

HARINGEY COMPACT IMPLEMENTATION GROUP (HCIG)

WORK PLAN 2008/09

Purpose: The action plan informs the work undertaken and co-ordinated by the HCIG, a multi agency steering group that oversees the effective implementation of Haringey's Compact. It is intended to:

- Support the achievement of implementation objectives in each area outlined in the Compact
- Demonstrate tangible benefits that can be produced by the Compact
- Secure effective Compact engagement from partners.

The progress made against the action plan will be reviewed yearly at the Annual General Meeting and an update will be provided to the Haringey Strategic Partnership.

[The plan currently shows all actions proposed over the next three years – the HCIG are being asked to agree 2008/09 actions and provide indicative years for other actions outlined below].

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
Effective Implementation and Review of Haringey's Compact								
1.	Appoint Compact Champions to all HSP theme boards by March 2009	HSP	Training resources, publicity materials	Quarter 1 – Guidance issued Quarter 2 - Champion appointed to Sustainability theme board Quarter 3 -Champion appointed to VFM theme board Quarter 4 – 1 Compact Champion appointed to each theme boards	Increased awareness of the Compact across HSP partnerships with an understanding of how to use the Compact	Stronger relationships and partnerships at level, to deliver the Local Compact <i>National Outcome</i> – stronger communities Environment for a thriving third sector.	Lack of awareness amongst HSP partners around the Compact	

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						<i>LAA outcome</i> People at the Heart of Change <i>Community Strategy</i>		
2.	Compact Champions are recruited by all Compact signatories at an organisational/ departmental/ board level (including MP's and Cllrs)	HCIG	Staff time, training and resources and guidance about the Compact and how to use it.	Quarter 1: Encourage Compact partners to appoint Compact Champions Quarter 2: Training and support provided to Compact Champions Quarter 3: Champions actively promoting the Compact within their department/ organisation Quarter 4: Ongoing support to Champions through dissemination of information and briefings	Organisations and departments proactively using the Compact and embedding it within processes Greater awareness of the Compact and how to use it			
2.	Promoting the Compact with departments across statutory agencies so that it becomes part of the ground rules for conducting business and partnership with the VCS	HCIG (CPO's)	Training resources, publicity materials	Quarter 1 – Seek agency approval to appoint Champions within statutory agencies Quarter 2 – Identify and appoint Compact Champions Quarter 3 – Provide training and guidance to champions to undertake role Quarter 4 -Champions	Champions are appointed Champions promote the Compact within their organisation/ partnership	Effective leadership and willingness to champion difficult issues <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i>	Members of staff within large organisations may not be aware of the Compact obligations and how to use the Compact	

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	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
				are actively promoting Haringey's Compact amongst organisation/ partnership		People and Customer Focussed <i>Community Strategy</i>		
3.	Produce a communication strategy to improve Compact awareness to ensure that key messages are marketed effectively	HCIG	Staff time, production of Communication strategy	Quarter 1: Review existing communication strategy Quarter 2: Agree key Compact messages to be conveyed Quarter 3: Agree methods for conveying key methods Quarter 4: Production of a communications strategy	Production of Compact Communications Strategy Compact awareness raising undertaken using communications strategy	Compact vision is clearly articulated within HSP and partner organisations and informs partnership working <i>National Outcome – stronger communities</i> Environment for a thriving third sector. <i>LAA outcome</i> People and Customer Focussed <i>Community Strategy</i>	Uncoordinated approach to Compact awareness raising	
4.	Improving understanding of the Compact and how to use it across	HCIG	Staff time	Quarter 1: Review current initiatives that support Quarter 2: look at best	Increased number of partners actively using the Compact	Learning is continuous and implications for cultural change and	Partners remain unclear of how to use and promote the Compact.	

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	Compact partners			practice within other Compact boroughs Quarter 3: Consider alternative methods to strengthen Compact implementation Quarter 4: Targeted approach to strengthening Compact understanding with partner commitment		fresh methods of work in are identified, understood and acted upon		
5.	Issue an annual voluntary sector report outlining the experience and key messages from the sector about its relationship with the local Statutory Sector	HAVCO	Consultation, staff time to produce report	Quarter 1- Establish process to draft Annual Voluntary Sector Report Quarter 2 – Gather data and consult with the VCS Quarter 3- Evaluate data gathered Quarter 4 – Produce report	Annual Voluntary Sector Report issued	Stronger relationships and partnerships at level, to deliver the Local Compact <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart of Change <i>Community Strategy</i>	HSP would have a lack of information on how the Compact is impacting on partnership working.	
6.	HCIG to produce an Annual Review Monitoring Report with action plan and	HCIG	Consultation, staff time to produce report and action plan,	-Quarter 1: Put in places monitoring systems to collect monitoring data from partners	Production of Monitoring report and action plan	Stronger relationships and partnerships at level, to deliver the	HCIG and partners Unclear about effectiveness of	

