Building a Stronger Haringey Together

Working Together With Communities

Haringey's Community Strategy, 2015

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Community Strategy – Foreword

During this time of enormous and unprecedented change for local government, working with our communities in more engaging ways is more important than ever.

The council's vision for the next three years sets out a number of ambitions, including ensuring every child has the opportunity to succeed in life and keeping our streets clean and safe. Each of these goals requires us to work together with our diverse communities and our partners to achieve it – whether that's residents reporting fly-tipping or voluntary organisations helping us to reach out to the most vulnerable people.

Working together with our local communities is about give and take and that includes listening, building trust and good relationships. Our residents, businesses, volunteers and visitors are at the frontline of our communities, understanding local needs and doing things every day that make our borough the fantastic place it is and we need to find new ways of working to learn more from each other.

As well as celebrating our borough– shouting about the people, events and places that make Haringey exciting place to live, work and visit – we must also make sure we are offering people access to the best opportunities and also engaging with them, particularly when we are making decisions which will affect their lives.

With our community strategy, we are committed to making it even easier for local people to work with the council, whether that involves making it simple and quick for them to get in touch with us on-the-go via online and digital channels, or giving them the tools and support they need to achieve their ambitions for the local area.

We will work across the whole system and with our partners to ensure that the main principles of community strategy are reflected in the new ways of working.

We also want to make sure our staff are best equipped to include and involve the community in a meaningful way when it comes to making decisions about services and carrying them out.

I hope the community join us in helping to deliver this strategy and meet our ambition to build a stronger Haringey together.

Cllr Bernice Vanier,
Cabinet Member for Communities

Community Strategy

1.
Context

Haringey is a place of opportunities and growth with a very diverse population and vibrant communities. As a borough, there are huge amounts of talent, resources and assets in local communities and neighbourhoods. Many of the solutions to issues and problems lie with local communities and the future is about the council coming together with communities to solve local challenges.

We see the diversity of Haringey's local populations as a strength on which we can build and in this document we seek to focus on how we can work together – contributing skills and expertise, strengths and experience – in unison to build a stronger Haringey together;

There are already a number of examples where the council and the community are taking such an approach. We are supporting, for example, Play Streets initiatives and commissioning the voluntary and community sector to deliver Neighbourhood Connects and Time Bank opportunities.

As resources available to the public sector reduce, we and local communities have to work together to make efficient use of public money to deliver better outcomes for local residents. This can only be done if we forge even stronger partnerships with other statutory agencies, volunteers, not for profit and private sectors and, in particular, the borough's resourceful communities.

2.
Purpose

The purpose of the Community Strategy is for the council and partners to engage differently and more fully with communities, to complement the delivery of Haringey's Corporate Plan and to build a new partnership with residents at a significant moment of change, challenge and opportunity. At a time when traditional ways of supporting communities and working with the voluntary sector are changing, the Community Strategy is a positive strategy for achieving outcomes in a different way. It is through working with communitiesthat we feel we are best placed to make the marked change in outcomes which we know some parts of the borough need.

We see it as a priority for us to work with partners to build their skills and capability to engage meaningfully with the communities of Haringey.

We believe communities are often best placed to solve the issues facing them with the right framework of support and facilitation. We recognise that a future where people are equipped to act more on their own initiative and effect change in their local communities can only be achieved by changes in behaviours and culture over time. We want to start by giving people the information, tools and confidence so that they can make positive change in their local communities with intervention from the council when needed. As parts of the borough experience significant investment, the Community Strategy seeks to empower all residents to participate in the leadership of the regeneration process and the implementation of improvements to their neighbourhoods. That is why the focus of some of this work will initially be in Tottenham, and this will set the framework for wider activity across the borough.

