

NOTICE OF MEETING

HARINGEY STRATEGIC PARTNERSHIP BOARD

THURSDAY, 21ST JANUARY, 2010 at 18:00 HRS – COUNCIL CHAMBER, CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

AGENDA

Membership: Please see Membership List set out below.

1. APOLOGIES

To receive any apologies for absence.

2. URGENT BUSINESS

The Chair will consider the admission of any items of Urgent Business. (Late items will be dealt with under the agenda item where they appear. New items of Urgent Business will be dealt with under agenda Item 15 below).

3. DECLARATIONS OF INTEREST

Members of the HSP should declare any personal/and or prejudicial interests with respect to agenda items and must not take part in any decision required with respect to those items.

4. MINUTES (PAGES 1 - 6)

To confirm the minutes of the meeting held on 5 November 2009 as a correct record.

DISCUSSION ITEMS:

5. LONDON DEVELOPMENT AGENCY - DECENTRALISED ENERGY SUPPORT PROGRAMME FOR BOROUGH

A presentation will be made with respect to Haringey Council's success in securing support from the London Development Agency (LDA) to help enable the development of Decentralised Energy networks in the Borough.

6. THE COUNCIL'S FINANCIAL PLANNING AND BUDGET 2010/11

A presentation will be provided.

7. LOCAL DEVELOPMENT FRAMEWORK - CORE STRATEGY AND INFRASTRUCTURE

A presentation will be provided.

8. HSP PERFORMANCE MANAGEMENT GROUP - REPORT BACK ON PARTNERSHIP DEVELOPMENT

A presentation will be made by members of the HSP Performance Management Group.

BUSINESS ITEMS:

9. LOCAL AREA AGREEMENT PERFORMANCE UPDATE TO NOVEMBER 2009 (PAGES 7 - 8)

10. LOCAL AREA AGREEMENT 2008/09 - 2010/11 ANNUAL REVIEW AND REFRESH (PAGES 9 - 14)

INFORMATION ITEMS:

11. MAPPING HARINGEY'S THIRD SECTOR - INTERIM HEADLINE FINDINGS REPORT (PAGES 15 - 68)

12. OUTCOME OF THE DEPARTMENT OF HEALTH - HEALTH INEQUALITIES NATIONAL SUPPORT TEAM VISIT (PAGES 69 - 72)

13. THEMATIC BOARD UPDATES (PAGES 73 - 78)

14. NEW ITEMS OF URGENT BUSINESS

To consider any New Items of Urgent Business admitted under agenda Item 2 above.

15. ANY OTHER BUSINESS

To raise any items of AOB.

16. DATES OF FUTURE MEETINGS

The next HSP meeting will take place on 25 March 2010, at 6pm and will be held at the Civic Centre, Wood Green.

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Published: 21 January 2010

Organisation (s)	No. of reps	Name of Representative
Haringey Council	5	Cllr. Claire Kober , Leader of the Council (Chair) Dr Ita O'Donovan , Chief Executive Cllr. Kaushika Amin , Cabinet Member Cllr. Nilgun Canver , Cabinet Member (Enforcement and Safer Communities) Cllr. Lorna Reith , Deputy Leader and Cabinet Member (Children and Young People)
NHS Haringey	2	Richard Sumray , Chairman Tracey Baldwin , Chief Executive
Haringey Council/NHS Haringey	1	Susan Otit , Interim Director of Public Health
Barnet, Enfield & Haringey Mental Health Trust	1	Maria Kane , Chief Executive
London Fire Brigade	1	John Brown , Borough Commander Haringey
Metropolitan Police	1	Dave Grant , Chief Superintendent
Job Centre Plus	1	Walter Steel , External Relations Manager
Middlesex University	1	Lucille Allain , Director of Social Programmes
Learning and Skills Council	1	Yolande Burgess , Partnerships Director
College of Haringey, Enfield and North East London	1	Paul Head , Principal of COHENEL (Vice-Chair)
Registered Social Landlords	1	TBC
Homes for Haringey	1	Michael Jones , Chair of Homes for Haringey
Community Link Forum	6	John Egbo Derma Ioannou Reverend Nims Obunge Martha Osamor Faiza Rizvi Michelle Stokes
HAVCO	1	Markos Chrysostomou
Haringey Youth Council	2	TBC
The Bridge New Deal for Communities (NDC)	1	Lorne Horsford Chair of the NDC
Thematic Board Representatives	5	Cllr Brian Haley , BPP representative Peter Lewis , CYPSPB representative Cllr John Bevan , IHB representative TBC , EPB representative Rev Nims Obunge , SCEB representative Cllr Dilek Dogus , WBSPP representative
2 MP's and 1 GLA representative	3	David Lammy , MP for Tottenham Lynne Featherstone , MP for Hornsey and Wood Green Joanne McCartney , GLA AM for Haringey and Enfield
TOTAL	35	

MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
THURSDAY, 5 NOVEMBER 2009

Present: Councillor Claire Kober (Chair), Councillor Kaushika Amin, Tracey Baldwin, Councillor John Bevan, John Brown, Yolande Burgess, Councillor Nilgun Canver, Councillor Dilek Dogus, Robert Edmonds, John Egbo, Dave Grant, Councillor Brian Haley, Paul Head (Vice-Chair), Lorne Horsford, Derma Ioannou, Michael Jones, Peter Lewis, Joanne McCartney, Rev. Nims Obunge, Dr Ita O'Donovan, Susan Otit, Councillor Lorna Reith, Faiza Rizvi, Walter Steel, Michele Stokes and Richard Sumray.

In Attendance: Xanthe Barker, Jackie Barry-Purssell, Janet Capstick, Mary Connolly, Marc Dorfman, Wayne Longshaw, Eve Pelekanos, Pamela Pemberton, Geoffrey Ocen, Helena Pugh, Naeem Sheikh.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP179.	APOLOGIES Apologies for absence were received from the following: Lynne Featherstone MP Maria Kane David Lammy MP Peter Lewis Joanne McCartney GLA AM -Jannette Karklins substituted	
HSP180.	URGENT BUSINESS There no items of existing or new Urgent Business raised.	
HSP181.	DECLARATIONS OF INTEREST The following declarations were made with respect to Item 6: New Deal for Communities Succession Plan: i. Lorne Horsford declared a personal and prejudicial interest in this item as Chair of the NDC. ii. Councillor Claire Kober declared a personal interest in the item as a member of the NDC Partnership Board.	
HSP182.	MINUTES RESOLVED: That the minutes of the meetings held on 23 June and 23 September 2009 be confirmed as correct records.	
HSP183.	UPDATE ON HARINGEY'S RESPONSE TO THE RECESSION	

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THURSDAY, 5 NOVEMBER 2009**

The Board received a report that provided an update on the work being undertaken in response to the Recession.

At present the Action Plan was being developed based on the analysis of information collected via the Recession Dashboard. Among the key indicators used to obtain a picture of the impact that the Recession was having in Haringey were Job Seekers Allowance (JSA) Claim Rates, average house prices, the ILO unemployment rate, eligibility for free school meals and the level of repossession of homes. These showed that, generally, Haringey was demonstrating a greater degree of resilience than many other parts of the country and London.

The Board was advised that, based on the indicators set out above, Haringey was not experiencing any greater impact than the rest of London or England as a result of the Recession. In terms of employment it was noted that the full impact of the Recession may not be felt until the next Government Spending Review in Spring 2010.

In response to a query the Board was advised that it was unlikely that the target with respect to the Claimant Count for Unemployment would be met due to the calculation used. There had been discussion with GOL on revising the calculation used; however, the proposals put forward were rejected.

The Board was advised that a bid had now been submitted on behalf of the Partnership to the 'Future Jobs Fund'. If successful a total of two-hundred and twenty-one jobs would be created.

It was requested that the figures with respect to Incapacity Benefits were checked in terms of the trend analysis.

It was noted that apprenticeship schemes were an important tool in helping people into employment and the Board was advised that the Council was expanding the number of apprenticeships available as part of the Building Schools for the Future (BSF) programme. In addition Homes for Haringey were also offering a further five apprenticeship places this year.

The Board noted that the economic downturn had seen a broader range of people applying for apprenticeships and that this clearly reflected the change in people's circumstances. There was agreement that whilst this was not a negative development the impact of this upon young people should be monitored.

It was noted that during 2010/11 and 2011/12 the Public Sector was likely to see very significant reductions in the money available and that the Partnership would need to consider how it would prepare for this over the coming months.

There was also agreement that the Partnership should form a Recovery Plan to address how longer term issues arising from the Recession

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	<p>would be tackled. Although figures showed that there had been a lower than expected increase in the rate of unemployment in the east of the Borough this was largely because this was already very high. Consequently a greater level of support was likely to be required than in the west of the Borough where people were better equipped to take advantage of the opportunities being offered.</p> <p>There was a general consensus that at the next meeting a report should be submitted setting out options for compiling a Recovery Plan and how the Partnership would prepare for the impact of cuts in Public Sector expenditure. It was suggested that this should be informed by the work that was already being undertaken to assess the impact of the Recession on the Public Sector by agencies across London.</p> <p>The Board was advised that the Peace Alliance and RSA Trust were working together on a project to assist young people from BME backgrounds classed as NEET to obtain work experience. Partners were asked for their support for the project and assistance in providing placements.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the report be noted. ii. That at report should be submitted to the Board's next meeting setting out options for compiling a Recovery Plan and how the Partnership would prepare for the impact of cuts in Public Sector expenditure. 	<p>Marc Dorfman</p> <p>All to note</p> <p>Marc Dorfman</p>
<p>HSP184.</p>	<p>NEW DEAL FOR COMMUNITIES SUCCESSION PLAN</p> <p>The Board received a report that sought endorsement of the New Deal for Communities (NDC) Succession Plan, which had to be submitted to the Government by the end of November 2009.</p> <p>It was noted that support from partners agencies was vital in order to sustain the work and achievements of the NDC Programme and therefore the HSP and the Council's Cabinet were being asked to endorse the Succession Plan set out in the report. Integrating the Bridge Renewal Trust within the HSP Framework and working with it to ensure that its outcomes were aligned to Local Area Agreement (LAA) targets was a vital component to the success of the Plan.</p> <p>Concern was expressed with respect to the wording used within the draft Business Plan to describe the relationship between the NDC and NHS Haringey over the management of The Laurels. There was agreement that there would be further discussion outside the meeting to agree a revised form of wording.</p> <p>It was noted that much of the statistical information contained within the report did not include baseline data and consequently it was difficult to</p>	<p>Geoffrey Ocen / Richard Sumray</p>

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	<p>obtain a broader picture of where the NDC sat. This point was acknowledged and the Board was advised that this would be referenced within the final iteration. The Board was also advised that the final evaluation of the NDC would be available in the form of a booklet.</p> <p>In response to concern expressed that the NDC Board did not included representation from the Voluntary and Community Sector the Board was advised that as this developed there was the potential for its membership to expand.</p> <p>The Board was reminded that GOL would be assessing how what had been learnt and achieved was reflected in the Succession Plan and this would be taken forward.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the Government requirements for the NDC Succession Plan and the need to place this within the context of the Local Area Agreement be noted. ii. That, subject to discussion with NHS Haringey over the wording of parts of the Business Plan with respect to The Laurels, the NDC Succession Plan be endorsed. iii. That it be noted that Haringey Council and the Government Office for Local Government (GOL) may require changes to be made to the Succession Plan as part of the approval process. 	<p>Geoffrey Ocen</p> <p>Geoffrey Ocen</p> <p>Geoffrey Ocen / Richard Sumray</p>
<p>HSP185.</p>	<p>LOCAL AREA AGREEMENT PERFORMANCE UPDATE</p> <p>The Board received a report that set out performance against Local Area Agreement (LAA) targets up to end of August 2009.</p> <p>An brief overview was given of performance and the measures being taken to address the six key areas of under performance.</p> <p>It was suggested that there should be a value for money analysis of the Haringey Guarantee and its contribution towards meeting Local Indicator 46 –Number of People on Incapacity Benefits Helped into Sustained Work.</p> <p>The Board was advised that it was difficult to assess the Haringey Guarantee’s contribution to this target in isolation as there were a number of other investments contributing. However, there was an evaluation of the Haringey Guarantee taking place shortly that would assess value for money derived from the project as a whole, this information would be available for the January meeting.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the report be noted. 	

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	<p>ii. That information with respect to the evaluation of the Haringey Guarantee should be presented at the Board's next meeting.</p>	Wayne Longshaw /Eve Pelekanos
HSP186.	<p>HARINGEY'S COMMUNITY ENGAGEMENT FRAMEWORK: DELIVERY PLAN</p> <p>The Board received a report, for information, that provided and update on progress to date with respect to the Community Engagement Framework (CEF) and the monitoring arrangements that were being put in place to monitor the CEF Delivery Plan.</p> <p>It was noted that a new CEF Steering Group, consisting of officers from across the Partnership, was currently being established to lead on the delivery of the Plan. This would meet on a quarterly basis and report to the HSP Performance Management Group twice a year.</p> <p>RESOLVED:</p> <p>That the report be noted.</p>	
HSP187.	<p>THEMATIC BOARD UPDATES</p> <p>The received a report, for information, that provided an update on activities undertaken by each of the Theme Boards since the previous HSP meeting.</p> <p>RESOLVED:</p> <p>That the report be noted.</p>	
HSP188.	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>No new items of Urgent Business were raised.</p>	
HSP189.	<p>ANY OTHER BUSINESS</p> <p><u>Islam Awareness Day</u></p> <p>This was being held on 15 November at the Wightman Road Mosque to celebrate multi faith week and all members of the Board were invited to attend.</p> <p><u>Partnership Working -Electronic Survey from External Auditors</u></p> <p>Board members were reminded that an electronic survey would shortly be issued to the HSP and Thematic Board members by Grant Thornton the Partnerships external auditors. Members of the Board were asked to complete this as soon as possible.</p>	<p>All to note</p> <p>All to note</p>
HSP190.	<p>DATES OF NEXT MEETINGS</p> <p>The dates of future meetings, set out below, were noted:</p>	

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- | | | |
|--|---|--|
| | <ul style="list-style-type: none">• 21 January 2010• 25 March 2010 | |
|--|---|--|

Dates for the new Municipal Year will be circulated once the draft Calendar of Meetings for 2010/11 has been agreed.