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	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
	hold an Annual Review meeting		Meeting costs	-Quarter 2: Regular collection of monitoring data - Quarter 3: Evaluation of Data - Quarter 4: Annual Compact Event held	Annual review meeting held	Local Compact <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart of Change <i>Community Strategy</i>	the Compact and its direction	
7.	Evaluation of the implementation of Haringey Compact	HCIG/ Compact partners	Consultation, staff time	Quarter 1: Yearly evaluation of Compact effectiveness and mainstreaming Quarter 2: Scrutiny to review the effectiveness of Haringey Compact Quarter 3: Compilation of feedback and findings Quarter 4: Integrate findings into Compact annual report	Annual Review report produced	Learning is continuous and implications for cultural change and fresh methods of working are identified, understood and acted upon <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart	Would not be able to effectively assess the impact that the Compact was having and the areas that need to be strengthened	

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						of Change <i>Community Strategy</i>		
8.	Undertake a baseline study to assess the extent that partners are observing their commitments under the Compact	HCIG	Consultation, staff time	<ul style="list-style-type: none"> - Quarter 1: Set out how the baseline study will be undertaken including process and survey to be issued to partners - Quarter 2: Conduct baseline study including survey to partners - Quarter 3: Evaluation of study - Quarter 4: Publish report and disseminate to partners including the HSP 	Production of baseline study report	<p>Stronger relationships and partnerships at level, to deliver the Local Compact</p> <p><i>National Outcome – stronger communities</i></p> <p>Environment for a thriving third sector. <i>LAA outcome</i></p> <p>People at the Heart of Change <i>Community Strategy</i></p>	HCIG unclear on the extent that the Compact is being used by partners	
9.	Research the impact of the inclusion of the 'Thriving third sector' and 'Increased formal volunteering' indicators in the Local Area Agreement linking into the national research being undertaken by the Compact	HCIG	Staff time, consultation	<p>Quarter 1: With the HSP set out the process to research the impact of the inclusion of indicators</p> <p>Quarter 2: Undertake impact assessment</p> <p>Quarter 3: Evaluate findings</p> <p>Quarter 4: Disseminate findings at national and local level including Compact Commission</p>	Report produced and disseminated to HSP on the impact	<p>Stronger relationships and partnerships at local level, supported by Local and Regional Compacts and the Compact Action Plan</p> <p><i>National Outcome – stronger communities</i></p>	HSP partners would be without additional research to provide to Government Office of London Plan	

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	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
	Commission			and SP		Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart of Change <i>Community Strategy</i>		
10.	Stakeholder exercise to be undertaken to examine commitment and understanding of Haringey's Compact	HCIG	Staff, consultation	Quarter 1: Review signatories to the Compact and level of engagement Quarter 2: Identify gaps in engagement Quarter 3: Pro actively engage stakeholders that may not be fully engaged including private sector partners Quarter 4: Plan in place for maintained and future stakeholder engagement	Increased number of signatories signed up to the Compact Increased number of signatories championing and actively engaged within the Compact process	Stronger relationships and partnerships at local level, supported by Local and Regional Compacts and the Compact Action Plan <i>National Outcome – stronger communities</i> Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart of Change <i>Community Strategy</i>	There may be Stakeholders absent from the Compact process	
11.	Review Compact disputes procedure for feasibility and effectiveness	HCIG/ Camden mediation	Staff time, funding a mediation service to support	Quarter 1: Review existing procedure Quarter 2: Agree how the disputes procedure can be made easier to	Revised disputes procedure promoting positive dispute resolution	Effective leadership and being willing to champion and address difficult issues	Compact dispute procedure not being effectively used	

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			process,	use in consultation with partners and benchmarking against other models Quarter 3: Revise dispute procedure Quarter 4: Publicise revised disputes procedure through workshops and Compact newsletter	Workshops delivered on how to effectively use the disputes procedure	<i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart of Change <i>Community Strategy</i>		
12.	Key policy documents to be race impact and Compact assessed	HCIG/ LBH Equalities	Staff time	Quarter 1: Liaise with key stakeholders to assess feasibility and implications Quarter 2: Seek buy in and commitment from partners to undertake assessment Quarter 3: Agree methodology to Compact and race impact assess key policies Quarter 4: key policies are race impact and Compact assessed	Key policies make reference to the Compact Policies being race impact and Compact assessed	Compact vision is clearly articulated within HSP and partner organisations and informs partnership working <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart of Change <i>Community Strategy</i>	Some policy processes may not be Compact compliant	
13.	Review and support	HCIG	Training	Quarter 1: review skills	HCIG successfully	Effective leadership	Could impact on	

