

Programme Area	Lead	Timescale	Update	Priority	
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 + 5 VCS representatives	Dec-10	The HSP restructure was completed in October 2011. This included a streamlining of Third Sector representation however, the VCS Forum continues to meet and annually elects 5 representatives for the HSP. Regular quarterly meetings take place between these representatives, the Chief Executive and the Council Leader. As part of the interim CVS arrangements the Council has commissioned Ealing CVS to undertake some development work with the Forum to increase its membership and attendance.	M
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) + VCS reps	Sep-10		M
3	Ensure the Compact contains a robust Governance Framework	Policy & Partnerships (Service Manager)	Jun-11	The Compact was updated in 2009. The final code to be updated is the Funding and Procurement Code. Consultation has been undertaken with the Third Sector, internal stakeholders and the Grants Advisory Panel. This Code will be presented to the Corporate Strategy Board in February 2012. This will include consideration of the appointment of Directorate-wide Compact Champions and development of a joint Compact Board. The draft code has received positive feedback from the national organisation, Compact Voice.	H
4	Appoint a Compact Champion across the HSP	Policy & Partnerships (Service Manager)	Sep-10		H
5	Set up a joint Compact Management Board to lead on embedding the Compact across HSP	Policy & Partnerships (Service Manager)	Mar-11		H
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)	Mar-11		H
7	Establish Compact Peer Review arrangements through the West London Alliance or partner Borough	Policy & Partnerships (Service Manager)	Feb-11		M

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)	Mar-11	A number of measures have been undertaken to improve both internal officer communication on issues affecting the Third Sector as well as the Council's external communications with the Third Sector, these include; The reinstatement of the Third Sector Strategy Working group which will include Third Sector representation from January 2012; The development of Council web pages relating to this year's grant application process and regular meetings with Third Sector representatives on a range of issues.	M
Ambition 2: Building the capacity of the Third Sector					
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	Jun-11	Work has been undertaken to update the database of Third Sector organisations. A survey of development needs will be undertaken by Ealing CVS on behalf of the Interim CVS Board. This survey will inform the development of a service specification for a new CVS service.	H
10	Identify piloting opportunities with Third Sector organisations to deliver services in new and innovative ways.	Head of Community Development / HAVS / VSF	Jun-11	The Adults & Housing Directorate have delivered Market Development seminars to help organisations develop services that respond to the Personalisation Agenda. Funding applications have been submitted and are awaiting approval, to develop pilot projects to deliver shared back office and accommodation support.	M
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	Dec-10	As above (no. 1) the Council has continued to work with and receive feedback from Third Sector representatives through the quarterly meetings with the Chief Executive and the Council Leader. Membership of the Third Sector Strategy working group will be expanded to include Third Sector representation in January 2012. A consultation workshop is planned for January 2012 that will launch the refresh of the Third Sector Strategy.	M

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	Dec-10	The HSP funded a six-month Trustee Development Project in 2010. This supported a number of organisations with Governance and Trustee training. The External Funding Network expanded its remit to include capacity building support and has received a number of presentations from organisations that offer leadership support eg. Pilotlight, Cranfield Trust.	M
13	Review the capacity for the Third Sector to participate in the HSP and other bodies.	HSP Voluntary sector representatives	Dec-10	The Council has continued to open up opportunities for Third Sector participation on a number of bodies including for example, Adults and Housing consultation steering group; Membership of the Corporate Equalities Task Group; Interim CVS Board etc. It is also exploring potential involvement in this year's grant assessment panels.	M
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	Mar-11	A consultation was undertaken with the Third Sector during December 210-January 2011. The consultation sought views on which organisation should manage the delivery of the grants programme. 62% stated support for Harrow Council continuing to manage the programme. There was little support for the management to be undertaken by any other body: 11% said Voluntary or Community Sector agency; 18% said Community Trust; 10% said Other.	M
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	Dec-10	The Third Sector Strategy review group provides co-ordination of all issues affecting the Third Sector including accommodation. Within this remit the group has considered the Council's future policy on discretionary rate relief and potential	H
16	Consider the activities of the Third Sector into the Council's review of its property.	Corporate Director Place Shaping	Sep-10	Third Sector use of Council buildings such as libraries, Children's Centres and community centres. This group will provide regular reports to the HSP.	H

