All together now

a new Third Sector strategy for Harrow 2013 - 2016

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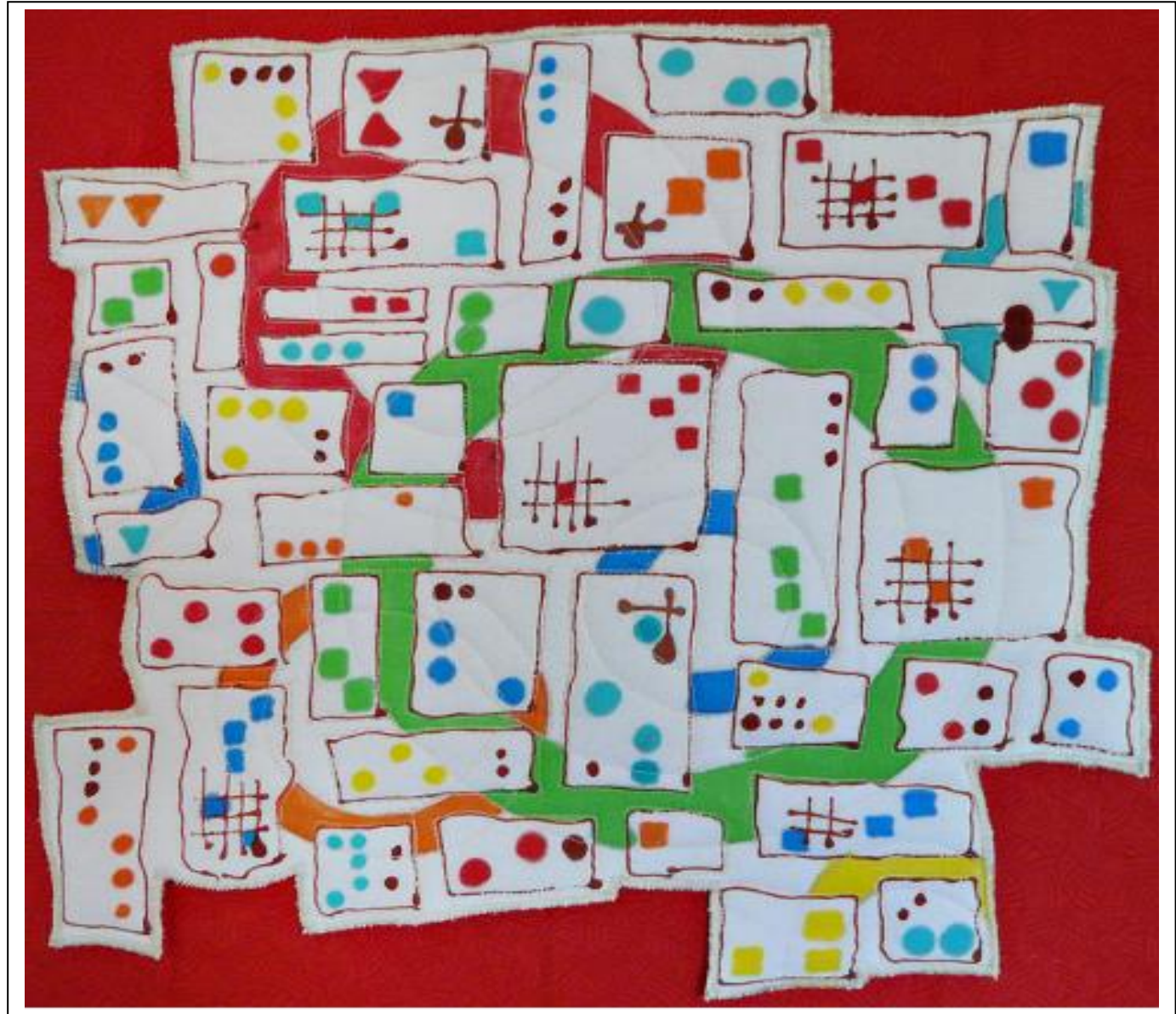
All Together Now by dphock

Background – Why create a new strategy?

