



Building a thriving third sector in Haringey: additional recommendations and action plan

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May 2010

Acknowledgement

HAVCO would like to thank the stakeholders of Haringey's Strategic Partnership and Claire Kober, the leader of Haringey Council, for supporting the inclusion of NI 7 as a local priority for the borough's Local Area Agreement. The support of local stakeholders enabled HAVCO to conduct the mapping of Haringey's Third Sector Organisations and commission NAVCA to facilitate and develop additional recommendations and the Action Plan. Neither document, (see sections one and two) could not have been produced without the active engagement of Haringey's Third Sector Organisations and HAVCO's members.

From the outset the Sector has actively engaged in each stage of this piece of work; with some 260 organisations responding to the initial mapping survey, over 180 organisations and stakeholders attended the launch of the Mapping's Recommendation Report and more than 100 organisations have engaged in the consultation events facilitated by NAVCA. It is our view that this level of engagement provides a comprehensive picture of the work that needs to be done to ensure that the HSP are effectively responding to NI 7.

Finally, HAVCO would like to thank its Trustees for their support, in particular the contribution of Masudul Kabir, Director of Tulip Mental Health Group and HAVCO's Treasurer is immeasurable.

The organisation looks forward to continue working closely with HSP stakeholders to implement the Plan and Additional Recommendations.

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Introduction

About NAVCA

NAVCA is a national membership body and development agency for local support and development organisations. We strengthen and champion the work of local organisations that represent, support and develop voluntary and community action. We provide services to voluntary and community organisations and public bodies including consultancy, specialist advice, policy information, performance improvement support and training and networking opportunities.

We believe local charities and community groups are at the heart of voluntary action. They combine service delivery, volunteer and community involvement and campaigning and advocacy work.

Whilst a thriving third sector is independent of the state it is, nonetheless, a key partner of local public bodies, able to engage on its own terms. It gives citizens the opportunity to associate freely and offers a forum in which they can come together to exert a strong influence on local public bodies. A thriving third sector supports community action for its own sake, promoting social justice, cohesion and equality. It helps communities¹ establish a sense of belonging and identity and enables them to develop the strength and confidence to reach out to other communities.

Voluntary and community action offers a platform for people who wish to participate – formally and informally – in the governance of local public services. It enables the experience and passion of local people to shape local services, making sure they address people's needs. It also offers public bodies a route into the most disadvantaged communities because voluntary action is often born out of the direct experiences and frustrations of people in those communities.

Local charities and community groups also play an essential part in public service development, design and delivery. Many were set up to fill a gap in provision or because public or private sector providers failed to meet the specific needs of some people or communities; as a result they have a strong track record in user-focused provision. They contribute much to service delivery, including the knowledge, expertise and capacity to build users' trust, to meet complex personal needs and tackle difficult social issues. They offer flexible and joined-up services built upon the experience and independence that enables them to innovate.

Moving Forward following the Launch of the TSO Mapping Report

In January 2010 the Performance Management Group (PMG) requested that HAVCO develop a response to the recommendations outlined in the Mapping Haringey's Third Sector report, since this time HAVCO has actively engaged with its memberships to develop a response and two

¹ We use the word in its broadest sense to mean communities of place, interest and identity.

things have emerged; firstly that there was a need to identify new and additional recommendations and secondly a SMART action plan was required to enable stakeholders of the HSP to begin measuring its performance against National Indicator 7.

In March 2010 NAVCA was commissioned by HAVCO to develop an action plan in response to the recommendations of *Mapping Haringey's Third Sector* report and it is anticipated that this Action Plan will inform any review and refresh of Haringey's Sustainable Community Strategy.

This paper has two clear sections. Section One (see page 6) outlines additional recommendations which have been developed to strengthen and complement some of the outcomes of the *Mapping report* which currently do not have an explicit recommendation. For example the Mapping report published in January 2010 identifies that Haringey's Third Sector is made up of approximately seventy per cent of micro and small groups, with little or no income, however the report does not propose an explicit action in response to this composition of the Sector – the additional recommendation proposes actions to fill these gaps in the original report. Section Two, see page 9, is the Action Plan that responds directly to the existing recommendations outlined in the mapping report.

