



# Haringey Council Voluntary Sector Strategy

2011-2016

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This strategy has been developed by Haringey Council. It was subject to a period of consultation to obtain the views of partners across the strategic partnership.

A Voluntary Sector Review Board was set up to oversee the development of the strategy, and had its final meeting on 1<sup>st</sup> July 2011.

**Members of the Voluntary Sector Review Board were:**

- Cabinet Member for Adults and Community Services (chair)
- Cabinet Member for Children’s Services
- Cabinet Member for Finance and Sustainability
- Representatives from:
  - Adults and Housing, Haringey Council
  - Children and Young People’s Services, Haringey Council
  - Chief Executive’s Service, Haringey Council
  - NHS Haringey
  - Haringey Association of Voluntary and Community Organisations (HAVCO)
  - Voluntary Sector partners

**Alternative formats**

This strategy is available on request in community languages, Braille, on tape, in large print and in a format accessible to people with learning disabilities.

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## 1. Introduction

Haringey Council is committed to supporting the Voluntary Sector in the borough. We have developed this strategy to set out how we want to move forward with the Voluntary Sector to deliver essential and innovative services to improve the quality of life of the borough's communities. We have a strong commitment to promoting equality, tackling disadvantage and improving the life chances of our residents, especially those who are the most vulnerable.

Haringey is, in demographic terms, an exceptionally diverse and fast changing borough. Some fifty per cent of our population overall and three-quarters of our young people are from ethnic minority backgrounds, and around 200 languages are spoken in the borough.

The borough has a large Voluntary Sector which provides a wealth of services. The Haringey Association of Voluntary and Community Organisations (HAVCO) report, [Building a Thriving Third Sector in Haringey](#) (May 2010) highlighted the wide diversity of the 1,600 Voluntary Sector organisations in the borough from small grassroots organisations to well established larger ones.

Haringey Council highly values the contribution the Voluntary Sector makes in providing a wide variety of services. In 2010/11 the council invested over £15 million in the Voluntary Sector through a combination of grants and commissioned projects to improve the health and wellbeing of residents.

Voluntary Sector organisations help to bring money into the borough to tackle poverty and disadvantage, promote education, address inequality and develop the borough's art, culture and heritage, as well as improving and protecting the environment. This is achieved through grants, fundraising, sale of goods and services, corporate sponsorship and donations. We recognise the role the council has in supporting and developing the Voluntary Sector, and there are already good examples of the sector working together independently of the council that could be built on.

As well as utilising many volunteers, the Voluntary Sector is a major local employer. One of the key characteristics of its employment profile is its flexible and part-time job opportunities, attracting large numbers of women and people often marginalised in the mainstream employment market.

Fundamental change is happening across the public sector, change that will give local councils and neighbourhoods more power to take decisions and shape their area; enable charities, social enterprises, private and public sector companies and employee-owned co-operatives to compete to offer high quality services; and enablement of people from all walks of life to play a more active part in society. Additionally, the current economic downturn provides many challenges for commissioning and grant aid and it is a certainty that there will be less funding available.

Against this background of rapidly emerging change and the challenges that this presents, the council has a unique opportunity to review how it delivers effective services to help meet areas of highest need and address local inequalities to achieve improved outcomes for residents.

We now need to find new, innovative and efficient ways to make best use of the resources we have available across the partnership. The future funding of the Voluntary Sector will be delivered through a commissioning and funding framework using a commissioning approach with clearly specified outcomes, and with the council seeking best and added value for money and high quality services for residents.

The council remains committed to supporting and developing Voluntary Sector providers, and to delivering preventative and wellbeing services to achieve partnership priorities.

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## 2. What is the Voluntary Sector in Haringey?

“Voluntary Sector” can be defined in a number of ways. For the purposes of this strategy we are defining it as:

Not for profit independent, voluntary and community groups or organisations formed by local people, or those with a local interest, to improve the quality of lives for themselves and/or others in Haringey.

These include a range of registered charities; voluntary organisations; community groups; faith groups involved in social action; community interest companies, mutuels and co-operatives, social enterprises, and citizen-led organisations.

The Voluntary Sector in Haringey is diverse in terms of size, activity, demography and its differing roles. Haringey recognises that the Voluntary Sector is:

- A **strategic partner**: contributing to shaping local priorities and the development of plans to meet those priorities
- A **service deliverer**: improving services’ outcomes through responding to local and diverse needs
- An enabler of **voice and community representation**: by encouraging and supporting local service users and citizens – especially those that are vulnerable and marginalised – to get involved in decision making
- A key contributor to **cohesion and equalities**: by building social capital and strong community networks.
- A **facilitator, co-ordinator and enabler** of social action

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### 3. Purpose of this strategy

The council believes that if the conditions in which our residents are born, grow, live, work and age were improved and more equitably distributed, then everyone would have a better quality of life. We recognise the pivotal role the Voluntary Sector already plays in supporting communities.

This purpose of this strategy is therefore to help us meet the challenges and opportunities that are emerging rapidly from fundamental changes to the public sector, by establishing mechanisms that enable us to deliver effective services in areas of highest need and to address local inequalities to achieve improved outcomes for residents.

The council recognises that a thriving Voluntary Sector is essential for the delivery of Haringey's [Sustainable Community Strategy](#). It also recognises that the work of Voluntary Sector organisations increases community leadership, cohesion, social capital (described in more detail in [Outcome 4](#)) and promoting co-produced services hosted by, for example, local voluntary sector organisations.

The strategy will also provide **a revised commissioning and funding framework which sets out the core principles for how the council will support and work with the Voluntary Sector, including how we will fund and commission services in the future.**

The strategy highlights the contribution that Voluntary Sector organisations can make to delivering the outcomes and priorities for our borough, and is informed by the following guiding principles:

- **Transparency:** There will be fair processes with clear decision making criteria
- **Efficiency:** We will work with Voluntary Sector organisations in a consistent way which aims to be fair and equitable, and ensures we achieve maximum value for money
- **Personalised:** We will involve the community in decision making and make sure funding reflects local aspirations
- **Partnership:** We will adhere to the principles of the [Community Engagement Framework](#) to make sure that people can have their say, are listened to, and are involved in making decisions, and to the Haringey [Compact](#) way of working which promotes good practice in partnership.

