

Harrow Council

Third Sector Strategy

Working Better Together

March 2010

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Harrow Council Third Sector Strategy

Working Better Together

Foreword

Harrow Council and Harrow Association of Voluntary Services work with other partners through the Harrow Strategic Partnership. Our aim is to improve Harrow as a place to live; work or study by working together rather than pursuing separate outcomes. Our work is illuminated by our Total Place Initiative, which encourages us to cut bureaucracy and costs and put residents first in joined-up services, which provide what individuals and families need. Harrow Council is transforming itself, through its 'Better Deal For Residents Programme' to be part of a network of provision with partners and this strategy shows how it will re-engage with the Third Sector as a strong, flexible and increasingly important partner.

We are very grateful for the contribution that the Third Sector Project Working Group made to the development of this strategy.

Vision:

Harrow will have strong community leadership where public services, voluntary groups and businesses work together to improve residents' quality of life and well-being. Harrow's Third Sector will shape, influence and play its part in determining how local services are delivered. Services will be developed on the basis of a shared understanding of priorities and available resources.

Project Sponsors:

Brendon Hills	–	Harrow Council
Julia Smith	–	Harrow Association of Voluntary Services

Definition

By the '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 lives 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.

Executive Summary

Over the next three years Harrow Council will lead the transformation of the public sector's relationship with the local Third Sector. We will change the way that we, along with our public sector partners such as NHS Harrow and Harrow Police, work with the Third Sector so that local people get the best possible services and that we make a real difference to their lives. Harrow already has a thriving Third Sector and our joint task is to make it stronger.

The outcome we all seek is to improve the lives of people in the borough.

Our objectives are to:

Deepen Partnership

- **Strengthen the role of the Third Sector as a strategic partner** in shaping Harrow's future;

Build Capacity

- **Supporting the development of the capacity of voluntary and community organisations** in the borough so they continue to meet the needs of Harrow's diverse communities. Help the Third Sector to change itself to address the future.

Enable Participation

- **Increase opportunities for Third Sector involvement in design and delivery of public services** through a more transparent commissioning process; and improving the management and administration of grant funding;

In this strategy we set out what the council will do over the next three years so that the Third Sector can build its capability as a service provider, position itself as part of our future plans for co-location and shared services, make better use of resources through more flexible and innovative ways of providing services and activities, and influence how residents respond for example in changing behaviour.

How we share information, have dialogues, learn and transact with the Third Sector is the key to our future as a service provider. Our communications work will build on the links that already exist and promote dialogue between organisations, as well as with the Council and other public services, to support the delivery of this strategy and its ambitions.

Section 1

Why has Harrow Council developed a Third Sector Strategy?

Local Context

In 2008 Harrow Council Overview and Scrutiny Committee undertook a Review, 'Delivering a Strengthened Voluntary and Community Sector for Harrow'. This Review involved research, interviews and meetings to uncover the obstacles to there being a strong and vibrant Third Sector in Harrow. This strategy takes forward the recommendations of this review.

The sponsors for the strategy are Harrow Council and Harrow Association of Voluntary Services (HAVS) on behalf of the Harrow Strategic Partnership. There has been wide consultation and research conducted with the Third Sector and other key stakeholders in the preparation of Harrow's Third Sector Strategy.

The Harrow Sustainable Community Strategy sets out the vision for the Borough and the priorities for the Harrow Strategic Partnership over the next 11 years to improve services, maintain environmental, economic and community sustainability, and improve the quality of life for local people. There are six themes, each with a vision, short-term actions and longer-term ambitions that contribute to Harrow's vision for 2020. They are shown in Diagram 1.

The Third Sector has a significant role in delivering the sustainable community strategy and in particular, theme six which focuses on 'the future of public service delivery and democracy in Harrow.

'Community views will shape and influence public services and everyone will have the opportunity to play their part on how local services are delivered. Harrow will have strong community leadership and public services, voluntary groups and businesses will work together to improve resident's quality of life and well-being. Partners' services will be based on a mutual vision of priorities, finances and resources will be more integrated.'

