



Haringey
**Community
Collaborative**

Our priorities

2024 - 2025



www.haringeycollaborative.org

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Summary

Haringey's voluntary and community sector (VCS) plays a crucial role in supporting residents, addressing issues like unemployment, social exclusion, rising living costs, and enriching the lives of people of all ages. This is done in the context of significant funding, staffing and volunteer challenges, and often growing and increasingly complex demand for their services.

Haringey Community Collaborative, jointly commissioned by Haringey Council and NHS North Central London Integrated Care Board (NCL ICB), was established in May 2024 to provide strategic leadership and capacity building for Haringey's VCS. The Community Collaborative aims to provide comprehensive support to VCS organisations, particularly grassroots groups. The focus is on strengthening governance, securing funding, and enhancing service delivery to ensure that the VCS can continue to effectively support the community.

Haringey Community Collaborative priorities

Since May 2024, Haringey Community Collaborative has taken a co-production approach to agreeing its strategic priorities and the focus of its capacity building efforts. Working with more than 70 VCS organisations and other stakeholders via workshops, interviews and surveys, we identified '**Cost of Living**' as our first priority theme to address via local funding and support.

This overarching theme includes three different strands:

- **Basic Needs:** The workshops highlighted significant challenges residents face in being able to afford necessities. Issues such as the affordability of clothing (including school uniforms and job interview attire), access to hygiene products and facilities (including washing machines, dryers and showers), food security (for example, nutritious food), fuel poverty and access to affordable and suitable housing were emphasised.
- **Community and Support Services:** These services are essential for residents to thrive and to aid social inclusion. There is a need for social spaces, improved networking opportunities, digital skills training, accessible advocacy, and a comprehensive one-stop-shop for support. A directory of local services would also be beneficial.
- **Financial Stability:** Many residents in Haringey, including young people, struggle to find paid work and need help upskilling, including job application training in order to help them find employment. Some residents are interested in starting businesses but need guidance.

Secondary themes

In addition to the cost of living theme, the following were identified as further priority areas to be addressed through local funding and support:

- **Mental health wellbeing and support:** Providing adequate mental health services and support that meet the needs of all Haringey residents. Tailoring support for diversity and for vulnerable and/or seldom heard groups in particular.
- **Community safety:** Ensuring the safety and wellbeing of residents. Making everyone feel safe and welcome in Haringey and its public spaces.

Haringey Community Collaborative seeks to fund projects addressing these themes through our 'Challenge Funds'.

Capacity building priorities

During our engagement we also learned that the VCS would like more support in:

- Bid writing
- Collaborative and partnership working
- Knowledge sharing
- Governance
- Volunteer engagement
- Technology and systems

We will prioritise these themes as part of our year-round programme of VCS Forum events and learning/training offers.

About Haringey Community Collaborative

Haringey Council and the NHS North Central London Integrated Care Board have jointly commissioned Haringey Community Collaborative since May 2024. The Community Collaborative is delivered by Public Voice and Mind in Haringey. We provide strategic leadership and capacity building support for the borough's voluntary and community sector (VCS), with a focus on grassroots organisations and underserved groups.

We aim to help and support groups and organisations, and the sector overall, with:

- Sustainability and fundraising
- Governance
- Service delivery and scaling
- Recruiting and working with volunteers
- Measuring, reporting and increasing impact
- Networking, convening and working in partnership
- Being heard and valued by decision makers and key stakeholders in and beyond Haringey