We acknowledge that there are already many instances when the council and local communities and neighbourhoods work together closely. We know too, that this happens in many different ways, as where and how we collaborate is shaped by local communities themselves. We also know that there are many ways we can develop – for example, we can do more to engage directly and effectively with local communities through digital and online communications. One purpose of this strategy is to co-ordinate the many activities already underway and to ensure that our engagement is informed by evidence and best practice.

In addition to this, we have identified a set of principles to act as a toolkit for working in more joined up ways with our local communities and this too forms part of our strategy. We are keen that all activity in the council is informed by this strategy – and that it is linked strongly to our communities. We want everyone across the borough to recognise that agreeing to work together across communities and with partners is a fundamental reality of working in Haringey.

3.

What you have told us already

We regularly consult and engage with residents and communities on a whole range of issues. These have included the regeneration of Tottenham and the setting of the Council's new three year budget. Some of the key community related themes that emerged from this activity are listed below and they have helped to inform the Community Strategy's vision and strategic objectives. You told us that you want:

- spaces to meet and support each other
- opportunities to contribute to, and to be more engaged with, the local community
- opportunities to learn new skills through training and mentoring
- to be supported to lead regeneration and deliver change in your local area
- to be involved in decisions on how money should be spent

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Vision and strategic objectives

Our vision on how to achieve this transformation is set out in the Corporate Plan 2015-18: Building a Stronger Haringey Together:

> Haringey will work with communities to achieve their ambitions, by making best use of the strengths of the borough and ensuring that we build capacity and foster independence and self-reliance

The strategic objectives of the Community Strategy were developed in the Corporate Plan, based on the issues that are most important to residents when getting involved. We now have the opportunity to build further on the activities that are already in place in Haringey or identified as best practice in similar boroughs. Our strategic objectives are:

1. Increase community participation by providing opportunities to connect people to their communities
2. Deliver open and customer-led services that enable residents to participate in their design and delivery
3. Increase independence and self-reliance within communities
4. Facilitate positive community conversations enabling residents to make socially responsible and sustainable choices
5. Become an engaging, collaborative organisation that creates the culture where communities are confident to lead positive change and have a 'can do' approach to problem solving

Objective 1: Increase community participation for residents by providing opportunities to connect people to their communities

The diversity of Haringey's population creates an exciting and vibrant environment for local residents and communities. We want to make it easier for residents to feel connected to their local communities by nurturing new communities and strengthening existing ones. We want to see Haringey become a borough where communities and individuals can support each other in meaningful ways simply and effectively and where it is easier to find information about what is going on locally, whether digitally or in person. We want all our assets to contribute to a rich universal offer of social and cultural activities, build individual and community resilience and facilitate participation and support for all local residents. We want to use the opportunities offered by new technology and social media to enable connections between residents and communities.

- We will commission better information, advice, guidance and signposting both online and face to face for all residents so that they are better equipped to know what is going on locally and to feel a part of their local community
- We will build the awareness and skills of our local communities through information and advice to recognise the needs of neighbours and to know how to respond to concerns
- We will enable the development of a community currency for Haringey with Time Bank provider to support new people to get involved in their communities and start new community led activities
- We will enable local businesses to support community action by working with Time Bank to build a network of opportunities to spend Time Credits locally
- We will enable digital champions in communities to help other residents get on-line, connecting them both locally and more widely
- We want to develop community spaces which are accessible to all residents for information, advice and guidance, peer support, learning and community development
- We want to maximise the use of all our limited community assets which include libraries and our wider buildings portfolio so that they are accessible and beneficial, contribute to individual and community resilience and facilitate participation and support, for all local residents.

Objective 2: Deliver open and customer-led services that enable residents to participate in the design and delivery of the services that support them

We want to ensure that residents play an active part in the implementation of the ambitious Corporate Plan, Building a Stronger Haringey Together. We are going through significant change and transformation of services – both to improve outcomes and to meet challenging budgetary reductions – and we believe that we are more likely to achieve both these objectives by residents having a real voice when services are being redesigned. We need to ensure that meaningful engagement with residents is built into every council plan and is carried through as we redesign approaches and services commissioned and delivered, across the council.