Meeting: Haringey Strategic Partnership

Date: 21 January 2010

Report Title: Local Area Agreement Performance Update to November 2009

Report of: Wayne Longshaw - Asst Chief Executive, Policy, Performance and Communications

1. Purpose

1.1 To provide an update on the latest performance data against the Local Area Agreement targets.

2. Summary:

2.1 In June 2008 Haringey signed a new Local Area Agreement (LAA) replacing a previous agreement signed in April 2007.

2.2 The LAA includes 35 'designated' improvement targets and 10 mandatory attainment targets along with 29 local indicators including 13 stretch targets (and multiple part indicators) and 5 safeguarding indicators which were added in the refresh from April 2009.

2.3 This report provides the latest available performance information on the indicators contained within the LAA.

2.4 The latest data shows that overall, 35% (26) are reported as green or amber, 23% (17) as red and 42% (31) as data not available at the time of writing this report.

2.5 Exception reports are available for our areas for focus:

- Serious violent crime
- Initial and core assessments for children's social care
- Affordable homes and Net additional homes
- Recycling
- Number of people on job seekers allowance helped into sustained work

3. Legal/Financial Implications

3.1 The Council's Chief Financial Officer has been consulted on the contents of this report and notes the positive progress made on the 13 stretch targets. It should be noted that final assessment and payment of the performance reward grant (PRG) will not take place until the end of the final year i.e. 2009/10. It should also be borne in mind that the actual sum paid depends on the level of stretch attained.

4. Recommendations

4.1 That the Strategic Partnership:

- Consider the latest performance for the Local Area Agreement and remedial actions to be taken to address areas of risk.
- Consider progress against the agreed LAA 'stretch targets' for 2007-2010.

For more information contact:

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5. Background

5.1 In June 2008 Haringey signed a new Local Area Agreement replacing a previous agreement signed in April 2007. The new LAA was developed within a new framework whereby 35 targets were chosen, selected from the list of 198 new national indicators. These 35 improvement targets encompass our key priority areas for the next three years. In addition to the 35 there are 10 mandatory education attainment targets. 29 local indicators have been developed for areas where local priorities were not reflected among the 198 national indicators.

6. Appendices

6.1 LAA Performance Overview – Appendix 1



Meeting:	Haringey Strategic Partnership
Date:	21 January 2010
Report Title:	Local Area Agreement 2008/09-2010/11 – Annual Review & Refresh
Report of:	Wayne Longshaw Interim Assistant Chief Executive PPP&C

Purpose

To inform the Haringey Strategic Partnership (HSP) on the process and timescales for completing the Local Area Agreement (LAA) review and refresh.

Summary

- Haringey's LAA is subject to annual review. The review process focuses on delivery; however, it also provides an opportunity to refresh certain targets:
- The deadline for local authority adoption of the refreshed LAA is 12th March 2010. Ministerial approval of refreshed LAAs is expected on 31st March 2010.
- For government purposes, the 'refresh' is concerned with designated indicators (the 35 improvement indicators).
- Appendix 1 lists the designated national indicators and local targets within Haringey's LAA to be refreshed.

Recommendations

- That the HSP note the timescales for completing the review and refresh.
- That the HSP agree the renegotiation of 'frozen targets'; deferred targets and resolution to all outstanding targets within the LAA as set out in appendix 1.

Chief Financial Officer comments

The annual refresh of the LAA is a requirement set out in CLG documents. It does not in itself create any financial implications for the authority or Partnership however; if the renegotiation of some of the key indicators set out is unsuccessful this may impact on any eventual performance reward grant.

Legal Comment

There are no specific legal implications beyond those identified in the body of the report.

For more information contact:

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1. INTRODUCTION

- 1.1 Haringey's Local Area Agreement (LAA) is subject to annual review. The annual review process focuses on delivery; considering what more needs to be done to achieve agreed priorities. It will address risks identified by CAA and any outstanding issues from the last review. There is no prescribed format to the reviews as government want local areas to take the lead highlighting their specific issues.
- 1.2 The review also provides an opportunity to refresh certain targets, including:
 - Renegotiation of the economic 'frozen targets' exempt by government from the 'reward lockdown' earlier this year. Revised Target Negotiation Briefs (TNB) are to be published for these indicators;
 - Deferred targets from last year; which government has informed already sit outside the reward process. Local areas can set targets for the remaining period without negotiation with government office;
 - Technical revisions to targets where data was confirmed post ministerial approval in April 2009 i.e. place survey indicators;
 - NI 112 Teenage conception rate – local areas given the option to remove this target from the reward calculation.
- 1.3 The 2007/08-2009/10 LAA stretch targets come to an end in March 2010. Some continue to be represented in the LAA for 2010/11 as they are also designated indicators; however the partnership needs to agree if the remaining stretch targets are to be included as local targets for 2010/11 where it is deemed important to continue to performance manage improvement in these priority areas.
- 1.4 The refreshed LAA will be presented to council Cabinet on 23rd February 2010. The deadline for local authority adoption of the refreshed LAA is 12th March 2010. Ministerial approval of refreshed LAAs is expected on 31st March 2010.
- 1.5 Appendix 1 lists Haringey's targets to be refreshed.

2. BACKGROUND INFORMATION

- 2.1 For government purposes, the 'refresh' is concerned with the 35 designated indicators.
- 2.2 Haringey's 2008/9-2010/11 LAA was initially signed off by council's Cabinet / Full Council and by Ministers in July 2008. The LAA underwent its year one refresh and was signed off by council's Cabinet on 24th February 2009 and by Ministers in April 2009.
- 2.3 The LAA is the only vehicle for agreeing targets between local government, their delivery partners and central government. It incorporates a duty for named partners to cooperate, a duty to engage and inform residents and an enhanced role of scrutiny.
- 2.4 The LAA cuts across all Sustainable Community Strategy (SCS) outcomes. The LAA is the main delivery plan for the Sustainable Community Strategy and the outcomes and improvement targets directly relate to achieving the ambitions and priorities within it.
- 2.5 As set out in LAA Operational Guidance, revisions to the LAA need to be approved in accordance with local arrangements put in place by the responsible authority. On 23rd February 2009 Full Council approved that LAA functions should be exercised by the council's Cabinet.

3. FINANCIAL IMPLICATIONS

- 3.1 The indicative Performance Reward Grant (PRG) available to Haringey is £1.977m.
- 3.2 Reward will be calculated based upon average performance across the up to 35 designated improvement targets.
- 3.3 PRG is calculated as 72% revenue and 28% capital; and is a non ring fenced grant paid to local authority in two instalments.
- 3.4 The year 1 refresh 'locked down' targets for PRG purposes, with the exception of the 'frozen' economic targets and the deferred targets which will not be included when calculating reward entitlement. If a target is discounted from the reward calculation there is no impact upon the overall maximum reward available to the area.
- 3.5 The attainment targets are not included within PRG calculations.

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Appendix 1 National Indicators and local targets to be refreshed

National Indicators and local targets to be refreshed													
NI	National Indicator	Frozen/ deferred / place survey	Action to be taken	Current targets				Revised targets				GOL approval required	
				Baseline	2008/09	2009/10	2010/11	Baseline	2008/09	2009/10	2010/11		
116	Proportion of children in poverty	Frozen indicator	Renegotiation of 3 year targets based on economic climate. Workshop on 12/1/10 at GOL to start negotiation process.	36.4 %	34.5	32.5	30.5	TBC	TBC	TBC	TBC	TBC	Yes
153	Working age people claiming out of work benefits	Frozen indicator	Renegotiation of 3 year targets based on economic climate. Revised targets to be submitted 14/1/10. Workshop on 10/12/09 at GOL to start negotiation process.	28.4 %	-1.5%	-3.1%	-4.7%	TBC	TBC	TBC	TBC	TBC	Yes
154	Net additional homes provided	Frozen indicator	Renegotiation of 3 year targets based on economic climate. Meeting held with GOL Housing Lead on 26/11/09. Revised business case submitted 11/12/09.	1067	1657	1602	1195	1067	828	549	1040	1040	Yes
171	New business registration rate	Frozen indicator	Revised Target Negotiation brief published. Data expected 15/1/10. No revision to targets needed at this stage; waiting for data to confirm this.	80.5 %	81%	81.5 %	82%	TBC	TBC	TBC	TBC	TBC	Yes
125	Achieving independence for older people	Deferred indicator	Set local targets for remaining period of LAA (exempt from reward calculation)	Haringey commits to a statistical improvement on data for year 2008/09 as the target for 2010/11				77%	79%	82%	85%	85%	No
149	Adults in contact with secondary mental health services	Deferred indicator	Set local targets for remaining period of LAA (exempt from reward calculation)	Haringey commits to a statistical improvement on data for year 2008/09 as the target for 2010/11				81%	81%	85%	86%	86%	No
1	People from different backgrounds get on well	Place survey target	Technical adjustment to baseline and targets based on final published results	75.7 %	-	77.9 %	81.1 %	75.6 %	-	78.4 %	81.2 %	81.2 %	No
4	People who feel they influence decisions	Place survey target	Technical adjustment to baseline and targets based on final published results	40.5 %	-	42.9 %	45.1 %	40.3%	-	43.5%	46.7%	46.7%	No
6	Participation in	Place survey	Technical adjustment to baseline and targets	20.7	-	22.7	24.7	21%	-	23.6%	26.2%	26.2%	No



Meeting:	Haringey Strategic Partnership Board
Date:	21 January 2010
Report Title:	Mapping Haringey's Third Sector – Interim Headline Findings Report
Report of:	Haringey Association of Voluntary & Community Organisations (HAVCO)

Purpose

Haringey Strategic Partnership (HSP) has included the National Indicator 7 – '*an environment for a thriving third sector*' – as a local priority for its Local Area Agreement. Alongside central government's Place Survey the Performance Management Group (PMG) agreed that it was prudent for partners to have an in depth knowledge about Third Sector Organisations (TSOs) within the borough.

This summer WM Enterprise was commissioned to conduct a local mapping exercise which is managed via a multi-agency steering group led by HAVCO.

Research methodologies for this mapping project included amalgamation of databases from local umbrella organisations as well as NHS Haringey, the Council and data from Guidestar, which is a national reference database of registered charities and other TSOs. All this information has been collated to produce a 'new' Haringey TSO database. Further aspects of the research involved postal surveys, telephone interviews and five focus groups meetings which were held across the borough for Third Sector Organisations.

Summary

A draft of this report was considered by a steering group for the project which consists of Haringey Council's Corporate Voluntary Sector Team, NHS Haringey and HAVCO. The draft was also sent to the Performance Management Group (PMG) for comments and to regional/national umbrella voluntary bodies such as the London Voluntary Service Council (LVSC) who were invited to provide comments about the draft. On 10th December 2009 the consultants discussed the draft report with HAVCO's Board.

The findings and recommendations of the report, which are for the consideration of the HSP, will be launched on 5th February 2010. The report was discussed at PMG on 7th Jan 2010 who considered the findings and recommendations. The PMG had an informed discussion about the report which was agreed. It was also agreed that the report would be presented at the HSP for ratification. Therefore the report is presented to the HSP to:

- Consider the final report
- Discuss findings and recommendations
- Ratify the final report

Recommendations

Ratify the final report.

For more information contact:

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Final Report

MAPPING HARINGEY'S THIRD SECTOR

Haringey Strategic Partnership (PMG)

December 2009

A large word cloud is centered on a white background, with the most prominent words being 'Celebrate', 'Equal', 'Stronger', 'Resourced', 'dialogue', 'C-voice', 'Improve', 'Awareness', 'Valued', 'partnership', 'Highly', 'authoritative', 'Developed', 'Coherent', 'Diversity', 'Funded', 'Focus', 'Career', 'Progression', 'Connected', 'Balanced', 'Proactive', 'Capability', 'voice development', 'Multicultural', 'Ability', 'Intergenerational', 'Unity', 'Proud', 'partnership', 'Knowledge', 'Need', 'Appreciated', 'Linked', 'Prior', 'partne', 'Strategic', 'Heard', 'Together', 'Promote', 'Futu', 'Quality', 'Self-sufficient', 'Help', 'Private-sector', 'Communicate', 'on', 'Equitable', 'organisations', 'Coherent', 'coherent', 'pace', 'Cohesive', 'Space', 'ning', 'BY', 'ing', 'BY', 'pace', 'Cohesive', 'Space', 'ning', 'BY', 'ing', 'BY'. Below the word cloud are two small black and white photographs: one showing a group of people in a meeting, and another showing people with bicycles. To the right of the photos is the 'WM enterprise' logo, which consists of the letters 'WM' in a stylized font above the word 'enterprise', and a vertical bar with yellow, orange, red, and blue segments.

Working in partnership with:



WM ENTERPRISE



Final Report

**MAPPING HARINGEY'S
THIRD SECTOR
Haringey Strategic
Partnership (PMG)**

December 2009



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1. Preface

[To be inserted by Naeem]

2. Acknowledgements

WME would like to thank all of the third sector organisations who completed the survey and took part in the focus group research. We would like to thank them for their involvement in the research, speaking honestly about experiences and taking the time to meet with us. A full list of survey respondents can be found in the appendix.

WME would also like to thank HAVCO and the HAVCO Board of Trustees for their feedback throughout the research.