Section Two has been developed in consultation with a number local voluntary and community groups. In the course of the discussions it was clear that Haringey's third sector recognises the need to improve information sharing about needs of client groups, both within and between the sectors. Those involved in the consultation also expressed the desire to see a transparent implementation process, with a clear indication of who is responsible for each activity, a published delivery timetable and for the plan to be widely publicised.

There was also a clear view that the third sector should not be seen as homogenous, that difference should be recognised and the needs of different groups require different approaches. This means specialised support and networks for the different types of groups rather than a 'one-size-fits-all' approach.

Many of the activities set out as Additional Recommendations and in the Action Plan will have to be resourced if they are to be delivered. NAVCA firmly believes that the willingness to provide the resources to implement the Additional Recommendations and Action Plan will be a measure of HSP's commitment to seeing a thriving third sector in Haringey. We therefore recommend that HSP gives high priority to consideration of the Additional Recommendations and the Action Plan's resource requirements before it is fully adopted and published.

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SECTION ONE Additional Recommendations

Recommendation	Actions	Who	When	Success measures
<p>1.1 Future planning for small and micro groups requires a much clearer picture of this part of Haringey's third sector</p>	<p>Survey Haringey's small and micro groups to:</p> <ul style="list-style-type: none"> • Identify the type and size of small and micro groups • Consider whether this part of the sector could be better structured • Identify the nature of activities carried out by small and micro groups and their impact <p>Review the survey finding to whether a specific action plan is necessary to support and sustain small and micro groups.</p>			<p>A better understanding of the contribution of small and micro groups.</p> <p>A better understanding of the support and development needs of small and micro groups</p>
<p>1.2 Income to the sector – the Mapping Report does not adequately explain how this figure is arrived at. It is suggested that further work is needed to establish the sector's income.</p>	<p>A review of the sector's income:</p> <ul style="list-style-type: none"> • Identify the organisations contributing to the sector's overall income and their size • Identify the source of funding • Types of activity funded and the amount of income for each activity • How much funding is statutory and how much on non-statutory • Nature of funding (grant, contract, SLA, etc) • Number of people employed as a result of funding 			<p>A clear definition of the sector's income, its sources and the nature of funded activity.</p>
<p>1.3 Identify the key skills and</p>	<ul style="list-style-type: none"> • Questionnaire for service delivery organisations about 			<p>A good</p>

Recommendation	Actions	Who	When	Success measures
competencies of VCS staff in Haringey	<p>staff skills and competencies</p> <ul style="list-style-type: none"> • Similar survey of groups not engaged in service delivery • Identify all quality marks achieved by third sector organisations in Haringey • Identify all the audit and regulatory frameworks to which third sector organisations in Haringey are subjected 			understanding of the sector's skills and its capacity to provide high quality services to the people of Haringey
1.4 Consider to review the support needs of specialist organisations	Map the development and support needs of all specialist organisations, including but not restricted to those working with children, young people and families in order to identify how best to structure specialist support.			Accessible and appropriate development and support is available for third sector organisations that provide specialised services.
1.5 The currently planned asset management review should clearly and separately identify properties that is or will be made available for VCS use	<p>Haringey's asset management systems should:</p> <ul style="list-style-type: none"> • Identify all premises suitable for use by the local third sector • Identify existing third sector tenants of community buildings • Establish maintenance requirements to bring buildings into full and accessible use • Set out appropriate terms of lease for available buildings • Develop an open and transparent process that will enable third sector organisations to apply to use community 			More effective use is made of community buildings