We want residents to have a strong say in their local neighbourhoods and to take ownership for reporting things which aren't going well. And we want to see a wide range of resident-led services commissioned – services run by community groups and local social enterprises – particularly services for young people, carers and healthy improvement.

We are working extensively with our partners and we are confident that supporting resident-led initiatives and building strong stakeholder networks across our partnerships will help us to focus more on prevention and early intervention. By offering services earlier we can help to build resilience and better equip people to manage in the future.

We will explore how Haringey Time Credits can be used to engage local residents and become active participants in the co-design and co-production of services.

> We will create strategies and design services together with users and residents, fully involving them throughout the commissioning process

> We will make our performance transparent by publishing our performance and outcomes data on line in accessible formats

> We will use customer insight data to shape policy, strategy, services and how we allocate resources to reflect the complex and diverse nature of our communities

> We will build the confidence and skills of our staff and those of our partners to engage effectively with local residents and communities through our engagement toolkit

> We will commission user-led organisations where appropriate

> We will ensure that adults who need care are able to decide themselves what support they want and will actively promote the use of Direct Payments across social care

> We will involve residents in monitoring services, using new technology as well as more traditional methods to let us know directly about their quality and effectiveness so that together we can work to improve them.

Objective 3: Increase independence and self-reliance within communities

We know that residents want to be able to do as much for themselves as possible, with support from agencies such as the council and other partners when they need it.We want to make it easier for all residents to find out about and to access the training, education and employment opportunities that are available and that help people to feel stronger and to lead more independent lives.

We want to create virtual and real community spaces where people can access the wide range of information and advice they need to take up opportunities for further education, volunteering and active citizenship.Our local voluntary and community sector organisations offer a diverse range of support and activities which encourage residents to embrace opportunities.

> We want our libraries and our community buildings to offer learning, skills development, peer support and confidence building opportunities

> We will design and deliver all our services so that they enable people to be more in control of their own lives and to self-manage, with appropriate support

> We want to equip people with the skills to be independent and enjoy good health and wellbeing

> We will respond to the issues that the community really care about and which help make them feel safe and stronger participants in their neighbourhood

> We will implement the Health and Social Value Checklist within our commissioning approaches across the council to ensure that our commissioning activity can demonstrate social value and impact

> We will work with the voluntary and community sector through our Voluntary Sector Commissioning Framework to diversify the funding base for Haringey

> We will work strategically to unlock the potential of local community and voluntary organisations enabling learning, peer support and community development activities

> We will draw on the potential for businesses to support the community including through pro bono work, staff volunteering initiatives, mentoring and sponsorship of community events

> We will establish channels that make it easier for our major contractors and community groups to work together

> We will enable different ways to bring investment and greater accountability from those benefiting from the wider regeneration of the borough

> We will facilitate joined up working between local communities and those seeking to develop housing and business opportunities in the borough, to achieve the outcomes which residents and communities want to see.

Objective 4: Facilitate positive community conversations that support residents to make socially responsible and sustainable choices

This objective is about building on positive conversations and views to enable all residents to participate in improving their neighbourhoods and creating more healthy environments. As a borough in a global city of both opportunity and challenge, we want all our residents to be proud of where they live and to benefit from the opportunities of growth and connectivity this brings. We recognise the exciting role new technology can play in supporting this.

We recognise that there are barriers for some residents and we will work with all communities to create a healthier environment, for instance making walking and cycling easier and safer, and redressing the balance between healthy and unhealthy food options. We know that residents already come together to support healthier lives – spreading awareness amongst their peers, promoting healthy options within their communities (i.e. healthy cooking skills) and exercising together and we would like to see this grow.

We also know there is much we can do to make our local parks more inviting and to create the chance for people to become and stay fit and well. Through influencing the local high streets we will see a wider range of healthier food and products offered and cycling and walking can feel safe and attractive for all residents. We want to make it easier for community groups to run events which promote health and wellbeing for example – from activities in libraries to street parties, picnics-in-parks and food markets.