The Harrow Strategic Partnership has included National Indicator 7 - An environment for a thriving Third Sector - in its suite of indicators to measure how well it is doing to meet local needs and outcomes. NI 7 will measure the effectiveness of our work with the local Third Sector, and provide important data to enable us to focus our work to ensure that the local Third Sector remains vibrant and able to meet the needs of local communities. Other outcomes will include progress with National Indicators.

Harrow Council will transform the way it delivers services. It is currently reviewing the services it provides and how these can be delivered, either directly by the council, the Third Sector or private sector partners. The Council is developing criteria to help select services that could be provided differently and pilot new operating models for service delivery. The reality of individual clients of Adult Services now each holding their own budget with which to buy services is already impacting on the Council and represents an opportunity for the Third Sector.

These new operating models could include: co-locating services delivered by Harrow Council and NHS Harrow, with Third Sector or private sector organisations; commissioning services to be provided on behalf of the council by another agency (whether public, private or voluntary sector) or by other innovative and creative ways. The Council wants to work with the sector in shaping this agenda.

As part of the transformation programme Public Sector partners have developed a programme of work called Better Together. This workstream involves working better with residents to encourage a cleaner, safer and healthier Harrow. The Third Sector is critical to the success of this programme through championing or delivering activities around civic, engaged and proactive resident.

The Third Sector Strategy will enable council to work with, and support the sector in preparing to take an active part in shaping and contributing to the Transformation Agenda, and in delivering its vision and priorities.

National Context

The National Strategy sets out the measures to be led by the Office of the Third Sector, which will invest more than £515 million in third sector programmes. The main aims are shown in Diagram 1.

Provenance

The actions put forward in this strategy have been identified from a research study commissioned from Carole Stewart (SKA8 Consultancy) and in consultation with the Third Sector Strategy Project Working Group.

Harrow Third Sector Strategy

Office of the Third Sector National Strategy
 >Helping to give third sector organisations a voice
 >Strengthening communities
 >Transforming public services
 >Encouraging social enterprise
 >Supporting conditions for a thriving third sector

Harrow Strategic Partnership
 >Economic Development in Harrow
 >Every Harrow Child
 >Health, Wellbeing and Independence
 >Improving Harrow’s Environment
 >Harrow’s Culture, Communities and Identity
 >The Future of Public Services and Democracy in Harrow

Harrow Council
 >Transformation programme
 >Deliver cleaner and safer streets
 >Improve support for vulnerable people
 >Build stronger communities

The Third Sector
 >Community Cohesion
 >Equalities
 >Preparing for the future
 >Providing services to the community
 > Providing opportunities for members of the community to become involved
 >Strengthening communities through involvement
 >Providing information to partners from the grass roots level
 >Building the community through accessing external sources of funding

Strategic assessment and planning

Third Sector Strategy Themes

Deepening Partnership

Enabling Participation

Building Capacity

Third Sector Strategy Action Plan

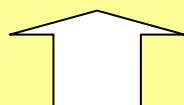
Monitoring arrangements through HSP,
 Overview and Scrutiny,
 Cabinet, and Voluntary Sector Forum,
 N17 Working Group

Annual Review

Section 2: How will Harrow's Third Sector Strategy work?

By 2020, Harrow will be recognised for:

- Integrated and co-ordinated quality services, many of which focus on preventing problems from arising, especially for vulnerable groups, and all of which put users in control, offering access and choice;
- Environmental, economic and community sustainability, because we actively manage our impact on the environment and have supported inclusive communities which provide the jobs, homes, education, healthcare, transport and other services all citizens need.
- Improving the quality of life, by reducing inequalities, empowering the community voice, promoting respect and being the safest borough in London.