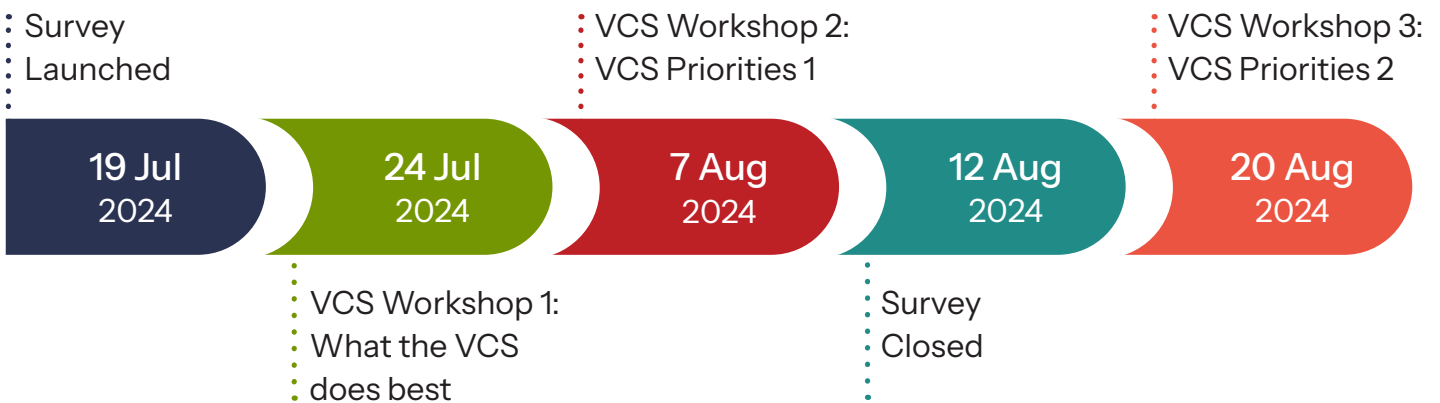
We involve residents and organisations in all levels of decision making, from identifying priorities and themes for the VCS to the allocation of local grant funding in Haringey.



Deciding our strategic priorities

We have taken a co-production approach to agreeing our strategic priorities and the focus of our capacity building efforts. We gathered views from more than 70 VCS organisations and other stakeholders through a series of steps to identify, understand and prioritise key themes for Haringey and its VCS. We sought to learn from and build on what has already been done, focusing our efforts specifically on the areas where the VCS has the greatest potential to address a challenge, or where the sector most needed capacity building support.

Summary of our co-production process



Stage 1: Reading and learning

Lots of research has been conducted on both the important issues and challenges in Haringey, as well as on the role and health of local VCS. This stage included analysis of strategies, visions and action plans for or relevant to Haringey, as well as wider regional or national reports, including the status of the voluntary sector. We also spoke with experts on these topics for further background.

From this we identified:

- Already acknowledged issues and priorities in Haringey
- Ways a local VCS can address local challenges
- Areas of strength and of need for Haringey’s VCS

Stage 2: Shortlisting themes

Having identified a longlist of themes, we conducted a survey across Haringey’s VCS, to get initial views and rankings of priorities for VCS organisations and the communities they serve in Haringey. We also gathered feedback from the VCS on strengths and challenges for the sector.

Stage 3: VCS strengths

We held interviews and a workshop with strategic leaders from the VCS, the statutory sector, and subject matter experts to set out what the VCS does well, its key strengths, and how the sector delivers successful projects.

Stage 4: Defining priorities

Drawing together what had been shared about both the key issues in Haringey, and the role and capabilities of the borough's VCS, we facilitated workshops for the sector to decide which priorities should be the focus of Haringey Community Collaborative.

From this we identified:

- Priority challenges to be addressed through Challenge Funds and collaborations among Haringey's VCS
- Outcomes to target in response to each priority challenge
- Areas of focus for capacity building efforts, to strengthen and help sustain Haringey's VCS

What is a Challenge Fund?

Challenge Funds involve awarding small grants (typically up to £3,000) to VCS grassroots organisations in Haringey, with each Challenge Fund focusing on a different priority theme. These grants provide seed funding to help grassroots organisations test, learn and build evidence for new or existing initiatives addressing the Challenge Fund theme. Grant award decisions will be co-produced by a panel of residents and other stakeholders with knowledge and experience of the Challenge Fund theme.

The selected cohort of grant awardees will get:

- Funding to support their proposed project or initiative
- Tailored capacity building support
- Advice on measuring and reporting the impact of their project or initiative
- Opportunities to network with the rest of the cohort in a community of practice, sharing learning and ideas to link their work
- Chances to showcase their work and impact to potential funders, partners and other key stakeholders

The first Challenge Fund grant application period opens in autumn 2024, with a view to launching in early 2025. Information and support for organisations interested in applying will be shared by the Haringey Community Collaborative – to find out more [join our mailing list](#).

Our priorities will inform the first and future Challenge Funds.

Priority challenges

The following topics were confirmed as priorities for funding and support, including being addressed via Challenge Funds.

Cost of Living

What is it?