3. Executive Summary

- **Context:** The Haringey Strategic Partnership commissioned WM Enterprise (WME) to conduct a mapping exercise of Haringey's third sector. This research is particularly timely given the selection of National Indicator 7 (NI7) for the LAA in Haringey which aims to measure the contribution that local government and partners make to the '*environment for a thriving third sector*'. This is a government priority in recognition of the important role that the third sector plays in providing much needed services and empowering local communities and individuals
- **Methodology:** Datasets from Haringey Association of Voluntary and Community Organisations (HAVCO), London Borough of Haringey and Guidestar were used to create a master database of TSOs. This was supplemented by a series of focus groups and interviews with TSOs. All on the database were invited to complete a postal, online or telephone survey. It is estimated that the total number of Third Sector Organisations (TSOs) in Haringey is in the region of 1,400. We received 263 survey responses representing around 19% of all TSOs in the borough
- **Nature of TSOs:** There are a significant number of volunteers in Haringey's third sector. Many of Haringey's TSOs can be described as micro or small, with an income of less than £100k. A number of TSOs in the borough have large incomes and employ a significant number of people.
- **TSOs activity:** Haringey's third sector works with many different beneficiary groups and provides a vast range of activities. There is a strong focus on working with children, young people and families. Much of the delivery includes education, coaching, training and providing advice to individuals
- **Support for the sector:** Most TSOs are satisfied with the support available to them and are more likely to report satisfaction if they belong to a network. Anticipated gaps in support over the next year include funding, fundraising advice and premises. There is currently increasing potential for TSOs to respond to commissioning opportunities, resulting in a new set of support needs which need to be considered
- **Contribution to the borough:** The sector provides a valuable service to many of Haringey's most vulnerable residents, many of whom would not be able to access support from elsewhere. It is estimated that over half of Haringey's residents have benefited directly from third sector activity
- **Employment in the sector:** Haringey's third sector employs over 5,000 full time equivalents and the total sum of earnings to third sector employees in Haringey is in the region of £115 million. The third sector accounts for about 2% of all employment in the borough
- **Volunteering in the sector:** There are approximately 31,000 volunteers with third sector organisations in Haringey and on average, they give 7 hours of their time each month. This equate to a total of 217,000 volunteer hours per month

and 2.6 million volunteer hours per year. Based on established methods of valuing the economic contribution of volunteering the approximate value of their work is £25 million per annum

- **Income to the sector:** Haringey's third sector has a total combined income of about £240 million per annum. This is typically generated through funding from local government, individual donations, membership income and other fundraising activities. If we apply a multiplier - an indicator of the 'knock-on' impact on the economy - Haringey's third sector contributes in the region of £310 million per annum, about 9% of Haringey's total Gross Value Added (GVA)
- **Recommendations:** Based on the evidence outlined in the report, a number of recommendations have been identified for consideration by the HSP. The objective of these recommendations is to encourage a thriving third sector and to measure progress

4. Introduction and background

This section outlines the research objectives and the methodologies used to map Haringey's Third Sector.

1.1 Context

In 2007 the Haringey Strategic Partnership (HSP), the borough's Local Strategic Partnership, selected the borough's National Indicator set as part of their Local Area Agreement. National Indicator 7 (NI7) – “an environment for a thriving third sector” - was selected as one of the indicators. The HSP recognised that in order to deliver against this indicator, more information was needed about Haringey's Third Sector Organisations (TSOs).

This research was commissioned by the HSP, with Haringey Association of Voluntary and Community Organisations (HAVCO) acting as the lead organisation. WM Enterprise (WME) was appointed to undertake this mapping exercise.

1.2 Aims of the Research

The research has a number of aims:

- To provide a strong evidence base against which any improvements in Haringey's Third Sector can be measured
- To understand the size of TSOs in the borough with regards to income, assets, workforce and volunteer force
- To understand the nature of TSO activity in the borough
- To understand the involvement and experience of TSOs in the borough with regards to commissioning
- To provide recommendations to support the third sector
- To provide HAVCO with an enhanced database of TSOs

1.3 Methodology

WM Enterprise, in collaboration with HAVCO, developed a four stage methodology to deliver this research.

4.1.1 Stage 1 – Planning and Preparation

Stage 1 included a Project Inception meeting with the Chief Executive of HAVCO where the project aims were clarified and the timetable agreed. A small number of strategic stakeholders were invited to advise on possible TSO data sources. WME then gained access to a number of TSO datasets including HAVCO

members, HAVCO contacts, Guidestar¹, London Borough of Haringey and Haringey Primary Care Trust. These datasets were combined into a 'master database'. To do this, an assumption was made as to which are the most reliable data sets and a sequence was designed to identify new contacts i.e. if a contact did not exist in the first source, we would identify it in the second source and so on. The following sequence was used: HAVCO members, HAVCO contacts, Guidestar, London Borough of Haringey and Haringey Primary Care Trust. This gave us a long list of over 1,700 data entries

4.1.2 Stage 2 – Primary Research

During Stage 2, quantitative (in the form of a survey) and qualitative (in the form of focus groups and interviews) research was conducted.

4.1.2.1 Quantitative Survey Research

GfK NOP, a leading UK market research company, undertook a quantitative survey of Haringey's TSOs, working closely with WME and HAVCO. The following methodology was implemented:

- The questionnaire was designed and piloted.
- A hard copy of the questionnaire was distributed to all contacts on the master database and TSOs were also invited to complete the survey online
- A reminder postcard was sent to all TSOs who had not responded to the survey after 3.5 weeks
- Two weeks later, a further hardcopy letter and invitation to complete the survey online was disseminated to all TSOs for whom no response had been logged
- Finally, all outstanding TSOs were contacted by telephone and invited to complete the survey over the phone
- In total the survey was 'live' for 8 weeks.

A number of questionnaires were 'returned to sender' having not been completed – this suggests that the TSOs are no longer operating or have changed address. A number of TSOs contacted WME/GfK NOP to ask that they be removed from the database because they were either not operating within the borough of Haringey or they had ceased operation. Further analysis revealed that a number of entries were based in other boroughs. On the basis of this exercise, our best estimate is that the total number of TSOs in Haringey is in the region of 1,400.

We have made every effort to clean the database although it should be noted that it is difficult to arrive at an exact number of TSOs for two reasons. Firstly, a

¹ A reference database of registered charities and other TSOs

small number of those included on our master database may be inactive or may be duplicates. Secondly, it is probable that additional TSOs, who are very small, exist 'below the radar' of lists used to compile our master database.

In total 263 responses were received representing approximately 19% of all TSOs in the borough. This is a good response rate for a survey of this type, particularly given the large number of TSOs identified.

4.1.2.2 Qualitative Research

In parallel to the survey, in-depth qualitative research was conducted including five focus groups with TSOs across the borough and interviews with HAVCO Trustees. The qualitative research asked questions such as:

- What is your organisation's unique contribution to the borough?
- What are the major external threats/challenges your organisation faces?
- How would you sum up your perception of Haringey's Third Sector?
- Have you been involved in commissioning? If so, what was your experience like? If not, why not?
- What support have you accessed?
- What are your support needs?
- What is your aspiration for Haringey's Third Sector?

In total 34 people were consulted during the qualitative research stage. Participants in the qualitative research were from a variety of groups, representing a good cross-section of TSOs in the borough.

4.1.3 Stage 3 – Mapping and Recommendations

Following the qualitative and quantitative research, WME analysed the data to arrive at a baseline position for TSOs in Haringey. This also included analysis of data regarding the profile of TSOs and their support needs. WME also estimated the economic contribution of the sector to Haringey's based on income, employment and volunteering.

4.1.4 Stage 4 – Reporting

WME provided the headline findings in mid-October 2009 for the attention of the PMG meeting and the Mapping Steering Group. A final draft report was submitted to HAVCO on 20th November 2009 and was disseminated to partners including HAVCO's Board of Trustees. This final report was submitted to HAVCO on 18th December 2009.

4.2 About this report

This report presents analysis of data from the survey and qualitative research. Survey data is presented in tables and charts with commentary where appropriate. Findings from the qualitative research have been used to validate or challenge survey data.

In some cases qualitative data has been presented in a 'word cloud' (figure 8 for example). A word cloud is a visual representation of qualitative research findings. The larger a word appears in the word cloud, the more frequently it was mentioned. The word cloud provides a 'snapshot' of qualitative research and commentary has been provided to contextualise their meanings.

In some cases, comparisons have been made with findings from the National Survey of Third Sector Organisations (NSTSO). This has been done to show where similar messages exist between the two surveys (e.g. a large number of Haringey's TSOs provide advice to individuals) or where there is a different story to tell (e.g. the geography within which TSOs operate). Further information on the NSTSO can be found in Chapter 3.

The report is structured as follows:

- Chapter 3 summarises the social and economic context for Haringey's TSOs including a summary of the borough's demographics and National Indicator 7
- Chapter 4 discusses the profile of Haringey's TSOs including the size and nature of TSO activity using survey and qualitative data
- Chapter 5 outlines the economic contribution of Haringey's third sector with regards to income, employment and volunteering
- Chapter 6 outlines the current support accessed by TSOs and future support needs
- Finally, Chapter 7 sets out a number of recommendations based on the analysis in previous chapters

5. Social and economic context for Haringey's TSOs

This section describes the current demographic and economic profile of Haringey, highlighting the dynamic and diverse nature of the borough's population and its economy and some of the social issues which are being addressed by local partners, including TSOs. National Indicator 7 and the National Survey of Third Sector Organisations are also explained.

5.1 Haringey profile

5.1.1 Population

Haringey's population is diverse and has experienced considerable change over recent years. The most recent mid-year population statistics estimate that Haringey's population in 2008 stood at 226,200 (ONS, 2008). Thirty-four percent (34%) of Haringey's population are from non-white communities. Including 'other white' and White Irish, nearly 55% of the population are from black and ethnic minority communities. The largest ethnic minority groups according to the 2001 Census are Black or Black British (20%), Asian or Asian British (7%), and non-British White (16%) highlighting the richness and diversity of the borough's communities. Haringey's population is projected to grow by 10.2% (23,100 people) between 2006 and 2031 with significant growth for those aged 60-65 (ONS SNPP, 2008).

5.1.2 Economy and employment

Haringey is host to a business community that is dominated by small enterprises. The borough has 7,135 VAT registered businesses (ONS VAT Registrations 2007). There are 8,464 business units in Haringey employing 61,686 people (ABI).

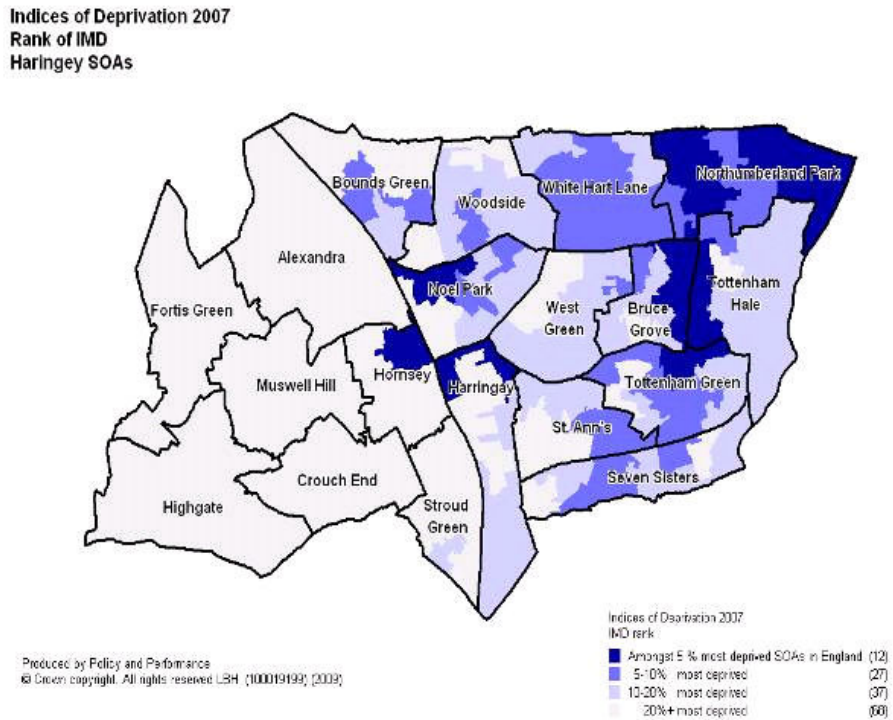
Employment rates in Haringey are lower than the national and London averages, and a higher than average proportion of the borough's population is claiming employment-related benefits. In 2009 62.2% of the working age population are employed, this is less than the London figure of 70.1%. The 2009 figure is also 7.6 percentage points lower than the 2007 figure (Annual Population Survey). The claimant count (September 2009) reveals that 6.3% of residents of the working age population are claiming Job Seekers Allowance, higher than the London rate of 4.5%. Haringey's claimant count increased 1 percentage point since September 2006.

5.1.3 Deprivation

Haringey's Third Sector is operating in a borough that suffers from a number of different forms of social and economic deprivation. The Index of Multiple Deprivation 2007 (IMD) combines a number of economic, social and housing indicators to form a single deprivation score for a small area. Haringey is the 18th

most deprived Local Authority in England and the 5th most deprived Local Authority in London behind Hackney, Tower Hamlets, Newham and Islington.

Figure 1: Indices of deprivation map



Source: Policy and Performance provided to WME by HAVCO

Twenty-seven (27%) of Haringey Super Output Areas (SOAs²) are amongst the 10% most deprived in the country. These SOAs are concentrated in the east of the borough mainly in White Hart Lane and Northumberland Park. The following table indicates the Haringey's Individual results for the composite domains that form the single deprivation score.

² Super Output Areas (SOAs) are a unit of geography designed for the collection and publication of small area statistics

Figure 2: Individual domain results

Domain	Performance
Income deprivation	Approximately 45% of Haringey Super Output Areas (SOAs) are amongst the 10% most deprived in the country
Employment deprivation	Approximately 20% of Haringey Super Output Areas (SOAs) are amongst the 10% most deprived in the country
Health deprivation and disability	Two Super Output Areas (SOAs) are amongst the 10% most deprived in the country
Education skills, and training deprivation	None of Haringey's Super Output Areas (SOAs) are amongst the 10% most deprived in the country
Barrier to housing and services	Seven of Haringey's Super Output Areas (SOAs) are amongst the 10% most deprived in the country
Living environment deprivation	Approximately 27% of Haringey's Super Output Areas (SOAs) are amongst the 10% most deprived in the country
Crime	Approximately 31% of Haringey's Super Output Areas (SOAs) are amongst the 10% most deprived in the country

Source: adapted from http://www.haringey.gov.uk/index/news_and_events/fact_file/statistics/indicesofdeprivation.htm

5.2 Haringey Strategic Partnership (HSP)

5.2.1 Haringey's Sustainable Community Strategy

Haringey's Community Strategy has a vision for *"A place for diverse communities that people are proud to belong to"*.