Deepening Partnership

Wider involvement of the Third Sector organisations in the HSP

Build networks for unaffiliated groups

Develop robust governance framework

Compact Champion

Joint Compact Management Board

3rd tier officer level Compact Champions

Compact Peer Review arrangements

Communications plan and Third Sector web portal

Building capacity

Mapping and impact study

Identify piloting opportunities for innovative service delivery

HAVS and other strategic partners to lead Third Sector response to strategy

Establish a Third Sector Leaders Programme

Review capacity to participate in HSP

Conduct a feasibility study on commissioning a Third Sector grant-giving body to deliver grants

Establish HSP Property Network

Consider the activities of the Third Sector into the Council's review of its property

Support external funding post

Establish a new independent equalities body

Establish a community volunteering delivery group

Enabling participation

Establish a Third Sector Commissioning Network

Adopt a Third Sector Commissioners Check List

Provide information about upcoming procurement

Scope action to support social enterprises

Communicate strategic commissioning priorities

Training and support for Third Sector organisations

Facilitate joint bidding and collaborations

Agree methodology for Full Cost Recovery

Monitor the action plan and NI 7 indicators and refresh the strategy annually.

Section 3: Our Ambitions and Expectations

Ambition 1 – Deepening Partnership – to build trust and renewed confidence for joint working The Third Sector is a strong strategic partner to public services

1.1 Working as a strategic partner

Third Sector in Harrow

There are an estimated 700 to 1300 Third Sector organisations in Harrow. These range from small community groups to larger organisations delivering a range of services and activities to meet the needs of Harrow's communities. Second tier organisations have a key role in engaging with public sector partners to represent the needs of the sector and acting as a communication channel between the public sector and the organisations they represent.

Harrow Association for Voluntary Services (HAVS) is the local council for voluntary service. It is the second tier (infrastructure) organisation that represents the largest number of Third Sector organisations in Harrow. It is a membership organisation with 230 Third Sector organisations signed up as members. HAVS is recognised by the Harrow Strategic Partnership as the lead third sector representative organisation in the borough. There are other second tier, infrastructure organisations providing capacity building services and representation for smaller groups and organisations in the borough. These include Harrow Refugee Forum and the equalities organisation, which will be established in the borough within the next year. In addition to this there are strategic delivery groups that are able to represent the views of specific client groups eg. disability, older people etc.

Harrow Council will work with HAVS and other second tier organisations to ensure that the voices of the smaller voluntary and community groups and organisations in the borough are heard, alongside those of the larger or more established organisations.

The Voluntary Sector Forum provides a platform for the local Third sector to engage with public sector partners. The forum is independent, though affiliated to the Harrow Strategic Partnership. It has the potential to play an important role in developing a more effective network that enables a wider cross section of Third Sector organisations, including arts and sports groups, to engage with public sector partners.

The challenge for the Third Sector and the Voluntary Sector Forum is to work with Harrow Council to deliver the changes needed to achieve the aims of the Harrow Third Sector Strategy.

Action

1. HAVS, the Voluntary Sector Forum (VSF) and the Council will jointly develop a way of ensuring all groups can have a voice in the HSP.
2. The Council will work with HAVS and the VSF to build appropriate networks for unaffiliated Third Sector Groups to use. These may be on-line rather than meetings-based.

1.2. Bringing the Harrow Compact to life

The Harrow Compact provides a framework for the behaviours and expectations that govern how we do business together. The Compact sets out responsibilities and undertakings for public sector partners and the third sector. The Compact may need to be strengthened by a robust Governance Framework, which sets out matters such as declarations of interest and other expectations that the Council has of its partners. Within Harrow Council the Director of Community and Environment leads on the delivery of the Third Sector Strategy across the Council and HSP with the Service manager of Policy and Partnership coordinating compact activity across the partnership. The Harrow Compact is underpinned by Compact Codes. These codes give specific guidance on; how partners engage in consultation; addressing equalities needs – specifically people with disabilities and Black and Minority Ethnic Communities, encouraging opportunities for volunteering; and a funding protocol. Work is being undertaken with the Commission for the Compact, NHS Harrow and the Police to publicise the compact among statutory partners.

Action

3. Ensure the Compact contains a robust Governance Framework.
4. Appoint a Compact Champion across the HSP
5. Set up a joint Compact Management Board to lead on embedding the Compact across HSP
6. Designate 3rd tier officer level Compact Champions to lead on Compact issues in each Council Directorate; and initiate discussions with NHS Harrow to embed Compact Champions within its organisation
7. Establish Compact Peer Review arrangements through the West London Alliance.