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	the effective HCIG delivery		resources, publicity, Staff time	on implementation group Quarter 2: Provide appropriate skills handling including mediation and partnerships Quarter 3: HCIG supported by CPO's Quarter 4: Review an update membership	manage and deliver the implementation of Haringey's Compact Broad skill base that supports Compact implementation	of Haringey's Compact <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart of Change <i>Community Strategy</i>	the leadership and effective implementation of Haringey's Compact.	
14.	Establish structural Compact links at a Local, Regional and National Level	HCIG	Staff time	Quarter 1: HCIG to review where they need to be engaged including HSP through to Compact Commission Quarter 2: To attend and contribute appropriate events to raise the profile of Haringey's Compact Quarter 3: To contribute to consultations that support effective partnership working and the delivery of the Compact. Quarter 4: ensuring that the Compact remains	Compact plays a role ins the strategic agenda Compact has established structural links from Local to a National Level	Haringey's Compact is explicitly linked to top priorities and the strategic agenda The Compact vision is clearly articulated and informs partnership working <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i>	Haringey's Compact less able to influence and respond to the changing agenda and current issues	

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				informed of current issues		People at the Heart of Change <i>Community Strategy</i>		
15.	Sustainable budget to deliver the Compact	HCIG	Staff time	Quarter 1: Review budget and set budget identifying key Compact priorities on an annual basis Quarter 2: Secure funding from partners to deliver the Compact Quarter 3: Improved financial controls across pooled budget Quarter 4: monitoring budget spend and funding contributions	Sufficient funding to deliver effective Compact implementation	There is a dedicated budget for implementing Haringey's Compact including the resource for a CPO and operational costs Compact is fully resourced supporting improved partnership working and successful Compact Implementation <i>National Outcome – stronger communities</i> Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart of Change <i>Community Strategy</i>	Will not be able to deliver the priorities – will be less progress towards Compact implementation	
Promoting Partnerships								

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16.	Make the Compact a key partnership tool for the HSP and the LAA – making it a key reference point	HCIG/ HSP	Staff time	Quarter 1: Liaise with key stakeholders on how the Compact can be embedded into key processes Quarter 2: Compact to engage within the strategic agenda Quarter 3: Follow up actions based on input from stakeholders Quarter 4: Compact a key partnership tool for HSP	Compact a key partnership tool for work undertaken through theme boards and HSP Compact is referenced in key strategic documents	Haringey Compact is explicitly linked to top priorities , floor targets and community strategy <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart of Change <i>Community Strategy</i>	Compact not fully embedded into key strategic agendas impacting on Compact implementation.	
17.	Training programme/ events in good practice and consistency in developing and managing partnership working including effective representation and outcomes monitoring	HCIG/ HAVCO/ LBH/ TPCT	Staff time, training resources, publicity	Quarter 1: To identify current training courses / partnership events being provided across the borough in partnership working Quarter 2: Liaise with training provided to integrate the Compact and good practice where appropriate Quarter 3: Increase the availability of partnership training to Compact partners	Compact integrated into Partnership training courses Increased take up of partnership training	Partners understand the Compact and use it effectively within their organisation and partnership working <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i>	Partners may not be linking Compact to their partnership working	

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				Quarter 4: Review take up and impact of course		People at the Heart of Change <i>Community Strategy</i>		
18.	Engaging with LAA processes to promote meaningful engagement of VCS	HAVCO/ Haringey Community Link	Staff time, dissemination of information to VCO's	Quarter 1: HAVCO to provide an overview of LAA process to date and current engagement Quarter 2: Obtain work plan and next steps for further VCS engagement Quarter 3: Review any blockages and difficulties Quarter 4: VCS active involvement in delivering LAA targets, information about strategic partnership structure and policies such as LAA	Increased number of VCO's actively engaged in HSP and LAA processes	Improved partnership working demonstrated through key processes <i>National Outcome – stronger communities</i> Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart of Change <i>Community Strategy</i>	Some VCO's may be disengaged from LAA and its processes	
Volunteering								
19.	HICG to work with the volunteering services to identify ways to promote the Compact within volunteering	HCIG/ HAVCO Volunteering Promotion Service	Staff time	Quarter 1: Liaise with Volunteering promotion to identify opportunities for creating a link to the Compact and joint working Quarter 2: Promote the Compact within publicity and events linked to volunteering Quarter 3: Compact	Volunteering Compact code of practice produced Clear links established between the Compact and Volunteering	<i>National Outcome – stronger communities</i> Participation in regular volunteering. <i>LAA outcome</i> People at the Heart of Change <i>Community Strategy</i>	No clear link between volunteering and the Compact.	