Recommendation	Actions	Who	When	Success measures
	assets			

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SECTION TWO

Mapping Haringey's TSO - Action Plan

1 Collecting Intelligence

Recommendation	Actions	Who	When	Success measures
<p>1.1 With support from HSP, HAVCO's Information and Communications Officer should retain responsibility for the database of TSOs and ensure it is updated, using future quantitative surveys as the primary data source. This database should be shared with HSP as appropriate</p>	<ul style="list-style-type: none"> • Agree how development will be resourced and supported • Agree protocols for access to data that will enable HSP and the local VCS to access key information about the sector. • Develop the database so that it is capable of supplying information to: <ul style="list-style-type: none"> ○ identify organisations working with particular client groups or communities or providing complementary services ○ help support providers to improve specialised support and networks that are tailored to the needs of the different 'sub-sectors' ○ provide the information required to assess the sector's capacity in key areas to enable growth in priority areas ○ identify capacity constraints and potential for expansion ○ assist the development of partnerships that contribute to local priorities 			<p>HSP has access to reliable information about the local third sector that enables it to plan effectively</p>

Recommendation	Actions	Who	When	Success measures
<p>1.2 HSP should undertake and/or commission qualitative research on an annual basis and quantitative surveys on a biennial basis (to be conducted on alternate years to the NSTSO to avoid consultation fatigue).</p>	<ul style="list-style-type: none"> • Agree the key performance indicators against which progress will be measured • Develop a baseline questionnaire. • Consider working with an academic institution that can provide access to key national and local qualitative research that can provide a comparator against which to assess Haringey's progress. 			<p>HSP is able to track progress towards meeting its NI7 target</p>

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2 Valuing the third sector

Recommendation	Actions	Who	When	Success measures
<p>2.1 HSP should consider supporting the public and Third Sectors to achieve improved liaison.</p>	<ul style="list-style-type: none"> • Promote Haringey Community Link Forum’s role as the focus for community engagement. • Create information packs for incoming officers from across the sectors to be used as part of induction processes (packs to include information on areas such as Compact etc.) • Joint training programme developed for Local Authority Councillors / Officers, staff of public sector partners, VCS employees/volunteers • Named VCS liaison officer within public sector bodies • Funders made aware of the leverage provided by their funding to acquire additional funds • Public bodies should clearly set out the legislation, duties and statutory guidance that governs their relationship with the third sector and work with the sector’s representatives to develop good practice; for example, in relation to the <i>Duty to Involve</i> • Develop a programme to improve communication and engagement with the local VCS • Work with VCS to improve understanding of partnership work and their contribution to it • Map all the VCS groups involved in any sub-groups of the HSP’s thematic partnerships so that the sector is better able to co-ordinate its input and those not directly involved 			<p>A clear shared vision, with a strong sense of purpose and a widely understood set of key objectives.</p> <p>The profile of Haringey Community Link Forum has been raised.</p> <p>Haringey’s VCS understands the priorities for Haringey and the rationale for selecting them.</p> <p>The role of thematic groups and partnerships is widely understood</p> <p>The role of the sector’s representatives on HSP and all thematic</p>

Recommendation	Actions	Who	When	Success measures
	<p>know who represents their interests.</p>			<p>partnerships is widely understood</p> <p>All HSP partners are clear about their own and each others roles and responsibilities</p> <p>HSP champions the Compact in Haringey</p>
<p>2.2 It is recommended that HSP considers refreshing 'Working BETTER Together' in line with national shifts and local observations.</p> <p>The intention is to produce an up-to-date relevant Compact document, which is fit for purpose and reflects the current relationship between public bodies and the voluntary and community sector.</p> <p>It should result in a much higher profile for the Compact in Haringey.</p>	<ul style="list-style-type: none"> • Strengthen membership of the Haringey Compact Implementation Group • The Haringey Compact Implementation Group: <ul style="list-style-type: none"> ○ Report progress and development of the Compact to the HSP on an annual basis and/or when necessary ○ Set up a cross sector Compact Champion Network ○ Consider how to incorporate wider VCS and communities (e.g. BME led groups) ○ Refresh Haringey's Working BETTER Together agreement in line with National Compact refresh and new working constraints such as personalisation ○ Develop and implement a robust local dispute resolution mechanism 			<p>The revised Compact will:</p> <ul style="list-style-type: none"> • Focus on delivering local priorities • Build upon the ethos and core purpose of Haringey's VCS • Promote an independent VCS • Promote the campaigning role of the local

