest speakers drawn from the voluntary sector and partner agencies. LUOS is delivered in partnership with the PCT and the voluntary sector. This ground-breaking project, brings together women and families from diverse backgrounds, has an average weekly attendance of 50 residents and has received many visitors from the UK and Europe to share in the LUOS experience.
- **Strengthening Families, Strengthening Communities:** have developed form Living Under One Sun. These projects are run for local parents who need help and support with parenting skills. Each training programme runs for 13 weeks and is for parents with children over the age of 5. They are being delivered in partnership with Children’s Services, the National Race Equality Unit and the voluntary sector. Parents who have attended the first two programmes are now working together to provide parenting support.
- **Haringey Somali Forum** - Haringey Council’s Neighbourhood Management Team has worked with partners to establish a borough wide forum which brings together all the Somali voluntary organisations and community leaders working and living in the borough. The Forum provides a strong unified voice for the Somali community and assists in tackling the various problems the community faces. The forum has undertaken a range of activities and projects which include: Working with the Local Education Authority: A research project to examine why

Somali students are underachieving in school; Training for Somali school mentors to help tackle the issue of underachievement; Facilitated a regular dialogue with the education department and Somali parents and community advocates; Working with the police, YOT and probation service: The forum has organised a meeting between the above services and members of the Somali community. From that meeting came the need for a wide awareness day to be organised in the beginning of December 2007; working with Housing.

- **The Polish Community** - The Polish community represents one of our fastest growing new communities in Haringey. Neighbourhood Management has facilitated meetings between the community and the Marcus Garvey Library which has led to setting up a Polish Drop in provision at the library. The object of this work has been to support the Polish community to more effectively network with key services, partners and the voluntary sector. This work has developed invaluable links with the voluntary sector supporting the Polish Community as well as a play group.
- **The Charedi Community** - Neighbourhood Management has also undertaken ground breaking work with the Charedi community (orthodox Jewish community). Although a presence in the Borough for over 80 years this is a very isolated community that had previously had very little to do with the local authority. For the past 2 years Neighbourhood Management has worked with the Charedi community to their improve access to services and to build community capacity within this community. This work has been used as a case study by The Young Foundation.
- **Summer University**  
Last summer over 2000 young people participated in a wide range of youth activities over the summer months in the Haringey and across London. This is a partnership initiative with Safer Communities Teams, Haringey Youth Service, Sports and Leisure Service and voluntary sector. The Summer University attracted £66,000 of external funding to develop and sustain summer activities for young people in Haringey and providing access to activities by young people pan London. 72 young people from Haringey have signed up to take part in The Festival of Sport which took place in Tower Hamlets in August. As a mark of its success many courses were oversubscribed.
- **Off the Street, Less Heat**  
This project was a joint partnership with the Metropolitan Police, Safer Communities Teams, Haringey Youth Service and voluntary sector. Haringey Council successfully delivered the Off the Street Less Heat Summer programme 2007. The activity-based youth crime reduction initiative targeting mainly young people at risk between the ages of 14 and over was delivered in Campsbourne Estate, Milton Road Community Centre, Broadwater Farm Estate and Northumberland Park. The locally-based partnership diversionary project incorporated a

variety of crime prevention initiatives, general youth work, workshops and mentoring approaches to address a need or problematic issues concerning local young people which affected the wider communities.

- **Reaping the Benefits for Haringey Residents**

This a joint project with Haringey Council and Haringey Citizen's Advice Bureau started in March this year to offer benefit checks, debt counselling and employment advice to hard to reach communities. This project targets communities in the three priority areas. Residents have benefited by nearly £100,000 of extra benefits and/or debts written off. In six months they have dealt with 636 enquiries and directly contributing to fulfilling Local Area Agreement targets in the Well Being Theme and tackling poverty.

The project was funded until March 2008 and has advised residents by:

- preventing bailiff recovery action
- debt renegotiation
- engaging more with council services
- referrals to Employment and Training Officers
- accessing services provided at the outreach services such as English and IT classes.

- **Employment Network**

This project is funded through the Stronger Communities Fund under the Worklessness Theme. The project provides employment support and advice to a wide spectrum of residents who qualify for The Haringey Guarantee and live in the priority neighbourhoods. Advice and support is provided from the West Green Learning Centre, Wood Green Library and the Neighbourhood Resource Centre at Northumberland Park. The centres provide local and easy access to all our communities. This supported route to work is promoted and targeted through local Children Centres, schools, youth service and neighbourhood networks and local contacts. This service also receives referrals and works closely with our "Reaping the Benefits" project which is provided welfare benefits and debt counselling advice.

### **Examples and evidence of how Neighbourhood Management supports Members in their Community Champion Role in Tottenham & Seven Sisters Neighbourhood.**

Supporting Members work to improve Tottenham Hale Station and the steps and grass verge area. Keeping Members abreast of developments and maintenance issues at the station so that she can feed back to her constituents, including the Ferry Lane estate residents association

Supporting members on community engagement work on the Chestnuts estate and with the residents of Campbell Court sheltered housing. Ensuring that a Making the Difference project on Campbell Court to extend the communal kitchen, which he had championed, was completed by Homes for Haringey after lengthy delays.

Responding to Member's concerns and issues of anti-social behaviour, drug dealing and prostitution on Ashdown Court and to drug dealing at the entrance to Campbell Road; issues highlighted, in the first instance by Cllr Stanton. Successfully bidding for funds to implement 'Designing Out Crime' projects on these estates.

Supporting Members to improve the situation of residents at Horsham and Dorking Court – working with enforcement to ensure that the estate managing company fulfil their obligations.

Working to support Members in community engagement with residents on Bleinheim Rise to set up a residents association (unsuccessfully), however, succeeding in implementing two Making the Difference projects on the estate to improve the communal garden area and the community room.

### **Residents groups and community groups that you have established and supported in Tottenham and Seven Sisters Neighbourhood.**

#### **Tottenham Hale:**

- Ashdown Court Residents Association
- Protheroe House Sheltered Housing Scheme
- Campbell Court Sheltered Housing Scheme
- Ferry Lane Action Group
- Chestnuts Area Residents Association
- Supreme Athletic sports development organisation
- Higher Heights sports development organisation

#### **Tottenham Green**

- Fountain Area Residents Association
- Clyde Road Area Residents Association
- Tynemouth Road Residents Association
- Lomond Close Residents Association

#### **Seven Sisters**

- Plevna Crescent Residents Association
- Bournes House residents

#### **Groups established:**

- Friends of Down Lane Park