We believe residents want to have pride and take ownership of where they live. We know this requires behaviour and culture change for the council as well as for local residents – and we see our role as fostering this change for the benefit of Haringey. We want to find new

ways of communicating with residents that prompt pride and responsibility, new ways of identifying community priorities, and new ways of responding to these priorities by offering certain services in return for participation by the community.

- ❯ We will continue our new approach in Noel Park to test a different conversation with residents, one that seeks to build responsibility for local areas. We will learn what resources, skills, capacity and confidence building (both within the community and the Council) are required to deliver this approach, and roll it out as appropriate across the borough

- ❯ We will promote forms of volunteering and community action that bring residents from different backgrounds together and encourage community cohesion

- ❯ We will continue to support Well London and Making Every Contact Count to ensure health promotion and support within communities

- ❯ We will implement the Haringey Prevent initiative, combating extremism and creating a safe borough in partnership with communities and faith groups

- ❯ We will use a variety of channels including digital campaigns and web chats to raise community awareness and build confidence in the local approach

- ❯ We will work with local residents to make improvements in their neighbourhoods and build action plans together. Newly introduced ward budgets will play a part in this

- ❯ We will continue to support the friends of our parks and green spaces to optimise the use and benefits of these assets

Objective 5: Becoming an engaging, collaborative organisation that creates the culture where communities are confident to lead positive change and have a 'can do' approach to problem solving

This objective is about building the capacity of residents to get involved – to resolve problems, chair meetings, participate in the commissioning cycle, volunteer in their local community organisation etc – and equipping front line council staff with the skills they need to work effectively with residents.

Sometimes, the council can create barriers to change and active citizenship and we recognise we need to do more to reduce red tape and enable things to happen, whether they are street parties or community access to community spaces.

Councillors have a crucial role to play in creating a culture of confidence and active citizenship in Haringey's communities. As local residents themselves, with a recognised leadership role, and a good local understanding of what the assets and needs of their communities are, councillors are well placed to be the pioneers of a new, more participatory approach to local problem solving.

- ❯ We will step back where possible and support communities to do more for themselves through policy and service delivery

- ❯ We will explore ideas such as crowd funding to support communities to get their priorities off the ground

- ❯ We will explore volunteering opportunities for our staff to give time to the local community in a joined up way

- ❯ We will reduce bureaucracy to enable more spontaneous community initiatives such as Play Streets and Time Banks

- ❯ We will build ward based budgets to be spent in response to local need

- ❯ We will talk sooner to residents, to involve them in shaping solutions to the issues we face

- ❯ We will strengthen community decision-making and ensure local people are determining how vital local resources are deployed.

- ❯ We will co-ordinate support to residents to enable them to become involved in their local communities.

5.

What would success look like?

We will implement the objectives and new ways of working in order to achieve the following outcomes:

Strategic objective	Outcomes	Measures
Increase community participation for residents by providing opportunities to connect people to their communities	All residents across the borough will feel more connected, involved and confident to lead positive change that will transform neighbourhoods. A rich variety of social, leisure and cultural activities are delivered by the community and accessible to everyone in the community.	Number of people living independently. Number of people feeling isolated.
Deliver open and customer-led services that enable residents to participate in the design and delivery of the services that support them	There will be meaningful and inclusive channels of resident engagement in service planning and delivery. Services will be tailored to our diverse communities needs and delivered efficiently and effectively.	Number of residents participating in service design (excluding consultations). Proportion of contracts with social value clauses.
Increase independence and self-reliance within communities	More people are equipped to access education, training and employment due to the skills and experiences of active citizenship Young people and adults feel confident choosing the best option for them.	Number of young people in education, employment and training. Unemployment rates for Haringey residents.
Facilitate positive community conversations that support residents to make socially responsible and sustainable choices	Residents will work together to lead healthy and fulfilling lives in clean, well-maintained and safe neighbourhoods. Cohesive neighbourhoods where there is a place for all communities and all communities can work together.	Number of Health Champions, Recovery Champions and Play Street schemes. Levels of fly tipping, littering and environmental crime/ASB.