1.3 A better flow of information between the Council and the Third Sector

Harrow Council and HAVS will develop a communications plan for the Harrow Third Sector Strategy; and improve the general communication channels between the public sector and Third Sector organisations it should include a comprehensive section on the Harrow Council website as a portal to its work with the Third Sector, with links to the HAVS website, which could carry identical information and also act as a portal. Many ethnic minority organisations have cultural and language barriers and need accessible information about the voluntary sector and sources of support.

Action

8. Produce a Communication Plan and establish a Harrow Council Third Sector portal on Harrow Council website and HAVS websites, www.harrowcvs.org.uk.

Ambition 2 – Build Capacity

Building the capacity of the Third Sector – to develop a strong and sustainable sector

2.1 Understanding the Third Sector

The third sector is strong, flexible and diverse, made up of large and small organisations delivering a wide range of services and activities. There is no consensus on the number of local organisations or what they do. The sector's contribution to the shared priorities of the local strategic partnership is difficult to quantify beyond individual contributions and generalisations on the value of the sector. More information is needed about its strengths, contribution, spread and impact.

Public sector partners are gathering intelligence on what the future might look like, the kind of services that will be needed, and want to find new and innovative ways of delivering these services. If we are to work effectively as partners we need a better understanding of each partner's contribution, capacity and capability. The Council and other commissioners need better information about what services the Third Sector can offer and its current strengths. For example whole larger groups can be commissioned to deliver services via Service Level Agreements, a network of smaller unaffiliated groups could help the 'Better Together' work of changing resident behaviour, and this could be developed as a joint aim. Rather than overall capacity building it may be better to select and focus on a few areas as a pilot.

Action

9. Commission a mapping and impact study to provide benchmark data on the local Third Sector to identify development needs and contributions to wider outcomes.
10. Identify piloting opportunities with Third Sector organisations to deliver services in new and innovative ways.

2.2 A strong Harrow Association of Voluntary Services

The environment in which the third sector is operating will continue to change over the coming years. Public sector partners will be providing services that are more flexible and responsive to the way that people live their lives. More services will be commissioned and innovative partnerships sought to provide services in different ways. The challenge for the Third Sector is to adapt to these changes and reposition itself, without compromising its uniqueness as independent, voluntary and community focused.

HAVS has an important role as the lead organisation representing the Third Sector. The expectation is that HAVS will provide leadership for the local Third Sector in preparing for the many challenges ahead and with, Harrow Council, champion the delivery of the Harrow Third Sector Strategy. HAVS is a strategic second tier infrastructure organisation with many strengths and the Council will support it in fulfilling that role. The Third Sector's aim is to be able to articulate resource and achieve its ambitions.

Action

11. Harrow Council to support HAVS and other strategic partners in leading a third sector response to the council's strategy.

2.3 A stronger Harrow Strategic Partnership with Third Sector nominated representatives

Harrow Council and HAVS will jointly develop a Third Sector Leaders Programme to raise awareness of; the workings of the Harrow Strategic Partnership and public sector agencies; the strategic issues shaping our priorities, and other relevant skills training that would make the Harrow Strategic Partnership more accessible and encourage more Third Sector organisations to participate in the Harrow Strategic Partnership and local decision making. The HSP recognises that third sector organisations may not have the capacity to release staff from their daily responsibilities to participate in the HSP or other public bodies: lack of resources may also act as a deterrent to them taking a more active role.

Action

12. Harrow Council to support the development of a Third Sector Leaders Programme to support Third Sector organisations, and widen participation in the HSP and other bodies
13. Review the capacity for the Third Sector to participate in the HSP and other bodies

2.4 Harrow Grants Programme

Grants are important for the survival of small voluntary and community organisations whose activities add to the rich diversity of community life in Harrow. Harrow Council will maintain a grants programme that enables third sector organisations to undertake general activities that meet the objectives of the Harrow Sustainable Community Strategy. The Council's grants programme includes a mix of grants and Service Level Agreements (SLAs) to organisations providing a range of services and activities. This year (2009-10), the Council has made the availability of grant aid more widely known, improved access and grants administration and adopted a clear assessment process. However, we need to do more to align grant aid to the aims of the Sustainable Community Strategy. The Council has started and will complete an examination of whether it should deliver grants through an independent body. Preliminary work and research has been undertaken but the issue is very complex so a separate report is planned in the same timeframe as the strategy. A Member-led task group will be established to consider final options on this issue.