There are six key outcomes associated with achieving this vision including:

- People at the heart of change
- An environmentally sustainable future
- Economic vitality and prosperity shared by all
- Be safer for all
- Healthier people with a better quality of life
- Be people and customer focused

The strategy recognises the key role for the third sector in contributing to these outcomes.

5.2.2 Haringey's Community Engagement Framework

Over recent years there has been increasing emphasis on the how local government can engage local people in public service design and delivery. In response to this, HSP have drafted a Community Engagement Framework.

The aim of Haringey's Community Engagement Framework is to engage with local communities and empower them to shape policies, strategies and services that affect their lives. The HSP are in the process of designing a Delivery Plan to accompany the framework. There is a clear role for the third sector in contributing to the principles set out in the framework. For example, the framework commits to the Compact way of working and supporting the voluntary sector to develop their skills.

5.3 National Indicator 7

Each local authority has a local area agreement (LAA) with central government to improve services and quality of life. Each LAA has up to 35 national priority targets chosen from 198 National Indicators. National Indicator 7 (NI7) is a chosen indicator for the LAA in Haringey and aims to measure the contribution that local government and partners make to the '*environment for a thriving third sector*'. This is a government priority in recognition of the important role that the third sector plays in providing much needed services and empowering local communities and individuals. It also highlights the important interdependent relationship between local government and the third sector.

Performance against NI7 will be measured using a perceptions-based survey of third sector organisations – the National Survey of Third Sector Organisations (NSTSO). The indicator is scored against the proportion of third sector organisations who answer the question “..how do the local statutory bodies in your local area influence your organisation's success?” with the answer “positive” or “very positive”. In the 2008 survey, 19% answered ‘very positive’ or ‘positive’ in Haringey.

Eight London Boroughs have selected NI7 including: City of London, Croydon, Haringey, Harrow, Havering, Hounslow, Kingston-upon-Thames, Lewisham and Tower Hamlets.

5.4 National Survey of Third Sector Organisations

The National Survey of Third Sector Organisations (NSTSO) was conducted by Ipsos MORI on behalf of the Office of the Third Sector. The survey was conducted in November 2008 and will be repeated in 2010. As explained above, the survey results aim to give an indication of the drivers of a thriving third sector in all 149 local authorities in England.

The survey was conducted using data from the 1,015 registered third sector organisations in Haringey identified using Guidestar data – a sample of 279 completed the survey.

Research conducted by WME/GfK NOP as presented in this report adds value to this survey in the following ways:

- Unlike NSTSO, this survey includes TSOs which are ‘under the radar’. In addition to the Guidestar data used for NSTSO, we accessed a number of TSO lists from HAVCO and the London Borough of Haringey to ensure the survey was disseminated as widely as possible. Consequently, WME’s research captured TSOs that were not invited to participate in the NSTSO
- Our research built upon survey findings through qualitative research using focus groups and interviews – this adds depth to the analysis including validating and challenging survey responses
- Our survey offered TSOs a number of ways to respond to the survey including postal, telephone and web-based media therefore increasing TSOs’ opportunity to respond
- The survey was able to explore activity at ward level
- The questions in the WME/GfK NOP survey were focused on the specific needs of the Haringey Strategic Partnership and HAVCO had input into the survey design
- This research has formed the basis of a database of TSOs for use by HAVCO

6. The Profile of Haringey's Third Sector

It is estimated that the total number of TSOs in Haringey is in the region of 1,400. We received 263 survey responses representing around 19% of all TSOs in the borough. This section provides headline findings on the size, activity, beneficiary groups and expenditure of Haringey's third sector.

6.1 The size and structure of Haringey's TSOs

6.1.1 Size by annual turnover

TSO size is commonly defined by turnover. We have used NCVO definitions to define TSOs size using their income.

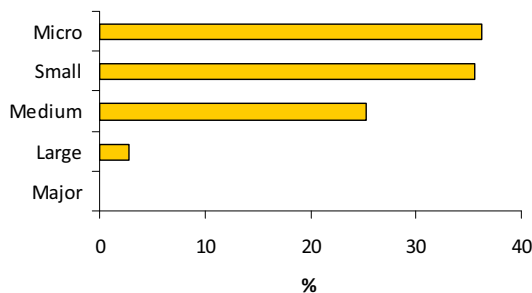
Figure 3: Definition of size by turnover

Definition	Turnover
Micro	Under 10k
Small	£10k-£100k
Medium	£100k-£1m
Large	£1m-£10m
Major	Over £10m

Source: Amended from NCVO classifications

Figure 4 illustrates survey respondents' annual turnover and shows that many of the TSOs in the borough can be described as micro or small although there are some large TSOs which make a significant economic contribution.

Figure 4: Most of Haringey's TSOs can be described as micro or small



Further analysis on TSO size tells us that:

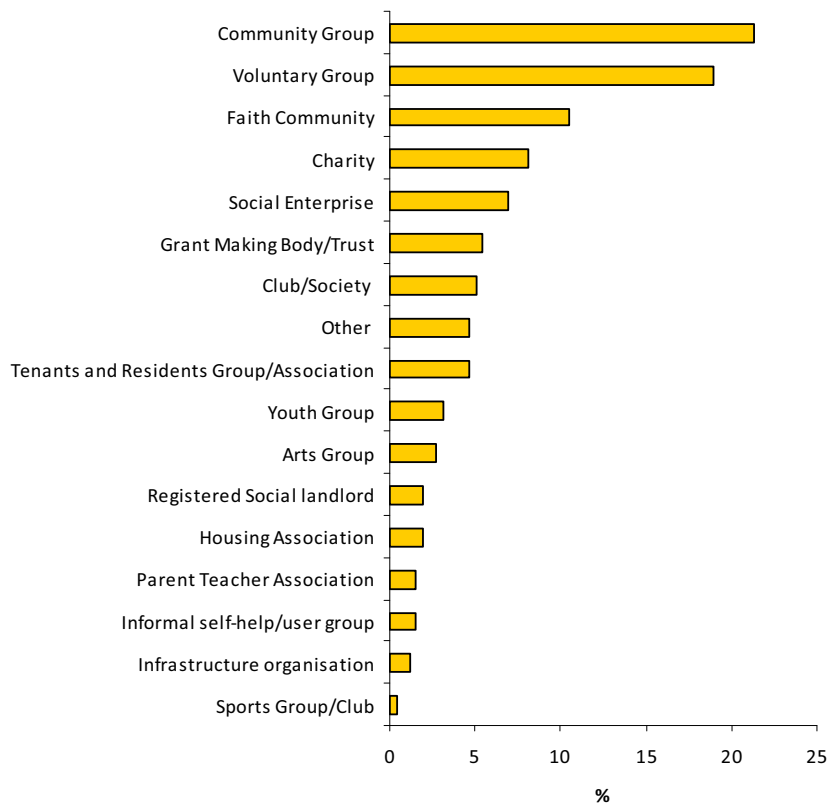
- Following interpretation from survey data and qualitative research it seems likely that many of Haringey's TSOs are small, with very little funding

- All community organisations without a constitution can be described as ‘micro’
- Of voluntary organisations with a constitution most (57%) can be described as ‘micro’
- Voluntary groups account for more than half of the organisations that have a turnover in the ‘large’ category
- This is broadly in line with findings from NSTSO for Haringey which found that most organisations (39%) have an income of between £5,001 and £100,000 (micro or small). There appear to be more medium organisations in Haringey than the national average for England

6.1.2 Types of TSOs

Survey respondents were asked to indicate the structure which best described their organisation as illustrated below:

Figure 5: Significant number of community and voluntary groups



6.1.3 Legal status of Haringey’s TSOs

Of those who responded to the survey, over half describe themselves as registered charities and there are a high number of voluntary organisations with a constitution.

Figure 6: Over half of Haringey's TSOs are registered charities

Legal status	Percentage
Registered Charity	63%
Voluntary Organisation with a constitution	14%
Private Limited Company (Ltd)	5%
Company Limited by guarantee	5%
Community Interest Company (CIC)	3%
Community Organisation without a constitution	3%
Local Government organisation	2%
Co-Operative/ Industrial and Provident Society	2%
Other	2%
Public Limited Company (Plc)	1%
Registered Social Landlord	1%
Mutual	0%
Total	100%

6.1.4 Duration of operation

Of those TSOs able to tell us how long they have been operating, the majority had been operating for more than 10 years, implying an established sector:

- 63% of TSOs have been established for 10 or more years
- 17% have been established for 5-10 years
- 12% have been established for 2-5 years
- 8% are less than 2 years old

6.2 TSO activity

6.2.1 TSO objectives

TSOs were asked to select their main objectives from a list of 37 options including an 'other' option. Organisations were invited to tick all that apply. Figure 5 below shows the 10 most common responses.

Figure 7: Significant number of TSOs focused on education & training and health & social care

Category	Percentage of TSOs who stated category as main objective
Education & training	44%
Health & social care	27%
Youth work	19%
Arts and culture	18%
Advocacy	18%
Volunteering	17%
Leisure, sport, healthy living	17%
Regeneration and community development	16%
Employment	13%
Housing/homelessness	11%

- Education and training is the most common main objective, followed by health and social care
- The findings are similar to the NSTSO survey which found that the most frequent 'mission' of respondents was 'education and lifelong learning' (52% when asked to "select as many as apply" and 33% when asked to "select top 2 or 3 'missions'")
- Haringey has more TSOs focusing on education and training than the national average (28%) (NSTSO)
- Of those delivering education and training 9% are pre-schools/nurseries and 8% are training centres, most which identify as social enterprise

6.2.2 TSO activity

Figure 6 outlines the main services delivered by the TSOs surveyed. Survey respondents were invited to tick as many as applied from a list of 18 options including an 'other' option. Figure 6 below shows the 10 most frequent responses.

Figure 8: TSOs commonly deliver education, teaching, coaching and provide advice

Activity	Percentage of TSOs who stated category as main activity
Education, teaching or coaching	38%
Provides advice to individuals	30%
Advocacy, campaigning, representation, information or research	27%
Helps people to access services or benefits	27%
Delivery of public services	26%
Cultural/arts based	23%
Community development/mutual aid	21%
Advancing cultural awareness	20%
Advancing religion and / or spiritual welfare by supporting religious or spiritual practice	13%
Providing childcare	12%

Further analysis tells us:

- This is broadly similar to findings in the NSTSO which found the most common 'role' of TSOs in Haringey is to provide 'advice to individuals' (38%). (Note, the NSTSO survey did not offer 'education, teaching or coaching' as an option)
- Haringey's third sector focus more on providing advice than the national average (23%) (NSTSO)
- Those delivering education, teaching and coaching are most likely to be community groups (46%) or social enterprises (44%)

6.2.3 TSO beneficiaries

TSOs were asked who their main beneficiary groups were. Organisations were invited to tick all that apply. Those with the most responses include:

Figure 9: TSOs in Haringey work with a broad range of beneficiaries

Beneficiary group	Percentage
Children (aged 15 or under)	41%
General public	37%
Young people (aged 16-24)	37%
Parents or families	35%
Older people (aged 60+)	30%
Women	28%
People with a disability/ special needs	27%
People from BME communities	25%
Socially Excluded people	22%
Unemployed people	21%

- Haringey's third sector has a strong focus on working with children, young people and families. Haringey's TSOs are more likely to focus on children, young people and families than the national average (NSTSO)
- Similar messages are reflected in NSTSO data for Haringey which found similar groups for the main beneficiaries of TSOs including the general public (33%), children aged 15 or under (27%), people from BME communities (24%) and young people (22%) as the most frequent responses
- Beneficiaries often benefit from the same TSO more than once and more than one TSO and therefore it is very easy to 'double count' and even 'triple count' beneficiaries. Responses to our survey should therefore be interpreted with caution. When extrapolating the total number of beneficiaries from our sample, estimates suggest that around 60% of Haringey's population have benefited directly from third sector activity. Whilst it is difficult to arrive at an exact figure, it is clear to see the enormous scale and reach of the sector and it is reasonable to assume that a sizeable proportion of Haringey residents have benefited from TSO intervention

6.2.4 Third Sector Assets

Survey respondents were asked to comment on their assets. Assets include money, investments, goods and property owned, together with any outstanding debts or goods and services owed to the organisations. Only 95 survey respondents were willing and/or able to answer this question. It is therefore difficult to reach any firm conclusions about the levels of assets held in the borough. Of those who responded 15% had no assets and the median assets held by TSOs is £6,000.

6.2.5 The sector's unique contribution

Focus group participants were asked to describe the unique contribution of their organisation's work and to imagine the gap in provision that would exist if their organisation did not exist. The word cloud below shows this unique contribution.

6.3 Number of people involved

6.3.1 Employees

The following observations can be made regarding the structure of employment within Haringey's third sector.

- Haringey's third sector is a significant employer in the borough with some 5,100 full time equivalents (FTEs)
- A small number of TSOs have a large number of employees. For example, 3 organisations who responded employ over 100 people, with one respondent employing 250 people
- Information on the economic impact of employment in the third sector can be found in Chapter 4 of this report

6.3.2 Volunteers

The following observations can be made regarding volunteering within Haringey's third sector.