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#### 4. Scope of strategy

The strategy's vision is to support a strong Voluntary Sector in Haringey in an environment where all organisations can thrive, be engaged and play a role in supporting Haringey's communities.

Haringey Council recognises its community leadership role in implementing this vision whilst acknowledging and respecting the independence of the sector, and the fact that many groups operate autonomously from the council and its partners.

In recognition of our role, this strategy focuses on the full range of community and voluntary sector services that currently receive grant aid or provide commissioned services. However, it also aims to ensure that those organisations that do not have a funding relationship with the council are also supported to achieve their full potential, regardless of the age group and client group that organisations work with.

The council is building on existing strategies and strategic commissioning plans to ensure we have a Voluntary Sector Strategy which addresses engagement, social action, co-production and new roles in public service delivery as well as a restructured grant aid framework incorporating a commissioning-based approach.

Haringey Council is committed to reducing inequalities. By commissioning and funding high quality and cost effective needs-led services, informed by our [joint strategic needs assessment](#) and benchmarking against local, sub-regional and national information, and with our focus on agreed key priorities, we will begin to achieve this.

This strategy does **not** cover the relationship to or contractual relationships with the private sector and business.

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## 5. The national context

There has been a drive from central government to create a local environment which will enable the Voluntary Sector to contribute and to thrive. Haringey is about to experience a fundamental change in the way services are delivered, alongside a reduction in funding. There is a clear intention to give residents more powers in making decisions about their communities and encouraging people to take an active role. This includes supporting the creation and expansion of co-operatives, mutuals, charities and the growth of social enterprise capacity, enabling them to play a greater role in the delivery of public services.

The [Spending Review 2010](#) confirmed the government's intention to work with the financial sector, the voluntary sector and community groups to develop innovative equity investment opportunities in public services. This included:

- Additional support for the Civil Society organisations sector, including a short-term fund to help charities, voluntary groups and social enterprises make the transition to a tougher funding environment
- A National Citizen Service which will support young people from a mix of different backgrounds to develop skills and engage with their communities
- A Community First Fund to support new and existing small organisations in the most deprived areas
- A Big Society Bank to bring in private sector funding in addition to receiving all funding available to England from dormant accounts
- London Councils' repatriation of grants to local councils
- Personalisation of social care in adults and children with special educational needs.

It is recognised that some eighty per cent of Voluntary Sector organisations work in the health and social care field. We recognise that the council needs to support Voluntary Sector organisations in moving into a personalised care market place, through market development and stimulation, to enable them to respond to priorities that emerge from national and local commissioning arrangements across health and social care.

Further detail on the national context can be found in [Appendix 1](#).

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## 6. The local context

### 6.1 Haringey's population

In 2010, Haringey was the 13<sup>th</sup> most deprived borough in the country (18<sup>th</sup> in 2007) and the fourth most deprived borough in London (fifth in 2007).

- The population is one of the most ethnically diverse in the country.
- Fifty per cent of children are classified as in poverty, and there is a wide variation in educational attainment by ethnic group.
- Life expectancy has continued to rise in line with the national trend.
- Average life expectancy for men is 75.88 years, ranging from 71.68 years in Tottenham Green ward to 80.9 years in Fortis Green ward, but overall remains around two years below the national average. In addition, 2001 Census figures show that, by the age of 66, Haringey men will have developed a disability or long-term health condition.
- Average life expectancy for women is 82.43 years, ranging from 77.42 years in White Hart Lane ward to 89.51 in Stroud Green ward, and is slightly above the national average. However, 2001 ONS figures show that, by the age of 69.7, women will have developed a disability or long-term health condition.
- Cancer and heart disease account for most deaths.
- Infant mortality rates are high; and the level of low birth weight is high in the east of the borough.
- The rate of teenage pregnancies shows a continuing downward trend, although levels remain higher in mixed White and Black Caribbean ethnicities.
- There are high rates of emergency admissions to hospital and variation in quality outcomes in primary care. Alcohol misuse has risen in the last five years.
- In the year to September 2009:
  - the employment rate was 63.5%, down 0.9 percentage points over the year. This makes it the fourth lowest in London
  - the unemployment rate rose 1.4% to 9.1%, making it the 11<sup>th</sup> highest unemployment rate in London
  - economic inactivity rate (people of working age not actively seeking work) decreased by 0.2% to 30.1%, making it the third highest inactivity rate in London, significantly higher than the six-borough comparator average<sup>1</sup> (23.3%).
- It is recognised that older people living in Haringey after retiring from employment, for example, continue to be economically active.
- At May 2010, there were 9,721 claimant count unemployed people (6,605 men; 3,116 women), down 189 over the month but up 590 over

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<sup>1</sup> The six borough comparator is comprised of: Brent, Hackney, Lambeth, Lewisham, Southwark and Waltham Forest. These are boroughs with similar characteristics to Haringey, as defined by the Neighbourhood Renewal Unit.

the year, at 6.2%. This continues to be higher than the six-borough comparator (5.6%), London (4.3%) and England (3.9%) averages. The 25-34 age group was the highest in this category, and the highest ethnicity of claimant count unemployed was White.

- There will be an impact following recent government announcements of changes in benefits, including housing benefit, and the loss of education maintenance allowance.

## 6.2 The Voluntary Sector in Haringey

- Haringey has a large Voluntary Sector, believed to be around 1,600 organisations.
- Voluntary Sector organisations play a key role by providing services that are bespoke and flexible, meeting the needs of our diverse communities. These range from Registered Social Landlords and social enterprises to voluntary organisations, and may be branches of a national body as well as small, grassroots community groups.