Action

14. Conduct a feasibility study of commissioning an experienced grant giving Third Sector organisation (Trust) to deliver the Harrow Grants Scheme and report the findings with recommendations to Cabinet.

2.5 Improving access to premises and external funding premises

There are three types of property used/occupied by the Third Sector – one is in public ownership and leased to or rented by third sector organisations; the second is owned by third sector organisations and the third is leased or rented from private landlords. The second and third categories are beyond co-ordinated management as they 'belong' in one sense or another to an individual organisation either permanently or for a period. The first category could be managed in a co-ordinated way but the drive behind the property element of the Transformation Programme is to dispose of property, which is or can be made to be surplus to requirements and, at the same time seek the benefits of co-location. The needs of the third sector should be injected into the Transformation Programme and the wider social benefits of third sector activity be balanced against the value of private market disposals.

An HSP property network could ensure co-ordinated management of Third Sector property and accommodation issues for instance it could

- Consider Third Sector property and accommodation issues in the forthcoming HSP property review and property strategy
- Produce an online register of (HSP) premises and spaces for hire available to the Third Sector

- Produce an audit of future Third Sector accommodation needs as part of the Third Sector Mapping and Impact Study and use this data to inform the HSP property review and property strategy.

Action

15. Establish HSP property network to ensure co-ordinated management of Third Sector property and accommodation issues across the Council and other HSP partners.
16. Consider the activities of the Third Sector in the Council's review of its property.

2.6 External Funding

Harrow Council supports the Third Sector in seeking as much external funding as possible to support the delivery of services. However, the Council cannot endorse any and every bid on request but will endorse bids which align with the vision, priorities, policies and objectives of LB Harrow. The Council has established and is helping to finance a funding officer, located within HAVS, to help Third Sector Groups with strategic bids, build bids, winning technique across both sectors and to extend the sector's knowledge of what is available. It plans to continue this support in 2010-11.

Action

17. Continue to support the post of external funding officer, located in HAVS to support strategic bids and build bid-winning technique.

2.7 Equalities

The Third Sector has many strengths and one of its major strengths is in addressing inequality. Harrow is the ninth most ethnically diverse Borough in the country and the most religiously diverse in the country. Equalities are a fundamental principle that underpins the work of all agencies in Harrow. The Third Sector has a particularly significant role to play in delivering the equalities agenda. There are particular challenges ahead with both the proposed Single Equalities Bill that expands the range of protected groups and increasing local concerns around community cohesion. The council is leading on the development of a new equalities body for the Borough that will reflect the changing national policy context and meet the changing needs of the Borough. It will be important to cut through cultural and language barriers to bring about representation of all the communities in Harrow.

Action

18. Set up a new independent equalities body for Harrow.

2.8 Volunteering

Harrow is fortunate in having a healthy supply of volunteers. The Overview and Scrutiny committee report confirmed that there is a current over-supply of volunteers and corresponding under-supply of volunteering opportunities to match them to. The potential contribution of volunteers in helping to build the capacity of third sector organisations is immense. The Championing Harrow volunteering legacy is inspired by the London 2012 games and should encourage more groups to come forward with volunteering opportunities.

Action

19. Establish a Community Volunteering delivery group as part of the Championing Harrow Task Force.

Ambition 3 – Enable Participation – to increase the sector’s involvement in service delivery

3.1 Third Sector Commissioning

Harrow Council along with its partners aspires to provide excellent services through World Class Commissioning from a range of providers, which includes the Third Sector. The characteristics of world class commissioners include; working with community partners; prioritising investment; promoting improvement and innovation; and where necessary, stimulating the local market to provide services that local people need. The Council is aiming to make the changes needed to reach this model way of working, and a checklist would be helpful.