Recommendation	Actions	Who	When	Success measures
	<ul style="list-style-type: none"> ○ Mainstream the Compact Proofing Toolkit when introducing commissioning frameworks and policies to ensure that the development process and documents themselves are Compact compliant 			<p>VCS</p> <ul style="list-style-type: none"> ● Help the VCS to maintain valuable and responsive services ● Recognise and promote the value of a diverse VCS ● Reflect the value of providers of finance and admin support, such as HAVCO
<p>2.3 HSP should work together to recognise and celebrate the contribution on Haringey's Third Sector, including an annual high profile event.</p>	<ul style="list-style-type: none"> ● HSP will work with the VCS to identify tools and resources that will help the sector increase its ability to measure and assess the added value it provides ● Hold annual cross sector event to promote progress against NI 7 action plan and to show case the outcomes of partnership working ● Promote use, awareness, understanding and commitment to full implementation of the Compact and it's codes of practice ● Celebrate examples of best practice from the whole 			<p>The contribution of the local third sector is recognised</p>

Recommendation	Actions	Who	When	Success measures
	<p>spectrum of partnership working</p> <ul style="list-style-type: none"> • Develop case studies to promote use of the Compact 			
<p>2.4 Community Cohesion is an important element of Haringey's vision for local people therefore it is important that TSOs have an influential role with any aspect of building and shaping cohesion for Haringey's communities</p>	<p>HSP will:</p> <ul style="list-style-type: none"> • Develop a programme to engage voluntary and community groups representative of new communities, refugees and other mobile communities not currently represented by mainstream community organisations. • Ensure that community and citizen engagement strategies take account of diversity and the dynamics of population change and turnover. • Identify the parts of the sector where community development support is most needed • Provide community development support to new community organisations, groups and informal networks, ensuring that equalities issues are prioritised <p>TSOs in Haringey will:</p> <ul style="list-style-type: none"> • Work proactively with new communities through informal networks to ensure that all views are heard • Act as hosts to support new arrivals, supporting them to develop and gain recognition for their own community organisations and groups. • Respect, support and facilitate new communities in exercising their rights to self-organisation, rather than speaking on their behalf. 			<p>The third sector is seen as instrumental to community cohesion in Haringey</p>

3 Tailored specialist support

Recommendation	Actions	Who	When	Success measures
<p>3.1 HSP should address perceived inequality by actively encouraging and supporting smaller groups to collaborate.</p>	<p>Ensure that Haringey Community Link Forum has the resources to develop and support a small groups forum to:</p> <ul style="list-style-type: none"> • Promote joint working on common themes • Improve engagement in HSP's thematic groups • Enable greater collaboration on commissioning • Improve engagement with VCS providers • Understand their role in personalisation of services • Improve governance • Diversify income through fundraising • Market the services offered by small groups more effectively • Provide community empowerment & civic engagement training 			<p>Small groups are able are better informed and to engage more effectively with HSP and its associated thematic partnerships.</p> <p>Haringey Community Link Forum is the focal point for small groups' engagement.</p>
<p>3.2 It is recommended that partners develop specialist support programmes for groups working with children, young people and families to provide policy guidance, support to achieve quality standards and support for TSOs in the commissioning</p>	<p>The consultation exercise opened up a wider set of issues about the support needs of third sector organisations working with specific communities and client groups. This is addressed in Section One, Recommendation 1.4</p>			