There are dramatic, radical and far reaching changes to the national economy with an ever-decreasing amount of resources.

- Government are implementing the largest ever reform to the benefits system since 1940 in an effort to save £18bn from the welfare bill.
- Government austerity measures and the squeeze on public spending is expected to continue until at least 2018.
- The latest census results show an increase of 15% in the population and a 33% increase in 0-4 year olds.
- In 2010 Local Government received the most challenging funding settlement in decades, resulting in a 28% cut to the Council's controllable costs.
- Harrow is one of the lowest funded councils in London.
- The complex changes will affect many households and could push more people into poverty and homelessness.

To respond to these challenges, Harrow needs to transform the way services are delivered to meet needs of local people.

Harrow Council's 'Third Sector Strategy, Working Better Together ', launched in 2010, has done much to address the needs of this sector, but the scale and pace of change to meet the needs of Harrow people has required the strategy to be explored further.

This new and revised strategy is a bottom-up approach to discover and unlock the social capital of existing and new networks of social support, forge new partnerships and to improve the wellbeing and resilience of all our communities.

It was sponsored by the Third Sector Forum and developed over four months by a working party co-chaired by Steve Porter and Paul Najsarek, and attended by a cross section of representatives from the Third Sector, Harrow Council, NHS Harrow, Harrow College, Stanmore College and Job Centre Plus.

The Co-Chairs would like to thank everyone on the Working Party for all their hard work, innovation and time given to the development of the strategy

Co Chair's

Steve Porter
Interim Third Sector Representative (2011/2012)

Paul Najsarek
Community Health and Well Being Directorate, Harrow Council

Definition – What do we mean by the third sector and social capital?

By the term third sector we mean:

Not for profit independent, voluntary and community groups or organisations formed by local people, or those with a local interest, to improve the quality of life for themselves and/or fellow citizens in Harrow. These include registered charities, voluntary organisations, community groups, faith groups involved in social action, community interest companies and social enterprises.

By the term social capital we mean:

The connections between individuals and groups based on mutual trust and leading to a healthier society.

Purpose – How will this help?

Over the next three years, we will work with our partners to achieve a primary vision of:

'Optimising Social Capital in Harrow'.

Delivering community empowerment and social capital through the collective effort and shared resources of local organisations.

We will listen and learn from our communities and peers, work closer together and more flexibly to improve sustainability, quality and value for money in the long term.

The outcomes required to achieve these aspirations are organised into three themes

Public Engagement	Strengthening Support	Collaboration
Access for local people to voice their concerns **Connect with local people** **Explore local feelings** **Make a difference to the Individual, enabling them to act** **Increase equality through a strong collective voice**	**Explore local need and aspirations** **Be informed on local gaps and needs** **Plan integrated and coordinated services in response to need** **Secure resources for sustainability** **Support continuity in strengthening local networks**	**Develop rapport with partners** **Build relationships across sectors** **Support to service delivery by one or more third sector providers** **Reduce cultural barriers and increase partnership working**

The specific actions and critical factors to achieve these are explored in the Strategies and Actions sections.

Benefits – What difference will it all make?

By the end of this strategy the Harrow based third sector will have established:

- A greater understanding of the scale and range of activity delivered by Third Sector organisations will be achieved and shared across all sectors.
- A better understanding of unmet need for residents, enabling better planning for all sectors
- A framework to respond to calls and focus support for joint campaigns
- Greater recognition for the public and Third Sector groups of the Community Right to challenge
- A mechanism to coordinate the formation of new groups in relation to needs
- Continued, up to date analysis of gaps in services
- Improved cross-sector shared working relationships to benefit the sector and residents of Harrow
- Improved planning towards greater diversification of funding and financial independence
- A cross-sector coordinated approach to assessing and resourcing emerging need and increase sector stability
- Increased skills development opportunities for volunteers and unemployed
- A quality assurance framework for the sector
- A new Social Enterprise Forum with the statutory sector to look at social enterprise solution to shared problems
- A communications plan for partners to engage the sector
- A regular platform to develop with partners solutions to Harrow problems
- A reduction in costs for the sector through shared procurement
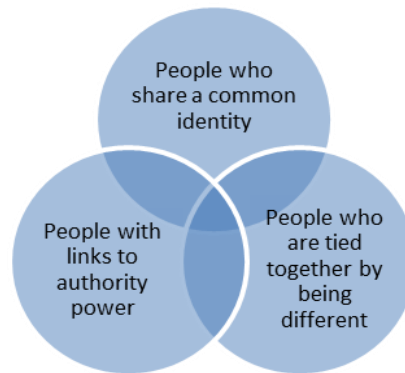- Increased resources from outside funding agencies and businesses