Harrow Council will continue to use their resources to provide local people with excellent services that help individuals and communities achieve better outcomes. Funds will be targeted through strategic commissioning to deliver best value services from a range of providers, locally, regionally and nationally. Commissioning will require provider organisations to demonstrate their ability to deliver cost efficient, quality, value added services and activities for the people of Harrow. The Council will seek to develop its website to promote opportunities for the Third Sector to tender for work with the Council. The Council has a Corporate Procurement Team and an Economic Development Function, which offer help to small businesses. We will bring these functions together in a discussion with HAVS on how this help could be extended to the Third Sector. We will work with the regional and national partners to share information locally and learn from best practice in the field of Third Sector commissioning. The National Programme on Third Sector Commissioning is researching how the Third Sector can evidence its impact on public service delivery by demonstrating value for money and public benefit. We will work jointly with the Harrow Third Sector to understand the new tools and methodologies that provide a framework for evidencing the value of the Third Sector to public service design and delivery. We could usefully give more information about upcoming tenders.

The environment in which the Third Sector is operating will continue to change over the coming years. Public sector partners will be providing services that are more flexible and responsive to the way that people live their lives. More services will be commissioned and innovative partnerships sought to provide services in different ways. The task facing the Third Sector is to adapt to these changes and reposition itself, without compromising its uniqueness as independent, voluntary and community focused. The Council offers support to small businesses and could extend this work to social enterprises.

All services for adult social care will be commissioned through the Adults Joint Commissioning Board. Services for children, young people and families are commissioned through the Children’s Trust. Both the Adults Joint Commissioning Board and the Children’s Trust will formalise the pooling and aligning of budgets, where appropriate, across Harrow Council and NHS Harrow. The Third Sector needs to understand this process in order to be able to bid for work while commissioners need to be aware that social enterprises could be good services providers and ensure they can access the information they need.

The principle at the heart of service provision is ‘personalisation’ providing people with choice so they can access services that meet their individual circumstances and needs. Individual clients now hold their own budgets or receive direct payments to enable them to do this. The Local Area Agreement for Harrow expects that at least 35% of clients (or their carers) will hold personal budgets or receive direct payments by March 2011. The Council, working with the Mental Health Trust is currently on track to achieve this.

Action

20. We will establish a Third Sector Commissioning Network to provide professional development and training opportunities for public sector commissioners and the local Third Sector. Cross sector training will enable us to improve our technical skills and expertise; grow respect and understanding across sectors and; strengthen the capacity of the local Third Sector to compete in the new environment.
21. We will adopt a Third Sector checklist to prompt and aid commissioners to include the local third sector when designing services, developing specifications and throughout the commissioning process.
22. Provide information about upcoming procurement to improve planning and co-ordination across commissioners and inform the Third Sector of opportunities.
23. Corporate Procurement, Economic Development, Harrow in Business and HAVS to scope action to support social enterprises.
24. Public sector partners will, in liaison with HAVS, ensure that the strategic priorities for commissioning services are communicated to the local Third Sector and that there is, as far as possible, a consistent application process for commissioning across public sector partners.

Developing the local market

The local third sector will review and decide how it might need to change in order to take advantage of these opportunities and be more competitive in this new climate. This could mean working more closely with other organisations in Harrow, in neighbouring boroughs or nationally by:

- sharing resources (staff, assets, premises etc) under formal agreements;
- working as a federation with other similar organisations whilst remaining legally independent;
- working in consortia for bids and tender opportunities;
- merging with another organisation where there is 'organisational' and/or 'charitable' fit.

A training and development programme could be helpful to improve skills in bidding for work tendered and technical skills in business planning and costing, including Full Cost Recovery.

The Harrow Consortium of voluntary organisations was formed to enable local Third Sector organisations and small groups to bid for medium to large scale contracts to provide services. The Consortium is supported by HAVS. Though unsuccessful in its first joint bid, it has the potential to develop in to an effective vehicle for smaller organisations to access public sector contracts.

Action

25. Work with HAVS to scope and commission appropriate training.
26. Strengthen Harrow Consortium of voluntary organisations to facilitate joint bidding and collaborations by the local Third Sector.