Recommendation	Actions	Who	When	Success measures
cycle				
3.3 A review of existing local networks (including NHS Haringey, Haringey Council, HSP and infrastructure organisations) should be conducted with the aim to look at resourcing gaps	<ul style="list-style-type: none"> • Agree terms of the review • Identify resources to develop networks where the review indicates they are most needed. • Establish a network hub to enable greater cross sector working and support the development of specialist networks – a useful model might be Hackney’s CEN • Develop a health and social care network to build the sector’s skills and capacity to engage with PCT & other health commissioners • Promote and publicise existing service partnerships 			The local VCS is more cohesive, better informed and more able to influence decision-making
3.4 HSP should consider funding research into the premises needs of Third Sector Organisations with the aim of identifying how best to sustainably support TSOs to access appropriate premises	This recommendation was revised and the issue of access to premises is addressed in Section One, Recommendation 1.5			

4 Volunteer brokerage and support

Recommendation	Actions	Who	When	Success measures
<p>4.1 Research has recently been completed <i>Towards 2012 and Beyond: A Volunteering Development Plan for Haringey</i>. It is recommended that HSP consider how best to support the delivery of the Action Plan associated with this research</p>	<p>Develop volunteering infrastructure for Haringey that provides a fully functioning volunteer centre with sustainable funding, which able to:</p> <ul style="list-style-type: none"> • Recruit volunteers • Market volunteering • Broker volunteering opportunities • Develop good practice • Develop volunteering opportunities • Develop volunteering policy and campaign in support of volunteering in Haringey • Oversee the strategic development of volunteering <p>To get more people involved in volunteering it needs to be made easier for organisations and individuals to find the right volunteering activities by:</p> <ul style="list-style-type: none"> • Providing a central volunteering point but one that has multiple access points for individuals. • Recognising the different needs of individuals seeking volunteering opportunities and organisations that provide volunteers on behalf of their organisation. • Receiving regular feedback from volunteers so we can make sure that volunteering is high quality. • Provide more support for people who have low 			<p>There is an increase in the level of volunteering and volunteering opportunities in Haringey</p> <p>Volunteers are satisfied with the volunteering experience in Haringey.</p>

Recommendation	Actions	Who	When	Success measures
	<p>confidence, who are marginalised for one reason or another and who lack formal qualifications or the experience to become volunteers and participate in society.</p> <ul style="list-style-type: none"> • Develop a volunteering programme to encourage public sector staff to spend a minimum of 3 days doing local voluntary work each year • Ensure that all agencies, especially those working with people in receipt of benefits, encourage volunteering and are fully aware of the national guidelines and recommended practice which fully support volunteering. • Actively engage with organisations supporting adults with mental health issues, disabilities, carers and single parents to find pathways into volunteering for these groups. • Providing a simple, clear and efficient volunteering brokerage system for employers in the Haringey. • Identifying priority areas for volunteering in accordance with the city's priorities – so that the time and resources of organisations can be maximised. • Providing businesses, SMEs and other employers with evidence of the impact of their employees' volunteering in the borough to help them achieve their corporate social responsibility objectives. <p>To make sure that volunteers' time is well spent and that its</p>			

Recommendation	Actions	Who	When	Success measures
	<p>value to Haringey is recognised we will:</p> <ul style="list-style-type: none"> • Minimise the bureaucracy associated with volunteering for both volunteers and the agencies supporting volunteers. • Develop a volunteering code of conduct that adheres to the Compact and ensure that it is implemented and adhered to across Haringey. <p>Develop training and support networks for volunteer coordinators and managers</p>			

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5 Improved commissioning processes