- The majority of TSOs (57%) have no full time employees and almost half (46%) have no employees at all - this tells us that many of Haringey's TSOs are dependent on volunteers
- Many TSOs (45%) work with at least 1 full time volunteer
- Many TSOs work with a large number of part time volunteers, with an average of 13 part time volunteers per TSO
- There are approximately 31,000 people volunteering with TSOs in Haringey. This represents about 14% of the borough's population. The 2008 Place Survey found that on average 20% of London's population take part in formal volunteering. Given that our survey only includes volunteering in third sector organisations (and not statutory bodies) it is reasonable to assume that this number is accurate
- Information on the economic impact of volunteering can be found in Chapter 4 of this report

6.4 TSO income and expenditure

6.4.1 Income source

Figure 11 highlights the sources of income of survey respondents³. Organisations were invited to tick all that apply:

Figure 11: The sector is funded by local government and a variety of other sources

Income source	Percentage of respondents receiving some funding from this source
Local Government (e.g. LB Haringey)	36%
Other fundraising activities	24%
Individual Donations	23%
Membership income	21%
Trading income	18%
Charitable trusts	14%
National Lottery Funding such as Big Lottery	12%
Public donations	11%
Central Government	8%
Sponsorship	5%

Observations include:

- Analysis of survey data tells us that Haringey's third sector is well funded by the local authority and other fundraising activities. It is not known exactly how much third sector funding comes from local government. It is thought that most of the funding from local government comes in the form of small grants
- This is similar to the NSTSO which found that 24% of Haringey TSOs receive funding from their local council and 62% found funding from 'none of these' implying other sources. (It should be noted that our survey offered more options, some of which are specific to Haringey – this provides some explanation for that fact that so many responded 'other' to the NSTSO)
- National findings tell us that income from local government provides the largest source of statutory income (47%) to the UK voluntary sector (NCVO, The State and the Voluntary Sector 2009)

6.4.2 Income diversity

Larger TSOs are more likely to have a diversity of income sources:

³ Note that respondents were asked to indicate whether they received any funding from each suggested source. They were not asked to indicate the total amount of funding received from each source.

- Micro organisations have on average 1.7 sources of funding
- Small organisations have on average 1.9 sources of funding
- Medium organisations have on average 2.6 sources of funding
- Large organisations have on average 3.4 sources of funding
- Organisations working with different beneficiary groups (e.g. young people, BME groups, women etc) have a similar number of funders

It is commonly acknowledged that stronger third sector organisations have a greater diversity of funding sources and are not overly reliant on a small number of sources.

6.4.3 Spending

Survey respondents were asked to describe how they spend their organisations income. Of those surveyed:

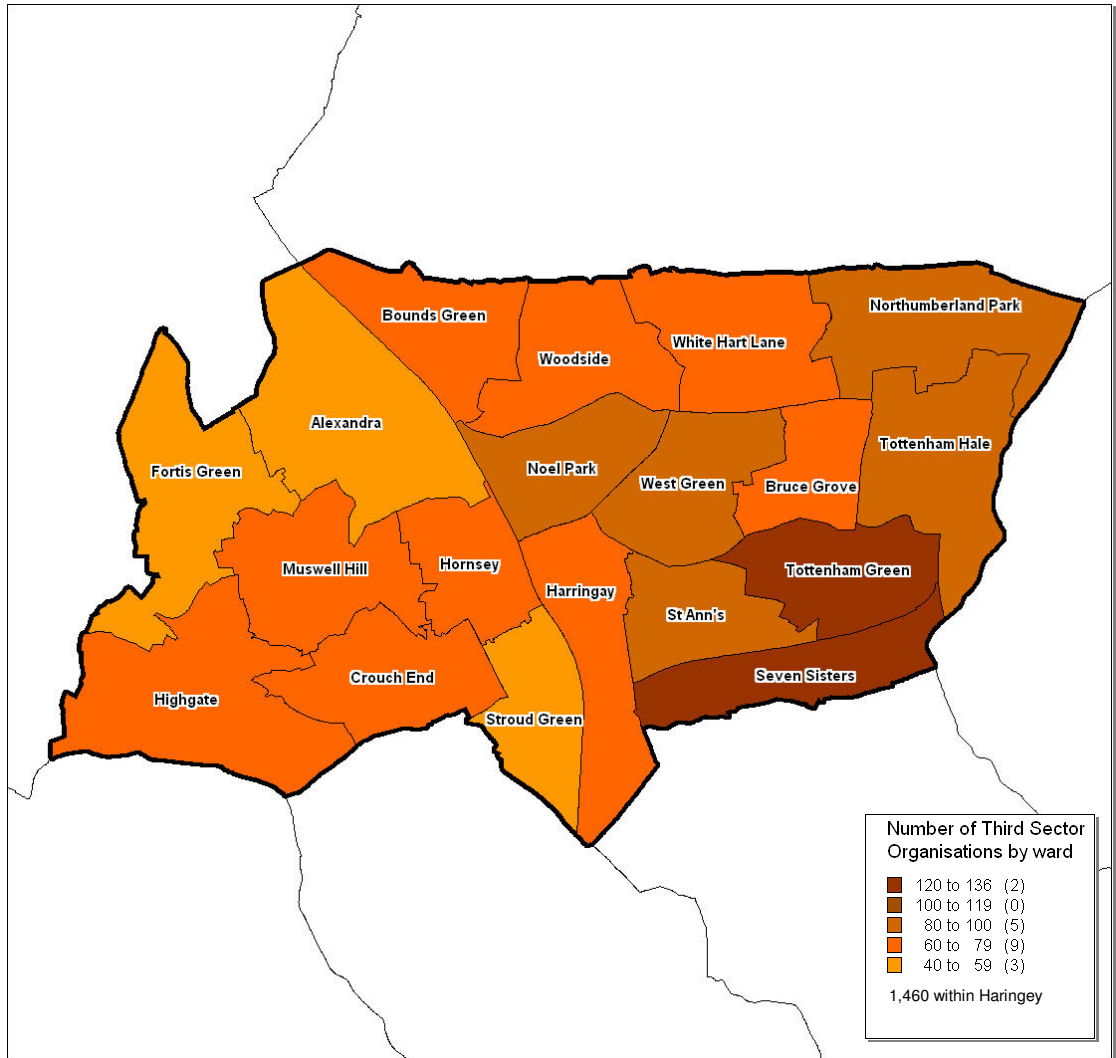
- 61% stated that they spend between 80 to 100% of their income within Haringey
- 71% spend more than half (50%) of their income within the borough
- Staffing costs, premises and direct delivery appear to be the primary sources of expenditure for TSOs in Haringey implying that most of the income is spent locally

Further information on the income of third sector organisations can be found in Chapter 4.

6.5 Geography of third sector activity

Haringey's third sector works across a number of geographies although there is an emphasis on local delivery with 34% stating they work borough wide and 38% working at neighbourhood/ward level only. Figure 12 below indicates the wards in Haringey where the majority of TSOs surveyed are located.

Figure 12: Most of Haringey's TSOs are in the east of the borough



It is important to note that this figure is based on where TSOs are *located* using postcode data, rather than the wards in which they operate.

The following observations can be made:

- The majority of TSOs are based in the east of the borough. Most of Haringey's most deprived wards are in the east of the borough as illustrated in Chapter 2 of this report
- Of the 38% of TSOs working at ward level, the majority of TSOs are *operating* in Harringay (40%), Muswell Hill (23%), Northumberland Park (19%) and Bruce Grove (19%)

7. Contribution of the Third Sector to Haringey's Economy

7.1 Background and rationale for calculations

7.1.1 The population

The 'population' of TSOs refers to the total number of TSOs in Haringey.

WME produced an estimate of the number of TSOs in Haringey following a comprehensive exercise involving compilation of TSO lists as described in Chapter 1. All organisations on the list were mailed the survey (as described above) and several returned it uncompleted or contacted WME to say they no longer operate. On the basis of this exercise we estimate that there are approximately 1400 third sector organisations in operation in the borough.

It should be noted that it is difficult to arrive at an exact number of TSOs for two reasons. Firstly, a small number of those included on our master database may be inactive or may be duplicates. Secondly, it is probable that additional TSOs exist which are 'below the radar' of the lists used to compile our master database.

7.1.2 The sample

The 'sample' refers to those who responded to WME's survey.

WME's survey was disseminated to all known TSOs in the borough and all were invited to respond by either postal, online or telephone surveys. Attempts were made to ensure the sample is as representative as possible.

The response to WME's survey is 263 TSOs. This is a reasonable response rate in order to make assumptions about the contribution of the third sector *as a whole*. A sample of 263 out of a population of 1400 represents a confidence level of 95% plus or minus 5.5%. This means that we can be 95% confident that responses to the survey are within plus or minus 5.5% of the 'true' population figure, and that our sample is robust enough to make a number of assumptions about the population of TSOs.

7.1.3 Calculating economic impact

When calculating estimates of economic impact, we have 'extrapolated' the results of our sample. We arrived at a scaling factor for each question depending upon the response rate. This scaling factor has been used to arrive at an estimate of economic impact for the population. This involves a degree of estimation and will contain a degree of error so we have rounded the numbers give an indication of impact rather than suggest exact impacts. The indicators chosen to quantify the economic of the third sector in Haringey have been calculated using the primary data collected from our survey and are listed below:

- The number of Full Time Equivalent (FTE) employees in the third sector
- The economic value generated by volunteer time in the third sector
- The value of income to third sector organisations

7.2 The economic value of employment in the third sector

7.2.1 Employment numbers

7.2.2 Key messages

- Haringey's third sector employs some 5,100 full time equivalents
- The total sum of earnings to third sector employees in Haringey is in the region of £115 million
- The exact number of third sector employees living in the borough is not known. However, assuming that most third sector employees live locally, the third sector accounts for about 2% of all employment in the borough. This is line with national trends (NCVO Research Almanac 2002) and similar studies in other regions (The West Midlands, for example, Alcock et al, 2009)

7.2.3 Calculations and assumptions

- This is calculated based on 261 survey responses
- We have assumed that the number of hours worked by part time staff equates to 0.2 of an FTE totalling 933 FTEs
- The median salary for FTEs, according to the Annual Survey of Hours and Earnings (ASHE) in 2008 is £25,123 gross. We have assumed a slightly lower value than the above salary on the assumption that employees in the third sector often have a lower salary than public and private sector employees. We have therefore assumed the average salary of third sector employees is 10% lower than the national average
- We have utilised Census 2001 data to determine the percentage of Haringey's population which is economically active (65%). However, it is important to note that the exact number of employees in Haringey's third sector who *live* in Haringey is not known

7.3 The economic value of third sector volunteering

7.3.1 Key messages

- There are approximately 31,000 people volunteering with third sector organisations in Haringey. This represents about 14% of the population. The 2008 Place Survey found that on average 20% of London's population take part in formal volunteering. Given that our survey only includes volunteering in third

sector organisations (and not statutory bodies) it is reasonable to assume that this number is accurate

- On average, Haringey third sector volunteers give their time for 7 hours per month
- This gives a total of 217,000 volunteer hours per month and a total of 2.6 million volunteer hours per year
- Based on established methods of valuing the economic contribution of volunteering (such as VIVA and SORI), the approximate value of their work is £25 million per annum

7.3.2 Calculations and assumptions

- This is calculated based on a sample of 217 survey responses. This gave a total of 4,206 volunteers and a total of 29,442 hours per month
- We have assigned a market value, or 'shadow wage', to give us a notional 'volunteer wage'. We have used the average hourly wage a Youth and Community Worker (£11.91) from the ASHE Survey 2008. We have assumed a slightly lower value given that volunteers will not necessarily be trained or experienced to the same level as paid professionals and have therefore assumed the value of volunteers is 10% less than paid workers (£10.70 per hour)

7.4 Direct income for third sector delivery

7.4.1 Key messages

- Haringey's third sector has a total combined income of some £240 million per annum
- If we apply a multiplier, a calculation of the 'knock-on' impact on the economy, income to Haringey's third sector is in the region of £310 million per annum
- Haringey's third sector contributes about 9% to Haringey's total GVA (gross value added used for measuring gross regional domestic product and other measures of output). There is little published on the contribution of the third sector to GVA in other regions- however, in the South East region it is thought to contribute 3% (Is.c.gov.uk) and in the North West is thought to be 9% (VSNW, 2007)

7.4.2 Calculations and assumptions

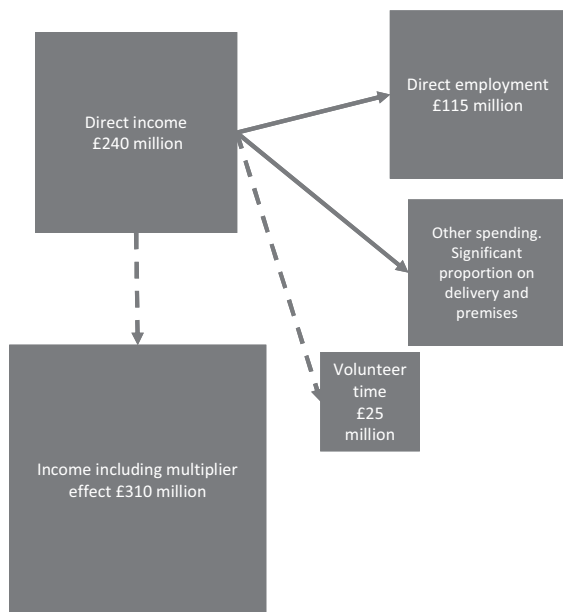
- This is calculated based on a sample of 172 survey responses
- We are comfortable that the data provided in the survey provides sound evidence to make a number of assumptions. The median income from survey respondents is £16,500, from Guidestar data is £17,900 and most responding to NSTSO fall within £10,001-£25,000. This indicates that it is reasonable to make a number of assumptions based on our survey data

- A small number of TSOs with large exceptionally high incomes have been excluded from the extrapolation stage as it was considered these are likely to be ‘one offs’, known as outliers, an observation that appears to deviate markedly from other members of the sample in which it occurs. They have been added into the final sum for the population
- Multipliers quantify the further economic activity associated with TSOs. These are calculated as a result of ‘the knock-on’ effects of this type of expenditure. For example, some of the wages paid to local staff will be spent in shops, restaurants, and on purchasing local services. Some will be spent with local businesses, paying rent for accommodation, for example. This expenditure will help generate jobs and/or further expenditure. We know that the local expenditure of Haringey’s TSOs is high, and we know they are spending a significant amount on direct delivery and premises. We consider a combined or composite multiplier of 1.3 appropriate. This suggests that for every pound of expenditure a further 30 pence is generated in the local economy, either in terms of employees spending their money locally, or the supply chains of TSOs being sourced locally
- To calculate the contribution of Haringey’s third sector, statistics have been used from Oxford Economics GVA forecasts which states that the total GVA for 2009 in Haringey is in the region of £3,156million

7.5 Overall impact

Figure 14 below shows the overall income and an indication of how it is spent and the impact it generates. Those with a dashed line are indirect economic impacts.

