Final Report

MAPPING HARINGEY'S THIRD SECTOR

Haringey Strategic Partnership (PMG)

December 2009

WM enterprise

Working in partnership with:

GfK NOP Social Research

WM ENTERPRISE

Havco jobcentreplus Metropolitan Police conel Haringey Council NHS Haringey LFB London Fire Brigade

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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, Guidestar[1], 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

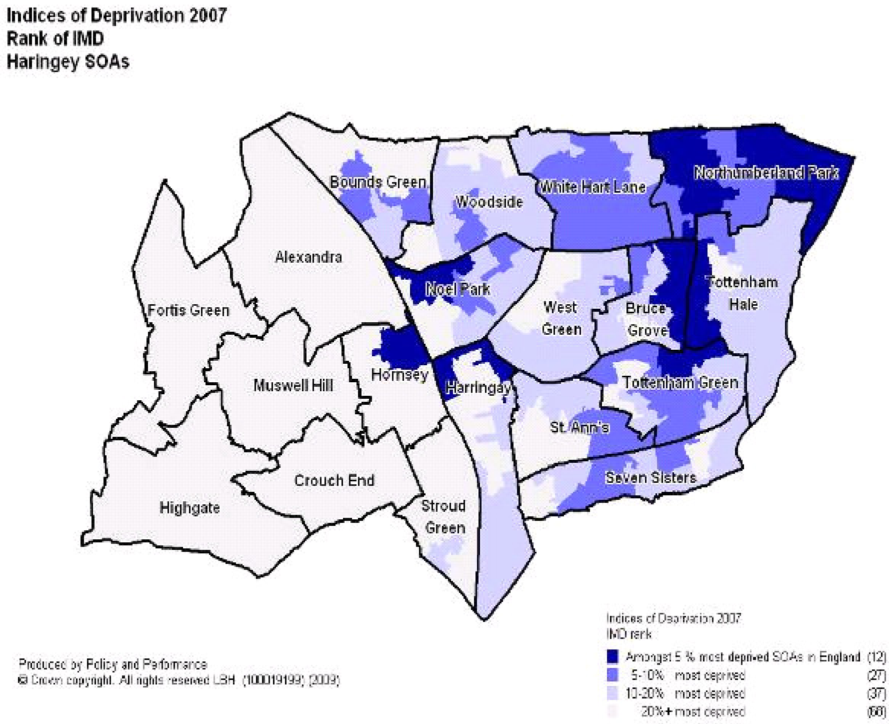
Haringey is host to a business community that is dominated by small enterprises. The borough has 7,135 VAT registered businesses (ONS VAT Registrations 2007). There are 8,464 business units in Haringey employing 61,686 people (ABI).

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 (SOAs[2]) 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.

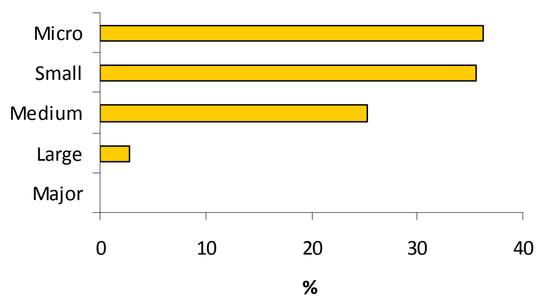
Figure 3: Definition of size by turnover

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:

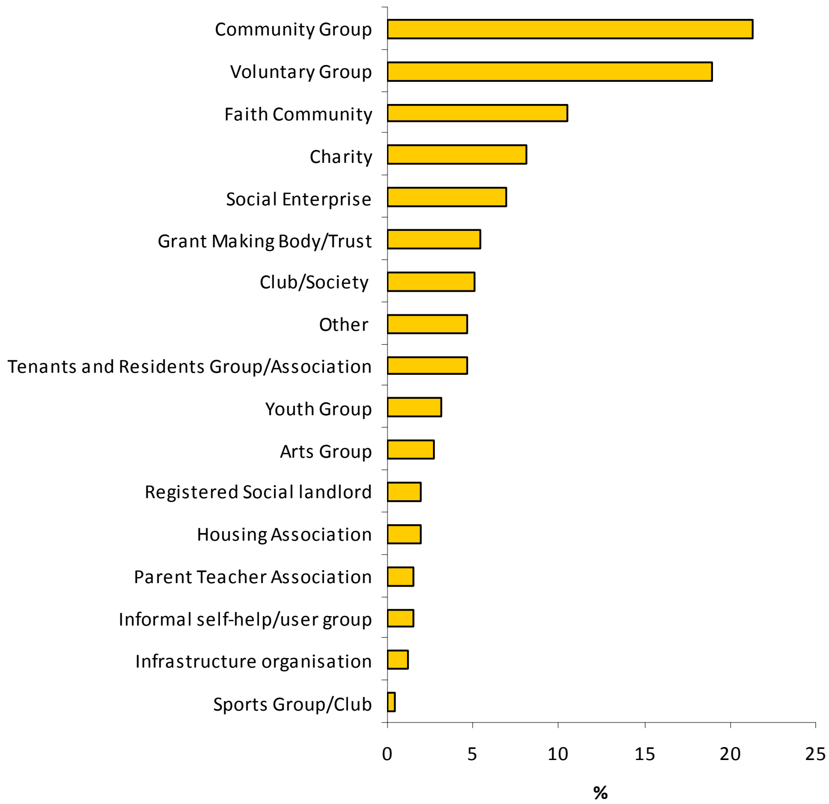
- Following interpretation from survey data and qualitative research it seems likely that many of Haringey's TSOs are small, with very little funding

- 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.

Figure 10: Haringey TSOs provide much needed support

The word cloud above shows that:

- The sector is supporting a number of beneficiary groups notably young people, women and those for whom English is not their first language. These groups also featured highly in the survey with 37% of TSOs stating young people and 27% stating women as key beneficiary groups. It was noted during the qualitative research that some of these beneficiary groups would not be able to access support from other sources
- Haringey's third sector is providing much needed informal, 'relaxed' support for some of the borough's harder to reach and most vulnerable individuals. This support is often provided free of charge or at low cost
- TSOs in the borough are providing space – often physical and sometimes virtual – for individuals to spend time, access services or meet other people. TSOs explained that if they did not exist, many of their beneficiaries would not have access to such facilities
- Many TSOs in the borough see their role as providing individuals with opportunities to gain qualifications, access employment or gain valuable life skills
- Many TSOs provide a useful role in terms of providing information and/or signposting individuals to services
- In many cases, TSOs describe their role as providing strategic representation – or advocacy – for particular causes or beneficiary groups. This might include raising awareness of access issues facing disabled people, for example.

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 respondents[3]. 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:

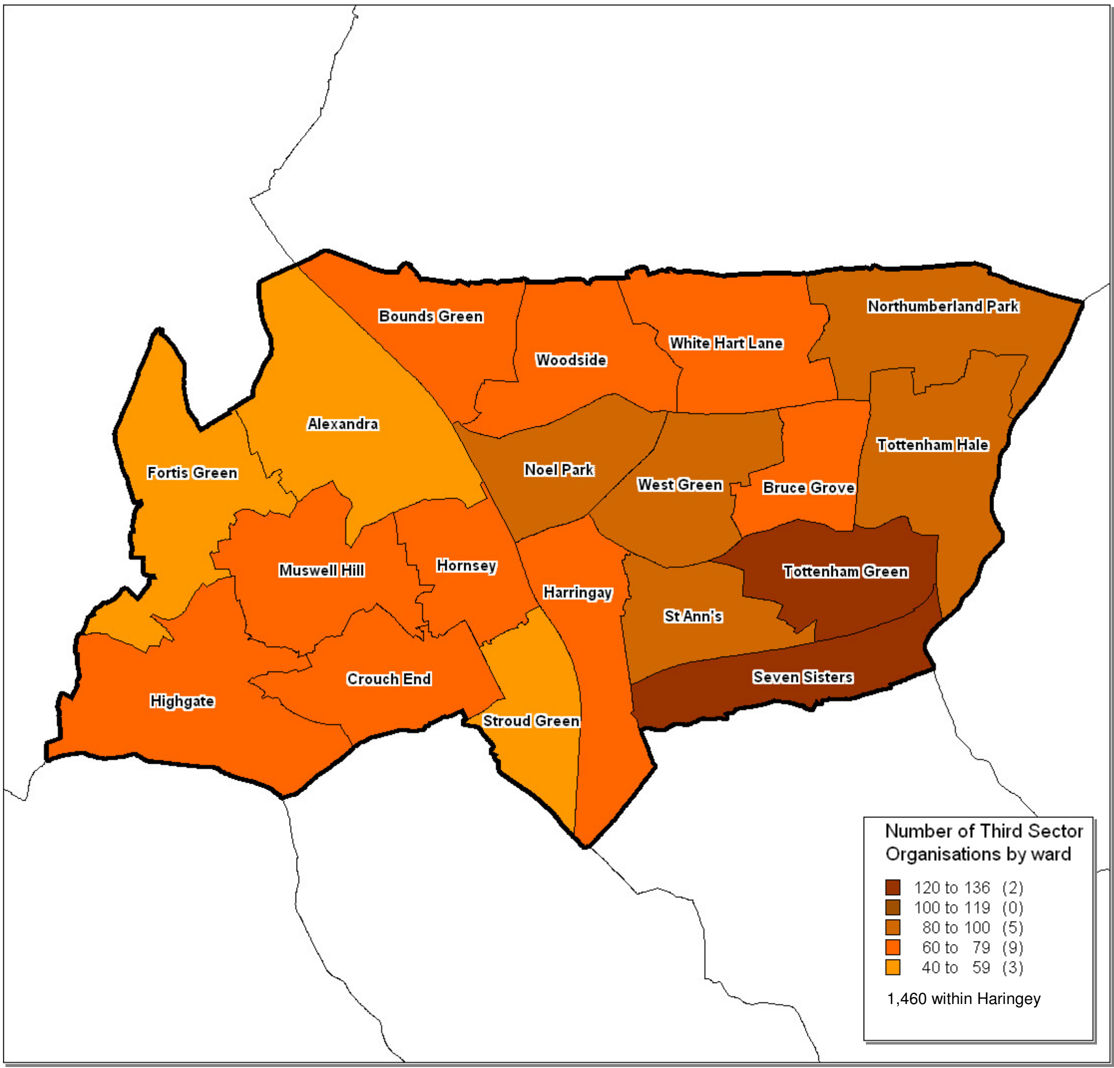
- 61% stated that they spend between 80 to 100% of their income within Haringey
- 71% spend more than half (50%) of their income within the borough
- Staffing costs, premises and direct delivery appear to the primary sources of expenditure for TSOs in Haringey implying that most of the income is spent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