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				Code of Practice to be produced Quarter 4: Good practice in volunteering linked to the Compact circulated widely.				
Recognise the Role of Young People								
20.	Promote joined up working between the VCS, statutory and private sectors that benefit the aspiration of young people, addressing the cycle of poverty and low achievement	HCIG/ CONEL	Consultation, staff time research	Quarter 1: Identify stakeholders working with young people Quarter 2: Consult with key stakeholders including the young people's parliament and key forums on how to achieve better outcomes for young people through partnership working linking to the key local reports 'Changing lives, The Haringey Children and Young People's Plan 2006-09. Quarter 3: Evaluate feedback Quarter 4: Revise Compact objectives around young people	Revised Compact principles around young people Increased number of stakeholders working with young people are signatories to the Compact	Effective joint working between partners that work with/ provide service to children, young people and their families Improved representation and involvement of young people and/ or organisations that work with young people within the HSP <i>National Outcome – stronger communities</i> Environment for a thriving third sector. <i>LAA outcome</i>	Compact obligations under young people not fulfilled	

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						People at the Heart of Change <i>Community Strategy</i> Healthier People with a better quality of life <i>Haringey's Community Strategy</i>		
Using Resources Effectively – Funding and Procurement/ premises								
21.	To develop an overall grant and procurement framework for the VCS in line with LBH's procurement strategy and framework and voluntary sector strategy	LBH Procurement/ CVST/ HAVCO	Staff time, Consultation, Publicity & communication	Quarter 1: Scoping exercise completed, establishment of project group Quarter 2: Draft overall grant and procurement framework Quarter 3: Consultation Quarter 4: Approve Strategy and roll out.	Grant and procurement Framework in place endorsed by partners	Joint development with the sector in grant funding/ procurement strategies and progress towards common values between local public bodies and VCS A considered and approach to funding and contracting with the VCS <i>National Outcome – stronger communities</i> Environment for a thriving third sector. <i>LAA outcome</i>	Approach to commissioning and funding the VCS would not be consistent across departments/ agencies	

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						People at the Heart of Change <i>Community Strategy</i>		
22.	Development of Compact Code of Good Practice in Funding and Procurement	HCIG	Staff time, Consultation, Publicity & communication	Quarter 1: Review of existing good practice Quarter 2: Consultation Quarter 3: Development of Code of Good Practice Quarter 4: Launch of Code of Good Practice	A Code of Good Practice launched endorsed and used by partners	Strengthened funding relationship and contract management Supporting the local economy by engaging with the VCS and small providers to work together to deliver services <i>National Outcome – stronger communities</i> Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart of Change <i>Community Strategy</i>	Good practice in funding and commissioning may not be linked to the Compact	
23.	Implementation of a standard Grant Aid Standards	LBH Procurement/ CVST/Equalities	Staff time Training Publicity & Communication	Quarter 1: Awareness across departments/ agencies that the Grant Aid Standards are in place	All Council departments that provide grant aid to VCS are using the Grant Aid	Balance between how services are purchased i.e. grants and procured contracts	Impact on the implementation of the Grant Aid Standards	

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				Quarter 2: Workshops on implementing the Grant Aid Standards available to staff Quarter 3: Implementation across departments of Grant Aid Standards Quarter 4: Monitor implementation and effectiveness of Grant Aid Standards	Standards within their processes	<i>National Outcome – stronger communities</i> <i>Environment for a thriving third sector. LAA outcome</i> <i>People and Customer Focussed Community Strategy</i>		
24.	Assess the impact of commissioning practice based on the diversity of local supplier base and the consequent prospects for securing improved value for money.	LBH Procurement/ CVST/ Equalities	Staff time Consultation	Quarter 1: Identified commissioning areas for sample i.e. Adult Services, LAA Quarter 2: Baseline established Quarter 3: Assessment process in place including VCS assessing their VFM Quarter 4: Undertake assessment	Report produced detailing the impact of commissioning practice disseminated widely	Improving market knowledge A positive change in the level of funding and support for VCS e.g. simplification of funding processes. <i>National Outcome – stronger communities</i> <i>Environment for a thriving third sector. LAA outcome</i> People and	Commissioners would have less research around the impact that commissioning was having on the local supplier base	