Principles – How does all this fit together?

Driven by mission, rather than income or control, the Third Sector operates within and thrives upon a wide range of informal networks that bring people together into helpful communities. By making the best use of these networks , we can engender powerful ideas and a sense of common ownership to deliver real and long-lasting solutions. The below table shows how this might work.

Policies and strategies that affect Social Capital	Existing support networks	Organisational Themes of this strategy	Intervention Type	Increased support networks

Policies and strategies that affect Social Capital

NATIONAL
Office for Civil Society
- Localism Agenda
- Welfare Reform Act 2012
- Council Tax Benefit Changes

REGIONAL
GLA: The London Plan
LOCAL
Harrow Strategic Partnership
- Sustainable Community Strategy
Harrow Council
- Corporate Plan
- Local Development Framework
- Medium Term Financial Strategy
- Sustainable Procurement Policy
Harrow CCG
- Health and Wellbeing Strategy
Third Sector
- Community, Charity, Social Enterprises
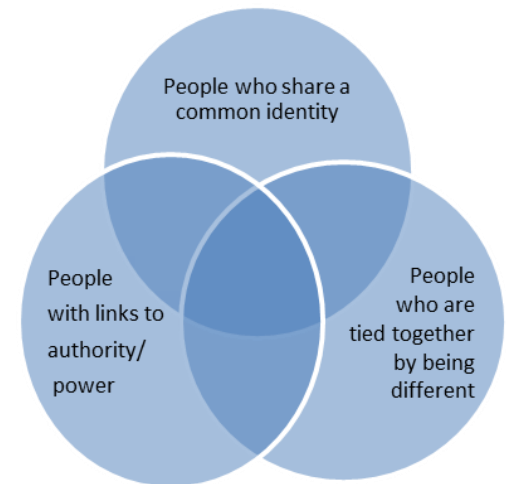
Existing support networks

People who share a common identity

People with links to authority power

People who are tied together by being different

Organisational Themes of this strategy
- Public Engagement
- Strengthening Support
- Collaboration

Intervention Type
- Bonding[1]
- Bridging[2]
- Linking[3]

Increased support networks

People who share a common identity

People with links to authority/ power

People who are tied together by being different

Three Types of Social Capital

1 Example of Bonding (Between those with Common Identities)
Residents of South Harrow get to hear about free gardening plots from their local church. They take up the plots immediately, but soon have more vegetables than they know what to do with. They discover the local luncheon club is low on funds. The luncheon club is pleased to accept the donations that will stop it from closing.

2 Example of Bridging (Between those that have little in common)
The French Lace Making Society has not been selling their wares as well as they should have recently. An enterprising young man from the Youth Parliament suggests making lace handbags instead, having seen Britney Spears with one. The Lace Makers ask for a distribution deal and the Young Man sets up a social enterprise.

3 Example of Linking (Between those that have links to authority and those with authority)
A local college gets to hear about the new Lace Bag enterprise and seeks to capitalise on the idea for their Art and design Class, but there is little take up. The college surveys students and learns that what they really want is to develop a credit union. The college adjusts its curriculum and Britney Spears agrees to open the new course, but lecturers are nervous because students seem much more interested in a new idea to set up a vegetable box delivery scheme.

Strategies – What will we do to get there?

Harrow's third sector forum will create working groups to enable delivery of outcomes of the three organisational themes outlined below. These working groups will have a mandate to monitor, risk manage and support actions derived from these themes.