In autumn 2009, HAVCO conducted a [survey of Voluntary Sector organisations](#) which found that:

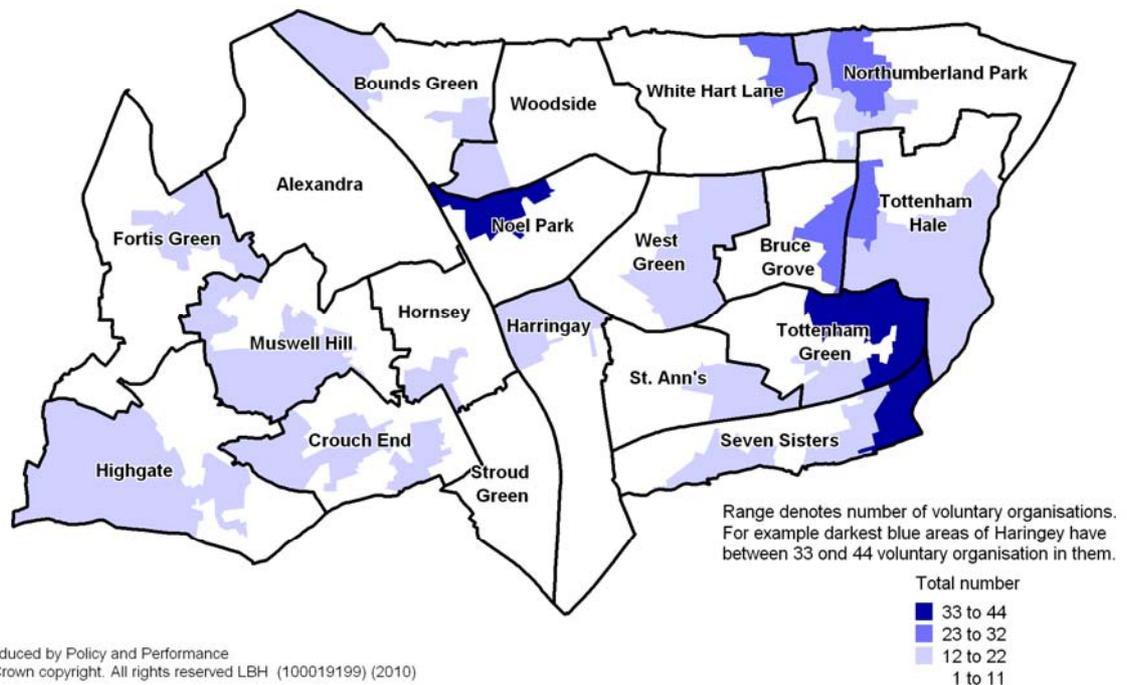
- The overwhelming majority of organisations in the Voluntary Sector are either voluntary organisations or community groups.
- Seventy per cent of Voluntary Sector organisations are described as micro or small organisations with incomes of less than £10,000 per year.
- Sixty-three per cent of these organisations have been established for over a decade and twelve per cent are faith groups.
- The sector employs some 5,100 full time equivalents.
- On average, individual volunteers in the borough give their time for seven hours per month, amounting to 217,000 volunteer hours per month and a total of 2.6 million volunteer hours per year.
- The approximate value of volunteering work is £25 million per annum.

A full version of the above information can be found in the [Haringey: Our Place](#) pages on the council's website.

**Map 1** shows where Haringey's 1,600 Voluntary Sector organisations are based across the borough. The highest concentration of organisations is in the east of the borough in Super Output Areas (SOAs) in Tottenham Green and Seven Sisters wards, along with a particular concentration in an SOA in Noel Park in the centre of the borough.

## Map 1: Haringey's 1,600 voluntary sector organisations, by ward, 2009

Total number of voluntary organisations based and working in Haringey  
Haringey SOAs  
2009



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### 6.3 Equalities Impact Assessment and Compact Proofing

Throughout our work, we are committed to reflecting the full diversity of the community we serve and to promoting [equality of opportunity](#) for everyone.

Equalities screening has identified that full Equalities Impact Assessments (EqIAs) will be developed, that cover the five outcomes of the Strategy:

- Work has already begun on the EqIA for **Outcomes 1 to 4**, in particular for around the new funding arrangements.
- Work will begin on an EqIA for **Outcome 5: Fairer access to assets and community spaces** alongside the planned review of the use of community buildings

A full review of compliance to the Haringey Compact – Working Better Together has also been undertaken.

#### 6.4 Links with the Sustainable Community Strategy

This strategy contributes to the work of all outcomes of the [Sustainable Community Strategy](#):

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

#### 6.5 Links with other relevant strategies

This strategy also contributes to all Haringey's existing key strategic documents:

- [Children and Young People's Plan](#)
- [Greenest Borough Strategy](#)
- [Housing Strategy](#)
- [Older People's Housing Strategy](#)
- [Regeneration Strategy](#)
- [Safer for all: Community Safety Partnership Plan](#)
- [Wellbeing Strategic Framework](#)
- [Procurement Strategy](#)
- [Asset Management Plan](#)
- [Child Poverty Strategy](#)

HAVCO has produced the following documents which are integral to the development of this strategy:

- [Survey of Third Sector organisations, 2010](#)
- [Towards 2012 and Beyond, A Volunteering Development Plan for Haringey](#), October 2009

The strategy has adopted the principles set out in Haringey's [Community Cohesion Framework](#), that Haringey is a place where:

- There is equal opportunity to life's chances and a borough-wide commitment to work together to achieve equality and justice.
- Young people have hope and ambitions and the opportunity to realise them.
- There are positive relationships and common values across the diverse communities and people of Haringey.
- Everyone, regardless of background, belief or circumstances, feels part of the wider Haringey community, is respected and valued, and has the opportunity to contribute to the life of the community.
- There is trust and a sense of belonging across all communities.
- People are safe from harassment and crime and are free from fear of crime.
- The people of Haringey want to live here and are proud of the borough's diversity.

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## 7. Vision

### Voluntary Sector Strategy Vision

**A sustainable and independent Voluntary Sector:**

**Working in partnership with public and private sectors to reduce inequalities and poverty, strengthen cohesion and building community leadership to improve the lives of residents of Haringey.**

This strategy:

- supports the development of a robust and able Voluntary Sector that works in partnership with the council (and other strategic partners) to sustain the delivery of high quality local services
- encourages transparent and fair decision-making arrangements.

We are committed to the principles set out in the Haringey Compact [Working Better Together](#). The compact promotes mutual respect and understanding between the public, private, voluntary and community sectors to enable them to work better together to develop local services to meet the social, economic, health and environmental needs of its local communities, and to tackle inequalities.

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## 8. Key outcomes of this strategy

The emerging direction from central government is designed to open up public services to ensure that charities, social enterprises and co-operatives have a much greater role in the running of services. In this strategy we have five key outcomes for effective working with the Voluntary Sector which will enable the sector to play a bigger role in delivering more innovative, diverse and responsive public services.