Figure 14: The economic contribution of Haringey’s third sector per annum



The above diagram illustrates an estimate of economic impact. It should not be forgotten that the third sector also has extensive social impacts including working with beneficiary groups who are hard to reach and often would not be able to access support from other sources. It is difficult, and outside of the scope of this study, to put a monetary value on this social impact although it should be noted that the contribution of Haringey's third sector extends beyond the indicators described above.

8. Support for Haringey's Third Sector

This section summarises the support currently accessed by Haringey's third sector and future support needs.

8.1 Support currently received

8.1.1 Current support providers

Survey respondents were asked to comment on where, if anywhere, they receive support. Organisations were invited to tick all that apply.

Figure 15: Most TSO access support from HAVCO and Haringey Council

Support provider	Percentage
Haringey Council	48%
Haringey Association of Voluntary and Community Organisations (HAVCO)	44%
National Council for Voluntary Organisations (NCVO)	19%
London Voluntary Service Council (LVSC)	18%
NHS Haringey	11%
Member organisations	9%
Central government organisations	8%
Other	8%
Association of Chief Executives of Voluntary Organisations (ACEVO)	7%
Social Enterprise London	7%

Further analysis tells us:

- Small, medium and large TSOs are equally likely to receive support from the same sources
- TSOs with different beneficiary groups are also likely to receive support from the same sources
- Social Enterprises are more likely to seek support form HAVCO (56%) than other sources

8.1.2 What type of support is received?

Respondents were asked to state the nature of the support they have received. Organisations were invited to tick all that apply. The most frequent responses include:

Figure 16: Training, development and fundraising support most commonly accessed

Support type	Percentage
Training and development	34%
Fundraising	32%
Small grants funding	23%
Business Planning	23%
Partnerships/collaborations	22%
Other	20%
CRB Checks Advice/Support	17%
Volunteer management	17%
Training on safeguarding	14%
Staffing/volunteer recruitment	13%

The following comments can be made:

- Voluntary organisations with a constitution are more likely to receive small grants funding than other types of organisation (46%)
- Social enterprises most commonly received support/advice for business planning (50%)
- TSOs of differing size are equally likely to receive the same types of support

8.1.3 What is the quality of support received?

Respondents who received support commented upon its quality as follows:

- 17% are very satisfied
- 38% are satisfied
- 32% are neither satisfied or dissatisfied
- 7% are dissatisfied
- 6% are very dissatisfied

Further analysis tells us:

- 56% of HAVCO members are either satisfied or very satisfied with the level of support they are receiving
- Those in a voluntary sector network are more likely to be satisfied or very satisfied with the level of support
- Focus group research revealed mixed levels of satisfaction of support services. Some respondents stated that support services such as HAVCO are '*my back bone*' whilst others were unaware of such services and have had difficulties

accessing support. This reinforces the survey finding that those TSOs who are in a network are more likely to report satisfaction with support for the third sector

8.2 Networks

8.2.1 Voluntary sector networks and partnerships

Survey respondents were asked if they are members of any voluntary sector networks and partnerships. Analysis of survey responses tell us:

- Most TSOs (61%) are likely to be a member of a voluntary sector network. This is broadly the same for organisations of differing size
- TSOs most likely to be a member of a network are community groups, voluntary groups and social enterprises
- The most common voluntary sector network stated is HAVCO (46%)
- About a third, (33%) are not members of any voluntary sector network or partnership

8.2.2 Statutory partnerships and networks

The majority of survey respondents (54%) are not a member of a statutory led partnership or network. The most frequently stated statutory partnership is the Haringey Strategic Partnership with 8% of survey respondents being a member.

8.3 Support Needs

8.3.1 Barriers to accessing support

The most commonly reported barriers to accessing support are lack of time and resources (34%) and lack of awareness of available support options (28%). Further analysis tells us:

- Lack of time/resources was the most common barrier to micro, small and medium TSOs
- Lack of awareness of available support options was the most common barrier to larger organisations.
- The barriers faced by TSOs are much the same for organisations with different legal structures and beneficiary groups

8.3.2 Forthcoming challenges

Respondents to the survey commented upon what they perceive to be the major challenges for their work over the next 12 months. The major challenges are:

- 60% of survey respondents stated funding to be a major challenge over the next 12 months. This was reiterated in the focus group research where TSOs commonly expressed a need for more support with fundraising
- 23% of survey respondents stated the recession/economic downturn is a major challenge over the next 12 months. The qualitative research revealed mixed views as to whether the economic downturn would have an impact on the sector - some participants expressed concern around cuts in public sector funding while others suggested the climate for the third sector has always been challenging and the downturn is not a major threat
- 21% of survey respondents stated that premises were a major challenge over the next 12 months. The qualitative research found that affordable premises are a particular concern for TSOs and there is a lack of awareness of support for ensuring premises are accessible for disabled people
- Focus group participants expressed concern over the shift to commissioning. There was a general concern that many TSOs are not equipped to compete in the commissioning environment as they do not have the infrastructure – including paid staff and time – to do so. Only 9% of survey respondents saw this as a challenge although for social enterprises this figure is slightly higher with 17% seeing it as a challenge

8.3.3 Gaps in support provision

Survey respondents were asked what the main gaps are in support provision.

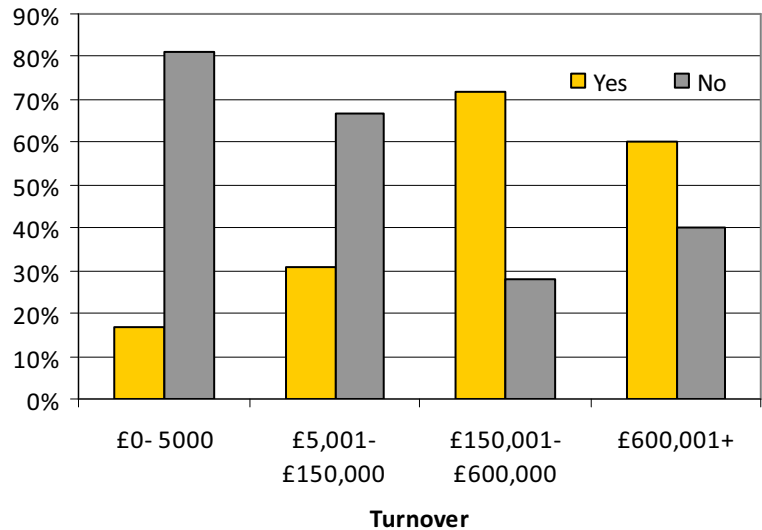
- Over a third (39%) of TSOs stated funding and 17% stated funding advice. Funding is the most commonly stated support gap irrespective of size of organisation and legal status. Focus group participants also expressed a need for advice on funding and fundraising
- Marketing and communications (12%), partnerships and collaborations (11%) and staffing/volunteer recruitment (11%) were also frequently selected support needs amongst survey respondents
- Qualitative research found that there is currently little support available for volunteer brokerage or development. Focus groups participants stated that there is currently a support gap with regards to support volunteering in the borough and as a result, the potential is not maximised
- TSOs participating in the focus groups recognised that in order to attract funding and compete for contracts, there is a need to work in partnership with other organisations. There is recognition amongst TSOs that work in this area needs to improve and this could be done with more networking opportunities and advice on legal issues when working in consortia. TSOs feel that there is a role for HAVCO in supporting this

8.4 Commissioning

8.4.1 TSOs engaging with commissioning

32% of survey respondents have had a service delivery contract or service level agreement and/or been commissioned to deliver work by a statutory authority in the past 12 months.

Figure 17: Larger TSOs are more likely to have been involved in commissioning



- As Figure 15 shows, organisations with a higher turnover are far more likely to have been commissioned than the smaller TSOs
- Those working with women (55%), socially excluded people (53%), people with a disability' (49%), unemployed (48%) and BME groups (46%) are most likely to have been commissioned
- Of those who stated they had not (65%) been involved in commissioning, half of these said it was because it is 'not appropriate for our organisation'. This was the case for all TSOs regardless of size

8.4.2 Views on the 'shift' to commissioning

Focus group participants recognise that statutory authorities are increasingly commissioning third sector organisations to deliver contracts and this is an increasingly significant funding stream for TSOs. The research demonstrated an overall understanding and appreciation of the 'shift' to commissioning although it should be noted that while larger, more established TSOs were aware of it, many of the smaller TSOs had little understanding.

Observations on the current commissioning experience and suggestions as to how to better support TSOs with this process include:

- **Decision making:** TSOs often have a detailed understanding of community need and innovative approaches to address this need. However, statutory decision

making authorities are not adequately consulting the sector to understand this need. TSOs feel that there is not sufficient dialogue between the third sector and the statutory sector and would welcome the opportunity to 'shape' commissioning opportunities rather than 'react' to them

- **Size:** It is perceived that larger TSOs (rather than small or medium TSOs) are the preferred suppliers for statutory bodies as they are perceived to be '*a safer pair of hands*' and '*talk the same language*' as statutory bodies. It is widely acknowledged that there is a need for smaller organisations to work in partnership if they are to succeed in competitive procurement. At present, there is a lack of networks, knowledge and skills for smaller TSOs to work in partnership
- **Demonstrating impact:** Many of the consulted TSOs regard statutory reporting requirements to be unrealistic and, in some cases, inappropriate. For example, statutory authorities often seek to measure outputs (e.g. number of people engaged in a particular intervention) rather than outcomes (e.g. the ways in which an intervention has impacted upon an individual). There is a perception amongst TSOs that commissioners are inclined to commission organisations who are able to 'demonstrate' impact rather than those who actually make a real difference. As described above, the unique contribution of TSOs often lies in its informality, spontaneity and sensitivity – TSOs report that these traits are currently not valued by statutory commissioners. There is a need for TSOs to improve their reporting mechanisms in order to demonstrate impact both quantitatively and qualitatively
- **Transparency and consistency:** TSOs have found their experience of working with Haringey Council to be inconsistent and difficult to navigate. It was commonly stated that whilst there is awareness of the Compact, it rarely felt as though Haringey Council were fully compliant. TSOs would welcome greater consistency between Council departments with regards to commissioning processes and greater transparency around decision making
- **The Personalisation agenda:** A small number of TSOs are particularly interested in responding to the Personalisation agenda - Personalised services aim to understand the unique circumstances of the individual and to assess their need in a user-centred way – it seeks to give choice and control to those people using services. Haringey's TSOs believe they are best placed to act in the interests of the beneficiaries they serve and are keen to play a leading role in shaping this agenda in the borough. There is a need to raise awareness of this term with TSOs of all sizes and types

8.4.3 Aspirations for Haringey's Third Sector

Qualitative research participants were asked to comment upon their 'aspiration' for Haringey's third sector. Figure 16 below illustrates these responses.

9. Towards a thriving third sector: recommendations

This report highlights the diversity and variety of activity in Haringey's third sector. Haringey has an active voluntary sector, with committed volunteers, working with some of the borough's hardest-to-reach communities. Based on the research findings, a number of recommendations are put forward for consideration by the HSP, with the aim of working towards a thriving third sector in the borough.

This report provides a snapshot of the sector. It does not tell us how we should view this picture or how we should respond to it, but indicates areas where the sector may be vulnerable. It is the task of the policy-makers and practitioners to develop strategies and initiatives to respond to this. The following recommendations are for consideration by all members of the HSP. Many of these recommendations contribute to outcomes in the HSP Sustainable Community Strategy and Community Engagement Framework.

9.1 A baseline for NI7

9.1.1 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:

- Extent to which the number of micro and small TSOs report increased satisfaction with fundraising support
- Extent to which TSOs diversify their funding sources (i.e. income from more than 1 or 2 sources)
- Extent to which TSOs are aware of the commissioning cycle
- Extent to which statutory sector partners are aware of the value of the third sector with regards to commissioning
- Extent to which TSOs are able to secure statutory sector contracts through successful engagement in the commissioning cycle

These indicators should be used in parallel with the NSTSO indicator – *'taking everything into account, how do statutory bodies in your local area influence your organisation's success.'*

9.2 Collecting intelligence

9.2.1 With support from HSP, HAVCO's 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

- 9.2.2 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). Annual qualitative research should act as a warning-system, highlighting any emerging issues relating to a thriving third sector. A minimum of 30 TSOs should be consulted each year as part of the qualitative process including a variety of TSO sizes and types. The quantitative research should aim to capture a 95% confidence level + or – 5% of all TSOs in the borough and ‘get below the radar’ of the NSTSO

9.3 Valuing the third sector

- 9.3.1 Haringey’ Compact ‘Working Better Together’ has won the ‘Exceptional Achievement Prize’, a symbol of national best-practice for its ‘Compact-proofing toolkit’ system which helps check that public and voluntary agencies are working effectively together. However, evidence suggests that perceptions and experience ‘on the ground’ are quite different. There is little recognition of the Compact amongst smaller TSOs. Larger TSOs, whilst aware of the Compact, suggest that public sector partners are not fully compliant with the Compact. There is significant work to be done on Principle 6 – Improving Liaison - to ensure mutual understanding between the public and third sectors. HSP should consider supporting the public and third sectors to achieve improved liaison
- 9.3.2 The vision of Haringey’s Community Strategy is “*A place for diverse communities that people are proud to belong to*”. Evidence suggests that TSOs in the borough feel undervalued and there is a need to celebrate the good work going on in Haringey’s third sector. HSP should work together to recognise and celebrate the contribution on Haringey’s Third Sector, including an annual high-profile event

9.4 Tailored specialist support

- 9.4.1 The research highlights a perception that the sector is unequal, with some (often larger) TSOs receiving more support than other (often smaller and often BME focused) groups. It is recommended that HSP should prioritise addressing this perceived inequality by actively encouraging and supporting smaller groups to collaborate
- 9.4.2 Given the large number of Haringey’s TSOs working with children, young people and families, it is recommended that partners develop specialist support programmes for these groups – this should involve policy guidance, capacity building regarding quality standards and support for TSOs in the commissioning cycle
- 9.4.3 TSOs who belong to a network are more likely to state that they are ‘very satisfied’ with support for their organisation. Partners should consider funding light-touch support for thematic networks – there is particular need for a network for TSOs who work with Children and Young People and a network for TSOs who work with Women. A review of the operation of such networks

should be conducted and, if the networks are felt to be successful, additional thematic networks should be considered