- Our survey revealed a greater number of TSOs operating at neighbourhood or ward level (38%) than the NSTSO. This indicates that our survey reached smaller, more locally based TSOs that the NSTSO was unable to reach

6.6 Perceptions of Haringey's Third Sector

Focus group and interview participants were asked to summarise the way that they perceive Haringey's third sector 'as a whole'. They were asked to summarise their response in a word or a sentence. The word cloud below illustrates their response.

Figure 13: Qualitative research reveals a poor perception of Haringey's third sector

This shows us that Haringey's third sector is perceived in the following ways:

- There is a lot of good work within the sector– the third sector was described as vital, helpful and heroic
- While the third sector is providing an important service, there is a perception that its contribution is unrecognised, unvalued and as a result under-resourced and under-invested. Focus group participants explained that if the sector was better understood and valued, it would be more likely to receive funding
- There is a perceived inequality regarding the funding of different TSOs – there is a perception that some TSOs receive substantial funding whilst others receive little or no funding resulting in an 'unequal' third sector
- There is a problem of 'silo' working – TSOs are not working together, are not aware of each other and are not working together. There is an appetite amongst TSOs to find out more about other TSO activity and work in partnership

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% (lsc.gov.uk) and in the North West is though to be 9% (VSNW, 2007)

7.4.2 Calculations and assumptions

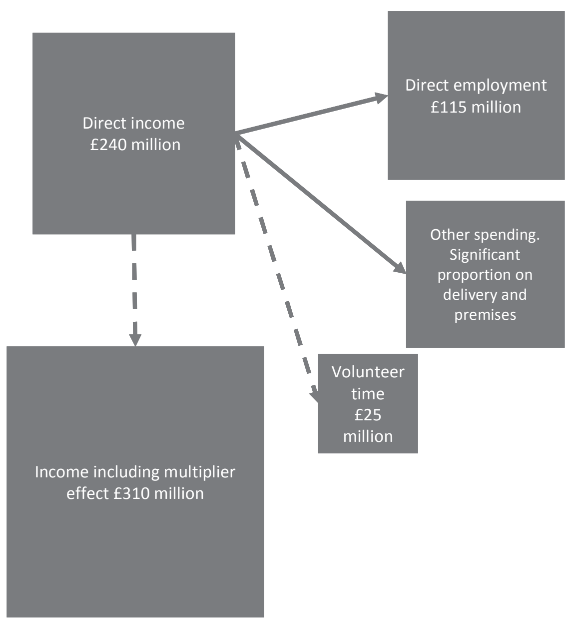
- This is calculated based on a sample of 172 survey responses
- We are comfortable that the data provided in the survey provides sound evidence to make a number of assumptions. The median income from survey respondents is £16,500, from Guidestar data is £17,900 and most responding to NSTSO fall within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