Strategic objective	Outcomes	Measures
Becoming an enabling, collaborative organisation that creates the culture where communities are confident to lead positive change and have 'can do' approach to problem solving	A borough defined and shaped by active citizenship – with more residents able to do things for themselves and an abundance of resident led initiatives in every neighbourhood. Trust between communities and public services in Haringey will increase.	Numbers contributing to surveys, attending area forums, volunteering, earning and spending Time Credits etc. Trust, pride and civic engagement as per resident surveys.

The selected measures are consistent with those in the Corporate Plan and embedded within each Corporate Plan Priority.

6.

Engagement principles

We want everyone across the council, and ultimately across partners, to recognise that working together with communities is a fundamental reality of delivering the outcomes in the Corporate Plan. We are keen that all our activity is informed by this strategy – and that therefore all our activity can be linked strongly to our communities. We want everyone across the borough to recognise that agreeing to work together across communities and with partners is a fundamental reality of working in Haringey.

To support this approach, we have identified a set of principles (see section 7) to act as guidelines for working in more joined up ways with our local communities. They are intended to help council officers think practically about working with communities when commissioning or designing services and delivering business as usual. We will support staff across the council and partners to build skills and confidence in working differently and together with local residents and to use these principles to engage meaningfully as a matter of course.

7.

Toolkit

Principles of working with communities.

Type of Tool	Key features of a new relationship with residents	Other relevant issues to consider
What? tools What are we trying to achieve	**Clarity on outcomes, creativity with methods** Conversations between council and residents should start from the outcomes to be pursued Invite residents to think about whether the same/better outcomes can be achieved through different methods than those deployed in the past Don't limit the conversation to the viability of current methods	**Community assets extend beyond bricks and mortar** Map out all the community assets that are relevant to a particular outcome – including neighbourhood networks, sources of information and advice, community space
	Enable residents to act Support residents to design and deliver their own solutions Residents capacity to act can be enhanced through training (leadership, community organising, budgeting, bid writing) and equipping residents with the right information and contacts Promote capacity building as a route to employability skills – work with local colleges to accredit capacity building schemes	**Address the barriers to independent action** Seek to simplify the Health and Safety, Safeguarding and Insurance requirements for community groups. Work with JobcentrePlus to clarify the benefit implications of volunteering
		The Council may not be seen as an enabler Not everyone will look to the council as an enabler when they are seeking to get involved in their community, so alternative facilitators are needed i.e. VCS

Type of Tool	Key features of a new relationship with residents	Other relevant issues to consider
What? tools What are we trying to achieve	**Always seek a contribution from residents** New ways of working should always involve some form of contribution from residents Seek a role for volunteering, Peer Support, befriending etc Investigate the potential for behaviour change Investigate the potential to formalise the contribution through the development of resident-led social enterprises that can be commissioned to deliver outcomes. Consider how to reward contribution through Payments by Results	**Time to take on more responsibility** Community groups should be given time to take on more responsibility and this should be factored into delivery plans Assets can be taken over by the community if resources are invested in preparing community groups to build their capacity
	Connectivity is key Residents need to connected to one another and to sources of information, resources and support (both statutory and community sources)	**Space** Residents may value space in which to meet, collaborate and support one another Think about how community space could be best created and utilised – think multi-use and a role for businesses in providing/occupying space
		Activity as a goal in itself Residents may value solutions that offer 'somewhere to go, something to do' especially for young people as a potential factor in reducing ASB, Crime etc
		Community engagement as therapy Public Health England argues that participatory approaches directly address the powerlessness, social isolation and low self-esteem associated with inequality and deprivation