- 9.4.4 Evidence suggests that premises are a key concern for TSOs over the next 12 months. HSP should consider how best to support TSOs to access appropriate premises

9.5 Volunteer brokerage and support

- 9.5.1 Volunteers are the back-bone of Haringey's third sector. Haringey's Sustainability Strategy outlines the importance of volunteering to achieve the outcome to *"be people and customer focused"*. Research indicates a current perceived lack of dedicated resources for the coordination of volunteering brokerage. HSP should identify the most appropriate means of providing long-term resource to support volunteer brokerage and volunteer management

9.6 Improving commissioning processes

- 9.6.1 There is a perceived lack of transparency regarding London Borough of Haringey's and NHS Haringey's commissioning processes – TSOs are currently unaware of how to engage and feel that they are not adequately consulted by the council when identifying need. Partners should work with the London Borough of 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
- 9.6.2 Evidence suggests that local commissioners need to improve their understanding of the third sector, the organisations within it, their structure, governance and financial regimes, as well as their role in the commissioning process. 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. This should be informed by the Office of the Third Sector (OTS) eight principles of good practice⁴
- 9.6.3 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

⁴ http://www.cabinetoffice.gov.uk/third_sector.aspx

10. Glossary

Term	Definition
Confidence level	How confident we are (expressed as a percentage, in this report 95%) that the answer given by the sample represents the 'true' answer of the population, within an interval (in this report the interval is 5.5%)
Gross Value Added (GVA)	A measure of the contribution made to the economy by each individual producer, industry and sector. GVA is used in the estimation of Gross Domestic Product
Median	The median value of a set of values is the middle one when they are arranged in order. E.g. 2, 2, 4, 5, 10 the median is 4
Multiplier	A number that quantifies the change in total income as compared to the injection of capital deposits or investments which originally fuelled the growth.
Population	Total number of Third Sector Organisations in Haringey
Sample	Number of Third Sector Organisations who responded to WME's survey (263)
Super Output Area	A unit of geography designed for the collection and publication of small area statistics

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National Survey of Third Sector Organisations (NSTSO) (2008) *Cabinet Office Survey of TSOs*

ONS Sub National Population Projections (2008)

APPENDIX I

Survey respondents

WME would like to thank all of the third sector organisations who completed the survey.

3-2-1 Carer and Toddler Club	Christ Revelation Church
345 Preschools	Circle 33 Housing Trust
A Brighter Future CIC Ltd	Citizens Advice Bureau - Hornsey
Ackee Housing Project	Club Anand
Action for Kids	Clyde Area Residents Association
African Caribbean Day Nursery (CN)	Collage Arts
African Caribbean Leadership Council	Collisson Bequest
African Children and Youth Centre	Community Care Foundation London
African Community Network	Community Focus
African Family Service	Community Use For The Old Station
African Womens Welfare Association	Compassion Is Love In Action
Alistair Roberts Memorial Fund	Council of Asian People
Amco Recruitment Training Institute	Creative Health Lab Community Interest Company
Angolan Community Association	Creos (Crouch End Open Space)
Arts Corp International	Crucial Steps
Asian Carers Support Group	Cypriot Centre Luncheon Club
Assembly Of God Mcl Church-assembleia De Deus Mcl Ltd.	Cypriot Elderly & Disabled Group
Back To Earth Projects Limited	Devon Close Pre-school
Bangladeshi Association (Haringey)	Diamond Dance Limited
Bangladeshi Womens Association in Haringey	Disability Law Service
Baobab (Creative Arts Therapies)	Donor Conception Network
Bayis Sheli Ltd	Ebenezer Community Learning Centre
Better Life for Women and Families	Ebonesia Community Association
Birkbeck Road Residents Association	Edgecot Grove Residents Association
Black Women United For Kids	Efiba Arts & African Cultural Development
Bowes Park Community Association	Eldon Road Baptist Church
Bringing Unity Back Into The Community	Embrace uk Community Centre in the UK
British Friends Of Chaiyanu	Enfield, Haringey & Barnet Samaritans
Broadwater Farm Community Centre	Epilepsy Action Barnet
Broadwater Farm Play Centre	Equals Training CIC
Broadwater Farm Senion Citizens Club (Broadwater Farm Community Centre)	EuroArt Studios
BTCV Haringey	Family & Education Advisory Services Trust (Feast)
BTCV Millennium Volunteer	Fashion Awareness Direct
BUBIC Ltd	Finsbury Park Homeless Families Project
Bulgarian Business Club Ltd	First Born Church Of God
Cabinda Community Association	Fortis Green Kids Club
Camden Choir	Friends of Downhills Park
Car Gomm Society	Friends of Hornsey Church Tower
Caribbean Senior Citizens Association	Friends of Queen's Wood
Caris Haringey	Fun4all Community Project Ltd
Casa De La Salud Hispano Americana	George Padmore Institute
Central Relief Fund	Ghanaian Welfare Association
Chestnuts Community Arts Centre	Glasslyn, Montenotte and Tivoli Roads Resident Association
Chestnuts Pre-school	Glorious Inheritance Mission
Chettle Court Rangers (Youth) FC	Goan Community Centre
Childrens Video Trust	Good Samaritan Foundation
Chizuk	Grovelands, Lemsford & Leabank Residents Association
Christ Apostolic Church Divine Intervention Centre	Hackney Sparrows Wheelchair Basketball Club

Haringey Advisory Group on Alcohol (HAGA)	Metropolitan Care & Repair
Haringey African Cultural Voluntary Organisation (ACVO)	Mind In Haringey
Haringey Association for Independent Living - HAIL	Moravian Church
Haringey Autism (NAS Haringey)	Mulberry Playcentre
Haringey Education Business Partnership	Musama Disco Christo Church
Haringey Federation of Residents Associations	Muswell Hill & Highgate Pensioners Action Group
Haringey Irish Cultural & Community Centre	Muswell Hill Baptist Church
Haringey Law Centre	Muswell Hill Centre
Haringey Mencap Ltd	Muswell Hill Charitable Trust
Haringey Phoenix Group	Muswell Hill Methodist church
Haringey Play Association	Muswell Hill Toy Library
Haringey Somali Carers Trust	New Direction Training Centre
Haringey Sports Development Trust	New Life Evangelical Ministries
Haringey Stars	New Life Holy Ghost Ministries
Haringey United Church - Baptist	North East London Lyengar Yoga Institute
Haringey Wheelchair User Group	North Haringay Schools P.s.a.
Haringey Womens Aid	North London Community House
Haringey Young Musicians	North London Limited
Harington Scheme	O-Bay Community Trust
Harvestime Ministries International	Ohr Hatorah
Helping Hands for Refugees & Disabled	Open Door
Hexagon Enterprise Workshop	Pagin House
High Cross Playgroup	Pan African Development Education & Advocacy Program
High Cross United Reformed Church	Park Studios Limited
Higher Level Alex Entertainment/Promotions	Pinda Kai Do School of Martial Arts
Holly Lodge Community Centre	Positive employment
Holy Innocents, Hornsey	PRA Services
Homes Of Our Lady Of Muswell	Preset Charity Trust
Home-Start Haringey	Pro-Active North London
Hornsey Historical Society	Ptc London Limited
Hornsey Vale Community Association	Pyramid Health & Social Care Association
Hornsey Ymca	Rainbow Pre-School
House Of Refuge Christian Centre	Reconciliation International
HTBG Residents Association	REJCC Community Side
If: Book The Future Of The Book	Saam Theatre Company
Innisfree Housing Association	Saam Theatre Company
Innovative Vision Organisation	Sandlings Residents Association
Iranian Welfare Association (IWA)	Satellite Consortium Ltd
Islamic Community Centre	Schools Counselling Project
ITech Training Centre	Serenity Foundation
Jesus For All Nations	Shepherds Hill Residents Association
Jesus for the World Community Project (JWCP)	Social Care World (scw)
Kurdish Advice Centre	Somali Bravenese Association in London
Kurdish Housing Association	Springboard Islington
Ladybur Housing Cooperative Ltd	Springfield Park Community Group
Lango Community Trust	Sputnik Theatre Company Limited
Laudemus	St Cuthbert's Church
Lions Club International District 105a Charity Trust	St Giles Educational Trust
London Association In Aid Of Moravian Missions	St James Church Legal Advice Centre
London Irish Women's Centre	St James Pre-school
London Islamic Cultural Society	St John the Baptist Greek Church
MDCC	St Marys Church Parochial Church Council
Medical Aid And Relief For The Children Of Chechnya	St Thomas More Catholic School PTA

Stroud Green Baptist Church	Third World Medical Charity
Suffolk Road Residents Association	Tottenham and Wood Green Friends of the Earth
Sure Start West Green & Chestnuts	Tottenham Community Sports Centre
The African Child (UK)	Tottenham Evening Townswomens Guild
The Baker Charitable Trust	Tottenham Hotspur Foundation
The David And Mary Greig Trust Fund	Trinidad & Tobago Association (UK)
The Dr Albert Wander Charitable Fund	Trinity at Bowes Methodist Church
The Friends Of Stroud Green School	Tulip Mental Health Group
The Friends Of Whittington Hospital	Tumu Enterprises Community Interest Company
The Good Shepherd Of Children And Orphans	Turkish Cypriot Womens Project
The Harington Scheme Limited	Turkish Religious Foundation Of The United Kingdom
The Highgate Society	Turning Heads
The Khanyeni Trust	Uk Coalition For Cultural Diversity Ltd
The Mental Health Carers Support Association	United Reform Church, Muswell Hill
The Mosse Charitable Settlement	Warner Estate Residents Association
The O.M.E.G.A. Foundation Society Limited	Warriors Gate Limited
The OK Foundation	Welwitschia Legal Advice Centre
The Older & Bolder Forum	West African Muslim Association In Uk Limited
The Parish of Wood Green	West Green Playgroup
The Polar Bear Community (Pbc) Ltd	West Green Residents Association
The Really Big Chorus	William C Harvey Special School Parent Staff Association
The Samaritans Of Enfield/Haringey/Barnet Branch	Willoughby Drop-In Centre
The Sandbunker Community Centre / The Sandlings Residents Association	Willoughby Resource Centre
The South Slav Research And Study Centre	Wisdom for Women Training Centre
The Southern African Cultural And Welfare Association Limited	Wollaston And Pouncefort Almshouses Charity
The Staypar Charitable Trust	Wood Green Pre-school
The Sunridge Endowment	Word for Word Writers Group
The Treehouse Trust	World Peace Green
The Trinitarian Spiritual Baptist Church	Yeladenu Pre-School
Theatre East 'N' Bull	Youth Justice Support Uganda

APPENDIX II

Haringey's profile

The maps below were created for the Haringey Strategic Partnership and were provided to WME by HAVCO.

Figure A: Mean Householder Income in Haringey by Output Area

Mean Households Income
Haringey Output Areas
CACI 2009

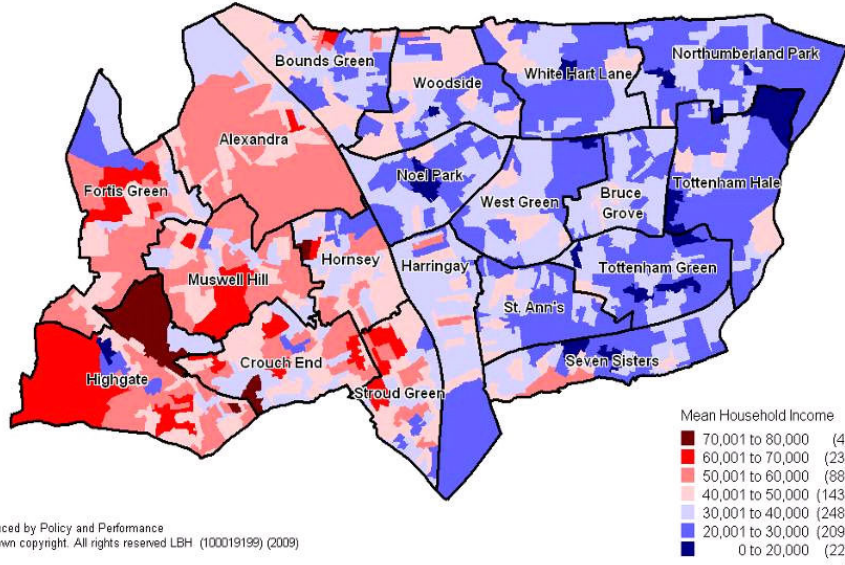
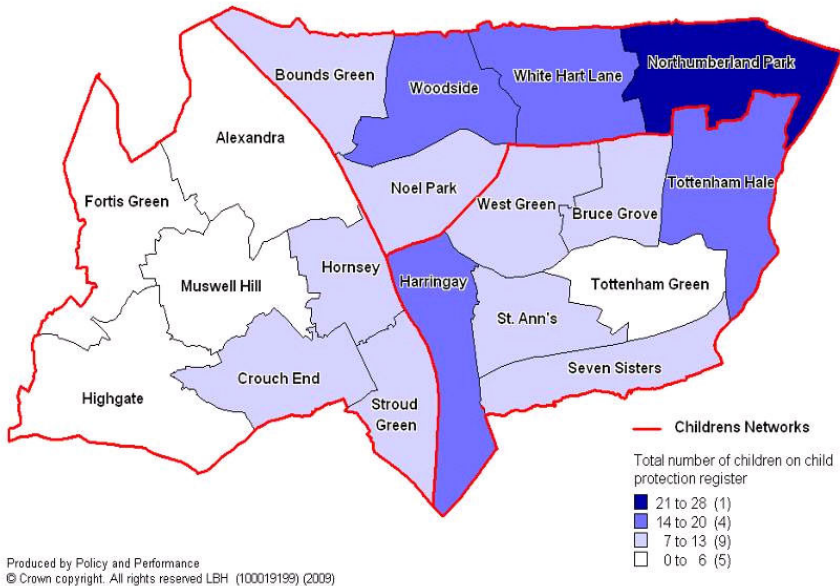


Figure B: Number of children on child protection register by ward





Meeting: Haringey Strategic Partnership Board

Date: 21 January 2010

Report Title: Outcome of the Department of Health - Health Inequalities National Support Team (HINST) Visit

Report from: Susan Oti, Acting Joint Director of Public Health

Purpose

To provide Board members with the outcome of the visit, progress to date and to give members the opportunity to shape the action plan.