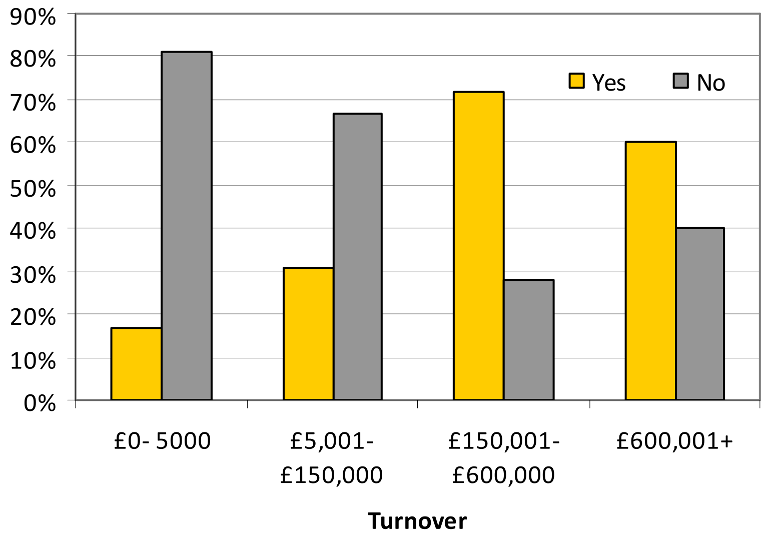
- Over a third (39%) of TSOs stated funding and 17% stated funding advice. Funding is the most commonly stated support gap irrespective of size of organisation and legal status. Focus group participants also expressed a need for advice on funding and fundraising
- Marketing and communications (12%), 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 Personaliation 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.

Figure 18: Focus group participants reflect on their aspiration for Haringey's Third Sector

In summary, aspirations for Haringey's third sector include:

- Improved recognition and celebration of the valuable contribution of Haringey's third sector to the culture of the borough
- A cohesive 'strategic voice' for the sector and the ability to negotiate with the statutory sector as an equal partner, in particular with regards to commissioning processes
- The ability to work in partnership with each other – this will include improved networking. It is recognised that this is particularly necessary if Haringey's third sector is to successfully engage with commissioning processes

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 undertaken 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 complaint 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 practice[4]

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

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

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

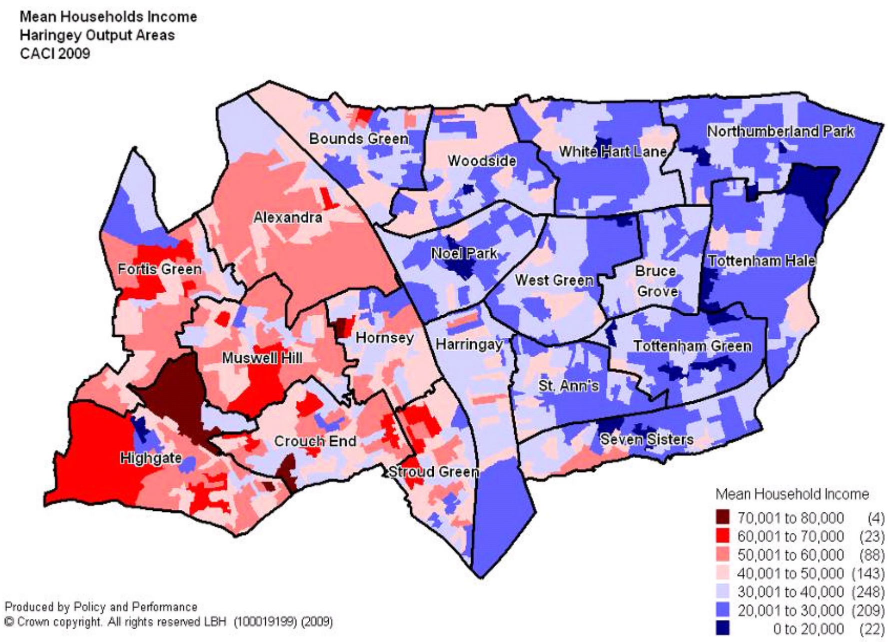

Figure B: Number of children on child protection register by ward