Progress of these will be monitored at quarterly frequencies through forum meetings. An in depth review and refresh of these actions will be explored at the end of every year

Organisational Theme 1: Public Engagement	Organisational Theme 2: Strengthening Support	Organisational Theme 3: Collaboration
Outcomes	Outcomes	Outcomes
From this organisational theme we expect to be able to: • Make a difference to the lives of individuals, enabling them to act • Reduce inequality through mobilization of a strong and collective voice • increase the number of residents engaged in civil society.	From this organisational theme we expect to be able to: • Plan integrated and coordinated services in response to need • Secure resources for sustainability • improve the quality of provision.	From this organisational theme we expect to be able to: • Increase service provision delivered by a variety of third sector groups • Instil a culture of partnership working through a sector wide approach
Critical Success Factors	Critical Success Factors	Critical Success Factors
To achieve these outcomes we need to ensure: • Campaigns to facilitate changes of unmet needs • Using robust consultation processes for fair feedback • Identify gaps and unmet needs on an on-going basis and support solutions • Increase awareness of advocacy and the right to challenge decisions. • Support the development of bids and emerging programme of support • Include unification of third sector groups to embrace a collective voice	To achieve these outcomes we need to ensure that we: • Establish a mechanism to support and provide specialist help for new groups, ideas and partnerships • Utilise effective business planning, diversify income streams and achieve financial independence • Increase number of services delivered by civil society organisations • Organise training to reflect gaps and seek out and utilise business support • Utilise volunteers effectively	To achieve these outcomes we need to ensure that we: • Increase confidence in the sector through quality assurance initiatives • Work with our partners to facilitate joint solutions to problems • Improve communication within the sector • Increase sustainability through shared working • Opt for outside investment through closer partnership working • Delivery of provision to a wider sector

Actions – How will we do this?

Theme 1: Public Engagement	Who	Possible Resources
Set up new Engagement Working Group to allocate, monitor, risk manage and support the actions below	Forum	Existing resources
Drawing from all partners, initiatives and available feedback on service delivery, create a plan for identifying unmet need on an on-going basis and produce an annual report on how this is being responded to by collective strategic actions	Engagement Working Group	Third Sector Support Providers JSNA Research Collaborating for Change Programme Commissioning Intentions
Respond to and manage any call for sector wide campaigns, and determine if this is to be taken on by the sector, whilst offering advice to individual campaigns	Engagement Working Group	Third Sector Support Providers
Ensure that for any new SLAs with the third sector, there has been some engagement with stakeholders around service specification	Engagement Working Group Council/ CCG / Police and Educational partners TBC	All Statutory Sector Providers
Organise a joint media initiative between partners to raise awareness to the public of the new Community Right to Challenge, Build, Bid and Buy, as well as similar schemes as they become available	Engagement Working Group	Harrow Council, Communications Third Sector Support Providers
Monitor at least once quarterly	Engagement Working Group	Engagement Working Group
Theme 2: Strengthening Support	**Who**	**Possible Resources**
Set up new Integration Working Group to allocate, monitor, risk manage and support the actions below	Forum	Existing resources
Establish mechanism to discourage emerging groups from providing services similar to those already provided but support funding applications where these seek to fill gaps in service	Integration Working Group	Third Sector Support Providers Collaborating for Change Programme
Support the development of any shared working arrangements across the sector in line with local statutory plans eg Local Development Framework	Integration Working Group	Third Sector Support Providers Collaborating for Change Programme
Catalogue, promote and support any development that can bring about good planning, diversification of funding and financial independence across sector	Integration Working Group	Third Sector Support Providers Collaborating for Change Programme Enterprising Harrow Initiatives
Engage with statutory partners to review their commissioning plans with a view to these including: • a means of identifying and responding to service gaps and emerging need • a review of current procurement policy • requirement for SLA beneficiaries to provide plans for sharing expertise around sustainability across sector	Integration Working Group	Integration Working Group Harrow Council, Harrow CCG
Enhance current gap analysis initiative with training audit and results from JSNA and maintain continued analysis throughout the length of the strategy	Integration Working Group	Collaborating for Change Programme