Type of Tool	Key features of a new relationship with residents	Other relevant issues to consider
What? tools What are we trying to achieve	**Resilience/independence is always the goal** Encourage community initiatives that will reduce reliance on services, enabling resources to be better targeted	**Prevention and early intervention** Community initiatives should have a preventative impact Residents should be asked to think about how they can have a preventative impact by supporting people in their community who are at risk of developing serious needs. Use localised data to identify issues in need of prevention in particular communities (ie long term social care, diabetes etc)
	A thousand flowers in bloom Encourage forms of active citizenship that maintain and enhance the 'universal offer' – the rich variety of social, leisure and cultural activities that the state and market cannot provide.	
Who? tools Who are we trying to reach	**Inclusivity** No one should be excluded from participating, and decisions should be representative of the community not the 'loudest voices'	**Accessibility** Social media may exclude some residents whereas daytime town hall meetings may exclude others
	Focus and scale Residents should be able to participate at different levels – from whole-borough schemes to targeted initiatives in specific communities. Residents should also be able to participate in different roles (as users, experts-by-experience or citizens)	**Residents should define their community and their role** Avoid putting people 'in boxes' and allow residents to define their own communities and own roles. The Britain Thinks typology presents a different way to think about communities and may help inform engagement techniques

Type of Tool	Key features of a new relationship with residents	Other relevant issues to consider
How? tools How will we achieve our goals	**Incentives** Residents need an incentive/motivation to get involved – but that there are many different reasons why individuals choose to participate	**Material and non-material rewards** Payment, vouchers, recognition may motivate some but can deter others
	Get out of the way when necessary Encouraging active citizenship sometimes involves removing the barriers to volunteering and community action that the public sector is responsible for. Information should be clear, processes should be simple, and attitudes to risk should be proportionate.	**Myth busting** There are often preconceptions around the barriers the pubic sector puts in the way of active citizenship – i.e. in terms of health and safety. Sometimes proactive steps are needed to correct these preconceptions.
	Partnership The right partners should be involved to take account of community decision making, and to facilitate and support community initiative	**Coordination** Partnership working should be seamless and coordinated rather than fragmented activity from different partners
	Sustainable and systemic change Engagement should lead to sustainable, systemic change rather than short-term, disparate projects	**Systems thinking** Effective community participation should enable residents to expose and address the system behind a problem rather than simply the problem itself
	Robust evaluation The impact of community engagement should be measured and evaluated, creating an evidence base for effective interventions	**Success should be defined by residents** Residents should have a role in defining the outcomes to be pursued. Resident satisfaction itself is always a goal - in terms of feeling listened to, sense of community cohesion, greater trust
		Commissioners need measurable outcomes To enable decision about scalability and further investment.

8.

Toolkit for engagement

This is a summary of the tools that are available to all staff, commissioners, councillors and residents to help develop a new partnership between Council and communities and that we will be seeking to develop for all to use. Also set out below is a worked example for each of the strategic objectives with ideas about how the new approach could be applied in practice:

The table below sets outs some examples to demonstrate how the Council and communities could build on activities already underway or could develop new ways to work together in the future. The examples are intended to convey what is possible and we will need to work together across partnerships to determine the best approach for local communities given local circumstances.

Objective 1	
Tools	**Examples of what this could look like**
Volunteer roles	Residents could earn Time Credits for being involved in their service and/or community group helping to incentivise people who are not currently involved.
Governance roles	Residents could sit on user groups, boards etc and ensure the service reflects local needs
Information navigators	Residents could volunteer as information navigators and base themselves at a local service, thereby helping turn it into a centre of information and advice
Community hubs	Residents could base their community groups and activities at the local library, thereby helping to turn their library into a vibrant place and making their groups/activities accessible to more people