**Outcome 1: A commissioning and funding framework that is needs-led and offers value for money:** by establishing a robust financial relationship alongside innovative ways of funding services, supported by quality assurance and monitoring

**Outcome 2: A strong Voluntary Sector infrastructure:** by developing a strategic structure that supports the work of the Voluntary Sector

**Outcome 3: An effective Voluntary Sector voice:** by ensuring that the needs and views of the Voluntary Sector are effectively championed

**Outcome 4: People and communities empowered to take control of their lives:** To support the development of valuable social networks, recognising the key role the Voluntary Sector has to play, to deliver high quality support and services

**Outcome 5: Fairer access to assets and community spaces:** by providing support to enable Voluntary Sector organisations to access and to share high quality premises

These are set out in more detail over the next pages.

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## **Outcome 1: A commissioning and funding framework that is needs-led and offers value for money**

**To establish a robust financial relationship by developing innovative ways of funding services, supported by quality assurance and monitoring**

We are committed to meeting the needs of people in a place which is remarkable for its diversity.

Our commissioning and funding framework will be designed to help the council take a more considered and consistent approach to funding and contracting with the voluntary and community and private sector. It will help us to ensure that we are providing high calibre services equitably and fairly, with a particular focus on the most vulnerable residents.

The commissioning and funding framework will set out the terms of an agreement which clearly explain what we expect from funded organisations and, in return, what they can expect from us. This will include consistency between council departments, transparent processes, efficient business relationships and personalised commissioning. This will also help to ensure that there is increased opportunity for the Voluntary Sector to maximise its opportunities for securing contracts for delivery of public services. Haringey already procures a range of goods and services for residents from external providers and suppliers. We want to ensure the Voluntary Sector can maximise its opportunity in securing contracts.

We will also use consistent quality assurance processes and joined up reporting requirements across all funding streams to enable us to most efficiently measure the effectiveness of commissioned services. We want high quality and equitable services (including preventative services) to focus on our most vulnerable residents.

At the time of completion of this strategy, the Coalition Government has just completed a consultation on Best Value: new draft statutory guidance, further details of which can be found at [Appendix 7](#). The draft statutory guidance will be considered as part of developing the commissioning and funding framework.

To help us build on our ability to respond to needs and trends, we will review all current funding programmes incorporating the findings of an equalities impact assessment and compact proofing.

**This outcome includes the following priority for 2011-2016:**

- 1.1 To introduce a commissioning and funding framework in summer 2011.

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**Outcome 2: A strong Voluntary Sector infrastructure**  
**To support the development of a strategic infrastructure that enhances good, high quality services and improved service delivery**

In order for Voluntary Sector organisations to contribute successfully to the delivery of the [Sustainable Community Strategy](#), the council recognises the need to invest in good quality, capacity building support.

This includes supporting the Voluntary Sector to develop new skills, partnerships and organisational models, enabling them to modernise and become more entrepreneurial, and innovative to take advantage of future opportunities.

**This outcome includes the following priorities for 2011-2016:**

- 2.1 To support the Voluntary Sector to develop and enhance consistently high quality services and improved service delivery.
- 2.2 To increase opportunities for communication and collaboration within the Voluntary Sector, and also between the Voluntary Sector and statutory agencies.

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### **Outcome 3: An effective Voluntary Sector voice**

**To make sure that the needs and views of the Voluntary Sector are effectively championed**

The Voluntary Sector has a wealth of experience and talent that can be of great benefit to those making policy in the statutory sector. The council acknowledges that listening to the voice of the Voluntary Sector invariably leads to improvements in the way policy and services are developed locally.

The Voluntary Sector has a key role in enabling the voice of the community, especially excluded groups, to be heard. This role includes encouraging and supporting local service users and citizens to get involved in decision making.

Representation on key decision making groups, including in the commissioning process, is acknowledged as good. The council wants to further support this area so that there is a continual cohort of trained Voluntary Sector representatives who have the legitimacy and support to fulfil this role effectively.

#### **This outcome includes the following priorities for 2011-2016:**

- 3.1 To support a cohort of Voluntary Sector representatives to fulfil their role effectively.
- 3.2 To continue to ensure that the Voluntary Sector is represented on key decision making groups.

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## **Outcome 4: People and communities empowered to take control of their lives**

**To support the development of valuable social networks, recognising the key role the Voluntary Sector has to play in delivering high quality support and services**

The aim of this outcome is to put in place measures to increase the skills and capacity of people and communities to:

- promote social action/capital with empowered people and communities who control their lives with developed and supported valuable local social networks
- build social capital and co-production to stimulate “social capital” in the borough (more detail on social capital can be found in [Appendix 3](#))
- have the necessary skills to make their own decisions
- take responsibility for their own self-help and their own communities’ civic life
- increase organised levels of volunteering in the borough
- promote opportunities such as Gift Aid to generate more income for borough’s charities (whilst noting that some Voluntary Sector organisations in the borough are not registered charities).

In Haringey we have begun looking at how we support the development of ‘social capital’. We believe there is an important role for the Voluntary Sector in supporting this. For example, we are piloting [Haringey Neighbourhoods Connect](#) which aims to support and increase neighbourhood level connections through a blend of social media, online tools and real work interactions. We also have a [Time Bank](#) operating in the east of the borough.

Volunteering is a powerful force for change, both for those who volunteer and for the wider community. While it is not solely undertaken within the Voluntary Sector, it is one of the largest providers of volunteering opportunities. The council recognises that volunteers form the lifeblood of many Voluntary Sector organisations, whether as trustees or as contributors to service provision and support.

HAVCO’s Volunteering Development Plan – [Towards 2012 and Beyond](#) – states that:

“It is no exaggeration to describe volunteering as the glue that keeps our community together. You can describe it as 'social capital', but in essence it simply means 'helping out'. Without thousands of people giving up their time to lend a hand all our lives would be poorer.”

In order to meet the challenge of encouraging more people to volunteer, new ideas and incentives are required. One local authority, for example, is

planning to join forces with commercial rewards schemes to launch a “volunteer reward scheme vouchers” redeemable in supermarkets, high street shops and restaurants in return for time given to volunteering.