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						Customer Focussed <i>Community Strategy</i>		
25.	Building Capacity Develop and deliver a tailored programme of procurement training and development	LBH Procurement/ CVST/ HAVCO	Staff time Training Publicity & Communication	Quarter 1: Feasibility study and review of training resources and opportunities conducted Quarter 2: Partner buy in to strengthen capacity in funding and procurement Quarter 3: Put in place Inter Sectoral access to training and development Quarter 4: Roll out inter sectoral training programme	Multi Sector training programme in place	Improving market knowledge <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> People and Customer Focussed <i>Community Strategy</i>	Lack of knowledge and expertise around procurement across the sectors	
26.	Encouraging the development of partnering arrangements and consortia to develop market for social inclusion	HAVCO/ LBH Procurement/ CVST/ HSP/ LAA	Capacity Building Publicity and Communication Staff time	Quarter 1: Support to establish partnerships and consortia made available to partners Quarter 2: Best practice guidance and models available Quarter 3: Establishment of partnerships and consortia Quarter 4: Increase number of effective partnerships and consortium	X no of Consortium/ partnerships awarded contracts	Supporting the local economy by engaging with the VCS and Small Providers to work together to deliver services. <i>National Outcome</i> – stronger communities Environment for a thriving third sector.	A number of smaller providers will not be able to bid for contracts	

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						<i>LAA outcome</i> People and Customer Focussed <i>Community Strategy</i>		
27.	Expand and review the remit of the Council's (VSOG) to include other public sector agencies/ local funders and purchasers to meet twice a year	LBH CVST	Staff time	Quarter 1: Stakeholder mapping and review of membership Quarter 2: Establish process of meeting Quarter 3: First meeting held with local agencies and purchasers Quarter 4: Regular process and engagement in place with local providers and purchasers	2 meetings per year Engagement of a diversity of providers and purchasers	Joint development with the sector in grant funding/ procurement strategies/ programmes and progress towards common value between local public bodies and the VCS <i>National Outcome – stronger communities</i> Environment for a thriving third sector. <i>LAA outcome</i> People and Customer Focussed <i>Community Strategy</i>	May impact on communication with local funders and purchasers	
28.	To review current methods of publicising local and external funding	LBH Procurement/ Economic Regeneration/ CVST/ TPCT/	Staff Time	Quarter 1: Identify how funding is publicised across the diversity of providers Quarter 2: Review	Increased accessibility to funding information Greater usage of	Better communication and understanding between sectors	VCS may find it difficult to access funding information	

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		HAVCO		effectiveness of different processes Quarter 3: Review how processes could be linked up to increase accessibility Quarter 4: Findings report produced	methods that publicise funding opportunities i.e. funding website	Better communication and understanding <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> People and Customer Focussed <i>Community Strategy</i>		
29.	Funders to review their information on funding criteria, monitoring and evaluation procedures to ensure it is accessible, timely and clear	CVSOG/ 2Top	Staff time, Consultation	Quarter 1: Mapping funding available, Quarter 2: Agree funding streams where funding criteria, monitoring and evaluation systems will be reviewed Quarter 3: Undertake review of agreed funding criteria Quarter 4: Findings and recommendations	Changes made to funding criteria and monitoring and evaluation information	A considered and consistent approach to funding the VCS Improved information and relationship management <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i>	Communication around funding criteria, monitoring information may be inconsistent and unclear	

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						Economic Vitality and Prosperity shared by all <i>Community Strategy</i>		
30.	Review joint commissioning and other joint funding opportunities i.e. LAA	HSP LBH Procurement/ CVST/ TPCT/HAVCO	Staff time, consultation	Quarter 1: Establish process to review joint commissioning processes and opportunities Quarter 2: Undertake a benchmarking exercise that sets out joint commissioning Quarter 3: evaluate existing mechanisms and opportunities Quarter 4: Produce report making recommendations	An evaluation report produced setting out recommendations with partner endorsement	A positive change in the level of funding and support for the VCS e.g. simplification and joining up of funding processes Improved information and relationship management <i>National Outcome – stronger communities</i> Environment for a thriving third sector. <i>LAA outcome</i> Economic Vitality and prosperity shared by all <i>Community Strategy</i>	Opportunities for increased joint working may be missed and areas for strengthening may not be highlighted	
31.	Development and implement arrangements for	LBH CVST/ HAVCO	Staff time, Quality standard tool	Quarter 1: Design a Toolkit based on mainstream quality mark	Quality assurance toolkit widely available and used	A positive change in the level of funding and support	Some providers may not know where to	