Commissioners could locate a wider range of council (and other partners') services in libraries, for example JCP might host a job club at a local library, working alongside volunteers |
| Deal making | Commissioners could introduce additional services on a 'deal'or 'pledge' basis that prompts a contribution from residents. For example: commissioners might install computers in a setting on the condition that enough residents volunteer to provide IT lessons |
| Community takeover | Residents could form a Trust or Social Enterprise to take over running services, where appropriate. Commissioners can support such groups on this journey. |

Objective 2	
Tools	**Examples of what this could look like**
VCS strategic partner	The Council will commission a strategic partner to build the capacity of the local voluntary sector. Commissioners can engage the strategic partner to identify community groups that represent or provide services for adult social care users, in order to invite them to participate in the design and delivery of services. Commissioners can work with the strategic partner to identify areas where the council is seeking to commission resident-led services, so that the strategic partner can build the capacity of local groups to deliver. Commissioners should engage with the strategic partner as early as possible to maximise the time available for capacity building.
Champion roles	Residents could become social care 'champions' (Carers Champions, Dementia Champions etc) that gather feedback on needs and service performance from their fellow service users and bring them to the attention of Council commissioners. Some champions might wish to have formal recognition of this role (i.e. sitting on panels, membership of Healthwatch) whereas others will independently define their role.
Trained advisor roles	Commissioners could recruit service users and carers to form a standing group of 'advisors' who will be involved in all commissioning exercises throughout the year.
Interactive workshops - Brainstorming - Journey mapping - Identifying user archetypes - Other techniques	Commissioners could engage residents in service redesign through interactive workshops – using hands-on approaches to break down a problem and build up a new solution.
Scoring tenders	Commissioners could invite service users and their carers to score the tenders for services being commissioned. This could either be collective scoring at a workshop, or individual scoring – with tender information shared with users online.
Verifying performance data	Commissioners could invite service users and their carers to regularly review KPIs to ensure that performance data is consistent with users' experiences. This would give commissioners a more rounded view of provider performance

Objective 2	
Tools	**Examples of what this could look like**
Personal Budgets	Commissioners will promote the take up of Personal Budgets and Direct Payments to enable service users to have more control over the services they use. Commissioners can also make it easier for Personal Budget holders to choose the best services – by developing/promoting online directories and market places for care services, making it easier to access information about provider performance and proactively shaping the market to expand choice and improve quality.
Ward budgets	Councillor-led ward budgets can have a role to play in enabling residents to design and deliver services. There is scope to support a wider range of resident ideas and resident-led initiatives than would be supported by commissioners. With the flexibility to seed fund more experimental resident proposals, ward budgets can help show residents that their participation leads to tangible change and therefore encourage more residents to take part in other opportunities to influence services. Commissioners should engage with ward budgets – providing information to inform the issues councillors and residents choose to address, offering advice on the design of initiatives, and taking note of the initiatives that are seed funded (to identify those that have potential to be commissioned on a formal basis and expanded).
The Right to Challenge	Residents could bid to run a local authority service using their powers under the Right to Challenge (introduced by the Localism Act). Residents can work with the Council's VCS strategic partner to build their capacity to run services and prepare their bid.

Objective 3	
Tools	**Examples of what this could look like**
'Fix it' function	Residents could take steps to fix minor problems on the streets and pavements outside their homes. The Council will redesign its 'report it' function for the online reporting of environmental/street scene issues to encourage residents to take independent action where appropriate. For certain types of issue – such as gully cleaning – the 'report it' webpage will feature pop-ups that ask the resident to consider resolving the issue themselves if it is feasible. A 'fix it' function will be added alongside the 'report it' option to allow residents to pledge to pick up the litter/grit the road/unblock the gully themselves. Residents that opt to 'fix it' will receive a thank you email/text and be entered into a monthly prize draw.
Equipment	The council will pilot a new approach to street gritting by distributing grit and shovels direct to residents who request them – equipping them to grit their local pavements when and where it is needed. Similarly the council will make refuse bags available from all customer service centres and libraries to facilitate litter-picking.