**This outcome includes the following priorities for 2011-2016**

- 4.1 To further develop neighbourhood networks, promoting citizen-led organisations.
- 4.2 To promote volunteering across the borough.
- 4.3 To make sure volunteer management is supported and promoted.
- 4.4 To make sure volunteering meets the needs of community.  
*(4.2-4.4 sourced from HAVCO's Volunteering Development Plan)*

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**Outcome 5: Fairer access to assets and community spaces**  
**To provide support to enable Voluntary Sector organisations to access and to share high quality premises**

The council currently manages a portfolio of community buildings. These are local community facilities leased to organisations to meet the needs and provide services to the local community. This portfolio was recently the subject of a strategic review which concluded that it should be retained as the sector provides a valuable contribution to the priority areas identified in our Sustainable Community Strategy.

There has been significant political and community demand to offer a flexible and cost effective premises framework for the Voluntary Sector. However, the challenge lies in aligning the needs of the Voluntary Sector with council requirements and resources. We will be working with our partners and the Voluntary Sector to look at innovative ways of achieving this.

**This outcome includes the following priorities for 2011-2016:**

- 5.1 To review current use of council owned community buildings by Voluntary Sector groups, in the context of a wider review of council owned facilities.
- 5.2 To ensure, where possible, the realignment of use of community buildings and other council buildings, to maximise their use, and increase access to voluntary groups.

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## 9. Delivery and monitoring

The strategy will be delivered through a set of SMART actions. This means that we have included in the delivery plan only those actions which meet the following criteria:

- **Specific** – well defined, with no misunderstanding
- **Measurable** – quantity, quality, time, cost
- **Achievable** – challenging but realistic
- **Resourced** – what is needed to complete the action, e.g. money, time staff
- **Time bound** – with a completion date

The Voluntary Sector Strategy 2011-2016 will have an accompanying Commissioning and Funding Framework, with a strategy delivery plan which describes the priorities for each outcome. Each outcome has a set of actions and a named lead responsible for ensuring that the action is implemented and for reporting on progress, and for bringing to the attention of the shadow Health and Wellbeing Board any difficulties in progressing the strategy along with proposed solutions. We anticipate progress on delivery will be reported to the shadow Health and Wellbeing Board on an annual basis.

The [NHS White Paper, Equity and Excellence: Liberating the NHS](#), requires us to establish new statutory arrangements within local authorities – to be known as "Health and Wellbeing Boards" – to take on the function of joining up the commissioning of local NHS services, social care and health improvement. The Health and Wellbeing Board will therefore oversee and monitor the implementation of this strategy and of the commissioning and funding framework.

We will measure progress on the priorities through:

- monitoring the priorities and initiatives in this strategy
- reporting regularly to the Health and Wellbeing Board
- reporting to local groups and organisations representing the Voluntary Sector

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## Appendices

### Appendix 1: The national context

Over the last ten years there has been a drive from central government to create a local environment which will enable the Voluntary Sector to contribute and to thrive. With the change in national government in May 2010 the public sector is about to experience fundamental change in the way services are delivered, alongside a reduction in funding. There is a clear intention to give residents more powers in making decisions about their communities and encouraging people to take an active role. This includes supporting the creation and expansion of co-operatives, mutuals, charities and social enterprises, enabling them to play a greater role in the delivery of public services.

The [Spending Review 2010](#), published on 20 October, confirmed the government's intention to work with the financial sector, the Voluntary Sector and community groups to develop innovative equity investment opportunities in public services. It announced:

- Around £470 million support for the Civil Society organisations sector, including a £100 million short-term fund to help charities, voluntary groups and social enterprises make the transition to a tougher funding environment, to work with us to build a big society, and make the most of the opportunities it will bring. This will support those organisations most affected in the short term by public spending reductions.
- A National Citizen Service which will support young people from a mix of different backgrounds to develop skills and engage with their communities – sufficient to fund 10,000 places in 2011/12 and 30,000 in 2012/13.
- The Community First Fund which will support new and existing small organisations in the most deprived areas.
- The Big Society Bank will bring in private sector funding in addition to receiving all funding available to England from dormant accounts.

In September 2010, the Audit Commission published a report entitled [Strategic financial management in councils](#). It suggests that councils can adapt the government's 2010 spending review framework for its commissioning framework by asking questions such as:

- How is this activity essential to achieving council priorities?
- How does this activity improve the wellbeing of local communities?
- Why does the council need to fund this activity?
- How can we focus this activity on people most in need?
- How can we provide this activity at lower cost?
- What can make this activity more effective?
- Which other local bodies could provide this activity?

- How can the private sector, third sector or citizens provide this activity, whole or in part?
- How can we make sure that payment to service providers links to achievement?

In October 2010, the Cabinet Office published:

- [Public Bodies Reform – Proposals for Change](#). This list included the Commission for the Compact and the announcement that this will no longer be a Non-Department Public Body. Its duties were transferred from 1 April 2011 to Compact Voice and the Cabinet Office.
- [Building a Stronger Civil Society](#), its strategy for voluntary and community groups, charities and social enterprises. The Civil Society described it as the first step towards helping civil society organisations grasp new opportunities arising from the massive devolution of power to local communities and reform of public services that underpins the Big Society. The aim of the strategy is to develop practical measures to support and strengthen the sector, so it can realise the opportunities being made available to it and the wider programme of reforms.
- [Supporting a Stronger Civil Society](#), a consultation seeking views on improving support for frontline civil society organisations. It aims to end top down initiatives that filter spending through multiple layers, and help to make the support received more relevant and simpler to obtain. The consultation has now closed and publication of the response is awaited.

Published in November 2010, [Think Local, Act Personal](#) is an sector-wide statement of intent that makes the link between the Coalition government's vision for social care and the previous government's Putting People First agenda, setting out the way forward for personalisation and community-based support. April 2010 saw the publication of [Design for life: laying the foundations for Think Local, Act Personal](#), a manifesto from a group of five organisations representing a wide range of those involved in social care and support. It puts forward seven specific ideas that the group believes would result in the sector feeling more supported and better able to move towards providing personalised care, despite the difficulties involved. The manifesto states that, *“Creating real power to put in the hands of individuals will require a ‘no decision about me without me’ approach to commissioning. But it will also mean supporting individuals and families to mutualise ... A sign of this empowerment will be the health, security and visibility of ‘user-led organisations’ and ‘carer-led organisations’ at national, regional and local level.”*

The [Equalities Act 2010](#) introduced new requirements:

- Creation of a new “general Equality Duty” for public authorities across all protected characteristics and expanding on the current three:
  - disability
  - gender reassignment
  - pregnancy and maternity

- race – this includes ethnic or national origins, colour and nationality
- religion or belief
- sex, and
- sexual orientation.
- Consideration of how all council policies and practices affect all of the “protected characteristics”
- A requirement to begin reporting on gender pay by April 2011
- Reporting on the disability employment rate
- Tackling private sector discrimination through public procurement policies
- Developing and publishing equality objectives.