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	monitoring attainment of quality assurance standards		kit, publicity, resources to implement	standards Quarter 2: Pilot self assessment tool kits amongst VCS providers Quarter 3: Roll out of toolkits Quarter 4: Identify any capacity building training needs. Prepare a list of agreed quality marks that the VCS should be encouraged to attain.	by the VCS	Encouraging good planning and design of processes <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> Economic Vitality and prosperity shared by all <i>Community Strategy</i>	strengthen service their service provision to improve or demonstrate quality	
32.	Extend the operation of the trade local database to ensure that VCS can appear as a category within their own right and ensure appropriate linkage to contract management system	LBH Procurement	Staff time, resources to amend the database, Publicity	Quarter 1- feasibility to extend database and link to contract management system Quarter 2 Amend database Quarter 3 Publicise database and encourage VCS to use it and supporting resources Quarter 4; Review effectiveness	Amended database VCS providers registering their details on the Trade Local database.	Improving market knowledge <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> Economic Vitality and prosperity shared by all <i>Community Strategy</i>	Providers unaware of Trade Local Database and its purpose	

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	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
33.	Baseline and monitor the use of VCS and SMEs with a view to developing existing support to the local economy and encouraging market development	LBH Procurement/ CVST/ Equalities/ HAVCO/	Staff time, Research and consultation	Quarter 1; Plan process to obtain baseline data on the use of VCS and SMEs Quarter 2: Undertake research and consultation with appropriate stakeholders Quarter 3: Evaluate research and feedback from consultation Quarter 4: Recommendations for developing capacity and stimulating market development	Report presenting baseline data and recommendations for strengthening capacity and stimulating market development.	Improving market knowledge <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> Economic Vitality and prosperity shared by all <i>Community Strategy</i>	Could impact on where commissioners address barriers that VCS in securing contracts and developing capacity	
34.	Development and implement arrangements for equalities and Compact monitoring of benefits, distribution of LAA funding.	HCIG LBH Equalities/ HSP/	Staff time,	Quarter 1: Establish process with key stakeholders Quarter 2: Review current arrangements Quarter 3: Put in place an agreed monitoring process to assess distribution of LAA funding aligned to the LAA strategic Commissioning Project Plan Quarter 4: Review monitoring data and effectiveness of process	Monitoring arrangements in place to review distribution of LAA Funding	Joint development with the sector in grant/ funding/ procurement strategies and progress towards common values between Compact partners <i>National Outcome</i> – stronger communities Environment for a thriving third sector.	Less research on the effectiveness of the distribution of LAA funding.	

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	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
						<i>LAA outcome</i> Economic Vitality and prosperity shared by all		
35.	Compact Proof Procurement/ funding training	HCIG/ LBH Procurement/ CVST	Staff Time	Quarter 1: Liaise with trainers to refer to the Compact where appropriate in funding and procurement training Quarter 2: Compact to be built into course design Quarter 3: Compact Champions/ publicity to promote changes to training Quarter 4: Review feedback to ascertain whether participants understand the link between procurement, funding and the Compact	Course participants understand the link between the Compact and funding and procurement evidenced by evaluation forms	Improving market knowledge <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> Economic Vitality and prosperity shared by all	Participants will not be aware of the link between procurement, funding and the Compact.	
36.	Research data from Contract Management system to assess VFM secured across providers	LBH Procurement	Staff Time	Quarter 1: To ascertain whether it is possible to interrogate data on contract management system to assess VFM across the different providers and commissioning practices	Research data from the contract management system is interrogated Findings of VFM and impact of	Improving market knowledge <i>National Outcome</i> – stronger communities Environment for a	Lack of knowledge around the impact of VFM against commissioning practices	

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	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
				Quarter 2: If possible, establish process and sample of providers to assess VFM Quarter 3: Undertake research Quarter 4: Make findings available	commissioning practice disseminated to partners	thriving third sector. <i>LAA outcome</i> Economic Vitality and prosperity shared by all		
37.	VCS to evaluate their own Value for Money to support business case for funding	HAVCO/ Haringey Community Link/ HIDP	Staff Time, resource to develop process/ system where VCS can assess VFM/ Workshops	Quarter 1: Identify process to ascertain methods where the VCS can effectively evaluate funding Quarter 2: Consultation and research into existing models Quarter 3: To pilot methods with the VCS Quarter 4: To make methods available supported by workshops	Methods in place where VCS can effectively assess VFM Providers using method to demonstrate high quality performance	A positive change in the level of funding and support for the VCS <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> Economic Vitality and prosperity shared by all	May impact on providers ability to demonstrate performance	
38.	Sharing funding information	LBH Procurement/ CVST/ TPCT	Staff time, resources to gather information and make available to partners	Quarter 1: Stakeholder buy in to share funding information Quarter 2: Identify and agreed process to share annual mapping of funding information	Agreed process to share funding information Funding information widely accessible	Open sharing of funding information <i>National Outcome</i> – stronger communities	Duplication may be occurring across funders, possible lack of communication and opportunities for	