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	Review September 2010	As part of the new interim CVS support arrangements, Third Sector organisations are able to access fundraising support and advice from Hammersmith & Fulham CVS (CaVSA). Ealing CVS are also providing 2 workshops in the New Year; Developing a Fundraising strategy and Writing High Quality Funding Bids. The Council's External Funding Manager continues to operate an External Funding Network and circulates a regular funding newsletter.	M
18	Establish a new independent equalities body.	Head of Community Development	Sep-10	The new Equalities Body (Harrow Equalities Centre - HEC), has been operational since November 2010. The Centre has provided training on the new Equality Act 2010 and works strategically with the Council through its membership of the Corporate Equalities Task Group.	M
19	Establish a Community Volunteering delivery group as part of the Championing Harrow Task Force.	Head of Community Development	Sep-10	The refreshed Championing Harrow Action Plan includes actions to promote volunteering. This includes ensuring links to national programmes such as Sports Makers and creating local volunteering opportunities.	M
	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	Dec-10	The Council adopted its Sustainable Procurement Strategy in October 2011. This strategy aims to achieve improvements in social, economic and environmental sustainability through its procurement practices. The "procurement" pages of the Harrow Council website have been updated to provide the most up-to-date sources of information for the Third Sector and SMEs on how to improve their capacity to sell to the public sector. A "Sustainable Procurement Checklist" includes prompts for consideration of local Third Sector (and SMEs) throughout the commissioning and procurement cycle. The Third Sector Investment Plan establishes key commissioning principles which have been developed in consultation with the Third Sector and internal commissioning Directorates. Both Adults and Housing and Children's Services are currently reviewing their commissioning strategies and procurement processes. A standard Service Level Agreement is now in place and used by	M
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	Dec-10		H
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	Sep-10		H

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	Sep-10	Standard Service Level Agreement is now in place and used by all funding Directorates. Joint Monitoring arrangements have also been developed across Children's, Adults and Housing and Community Environment to standardise and streamline processes.	M
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	Dec-10	The survey being undertaken by the Interim CVS Board will assess Third Sector support needs to develop social enterprises. Harrow is also part of a West London funding application, which if successful will provide funding to provide support for social enterprises.	H
25	Work with HAVS to scope and commission appropriate training eg in bidding for tendered work.	HAVS Chief Executive / Head of Community Development	Sep-10	Harrow Council undertook a survey of training needs in June 2011. The new interim CVS service will also be undertaking a survey of development needs during December 2011-January 2012. Ealing CVS will be providing a training workshop on How to Tender and Manage Contracts in March 2012.	M
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	Sep-10	During 2011 there has been an increase in joint bids and collaborations amongst Third Sector organisations. For example; Two funding applications received by the HSP for the development of Third Sector accommodation were received by two consortium groups, CARRAMEA and RAFT. Third Sector organisations have also collaborated on the joint West London funding application to the Big Lottery Transforming Local Infrastructure fund. The interim CVS service is being delivered by a consortium of three CVSs.	H
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	Dec-10	The Funding and Procurement Code is currently being updated to reflect changes in the Council's funding arrangements. The Council will continue to work towards a common understanding of full cost recovery as part of the commissioning model to be developed during 2012.	M

28	Monitor the action plan, report to Overview & Scrutiny, HSP and Voluntary Sector Forum and refresh the strategy annually.	Divisional Director Community & Culture	Mar-11	The action plan is monitored by the Third Sector Strategy working group. Third Sector representatives will be invited to join this group in 2012 to provide reports back to the VCS forum. An update report has been provided to Overview and Scrutiny in December 2011. The annual review for 2012 will commence during a consultation workshop to be held in January.	M
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