The [Giving Green Paper](#) consultation, launched in December 2010, focuses on social action – how levels of giving and mutual support in society can be increased and catalyse a culture shift that makes social action a social norm. Its primary purpose was to kick-start a debate which will feed into a White Paper on giving that the Cabinet Office aims to publish in spring 2011. However, research published in an Ipsos Mori/Hansard Society report in March 2011 suggested that only one in ten people say they will ‘definitely’ spend some time doing some form of voluntary work at some point in the next couple of years.

[The Localism Bill](#), introduced to Parliament in December 2010, makes the legal changes needed for the government’s proposals to shift power from central government to local government. The Bill has four main aims:

- Empowering communities
- Diversifying the supply of public services
- Strengthening accountability to local people
- Opening up government to public scrutiny.

The Bill will also give communities extra rights, including:

- The right to buy community assets (such as shops, pubs and libraries)
- To challenge how services are being run and to bid to take over these services
- Powers to start a local referendum on any issue.

In February 2011, the Department for Communities and Local Government announced a change in the [use of community assets](#), with an end to 'clawback rights' that stopped community and voluntary groups selling or changing the use of community land or buildings that were funded by specific historic government grant programmes. Local communities will get the freedom to sell, rent or share community owned assets bought with central government money, such as council buildings, shops and business parks.

This followed a speech to the National Council for Voluntary Organisations in March when Mr Pickles challenged town halls to resist any temptation to 'pull up the drawbridge' and pass on disproportionate reductions in funding to the voluntary and community sector.

In order to reduce bureaucracy for councils, the Communities Secretary announced the scrapping of [Creating Strong, Safe and Prosperous Communities](#), published in 2008, which spells out how councils should engage with the people in their area, how they should feed back information, and even a definition of what a 'local person' is. The change will remove barriers and burdens which Ministers believe currently forces councils to focus more on working to top down priorities than on serving their local communities.

A government consultation on [Best value: new draft statutory guidance](#) ran to 14 June 2011. Taken together with measures such as Community Right to Challenge in the Localism Bill, the guidance aims to reduce the barriers that often prevent voluntary organisations competing for local authority contracts. Both measures aim to promote local authority leadership in providing a level playing field for all, including local voluntary and community groups and social enterprises.

One of the deregulatory measures proposed in the Best Value consultation is the repeal of the duty to prepare a sustainable community strategy. These strategies were designed to provide the overall strategic direction and long-term vision for the economic, social and environmental wellbeing of a local area.

Details of the **Big Society** programme, announced on 18 May 2010, are set out in [Appendix 2](#).

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## Appendix 2: The Big Society: an overview

### 1. What is the Big Society?

*“The Big Society is about helping people to come together to improve their own lives. It’s about putting more power in people’s hands – a massive transfer of power from Whitehall to local communities.”* Cabinet Office

The 'Big Society' is a flagship policy from the 2010 Conservative manifesto and forms part of the programme of the Coalition Government. The policy was launched by the Prime Minister shortly after the 2010 general election. A [statement on the scope and ambition of the Big Society policy](#) can be found on the Cabinet Office website.

The Office for Civil Society in the Cabinet Office has lead responsibility for the Big Society policy. The government’s own overview of the policy has developed since the original May 2010 statements, and the [Cabinet Office website](#) is the best source of up to date ‘official’ views of what the Big Society programme aims to achieve.

Four flagship community projects were launched in July 2010, although Liverpool City Council subsequently withdrew from the programme in February 2011, stating that government cuts had threatened the future of many local volunteer groups.

### 2. Big Society agenda

The Cabinet Office describes the three key parts to the Big Society agenda as follows:

**“Community empowerment:** giving local councils and neighbourhoods more power to take decisions and shape their area. [Planning reforms](#) lead by the Department for Communities and Local Government will replace the old top-down planning system with real power for neighbourhoods to decide the future of their area.

**“Opening up public services:** our public service reforms will enable charities, social enterprises, private companies and employee-owned co-operatives to compete to offer people high quality services. The [welfare to work programme](#), lead by the Department for Work and Pensions, will enable a wide range of organisations to help get Britain off welfare and into work.

**“Social action:** encouraging and enabling people to play a more active part in society. National Citizen Service, Community Organisers and Community First will encourage people to get involved in their communities.”

## 2.1 Community empowerment

These elements of the Big Society agenda are included in the [Localism Bill](#) currently in Parliament and due to be enacted in late 2011. They include:

- radical reform of the planning system to give neighbourhoods more ability to determine the shape of the places in which their inhabitants live
- new powers to allow communities to make the case for taking over buildings and 'community assets', and to bid to take over local authority services
- a new 'community right to challenge' and to request a local referendum be held on any issue, triggered by five per cent of the electorate of the area in question.

## 2.2 Opening up public services

This theme is now taking more centre stage compared with initial Government statements on the Big Society. The Government's wider plans for public service reform are set out in:

- [Modernising Commissioning](#): increasing the role of charities, social enterprises, mutuals and co-operatives in public service delivery. Green Paper, published December 2010.
- The [White Paper on Public Service Reform](#), published in July 2011, sets out how the Government believes it can improve public services by putting choice and control in the hands of individuals and neighbourhoods to make public services more responsive to people's needs. It includes five key principles:
  - Choice – wherever possible we will increase choice
  - Decentralisation – Power should be decentralised to the lowest appropriate level
  - Diversity – Public services should be open to a range of providers
  - Fairness – We will ensure fair access to public services
  - Accountability – Public services should be accountable to users and taxpayers.

The Government claims that the aim of the reform is to find new ways of delivering national public services, such as benefit payments, tax collection, services within the NHS, civil service administration, justice services like prisons and probation, and the provision of items such as driving licences.

## 2.3 Social action

The [Office for Civil Society](#), part of the Cabinet Office, works across government departments to translate the Big Society agenda into practical policies, provides support to voluntary and community organisations and is responsible for delivering a number of key Big Society programmes.