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	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
				across and between sectors Quarter 3: Establishing process Quarter 4: Sharing of funding information between partners :		Environment for a thriving third sector. <i>LAA outcome</i> People at the Heat or Change Haringey Community Strategy	joint funding may be missed	
39.	Encouraging intelligent commissioning and developing skills and awareness of procurement roles across and between sectors	LBH Procurement/ Equalities/ HAVCO	Staff time, training and support resources, publicity	Quarter 1: Review methods/ available resources for skill development and awareness raising of funding procurement Quarter 2: Review materials and training opportunities to increase accessibility Quarter 4: Publicise and disseminate training opportunities and resources Quarter 4: Review impact of awareness raising on commissioning and funding processes	Training and Resources on procurement roles and skill development is accessible across and between sectors Training and resources increase awareness of procurement roles	Strengthened relationships and contract management <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> Economic Vitality and prosperity shared by all	Possible lack of awareness about procurement roles and the resources available	
40.	Review the current information about premises including available space,	HAVCO/ LBH Property Services	Staff time, production of appropriate resources	Quarter 1: HAVCO to co-ordinate a review of current available information	VCOs have access to relevant information to accessing and	Open sharing of information of information	VCO's find it more difficult to access appropriate	

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	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
	guidance and information on managing properties and planning proposals			Quarter 2: Consult with VCOs and stakeholders about information they need to manage premises Quarter 3: HAVCO to provide access to premises information and ensuring that this is maintained Quarter 4: HAVCO/ HCIG to prepare a director on space available that VCS can access linking into the Councils Community premises	managing premises	Improved access to and management of community buildings <i>National Outcome – stronger communities</i> Environment for a thriving third sector. <i>LAA outcome</i> People at the Heat or Change Haringey Community Strategy	space and may need guidance to manage premises	
Improving Liaison – Information and Communication, Consultation								
41.	Establish a joint multi agency steering group	HCIG/ LBH Partnerships/ TPCT/ Police	Meeting costs	Quarter 1: Review existing forums where communication is a core priority Quarter 2: Stakeholder buy in for a communication group Quarter 3: To assess where a possible communication group could be linked to Quarter 4: Multi agency communication in operation	Multi agency group in operation Recommendations made by the group to strengthen communication between and across partners	Better communication and understanding between sectors <i>National Outcome – stronger communities</i> Environment for a thriving third sector. <i>LAA outcome</i> People at the Heat	Opportunities missed to strengthen communication	

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	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
						or Change Haringey Community Strategy		
42.	Improve information provided to and by the VCS	HAVCO/ Haringey Community Link/ HIDP	Staff time Marketing	Quarter 1: HAVCO to encourage continued sign up place to their voluntary sector database Quarter 2: Up to date information about the VCS services and forthcoming events made available on Haringey Community Link and other formats Quarter 3: VCS should create their own webpage possibly using Haringey Community Link Quarter 4: Review effectiveness of information reaching the diversity of the VCS through partnership working	Increased number of groups signed up to HAVCO's database More providers are accessing information through Haringey Community Link	Better communication and understanding between sectors <i>National Outcome – stronger communities</i> Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart or Change Haringey Community Strategy	Opportunities missed to strengthen communication	
43.	VSOG to meet umbrella bodies to discuss reviews, proposed changes and impacts on VCS	LBH CVST	Staff time Meeting costs, publicity	Quarter 1: Explore how the current 2 nd tier body can feed into VSOG Quarter 2: Clarify expected outcomes and	Quarterly monitoring meeting in place with strong VCS representation	Better communication and understanding between sectors	Opportunities missed to strengthen communication	