Recommendation	Actions	Who	When	Success measures
<p>5.1 Partners should work with the LB Haringey to facilitate more effective engagement with the Third Sector, through appropriate networks, at all stages of the commissioning cycle. Haringey Council should be encouraged to clarify their corporate policies for the sector and work towards greater consistency between individual Council Departments</p>	<p>Haringey Council consider how it will:</p> <ul style="list-style-type: none"> • Implement the eight commissioning principles identifies by IDeA's <i>National Programme for Third Sector Commissioning</i> (see Annex A) • Clearly identify the services that will be commissioned and communicate this clearly to the local VCS through Haringey's Public Service Delivery Network (see 5.3) • Provide constructive feedback to unsuccessful bidders to enable them to learn how they need to develop in order to win contracts • Reduce the number of unfunded groups by supporting a grants programme for small groups that recognises the vital role they play in the commissioning cycle, particularly in representing the interests of the most excluded communities. <p>Develop and implement a framework for joint commissioning across all HSP partners</p>			<p>Improved liaison between public commissioners and procurers</p> <p>Local groups have increased access to support and advice on tendering, procurement and commissioning</p>

Recommendation	Actions	Who	When	Success measures
<p>5.2 TSOs would be in a better position to respond to commissioning opportunities if there was a Commissioning Framework in place, setting out the steps that statutory bodies should take to commission more effectively.</p>	<p>HSP should:</p> <ul style="list-style-type: none"> • Develop a third sector commissioning framework based upon the <i>Principles</i> to standardise arrangements across all local commissioning bodies as far as possible • Promote the use of the National Audit Office Toolkit <i>Successful Commissioning: how to secure value for money through better financial relationships with third sector organisations</i>² as a model for commissioning the VCS. • Provide a centrally published timetable showing when contracts are due for renewal and re-tendering. Also publicise when internal services are to be reviewed and be clear about resource allocation. 			<p>The third sector is better informed about commissioning and able to take advantage of local commissioning opportunities</p>
<p>5.3 HSP should consider how best to develop a Market Development plan to support the development of Third Sector service providers, enable them to collaborate and support the removal of entry barriers to the market place</p>	<ul style="list-style-type: none"> • Audit of VCS services currently being delivered under grant, contract SLA or other arrangement • Develop a Public Service Delivery Network, a cross sector partnership which will: <ul style="list-style-type: none"> ○ Provide a forum for service delivery organisations with history of operating in Haringey ○ Identify those organisations that can deliver ○ Provide advance notice of funding programmes ○ Offer support and resources to access funding opportunities that will develop the sector's capacity to deliver services 			<p>More local TSOs are engage in all aspects of the commissioning process</p>

² See http://www.nao.org.uk/guidance__good_practice/third_sector/successful_commissioning/toolkit_home/toolkit_home.aspx

Recommendation	Actions	Who	When	Success measures
	<ul style="list-style-type: none"> ○ Prepare local groups for personalisation ○ Develop local supply chain ○ Promote engagement with small groups ○ Ensure that contracts are the 'right sized', with large contracts handled by those organisations that have the capacity to do so and protocols for sub-contracting ○ Develop joint planning arrangements with commissioners 			

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6 A baseline for NI7: indicators against which to measure progress towards a thriving Third Sector

Recommendation	Actions	Who	When	Success measures
<p>6.1 HSP PMG should agree a small number of indicators against which to measure 'distance travelled' for a thriving Third Sector. These indicators should focus on areas of the sector which have potential. Based on the research, the following indicators are suggested for consideration</p>	<ul style="list-style-type: none"> Identify and establish a working group to develop common shared process and take actions forward Influence local public sector bodies to maintain grants for the VCS 			<p>Longer term funding arrangements</p> <p>HSP focus on participation rather than consultation</p> <p>Collaboration <u>not</u> competition</p>
<p>6.2 Extent to which the number of micro and small TSOs report increased satisfaction with fundraising support</p>	<ul style="list-style-type: none"> Wider promotion of generic and specialist advice service – develop and distribute publicity and promotional materials Introduce a proportionate approach to monitoring, in line the National Audit Office publication <i>Intelligent Monitoring An element of: Financial Relationships with Third Sector Organisations</i>³ Develop an online one-stop shop to increase awareness of funding opportunities Review the resources available to provide effective fundraising and funding advice the local VCS 			<p>Increase in the satisfaction of small TSOs with funding advice and support</p>