Theme 2: Strengthening Support	Who	Possible Resources
Provide training to sector in response to audit	Integration Working Group	Third Sector Support Providers Collaborating for Change Programme
Actively encourage business support schemes to establish Harrow as first choice for Corporate Social Responsibility Schemes (CSR) and build sector capacity	Integration Working Group	Collaborating for Change Programme Enterprising Harrow Initiatives
Create skill development opportunities for the unemployed and volunteers, linking these to gaps in services	Integration Working Group	Third Sector Support Providers Job Centre Plus Harrow Council, Economic Development
Sector wide consultation on options to create a more sustainable and effective sector Third Sector and later establishment of new joint working structures for Third Sector Infrastructure Support		Third Sector Consortium Harrow Council Big Society Funding
Monitor at least quarterly	Integration Working Group	Integration Working Group
Theme 3: Collaboration	**Who**	**Possible Resources**
Set up new Innovations Working Group to allocate, monitor, risk manage and support the actions below	Forum	Existing resources
Establish a regular platform to develop with partners solutions to Harrow problems	Third Sector Potential CIC	Third Sector Support Providers Harrow Council, CCG, Police
Develop a quality assurance system to ensure to include a Peer Challenge review and attainment of an accredited quality mark	Innovations Working Group	Forum Reps Third Sector Support Providers
Secure executive agreement from stakeholders for future joint actions	Innovations Working Group	All
Develop a clear communications plan for partners to engage the sector	Innovations Working Group	Third Sector Support Providers
Create a plan to reduce costs through innovation, diversification and shared spending to achieve an effective use of resources	Innovations Working Group	Third Sector Support Providers
Lever in substantial partnership based outside investment	Innovations Working Group	Innovations Working Group, CIC,
Monitor at least quarterly	Innovations Working Group	Innovations Working Group

KEY TO POSSIBLE RESOURCES:

Collaborating for Change A Big Lottery programme to increase support to the third sector organisations, consisting of:

- Accommodation Hub based at 27 Northolt Road
- Support Governance and Organisational Health Checks
- A new Community Interest Company (CIC) to benefit the Third Sector
- A web based Portal, offering Third Sector related support material
- Training
- An Equalities watchdog
  - Other C4C Third Sector support services in west London (www.ealingcvs.org.uk)

Third Sector Support Provider Those responsible for providing support for the Third Sector (TBC)

Harrow CCG Harrow Clinical Commissioning Group

JSNA Research Joint Strategic Needs Assessment

Supporting Documents

The following strategies, plans and documents are likely to have a bearing on the development of this strategy.

Strategies and Plans

- Third Sector Investment Plan
- Joint Health and Well Being Strategy
- Public Health Outcome Framework
- Local Development Framework (Core Strategy)
- The London Plan
- Sustainable Community Strategy
- Joint Strategic Needs Assessment
- Children and Young People's Commissioning Plan
- Harrow Core Outcomes
- Enterprising Harrow
- Sustainable Procurement Policy

Documents

- Harrow Vitality Profiles 2009/2010
- 2011 Census Internet Completion Rates
- Harrow Business Directory
- Mental Health Directory

Developments

- Healthwatch
- Collaboration for Change Programme
- Arrangements for the future VCS support services in Harrow

Working Party

The strategy was developed by a working party made up of the following groups:

African SANG
Age UK Harrow
Alzheimers Disease Society
Capable Communities Ltd
Carramea
Community Solutions
Harrow Association for Disabled People
Harrow College
Harrow Council, Community Health and Well Being Directorate
Harrow in Business
Harrow Crossroads
Harrow Equalities Centre
Harrow Mencap
Harrow Shopmobility
Harrow Women's Centre
Harrow Community Transport
Hestia (Harrow)
Hope Harrow
Ignite Trust
Job Centre Plus
Kids Can Achieve
NHS Harrow
The A Connexion
Third Sector Potential CIC
Voluntary Action Harrow
Stanmore College
Independent Representative, representing Alcohol Misuse