Background

The HINST visited Haringey in October 2009 to review what we are doing in relation to reducing adult health inequalities in the borough. They were particularly interested in keeping up the momentum around the national 2010 life expectancy targets against which Haringey is currently on track for both men and women.

The visit benefited from the input of many individuals within NHS Haringey, the Council, North Middlesex Hospital and the voluntary and community sector.

The Approach:

The HINST use a number of frameworks to assess whether the borough is doing all it can to improve life expectancy and reduce health inequalities. They are particularly looking for:

- A population focus
- Effectiveness of interventions
- Size and scale in approach

The areas they focus on are orientated towards service provision in the short term and wider determinants in the medium to long term. Given the proximity of March 2011 for the end on the national life expectancy target they are placing particular emphasis on the short term. They looked at:

- Cardiovascular disease secondary prevention
- Cardiovascular disease acute management
- Tobacco control
- Alcohol harm reduction

- Cancer
- Seasonal excess deaths

The HINST want to see triangulation between population health measures, community engagement and frontline health services and this underpins their analysis.

HINST Findings

The Team congratulated the partners on their commitment and passion for this area and found many strengths and areas of good practice relating to leadership and engagement, partnerships: structures and processes, vision and strategy, data, frontline services and community engagement.

The HINST identified the following high level recommendations;

1. Undertake further analysis quantifying the number of lives that need to be saved and assessment of the necessary scale and reach of interventions required to reduce mortality rates to sustain progress towards the 2010 mortality targets and address inequalities within Haringey.
2. Develop detailed delivery plans informed by the above analysis, equity audit and social marketing.
3. Develop a culture of data and analysis underpinning all strategic and commissioning decisions, as part of a whole systems approach to addressing health inequalities.
4. Establish clear local clinical and practitioner leadership in Cardiovascular Disease (CVD), Stroke, and Cancer.
5. Continue to focus intensively on improving the quality of primary care across the 3 levels of support, and build a partnership approach to case-finding.
6. Take a partnership approach to the development of commissioning groups relating to the contributing factors to health inequalities and the development of improved patient pathways.
7. NHS Haringey should fully integrate its strategic and operational community engagement work internally and with other partners.
8. Continue the development of the Well-Being Partnership Board and the Haringey Strategic Partnership structures in relation to locality working, engagement of the Voluntary Community Services (VCS) and the broader healthy communities' agenda.
9. Ensure specific initiatives are developed and implemented to embed the 'Health is Everyone's Business' approach including introducing Health Gain Schedules.

10. Speedily recruit a new Joint Director of Public Health.

Progress to Date

- i) An early draft action plan was presented to the Well Being Partnership Board on 8th December and the valuable feedback will be incorporated into the final version. However some of the recommendations from the visit have already commenced.
- ii) The outcome of the visit was presented to the Overview and Scrutiny Committee on 11th January 2010 and members identified their continuing contribution to tackling health inequalities which will be part of the action plan.
- iii) NHS Haringey invited the HINST to their Board seminar on 27th January and HSP members and Overview & Scrutiny members have been invited. The session will be interactive to provide further opportunity for partners to shape the action plan and will focus on the HINST;
 - Leading a discussion on the visit recommendations with a particular emphasis on Community Engagement and Cardiovascular Disease Prevention,
 - Sharing their experience and knowledge on how spearhead PCTs Boards and partner organisations have developed their leadership role to integrate health inequalities into the business of their organisation,
 - Sharing their experience and knowledge on leading commissioning to improve health inequalities outcomes.
- iv) Initial discussions have taken place with HAVCO to identify ways to take forward the recommendations relating to community engagement and to link these with the findings from the recent survey and consultation project 'Moving Forward'.
- v) There is an agreement in principle from the Well Being Chairs Executive to establish a Healthier Communities Group and this group will have a role in supporting delivery of the action plan.

Policy Implications

The recommendations may give rise for Board members to spot opportunities to review/amend core function policies that are linked to the health inequalities agenda.

Legal Implications

None identified.

Financial Implications

There will be financial implications in the delivery of the action plan. As much of the activity relates to performance in primary care, this will largely fall on NHS Haringey to deliver. The work on community engagement will need to be resourced.

Recommendation

That members of the HSP give their views on the 'high level recommendations' and the presentation to help shape the action plan.

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haringey strategic partnership

Meeting: Haringey Strategic Partnership

Date: 21 January 2010

Report Title: Thematic Board Updates

Report of: Mary Connolly, Partnerships Manager, Haringey Council

Summary

This report provides updates from the last cycle of Theme Board meetings. The updates provide an overview of the work streams, activities and decisions taken by each Board.

Recommendations

To note the updates from each of the Boards and to comment as appropriate.

Financial/Legal Comments

N/A.

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Better Places Partnership Board

The Better Places Partnership has met on 1 December 2009. The majority of the meeting was set aside to allow for presentations from the four successful Greenest Borough Innovation Fund (GBIF) bidders. This provided a valuable opportunity for both the bidders and the board to see how the projects were set to deliver against the priorities in the Greenest Borough Innovation Fund.

There has been continued progress with work to support Partnership development and the delivery of the Greenest Borough Strategy. Groundwork led a discussion around how they will be working with Recreation Services to deliver Priority Two (Improving the Natural Environment). A formal Partnership agreement is being drafted and will be presented to the Board.

The Head of Sustainable Transport gave a presentation on the progress that is being made on delivering Priority Six of the Greenest Borough Strategy – Improving Safe and Sustainable Transport. This covered recent developments such as the development of the Car Club scheme and our response to the Mayor's Transport Strategy. Transport for London were also on hand to answer questions. A presentation and discussion also took place on a project proposal from Environmental Resources and St. Ann's Church to deliver a multi-faith project aimed at overcoming the barriers certain communities face in fully utilising recycling services and how faith 'infrastructure' (networks, groups, institutions) can be used to overcome these barriers. It was agreed that the project should be implemented and monitored through the Partnership Board.

The next meeting of the Better Places Partnership Board is on 18 February.

Children's Trust

The Children's Trust has met on 17 December 2009.

The meeting agreed a new Information Sharing Protocol (ISP), which will be used as the basis for sharing information across the Children's Trust. This local protocol builds on the national guidance published by the Department for Children, Schools and Families (DCSF). The Trust also approved a Communications Strategy and Plan for the Children's Trust. Under this strategy each member of the Children's Trust agreed to actively promote the principles and work of the Partnership.

The performance report covered exception reports on the following underperforming performance indicators in the Local Area Agreement - Initial and Core Social Care Assessments and education statutory indicators. Each meeting of the Trust receives an update on the Safeguarding Plan including additional information on progress and plans in relation to the social care assessments. The Trust also considered an analyses of the preliminary school results for 2009 which provided useful supplementary information and context for the education data.

The Trust started the meeting with an interesting presentation on the work and development of Haringey's Children's Centres.

The Trust also received a presentation on NHS Haringey's Maternity Strategy, a progress report on the Child Poverty Strategy and a report on how Haringey's Family Intervention Project will work in the Borough.

The Trust was notified that the DCSF has issued draft guidance on Children's Trusts and children and young people's plans for consultation. This follows on from the new Apprenticeships, Skills, Children and Learning Act which became law in November 2009. This act strengthens the legal basis of Children's Trusts and makes the Children's Trust responsible for the children and young people's plan.

The next meeting of the Trust is on 9 February 2010.

Enterprise Partnership Board

The Enterprise Board last met on 17 November 2009.

The Board received a presentation on the Future Skills Provision Landscape with the imminent replacement of the Learning and Skills Council by the Skills Funding Agency (for post 19 provision).

The Board also approved outline proposals for spending its unallocated Area Based Grant funding. Full proposals for approval will be presented at the next Board meeting. The Board also noted that the Council led Future Jobs Fund bid had been submitted. This bid has since been approved and the first jobs are currently profiled to start in February.

A report was presented on the Mayor's draft Economic Development Strategy, published in October 2009, which is out for consultation. The Board was informed of the intention to respond to the consultation by the deadline of 12 January 2010.

The Board received an update on the three main Worklessness programmes: Haringey Guarantee, Families into Work and the North London Pledge. An update was also given on business and enterprise activities in the Borough.

Queries were raised at the last HSP meeting about the achievements of the Haringey Guarantee. The following figures can be confirmed:

	2006/07*	2007/08	2008/09	2009/10**	Total
Residents supported	394	624	802	519	2,339
BME	82%	94%	81%	88%	N/A
Female	31%	71%	57%	55%	
Disabled	3%	20%	10%	10%	
Job starts	39	212	226	83	560
Sustained jobs	13	175	146	21	355
Work placements	71	171	92	85	419
Qualifications	0	141	147	189	477

*2006/07 started in Q3

**2009/10 outputs relate to Q1 and Q2

The findings from the first stage of the Haringey Guarantee evaluation will be presented to the Enterprise Board on 2 February. This information can be made available to the HSP at its next meeting.

The Board will next meet on 2 February 2010.

Integrated Housing Board

The Board met on 26 November 2009.

A report was received that set out the full findings of a review of the first year of the Homelessness Strategy. The report also set out how issues identified as part of this review would be addressed during the forthcoming year. The outcome of the review and proposed new structure of the Homelessness Strategy Delivery Groups was discussed and noted.

The Board considered a report that presented the new Housing Association Partnership Agreement and Protocol for adoption following further consultation with partners.

The Board received a report that provided an update on the Common Management Standards (CMS) project. It was noted that the CMS project aimed to bring together social housing landlords in Haringey, including Homes for Haringey, to identify and develop new ways of working in partnership. An initial series of discussions would be held with a range of Housing Associations to ensure that the project reflected the business priorities of stakeholders.

The Board considered Quarter Two performance of the Local Area Agreement (LAA) targets within its responsibility. An update with respect to Temporary Accommodation reduction was also tabled. It was noted that there was ongoing discussion with the Government Office for London (GOL) regarding the targets currently attached to NI 154 and NI 155. The Council contends that these are too high given the current economic climate.

The Board received a briefing on the role of the Safer Communities Executive Board (SCEB) and its work and received a paper on the new Challenge Fund for Social Housing / Family Intervention Projects (FIPs) initiative that had recently been launched by the Government. The Board watched a film on how an existing FIP operated in Bolton. It was agreed that officers should work up a bid for funding, to extend an existing project in the Borough aimed at tackling gang crime and preventing young people from becoming gang members.

The Board's next meeting will take place on 23 February 2010.

Safer Communities Executive Board

The SCEB PMG met in December to agree on the priorities for 2010-11, using the newly completed strategic assessment as a guide. Suggested amendments were made to next year's area-based grant programme to reflect the priorities and achieve efficiency requirements. The headlines are mainly a reduction in the problem-solving/contingency pot and an increase in funds to reduce re-offending in line with new statutory requirements. Agreement was also reached on projects that were not delivering; could be mainstreamed or wound down.

With effect from April 2010, reducing adult re-offending becomes a new duty at the local level and Probation becomes a so-called 'responsible' partner. Kate Gilbert has recently taken over from Mary Pilgrim as the local probation lead for reintegration and partnerships and comes with both local and central

government experience. Plans for this area of work are being prioritised and are progressing steadily.

Overall, recorded crime performance for the borough is registering some key successes compared to earlier in the year. Acquisitive crime remains low despite the economic downturn with a 9.5% reduction compared with this time last year. Performance has significantly improved in two areas of pressure: theft from motor vehicles (down 15%) and residential burglary (down 1% against previous increases). The most pressing problem this year has been most serious violence among young adults but this has improved to 19% up from a high of 45%, despite being out of reach of the annual target. Serious youth violence has also reduced to a stable level this quarter.

At the November meeting, the board considered the pilot of zonal/area-based working and agreed to roll this out from one zone to two further ones, covering the borough. This approach, coupled with active problem-solving, is proving fruitful for the joint identification of problems and their resolutions – thus also minimising duplication and maximising resources.

A new Crime and Disorder Information Sharing Protocol has been agreed with the default position of sharing and disclosure at its core. All forms and procedures have been simplified and further training is being planned.

The board received an update on plans to mainstream the community justice model which appears to be enjoying strong support of the bench and of many court users and service providers. The longer-term funding for this work is still under discussion.

The next meeting of the board is on 4th February

Well-Being Strategic Partnership Board

The Well-being Board met on 8 December.

A report was considered that provided an update on the progress being made with respect to the Mental Health Needs Assessment (MHNA), part of the second phase of the Joint Strategic Needs Assessment. The assessment will focus on Primary Care and preventative work and assess the needs of people from a range of different backgrounds.

A update was provided on the HariActive Programme which supports the drive to improve Sport and 'Physical Activity participation in the Borough. The Voluntary and Community Sector have a key role to play in improving participation in sport and that the 2012 Olympics presented a unique opportunity in terms of volunteering and encouraging people to participate in sport. The Board noted that the Partnership needed to address how to improve and develop joined up working in terms of maximising opportunities from the Olympics.

The Board considered a report that set out performance against LAA within its responsibility during the second quarter of 2009/10. It was noted that the

Council's Adult Services had recently been rated as 'performing well, with good prospects for improvement' by the Care Quality Commission.

The Board considered a report that provided an update on the outcome of the National Support Team for Health Inequalities (NSTHI) visit in October 2009 and presented the draft Health Inequalities Action Plan. Following the visit, the NSTHI had compiled a list of recommendations and the draft Action Plan set out how these would be addressed. It was agreed that finalising and implementing the action plan is a large piece of work which would require real ownership and input from partners, including the Voluntary and Community Sector.

The Board considered an update on the Safeguarding Adults Implementation Plan. An Independent Chair for the Safeguarding Adults Board has been recruited and Member Panel established. It was agreed that safeguarding adults will be a standing item for Well-being Partnership Board meetings.

The Tobacco Control Strategy 2009-12 and Action Plan was given formal approval by the board. A pilot (with the intention of rolling out if successful) is currently underway in Tottenham whereby housing services provide information to the NHS on the number of male smokers living in social housing.

The next meeting will take place on 25 February 2010.