### **The Big Society Bank**

The Government is setting up a [Big Society Bank](#) to give social enterprises, charities and voluntary organisations access to greater resources. It will be set up using money from dormant bank accounts (estimated by the Financial Times at £50 million to £100 million) and will encourage investment in social change. The Prime Minister announced in February 2011 that UK banks would also be providing loans of £200 million. These sums remains small compared to the cuts in third sector funding.

### **National Citizen Service Pilots**

The National Citizen Service (NCS) scheme will bring 16 year olds from different backgrounds together to take part in residential and home-based activities such as outdoor challenges and local community projects. The Cabinet Office will run [pilots for National Citizen Service](#) in the summer of 2011 and 2012, involving 10,000 young people.

### **Community Organisers**

Over the lifetime of the current parliament, the [Community Organisers programme](#) will identify, train and support 5,000 people to act as community organisers to ‘catalyse social action’ in local areas.

### **Community First**

This is described on the Cabinet Office website as ‘a new fund that will encourage social action through new and existing neighbourhood groups’. The fund is intended to empower people in areas with high levels of deprivation and enable them to take more responsibility for their communities.

### **3. How are local strategic partnerships involved in the Big Society?<sup>2</sup>**

According to Local Government Development and Improvement, local strategic partnerships (LSPs) and other local partnership bodies have long provided a forum for dialogue and joint action between public bodies, third sector organisations, and local community groups and the wider community. While LSPs are seldom referred to in current Big Society rhetoric, they provide an existing focus for Big Society activity.

Discussions at partnership meetings may be the source of new ideas for use of community assets, or for alternative forms of service provision, and an effective forum for airing issues of local public concern.

LSPs themselves may want to consider taking on a form of legal status as a mutual, community interest company, or not-for-profit body.

They also have a role in encouraging transparency of data amongst LSP partners, along with effective communication to the public.

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<sup>2</sup> Extract from the [Local Government Development and Improvement](#) website

As Big Society initiatives are rolled out (including the new 'community rights' in the Localism Bill), LSPs and other local partnerships may find that they have a growing role in mediating between different community interests, or where different parts of the Big Society do not agree on the way forward. There may be times when a LSP is well placed to try and build consensus between conflicting local views.

### Appendix 3: Social capital

**Social capital** is about the ability of people to work together for common purposes in groups and organisations in a culture of trust and tolerance. It is a concept that can be used flexibly to respond to local issues. In Haringey, we propose the concept as: “people and communities being actively in control of their own lives and having the skills to make their own decisions and take responsibility for their own self-help and their own communities’ civic life”.

To achieve greater social enablement and increased social capital, we need to work with people in a different way so that they have the skills and capacity for everyday, enriching lives. This means putting into place new measures to increase the capacity in communities.

Individuals have needs, but also have abilities. Increased social capital can create a new cadre of active and entrepreneurial citizens, owning, co-producing, directing and running services. It can also act as a catalyst for mobilising a range of volunteers and helpers who can directly contribute to the life of their community. The potential benefits of such a model are clear: improved individual and community wellbeing and greater self-determination.

We aim to explore innovative models of support to meet the aspirations of our communities.

There are a number of initiatives emerging nationally focused on increasing social capital. Individuals in all communities are faced with a series of increasingly complex issues: safeguarding of vulnerable adults and children, an ageing population, entrenched worklessness, economic uncertainty and the fear of crime and anti-social behaviour. Traditional forms of public administration are no longer sufficient in themselves to provide the remedies to the broad range of issues facing society. New forms of service delivery and support need to recognise that local authorities are themselves part of a complex network of systems engaged in the delivery of public services; this network includes central and local government, public, private, voluntary and community organisations, elected representatives and, increasingly, individual and citizen-focused activities. Recent examples of interventions aimed at increasing self-help and social enablement focused on behavioural change and the concept of the co-production of services.

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## Appendix 4: The Haringey Compact Working Better Together

A Compact is an agreement that sets out the shared principles for partnership working between voluntary, community, public and private sector organisations.

The [Haringey Compact Working Better Together](#) was developed to strengthen this working relationship so that services can be well planned and of the highest quality.

The six key principles underpinning the Compact are designed to challenge all partners to seek meaningful ways of partnership working. These are:

1. Promoting partnerships
2. Improving volunteering
3. Valuing the role of Black and Minority Ethnic and community groups
4. Recognising the role of young people
5. Using resources effectively – funding, procurement and premises
6. Improving liaison – communication and engagement

The Compact Proofing Toolkit is a practical, condensed version of *Working Better Together*, designed to turn the Compact principles into reality. It is an aide memoire, designed to remind users of all the key points you should think about doing **before** and **during** the planning of any successful inclusive partnership working.

For further information about Haringey's Compact please contact:

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## Appendix 5: Haringey Compact: resolution process

Haringey's Compact, [\*Working Better Together\*](#), provides a framework to support partnership working between organisations in the statutory sector and those in the Voluntary Sector. The Compact enables differences to be aired in a mutually supportive framework.

### The Compact's resolution process aims to:

- Support the early acknowledgement of (potential) disagreements
- Facilitate their speedy and fair resolution
- Encourage good practice and promote positive relationships.

### Principles of the Haringey Compact Resolution Process

- As far as possible, disagreements over the application of the framework should be resolved directly between the parties involved.
- Strict confidentiality applies (within organisations) while the resolution process is under way. Any agreement should include a statement covering the elements of the dispute that may be public.
- The parties remain in control of the process and any settlement agreed, and retain any rights to other forms of redress (e.g. via an organisation's established complaints procedure; Ombudsman, etc).
- This process only applies to parties that are signatories to the Haringey Compact. In the case of partnerships where not all members are signatories to the Haringey Compact, it will be assumed that the partnership itself is a Compact signatory and agrees to its principles.

### The resolution process comprises three stages:

1. **Informal:** a discussion with the partners attempts to resolve the problem amicably
2. **Formal** (to take no longer than 15 working days): the Haringey Compact Implementation Group contacts both parties to try and resolve the issues
3. **Appeal** (to take no longer than 20 working days): A multi-agency resolution group examines the case and puts forward recommendations.

If a disagreement cannot be resolved within this framework, there are a range of further options including the Ombudsmen for Health and for Local Government, the Compact Mediation Service and, only after careful consideration, legal action.