Objective 4	
Tools	**Examples of what this could look like**
Neighbourhood plans	The council can use the creation of a neighbourhood plan as a means of bringing residents together to express their priorities for their neighbourhood and identify the actions that residents themselves can take. A range of interactive techniques can be used to draft the plans. For residents, neighbourhood plans can be an effective way of ensuring that public services recognise and support resident-led initiatives. They can be an effective way to hold public services to account for the actions they are responsible for.
Service menus	The Council and other public sector agencies could draw up a menu of the more discretionary or additional services that might be provided for an area. This would enable community groups to choose what they want for their area, and would give residents more clarity about where the role of agencies ends. There is also scope to introduce the reciprocal principle by laying out the community action that is required to unlock the delivery of additional services. Service menus would therefore form the basis for 'deals' between agencies and residents to improve an area together.
Face to face feedback	The Council could organise feedback forums that bring together a wide range of public services to listen to residents' feedback about service delivery. Alternatively, front line officers from public services neighbourhoods could knock on doors, distribute information and useful items (e.g. smoke detectors), and gather feedback on community priorities.
Behaviour change techniques	The council can use behavioural insights to create council communications that encourage residents to take ownership of their area. Techniques include: - Messages are personalised or refer to sub-group identity (i.e. talking to people as parents or a particular local identity) - Playing on self-esteem/shame (i.e. 'responsible people/true Tottenham-ites don't fly-tip') - Creating a social norm (i.e. 'most people in your area keep their gardens tidy') - Introducing reciprocity (i.e. flagging up the investment in parks and asking people to maintain it) - Timely communication (i.e. asking people to grit the pavements just as the weather worsens) - Stressing how easy it is to contribute (i.e. stressing how the local litter pick is quick and hassle free)
Neighbourhood alert apps	The council can use digital technology such as mobile apps to communicate notices around environmental issues (including environmental crime/ASB) to the community. By flagging up to residents when/where there are issues like fly-tipping or graffiti, it is more likely that residents will take ownership and respond, through immediate clean-up action or progressive culture change whereby environmental crime is no longer tolerated in the community.

Objective 5	
Tools	**Examples of what this could look like**
Ward profiles	Councillors can use ward profiles and other data to inform their strategies for how they will spend their ward budgets.
Local intelligence	The council will coordinate sources of local intelligence about community groups and networks of support (such as the mapping work carried out by Neighbourhoods Connect providers, and the day to day intelligence of front line workers and social care locality teams) and make this information accessible to Councillors. Councillors can use this intelligence to assemble alliances of groups to achieve particular objectives. It can also be used to identify the most valuable networks and invite them to apply for ward budget funding. Councillors can use their ward budgets to commission additional information gathering, surveys and asset mapping where it is required.
Social media appeals	Councillors could use social media to make appeals for community action, such as a call to clean up a park or attend a workshop. There is scope to experiment in making more targeted appeals to residents who have expressed an interest or concern about a particular issue – for example inviting residents who have complained about litter (via a complaint email or twitter comment) to take part in a local litter pick.
Participatory budgeting	Councillors could use participatory budgeting approaches to determine how parts of the ward budget will be spent. There are many different approaches which could be used from 'Dragon's Den' style pitches to voting either live at community meetings or through online polls.
Small scale improvements	Councillors could use ward budgets to pay for small scale improvements in their local area – new street furniture, new shop signs, tree planting etc.
Seed funding	Councillors could use ward budgets to get community-led initiatives off the ground (i.e. buying equipment, hiring meeting rooms, creating publicity materials)
Community events	Councillors could use ward budgets to hold events that bring the community together and provide an opportunity to talk to people about the issues facing their neighbourhood and the actions they might take. Different events might be required to reach different parts of the community – the ward budget allows flexibility for councillors to try different approaches.

Building a Stronger Haringey Together

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