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	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
				benefits Quarter 3: Stakeholder engagement Quarter 4: Meetings occurring on a quarterly basis with strong VCS engagement		<i>National Outcome – stronger communities</i> Environment for a thriving third sector. <i>LAA outcome</i> People at the Heat or Change Haringey Community Strategy		
44.	Strengthening Consultation processes joined up across the sector	LBH Communication/ TPCT/ Police/ HAVCO/ HCIG	Staff time Resources to pull together a consultation calendar	Quarter 1: Consult with stakeholders on the feasibility of sharing consultation information to publish quarterly calendar Quarter 2: Secure buy in to compile quarterly calendar Quarter 3: Agree lead partner and how the quarterly consultation calendar will be compiled Quarter 4: Production of Quarterly consultation calendar	Production of quarterly consultation calendar made available to all partners Improved consultation planning	There is effective public engagement in local strategic policy making and decision making processes <i>National Outcome – stronger communities</i> Environment for a thriving third sector. <i>LAA outcome</i> People at the Heat or Change Haringey Community Strategy	Consultations may not be as co-ordinated as they could be and could lead to consultation fatigue	

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	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
45.	Develop and resource a multi agency mechanism that will allow partners to: - co-ordinate consultation, and if feasible commissioning joint consultations - to have an overview of planned consultations in Haringey - encourage incorporation of Compact principles into local consultations and community engagement	HCIG/ HAVCO/ LBH Communications and Consultation/ TPCT/ Police	Staff time, meeting costs, Support to the mechanism	Quarter 1: To discuss proposal with providers Quarter 2: To identify mechanism that enables the co-ordination of consultation and to develop an overview Quarter 3: Establish mechanism Quarter 4: Review effectiveness of mechanism	Consultation multi agency mechanism in place Improved co-ordination of consultation and information sharing	There is effective public engagement in local strategic policy making and decision making processes A proportion of local consultations complying with the timescales set by Haringey Compact	Consultations may not be as co-ordinated as they could be and could lead to consultation fatigue	
Valuing the role of BME and community Groups								
46.	Undertake specific campaigns to promote the use of the Compact, and raise awareness of how to use it in particular within: BME groups Community groups Volunteer – involving	HCIG	Staff time, resources to engage BME groups	Quarter 1: Review consultation information and the issues that are affecting BME providers Quarter 2: To encourage BME groups to access resources provided by HAVCO/ Haringey Community link and other appropriate	Increased number of BME groups signed up to the Compact and are confident to work in partnership BME groups believe that there interests are	Increase understanding of role of the Compact in promoting equality and community cohesion <i>National Outcome</i> – stronger communities	BME and community groups may be unable to use the Compact for mutual benefit due to lack of understanding.	

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	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
	organisations			agencies Quarter 3: Representation on BME community forum Quarter 4: Feedback messages to BME sector through outreach and engagement	represented and supported	Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart of Change <i>Community Strategy</i>		
47.	Work with BME Community Groups to have good governance in place and are in a healthy position to develop partnerships with other VCS organisations, statutory and private partners	HAVCO/ Haringey Community Link	Capacity Building Resources	Quarter 1: Review capacity building opportunities available to BME organisation and small community groups Quarter 2: Liaise with capacity buildings officers and training opportunities Quarter 3: engage with new and emerging BME groups Quarter 4: BME groups actively accessing support available	BME groups have increased capacity to develop their organisation and engage in partnership working	Infrastructure of BME/ Community groups developed so that they are confident about their sustainability <i>National Outcome – stronger communities</i> Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart of Change <i>Haringey Community Strategy</i>	BME and Community groups may feel unsupported and isolated from processes	
48.	Develop BME/ Community Code of Good Practice	HCIG/ HAVCO	Staff time, development of code, marketing	Quarter 1: Agree how the Compact Code of Practice will be developed Quarter 2: Research	Compact Code of Good Practice produced for BME/ Community groups supporting	Partnerships to be developed between BME and community groups/ reduced duplication	Opportunity missed for sharing best practice	

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	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
				existing data Quarter 3: Agree format and content Quarter 4: Produce Compact Code of Good Practice for BME/ Community Groups	partnership engagement	Able to measure engagement of BME and community groups in strategic development <i>National Outcome – stronger communities</i> Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart of Change <i>Haringey Community Strategy</i>		
49.	Local Change Up Development Plan to indicate clearly the impact that projects will have on BME VCO's infrastructure	HIDP/ HAVCO	Staff time	Quarter 1: Liaise with HIDP and HAVCO to review the progress of the projects to date and how BME impact is being assessed Quarter 2: Identify next steps for measuring impact on change up projects – ensuring maximum impact for VCS group Quarter 3: Measuring	Understanding the impact that projects linked to Change Up have on BME VCO's	Ability to measure engagement of BME and community groups in strategic development <i>National Outcome – stronger communities</i> Environment for a thriving third sector. <i>LAA outcome</i>	Lack of knowledge of how Change Up Projects are impacting on BME VCO's	

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				impact built into Change Up Plans Quarter 4: Review outcomes		People at the Heart of Change <i>Haringey Community Strategy</i>		