³ See http://www.nao.org.uk/guidance_and_good_practice/toolkits/intelligent_monitoring.aspx

Recommendation	Actions	Who	When	Success measures
6.3 Extent to which TSOs diversify their funding sources (i.e. income from more than 1 or 2 sources)	<ul style="list-style-type: none"> • Map and audit current grant investment in VCS • Celebrate and promote success by holding a 'How to be successfully diversify your funding' event • Develop Haringey's Grassroots Grants programme in partnership with East London Community Foundation 			TSOs are able to access a wider variety of funding opportunities
6.4 Extent to which TSOs are aware of the commissioning cycle	<ul style="list-style-type: none"> • Develop a programme to promote the activities set out in section 5 (above). • Produce a simple guide to the commissioning cycle, which highlights how and when VCOs of all types and sizes can engage 			TSOs are aware of the commissioning cycle and how to engage in it
6.5 Extent to which statutory sector partners are aware of the value of the Third Sector with regards to commissioning	<p>Develop a programme to improve commissioners' understanding of the sector:</p> <ul style="list-style-type: none"> • Familiarisation days with TSOs for commissioners • Commissioners to go out in the community to get experience of needs and gather intelligence 			Public bodies are aware of the benefits of engaging the third sector in commissioning
6.6 Extent to which TSOs are able to secure statutory sector contracts through successful engagement in the commissioning cycle	The capacity of the sector will be developed by the Public Service Delivery Network (see 5.3 above)			More contracts are delivered by TSOs
6.7 Extent to which TSOs are supported to take up commissioning opportunities through consortia bidding and entering into partnerships with	The Public Service Delivery Network (see 5.3 above) will provide a forum for the development of service delivery partnerships.			Service delivery partnerships enable TSOs of all sizes to participate in the

Recommendation	Actions	Who	When	Success measures
other TSOs/statutory agencies				commissioning process
6.8 These indicators should be used in parallel with the NSTSO indicator – <i>‘taking everything into account, how do statutory bodies in your local area influence your organisation’s success.’</i>	<p>Develop a more consistent approach the VCS engagement across Haringey:</p> <ul style="list-style-type: none"> • Provide support to VCS representatives to ensure a consistent approach to communicating with local groups • Introduce an induction and training programme for VCS representatives • Ensure that the local VCS organisations understands how HSP’s decisions relate to them • Develop a comprehensive approach to VCS engagement across the partnership • Ensure that local groups understand how HSP will engage with them • Ensure that language used to write policy and strategy is clear and accessible • Ensure 3rd sector is made aware of new documents and that they are easily available and accessible 			Haringey has an agreed set of indicators against which it will measure progress towards its NI7 target.

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Annex A

IDeA's *National Programme for Third Sector Commissioning*:

- Understanding the needs of users and other communities by ensuring that, alongside other consultees, you engage with the third sector organisations, as advocates, to access their specialist knowledge;
- Consulting potential provider organisations, including those from the third sector and local experts, well in advance of commissioning new services, working with them to set priority outcomes for that service;
- Putting outcomes for users at the heart of the strategic planning process;
- Mapping the fullest practical range of providers with a view to understanding the contribution they could make to delivering those outcomes;
- Considering investing in the capacity of the provider base, particularly those working with hard-to-reach groups;
- Ensuring contracting processes are transparent and fair, facilitating the involvement of the broadest range of suppliers, including considering sub-contracting and consortia building, where appropriate;
- Ensuring long-term contracts and risk sharing, wherever appropriate, as ways of achieving efficiency and effectiveness; and
- Seeking feedback from service users, communities and providers in order to review the effectiveness of the commissioning process in meeting local needs.