Full Cost Recovery

The HSP accepts that no activity or service can be undertaken without its provider incurring some cost in providing that service. Full Cost Recovery means that it is legitimate for third sector organisations to include a proportion of their overheads (core administration costs) when bidding to provide services or activities. This is normal commercial practice.

Applying full cost recovery is complex and requires the Third Sector to cost their services using methods that can be scrutinised and challenged where necessary.

Action

27. Harrow Council and NHS Harrow will work with the local third sector towards a common understanding locally on an agreed methodology for calculating Full Cost Recovery.

Section 4 Action Plan

Programme Area	Lead	Timeframe from start of Implementation	Resources
Ambition 1 – Deepening Partnership			
1. HAVS, the Voluntary Sector Forum (VSF) and the Council will jointly develop a way of ensuring all groups can have a voice in the HSP.	Divisional Director of Community & Culture	To be developed through scoping exercise	Realign existing resources
2. The Council will work with HAVS and the VSF to build appropriate networks for unaffiliated Third Sector Groups to use. These may be on-line rather than meetings-based.	Community Development (Head of Service)	To be developed through scoping exercise	Existing resources
3. Ensure the Compact contains a robust Governance Framework	Policy & Partnerships (Service Manager)	3 months	Existing resources
4. Appoint a Compact Champion across the HSP	Policy & Partnerships (Service Manager)	3 months	Realign existing resources
5. Set up a joint Compact Management Board to lead on embedding the Compact across HSP	Policy & Partnerships (Service Manager)	3 months	Realign existing resources
6. Designate 3rd tier officer level Compact Champions to lead on Compact issues in each Council Directorate; and initiate discussions with NHS Harrow to embed Compact Champions within its organisation	Policy & Partnerships (Service Manager)	3 months	Realign existing resources
7. Establish Compact Peer Review arrangements through the West London Alliance	Policy & Partnerships (Service Manager)	Within 3 months	Realign existing resources
8. Produce a Communications Plan and establish a Harrow Council Third Sector portal on the Harrow Council website and HAVS website.	Community Development (Head of Service)	3 months	To be costed
Ambition 2 Building the capacity of the Third Sector			

Programme Area	Lead	Timeframe from start of Implementation	Resources
9. Commission a mapping and impact study to provide benchmark data on the local Third Sector to identify development needs and contributions to wider outcomes.	HAVS Chief Executive / Head of Community Development	Update HSP Board within 3 months	To be costed
10. Identify piloting opportunities with Third Sector organisations to deliver services in new and innovative ways.	Head of Community Development / HAVS / VSF	Within 6 months	Realign existing resources
11. Harrow Council to support HAVS and other strategic partners in leading a third sector response to the council's strategy.	HAVS Chief Executive / Head of Community Development	Update board by 31.01.10	Realign existing resources
12. Harrow Council to support the development of a Third Sector Leaders Programme to support Third Sector organisations, and widen participation in the HSP and other bodies.	HAVS Chief Executive / Head of Community Development	Update board by 31.01.10	To be costed
13. Review the capacity for the Third Sector to participate in the HSP and other bodies.	HAVS Chief Executive / HSP representatives	To be developed through scoping exercise	Realign existing resources
14. Conduct a feasibility study of commissioning an experienced grant giving Third Sector organisation (Trust) to deliver the Harrow Grants Scheme and report the findings with recommendations to Cabinet.	Head of Community Development	Parallel exercise	To be costed
15. Establish HSP property network to ensure co-ordinated management of Third Sector property and accommodation issues across the Council and other HSP partners.	Corporate Director Place Shaping	Update board by 31.01.10	Realign existing resources
16. Consider the activities of the Third Sector into the Council's review of its property.	Corporate Director Place Shaping	Immediate	Realign existing resources
17. Continue to support the post of external funding officer located in HAVS to support strategic bids and build bid – winning technique.	Head of Community Development	Budget March 2010	Existing resources
18. Establish a new independent equalities body.	Head of Community Development	April 2010	Existing resources
19. Establish a Community Volunteering delivery group as part of the Championing Harrow Task Force.	Head of Community Development	April 2010	Realignment of existing resources