Three aspects of the Cost of Living challenge were identified as priorities:

- **Basic needs:** Access to amenities for a decent standard of living – such as clothing, hygiene products/facilities, nutritious and quality food, energy/fuel, affordable and suitable housing, and warm/cool and welcoming spaces.
- **Community and support services:** Spaces where residents can build social connections, engage with the community, and develop support networks.
- **Financial stability:** Access to support and opportunities to develop skills, find decent and adequately paid employment, or for those wanting to start their own business.

Why is it important?

Haringey has a population density of about 9,916 people per square kilometre, making it the 12th most densely populated borough in London. The borough's population is growing, especially in the 50–64 age group, which brings new challenges for social care. Haringey has a very high level of people in temporary accommodation, which can create possible difficulties for younger residents to establish themselves within the borough. Poor housing quality affects both mental and physical health, especially for those with complex needs or large families. Moreover, the rising cost of living has contributed to more residents not being able to afford basic needs like food, heating, and transport, which affects their mental and physical wellbeing.

Haringey is ranked as the 4th most deprived borough in London¹ and among the most deprived nationally. Children in Haringey experience higher than average poverty rates, particularly in Central and East Haringey². Wages in Haringey are lower than average, with more JSA and ESA claimants than the London average³. 3.7% of residents have no qualifications, which is lower than the London average⁴. Median hourly pay is 5.7% below the London average⁵. The borough also has the eighth-largest proportion of residents earning below the London Living Wage⁶.

¹ [Index of Multiple Deprivation 2019, from State of the Borough – September 2023 \(p.18\)](#)

² [Department for Work and Pensions, 2022 data: State of the Borough – September 2023 \(p.58\)](#)

³ [London Poverty Profile, 2022, in State of the Borough – September 2023 \(p.57\)](#)

⁴ [Annual Population Survey, 2021, in State of the Borough – September 2023 \(p.55\)](#)

⁵ [London Poverty Profile, 2022, in State of the Borough – September 2023 \(haringey.gov.uk\) \(p.57\)](#)

⁶ [London Poverty Profile, 2022, in State of the Borough – September 2023 \(haringey.gov.uk\) \(p.57\)](#)

The ability to access public services is often limited by information gaps, lack of support, or physical barriers. Additionally, distrust in public services among vulnerable populations leads to underutilisation of available support. Marginalised communities, the homeless, refugees, and those with complex needs face particular disadvantages.

What outcomes should we be seeking?

A Challenge Fund will be launched to support projects and initiatives that can contribute to the following outcomes:

- Residents have the knowledge, skills and confidence to navigate complex systems (including digital) and enact their rights
- Joined-up, holistic support and information is provided in convenient and welcoming locations
- Young people in Haringey are supported to fulfil their potential
- Residents are able to find secure and suitable employment
- Small businesses can thrive in Haringey
- Dignity is ensured for all residents

Mental Health Wellbeing and Support

What is it?

Providing adequate mental health services and support that meet the needs of all Haringey residents. Tailoring support for diversity and for vulnerable and/or seldom heard groups in particular.

Why is it important?

Haringey also has one of the highest rates of serious mental illness in London (1.37%), above the London and England averages of 0.96% and 1.11%, respectively. Limited access to mental health support, including long wait times for specialist services, is a major issue. Social isolation is a significant associated challenge, and a major social determinant of health, both physical and mental.

As with the Cost of Living challenge, while some mental health public services and support are available, access can be limited by information gaps or physical barriers. Service capacity may be limited, or unable to meet the needs of all residents and circumstances.

What outcomes should we be seeking?

The full set of desired outcomes will be developed with Haringey's VCS, residents, and other key stakeholders in advance of a Challenge Fund on this theme. Initial outcomes identified through our co-production to date include:

- Residents are more aware and able to access mental health support and advice when needed
- Services are designed to reach and support the most vulnerable
- People make connections in their community that support wellbeing
- Residents are empowered to look after and improve their mental health and wellbeing

Community Safety

What is it?

Ensuring the safety and wellbeing of residents. Making everyone feel safe and welcome in Haringey and its public spaces.

Why is it important?

Crime and violence are a concern for Haringey residents. Haringey's rates of hospital admissions for violence, including sexual violence, are higher than both London and national averages. Haringey has the 8th highest rate of both domestic abuse with injury and knife crime with injury in London, and the second-highest rate of drug use (excluding Cannabis) among 15-year-olds of all London boroughs.