Annex B

Third Sector Organisations Participants

Amin	Abdella	Haringey Citizens Advice Bureau
Ify	Adenuga	Crucial Steps
Joseph	Adenuga	African Community Network
Ruffina	Adimora	3R Productions
Amina	Ali	BME Carers
Diane	Arthur	Mind in Haringey
Bernice	Ashton	Older and Bolder
Steve	Ashton	Haringey Rhinos Rugby Football Club
Fatmata	Bah	Home-Start Haringey
Karen	Baker	Haringey Women's Aid
Mary	Bedeau	BTCV-V involved
Yasmina	Benhamou	The African Child
Sean	Boland	HARTS for families Epic Trust
Esat	Brace	NE NE Tereza Ltd
Chris	Browne	Preset Charitable Trust
Marlon	Bruce	Community Youth Outreach
Martin	Burrows	Back 2 Earth
Daisy	Byaruhanga	Innovative Vision Organisation
Santhosh	Chandran	The Council of Asian People
Ngozi	Chiejina	Better Life for Women and Families
Markos	Chrysostomou	Haringey Citizens Advice Bureau
Nikki	Claybrooks	Haringey Women's Forum
Kim	Cloherty	ComeUnity
Rod	Cullen	St Mungo's
Melanie	Danan	Interlink Foundation
Lucia	Danube	The African Child
Rojda	Dere	My Muzik
Coreen	DeSouza	Concept Training
Robert	Edmonds	Age Concern – Haringey
John	Egbo	North London Partnership Consortium
Fred	Ellis	Haringey Community & Police Consultative Group
Zahide	Eski	Turkish Cypriot Women's Project
Lloyda	Fanusie	Haringey Forum for Older People
Gary	Fereday	Immigrant Counselling and Psychotherapy
Colleen	Fiffee	Haringey Carers Centre
Alex	Fitch	Kurdish Community Centre
Condeta	Flandrin	Mothers and Daughters Support Group UK

Margaret	Fowler	The Bangladeshi Women's Association in Haringey
Maureen	Galvin	Action for Kids
Deaham	Grant	Haringey Carers Centre
Sharon	Grant	Haringey Citizens Advice Bureau
Samantha	Greaves	HASIF Promotions
Ghali	Haibe	African Women's Welfare Group
Lynne	Hale	Haringey Shed
Hadija	Hamdun-Said	African Women's Welfare Group
Gemma	Haniss	The Bridge Renewal Trust
Chris	Hannington	Haringey Community and Police Consultative Group
Lauritz	Hansen-Bay	Haringey Forum for Older People
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Coder	Hossenally	Mauritian Islamic Education Centre
Debbi	Husbands	Mill Yard Seventh Day Baptist Church
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Anna	Jozefowicz	Polar Bear Community
Brinda	Juggernaut	Haringey Asian Daycentre
Masudul	Kabir	Tulip Mental Health Group
Kiki	Karatzafiri	Greek Cypriot Women's Organisation
Diane	Kelly	Haringey Women's Aid
Sharon	Kennedy	Haringey Women's Aid
Myrtle	Knuckle	Retirement Health Care Foundation
Michael	Koi-Larbi	Efiba Arts and African Cultural Development
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Andrew	Law	Tulip Mental Health Group
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Mathilda	Lewis	Mothers and Daughters Support Group UK
Joe	Lyons	Tottenham Hotspur Foundation
Sona	Mahtani	Selby Trust
Flora	Man	Satellite Consortium Limited
Chand	Matabpine	African Family Services
Ian	McGregor	Haringey Advisory Group on Alcohol
Tyrone	McKay	Higher Heights Youth & Community Centre
Ricardo	Mfuka	Chettle Court Rangers (Youth) FC
Samsam	Mhamud	North London Somali Family Association
Sarah	Miller	Markfield
Harsha	Mistri	Haringey Women's Aid
Halima	Mohamed	African Women's Welfare Group
Mina	Mohseni-Mehran	Iranian Welfare Association (IWA)

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Registered charity no. 1001635

Registered in England no. 2575206