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## Appendix 6: Performance monitoring and assessment

The council's [Rethinking Haringey: One Borough, One Future](#) paper, published in January 2011, sets out our commitment to promoting equality, tackling disadvantage and improving the life chances of residents, especially those who are the most vulnerable. Activity to help us work towards this vision is grouped under **five outcomes**:

- **Thriving:** Regenerating the borough; creating opportunities for employment and educational attainment; tackling low income and poverty; providing a balance of different types of homes which offer quality, affordability and sustainability
- **Sustainable:** Tackling climate change and managing our environmental resources more effectively; ensuring an attractive, clean, sustainable environment
- **Healthier:** Tackling health inequalities amongst children and adults; promoting healthier lifestyles and independence
- **Safer:** Reducing the incidents and fear of crime and anti-social behaviour; safeguarding children and adults
- **Empowered:** Promoting opportunities for community involvement and volunteering; enabling self reliant communities

Linked with the five outcomes are a series of **priority areas of need** against which we will report our performance on a quarterly basis.

The council has now developed an **outcomes based performance framework** for 2011/12 onwards. A sharper focus on achieving key council priorities and outcomes is at the heart of the new approach.

This **joined-up approach to performance reporting** – established in the Haringey Outcomes Framework, rolled out through the council plan, directorate business plans, embedded in policy and strategy development, and based on evidence from business intelligence data – will help us to ensure that our approach, and the services we commission to deliver services to residents, is effectively focused on reducing inequality by offering a range of high quality, value for money services.

While the Voluntary Sector contributes to the majority of the outcomes and many of the priorities, this strategy focuses on those key service measures that are relevant to the areas of work that the council currently funds in the sector. However, these service measures will be reviewed over time and will be subject to change to ensure that they are fit for purpose.

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## Appendix 7 – Best value: consultation on new draft statutory guidance

1. Best value authorities are under a general duty of best value to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.” Under the duty of best value, therefore, authorities should consider overall value, including environmental and social value, when reviewing service provision.
2. To achieve the right balance – and before deciding how to fulfil their Best Value duty – authorities are required to consult a wide range of local persons, including local voluntary and community organisations and businesses. This should apply at all stages of the commissioning cycle, including when considering decommissioning services.
3. Authorities should be sensitive to the benefits and needs of voluntary and community sector organisations (honouring the commitments set out in local Compacts) and small businesses. Authorities should seek to avoid passing on disproportionate cuts and in particular:
  - An authority intending to reduce or end funding or other support to a voluntary and community organisation that will materially threaten the viability of the organisation or the service it provides should give at least three months' notice to both the organisation involved and the public/service users.
  - An authority should actively engage the organisation as early as possible on: the future of the service; any knock-on effect on assets used to provide this service; and the wider impact both on service users and the local community.
  - Authorities should make provision for the organisation or wider community to put forward options on how to reshape the service or project. Local authorities should assist this by making available all appropriate information, in line with the Transparency Code of Practice.

### Links to the consultation

<http://www.communities.gov.uk/publications/localgovernment/bestvalueconsult>

<http://www.communities.gov.uk/publications/localgovernment/bestvalueequalities>

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## **Appendix 8: Glossary**

### **Big Society**

Taking the Conservative manifesto definition as seminal, a Big Society is one where "the leading force for progress is social responsibility, not state control".

### **Civil Society**

The full range of civic and social organisations or institutions which form the basis of a functioning democracy. Civil society groups advocate and take action primarily for social development and public interest.

### **Citizen-led organisations**

These are organisations that are run by and controlled by individuals and which support individual empowerment over how services are delivered to local communities.

### **Compact**

Established in 1998, the [Compact](#) is an agreement between Government and the voluntary and community sector in England. It recognises shared values, principles and commitments and sets out guidelines for how both parties should work together, although it is not legally binding.

### **Co-production**

Co-production means involving citizens in collaborative relationships with more empowered frontline staff who are able and confident to share power and accept user expertise. It refers to active input by the people who use services, as well as – or instead of – those who have traditionally provided them.

### **Haringey Association of Voluntary and Community Organisations (HAVCO)**

Haringey's local council for voluntary service, launched in 2003, aims to serve Haringey's voluntary and community sector by promoting, representing and supporting its diverse needs.

### **Scrutiny Review**

Scrutiny Reviews are investigations by Councillors into areas of policy or delivery of Council services on issues of concern to the Council.

### **Select Committee**

A parliamentary committee appointed for some special purpose.

### **Social capital**

The ability of people to work together for common purposes in groups and organisations, often through volunteering.

## **Spending Review**

The Spending Review is a Treasury-led process to allocate resources across all government departments, according to the Government's priorities. Spending Reviews set firm and fixed spending budgets over several years for each department. It is then up to departments to decide how best to manage and distribute this spending within their areas of responsibility.

## **Sustainable Community Strategy**

Local authorities are required by the Local Government Act 2000 to prepare these, with the aim of improving the social, environmental and economic well-being of their areas. Through the Sustainable Community Strategy, authorities are expected to co-ordinate the actions of the public, private, voluntary and community sectors. However, the requirement to produce a sustainable community strategy may be repealed as a result of the government's consultation on [Best value: new draft statutory guidance](#).

## **Voluntary Sector**

"Voluntary Sector" can be defined in a number of ways. For the purposes of this strategy we are defining it as:

- "Not for profit independent, voluntary and community groups or organisations formed by local people, or those with a local interest, to improve the quality of lives for themselves and/or others in Haringey.
- "Also described as the Third Sector, these include a range of registered charities; voluntary organisations; community groups; faith groups involved in social action; community interest companies and social enterprises."

## **Well-being Partnership Board (WBPB)**

Until January 2011, the WBPB had the lead in promoting and delivering a Healthier Haringey for all people aged 18 years and over in Haringey. It was one of the thematic boards sitting under the Haringey Strategic Partnership. It has now been formally disbanded, following the creation of a Haringey shadow Health and Wellbeing Board (sHWB).

## **Health and Wellbeing Board (HWB)**

The [NHS White Paper, Equity and Excellence: Liberating the NHS](#), requires us to establish new statutory arrangements within local authorities – to be known as "Health and Wellbeing Boards" – to take on the function of joining up the commissioning of local NHS services, social care and health improvement. Since April 2011, Haringey has established a shadow Health and Wellbeing Board as a transitional arrangements pending new legislation set out in the Health and Social Care Bill currently before Parliament.

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