Programme Area	Lead	Timeframe from start of Implementation	Resources
Ambition 3 – Enabling Participation			
20. Establish a Third Sector Commissioning Network to provide professional development and training opportunities for public sector commissioners and the local Third Sector quarterly.	Head of Community Development / Service Manager Procurement	3 months	To be costed
21. Adopt a Third Sector Check List to prompt and aid commissioners to include the local third sector when designing services, developing specifications and throughout the commissioning process.	Head of Community Development	6 months	Realign existing resources
22. Provide information about upcoming procurement to improve planning and co-ordination across commissioners and inform the Third Sector of opportunities.	Head of Community Development	6 months	Realign existing resources
23. Corporate Procurement, Economic Development, Harrow in Business and HAVS to scope action to support social enterprises.	Head of Economic Development / Service Manager Procurement / Harrow in Business and HAVS Chief Executive	3 months	Realign existing resources
24. Public sector partners will, in liaison with HAVS, ensure that the strategic priorities for commissioning services are communicated to the local Third Sector and that there is, as far as possible, a consistent application process for commissioning across public sector partners.	HSP Partners	Within 3 months	Realign existing resources
25. Work with HAVS to scope and commission appropriate training eg in bidding for tendered work.	HAVS Chief Executive / Head of Community Development	Update HSP Board within 3 months	Realign existing resources
26. Strengthen the Harrow Consortium of voluntary organisations to facilitate joint bidding and collaborations by the local Third Sector.	HAVS Chief Executive / Head of Community Development	Within 6 months	Realign existing resources

Programme Area	Lead	Timeframe from start of Implementation	Resources
27. Harrow Council and NHS Harrow will work with the local third sector towards a common understanding locally on an agreed methodology for calculating Full Cost Recovery.	Head of Community Development	Within 6 months	Existing resources
28. Monitor the action plan and NI 7 indicators, report to Overview & Scrutiny, HSP, Cabinet and Voluntary Sector Forum and refresh the strategy annually.	Divisional Director Community & Culture	Annual review plus interim reports to Overview & scrutiny / cabinet via the Portfolio Holder	Realign existing resources

Section 5 – Implementation and Monitoring

Much of the action plan is for initiation in 2010-11 and once this is underway a further scan is needed of action into the future. An annual refresh and the introduction of stretch targets will assist. Monitoring will mainly capture tracking the action plan and establishing the suite of indicators composing National Indicator 7 'An environment for a thriving Third Sector'. The annual monitoring report should be received by

- HSP
- Overview & Scrutiny Committee
- Cabinet
- Voluntary Sector Forum

And they should all report into the annual refresh of the strategy.

If the strategy develops successfully as a partnership tool, the outcome should be that people's lives improve, problems will be identified earlier and responses will be prompter.

Implementing the Third Sector Strategy should impact favourably on a number of National Indicators, not just NI 7. For example there should be a positive outcome in relation to:

NI 6 Participation in regular volunteering

NI 141 Vulnerable people achieving independent living.

NI 136 People supported to live independently - Third sector activity feeds directly into this Indicator which measures the number of people who have been assisted to remain living in their own homes as a result of either Council-commissioned services following an assessment, or through groups funded by the Council via grants.

There is also the potential for third sector groups to impact on several of the National Indicators around Health & Wellbeing. For example;

NI 119. Self-reported measure of people's overall health and wellbeing

NI 120. All-age all cause mortality rate

NI 121. Mortality rate from all circulatory diseases at ages under 75

NI 122. Mortality rate from all cancers at ages under 75

NI 124. People with a long-term condition supported to be independent and in control of their condition

NI 129. End of life care – access to appropriate care enabling people to be able to die at home

NI 137. Healthy life expectancy at age 65

NI 138. Satisfaction of people over 65 with both home and neighbourhood

NI 139. The extent to which older people receive the support they need to live independently at home

Action

28. Monitor the action plan and NI 7 indicators, through the N17 working group report to Overview and Scrutiny, HSP, Cabinet and Voluntary Sector Forum and refresh the strategy annually.