

HARROW COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE

MARCH 2008

REVIEW OF DELIVERING A STRENGTHENED VOLUNTARY AND COMMUNITY SECTOR

1	SUBJECT	Delivering a strengthened voluntary and community sector
2	COMMITTEE	Overview and Scrutiny Committee
3	REVIEW GROUP	Cllr Sheinwald (Chairman) Cllr Akhtar Cllr Asante Cllr Champagnie Cllr Davine Cllr Gate Cllr Kara Cllr Kinnear Cllr Macleod-Cullinane Cllr Teli Cllr Versallion Ramji Chauhan (parent governor representative) Julie Browne Chief Executive, Kids Can Achieve Julia Smith, Chief Executive, HAVS John Woolf, Woodcraft Folk Mike Coker, Director, Community Link Up (Two further voluntary sector representatives to be appointed by the Voluntary Sector Forum)
4	AIMS/ OBJECTIVES/ OUTCOMES	To undertake a strategic review of the role the voluntary and community sector plays, with the council and other partners, in improving the quality of life of Harrow residents: <ul style="list-style-type: none">• To define the council and partners' relationships with the voluntary and community sector, how they stand as is and how they could be shaped going forward• To evaluate how effectively the council, partners and the voluntary and community sector work together in achieving key strategic aims for Harrow as set out in the Community Plan and Local Area Agreement• To evaluate the current Harrow Compact in the light of national policy direction and principles, as well as local circumstances.• To evaluate the council's support to the sector and make recommendations for improvement• To identify blockages to improving and strengthening the relationship with the sector and to make recommendations for improvement
5	MEASURES OF SUCCESS OF REVIEW	<ul style="list-style-type: none">• Clear and transparent relationship between the council and the voluntary sector, including funding relationships• The council and the voluntary sector have clear understanding

		<p>about their respective roles in delivering the strategic aims of the borough</p> <ul style="list-style-type: none"> • Clarification of the long-term strategic priorities of the partnership in respect of its relationship with the sector • Clear, two-way, expectations for the values and behaviours of the partners and voluntary and community sector and how they will work together.
6	SCOPE	<ul style="list-style-type: none"> • To review how effectively the council, its partners and the voluntary and community sector work together in delivering the strategic aims of the borough (including the Community Plan and Local Area Agreement) • To review the effectiveness of the Harrow Compact in defining and supporting the relationship with the voluntary and community sector in Harrow (including the Compact codes) • To identify how the council works with the voluntary and community sector in understanding and identifying local needs and how this informs the setting of priorities • To consider how the council should make decisions about funding and how such decisions are governed and monitored in order to ensure accountability and transparency • To explore how the council should use a combination of commissioning, contracting and grants to enable a voluntary and community sector which builds capacity and delivers the strategic aims of the borough • To explore how the council supports the voluntary sector in building capacity and accessing support from other sources
7	SERVICE PRIORITIES (Corporate/Dept)	Community Plan and Local Area Agreement
8	REVIEW SPONSORS	Myfanwy Barrett, Corporate Director of Finance (on behalf of the Corporate Strategy Board) Julia Smith, Chief Executive, Harrow Association of Voluntary Service
9	ACCOUNTABLE MANAGER	Lynne McAdam, Service Manager Scrutiny
10	SUPPORT OFFICER	Heather Smith, Scrutiny Officer
11	ADMINISTRATIVE SUPPORT	Scrutiny Officer
12	EXTERNAL INPUT	<ul style="list-style-type: none"> • Members of the Harrow Strategic Partnership as appropriate • Grant making partners – Harrow PCT, Harrow Police • A range of voluntary and community sector groups through consultation activities
13	METHODOLOGY	<p>Visioning</p> <ul style="list-style-type: none"> • To examine what constitutes an effective vision for delivering a strengthened voluntary and community sector and enabling the delivery of the strategic aims of the borough • To understand the strengths and weaknesses of existing relationships and how they could be improved

		<p>Evaluation of Harrow Compact To evaluate the effectiveness of the Compact and associated codes:</p> <ul style="list-style-type: none"> • Evaluation of existing Compact overall • Compare with practice from other authorities • Identify areas for improvement <ul style="list-style-type: none"> ➢ Are the actions identified the right ones? ➢ Are there any gaps? ➢ Are there any local arrangements or circumstances that should be reflected? • Examine practical considerations, such as how disagreements are managed and addressed • To evaluate the codes – funding and procurement code, black and minority ethnic organisations code, disability code, volunteer code, consultation code <p>Funding and procurement To evaluate the effectiveness of current financial support and decision-making processes:</p> <ul style="list-style-type: none"> • To review the code • Gather evidence from ‘grant givers’ – roundtable with Grant Advisory Panel Chair, officers involved in developing service level agreements, other partners (particularly PCT) who are engaged in providing support to the sector • To explore the effectiveness of alternative models through best practice from other authorities (possibly involving a visit) • Evidence from focus groups • To consider the grant making process including application process, decision-making criteria (for example the 80% rule) and transparency, and monitoring (including benefit to the community) <p>Overall approach</p> <ul style="list-style-type: none"> • To consult stakeholders - focus groups to be undertaken with: <ul style="list-style-type: none"> ➢ SLA funded groups ➢ Grant funded groups ➢ Strategic/umbrella groups ➢ Unfunded groups • To compare Harrow’s practice with other areas and with national best practice (to include London Councils, Barnet, Croydon and/or others as appropriate) • To undertake a mapping exercise to establish council interactions to support to the sector, including funding relationships and the use of community facilities • To challenge local assumptions • To seek out innovation and efficiencies
14	EQUALITY IMPLICATIONS	Equality considerations will be paramount to this review. Scrutiny should consider how equality implications have been taken into consideration in current policy and practice and consider the

		possible implications of any changes it recommends. In carrying out the project the review group will need to consider its own practice and how it can facilitate the enabling of the voice and concerns of the voluntary and community sector to be heard.
15	ASSUMPTIONS/ CONSTRAINTS	The scope of the review will be restricted to the council's relationship with the voluntary and community sector rather than being extended to the third sector, which encompasses a far wider range of bodies.
16	SECTION 17 IMPLICATIONS	The review will need to have regard to the possible community safety implications of any recommended changes to policy.
17	TIMESCALE	To inform the grants round for 2009/10 the review will need to have completed its activities by summer 2008.
18	RESOURCE COMMITMENTS	<ul style="list-style-type: none"> • 1 x Scrutiny Officer • Input from Community Development and Policy and Partnerships teams.
19	REPORT AUTHOR	Scrutiny Officer directed by review group.
20	REPORTING ARRANGEMENTS	<p>Outline of formal reporting process:</p> <p>To Service Director [✓] throughout the process and when developing recommendations</p> <p>To Portfolio Holder [✓] early in the process and when developing recommendations</p> <p>Stage 1</p> <p>To O&S [✓] by 10 July 2008</p> <p>To CSB [✓] regular reports on progress</p> <p>To Cabinet [✓] 17 July 2008</p> <p>Stage 2</p> <p>To O&S [✓] Autumn 2008</p> <p>To CSB [✓] Autumn 2008</p> <p>To Cabinet [✓] Autumn 2008</p>
21	FOLLOW UP ARRANGEMENTS (proposals)	Initial monitoring by O&S (after 6 months) then monitoring by the Performance and Finances scrutiny sub committee on an exception basis.

Version 3