There is also a higher-than-average rate of young people cautioned or sentenced. Among Haringey's most prolific youth offenders, 45% of cases showed signs of poor parenting in the first year of life; 90% had experienced loss of a parent through death or separation by the age of five; and 30% had witnessed domestic violence by the age of seven.

What outcomes should we be seeking?

The full set of desired outcomes will be developed with Haringey's VCS, residents, and other key stakeholders in advance of a Challenge Fund on this theme. Initial outcomes identified through our co-production to date include:

- All residents feel safe and supported in their communities
- Public spaces and assets are accessible and inclusive
- Community activities welcome the full diversity of Haringey's people
- Seldom heard and/or vulnerable groups are engaged and supported in particular

Capacity building priorities

The following were identified as key areas for capacity building support from or via the Haringey Community Collaborative.

Training and Development

- Provide training for staff and volunteers to enhance their skills and knowledge
- Offer training on project delivery, governance, and best practices

Collaboration and Partnerships

- Facilitate collaboration among grassroots organisations to improve efficiency and effectiveness
- Develop a common set of governance documents to streamline processes and promote consistency
- Support joint bidding efforts to increase success rates and leverage collective resources

Bid Writing and Funding

- Assistance with bid writing and funding applications
- Explore the use of AI to improve bid writing and policy development

Volunteer Engagement

- Offer training and support for volunteer development, conditions, policy, and remuneration
- Launch a campaign to recruit volunteers across the Voluntary and Community Sector (VCS)

Technology and Data

- Provide training on technology and data collection to support grant applications and community engagement
- Address language barriers to ensure accessibility for all residents

Knowledge Sharing

- Facilitate information sharing and awareness among VCS organisations
- Offer training on changes to benefits and other relevant topics

Policy and Procedures

- Identify gaps in policies and procedures to improve efficiency and effectiveness

Community Engagement

- Create a central platform for information and support
- Promote collaboration among VCS organisations to avoid duplication of services and foster a competitive spirit
- Improve communication of community activities, such as warm and cool spaces
- Support advocacy and community ambassador initiatives

Ideas

- Training workshops: Organise workshops on various topics, including project management, fundraising, and community engagement
- Mentorship programmes: Pair experienced professionals with emerging leaders to provide guidance and support
- Networking events: Create opportunities for VCS organisations to connect, share best practices, and explore collaboration
- Template development: Develop standardised templates for governance documents, policy checklist, and communication materials
- AI toolkits: Provide access to AI tools and resources to assist with bid writing and policy development
- Volunteer recruitment campaigns: Launch campaigns to attract new volunteers and promote the benefits of volunteering
- Data analysis workshops: Offer workshops on data collection, analysis, and visualisation
- Community outreach: Organise community outreach events to raise awareness of available services and support



Next steps

We will focus our efforts over the coming year on the co-produced priorities shared in this report. This will involve:

- Launching our first Challenge Fund on Cost of Living, to support projects and initiatives that can deliver positive outcomes on this theme
- Working with the VCS to develop collaborative projects that respond to the priority themes
- Engaging funders to support additional Challenge Funds addressing our priority themes
- Delivering VCS Forum events and learning/training sessions in response to the VCS capacity building priorities

Our first Challenge Fund will launch in autumn 2024, with a view to projects starting in early 2025. More details on the Challenge Fund and application process will be announced by the Community Collaborative. [Join our mailing list to keep updated.](#)

In 2025, we will review these priorities and co-produce again to refresh our strategy.

Thank you to everyone who has participated so far, and who continues to engage with and support the Haringey Community Collaborative.



Appendix

Insights from our co-production

Appendix: Insights from our co-production

The following are important learnings and insights from the co-production process that we wanted to share.

Survey findings

Over 50 organisations completed the survey. The survey results identified **Cost of Living** as the top ranked priority for both their organisations and Haringey as a whole, with the following also scoring highly in terms of concerns for both the voluntary sector organisations and the borough as a whole:

- **Housing:** Issues related to housing affordability, availability, and quality were identified as major concerns.
- **Crime and Community Safety:** Ensuring the safety and wellbeing of residents was another key priority.
- **Health and Social Inequalities:** Addressing disparities in health outcomes and social opportunities was deemed essential.
- **Mental Health Wellbeing and Support:** Providing adequate mental health services and support was a significant concern.

Interconnected issues

Survey participants noted that many of these priorities are interconnected and require a holistic approach to address effectively. They emphasised the importance of organisations working together. VCS also highlighted a number of issues faced by them:

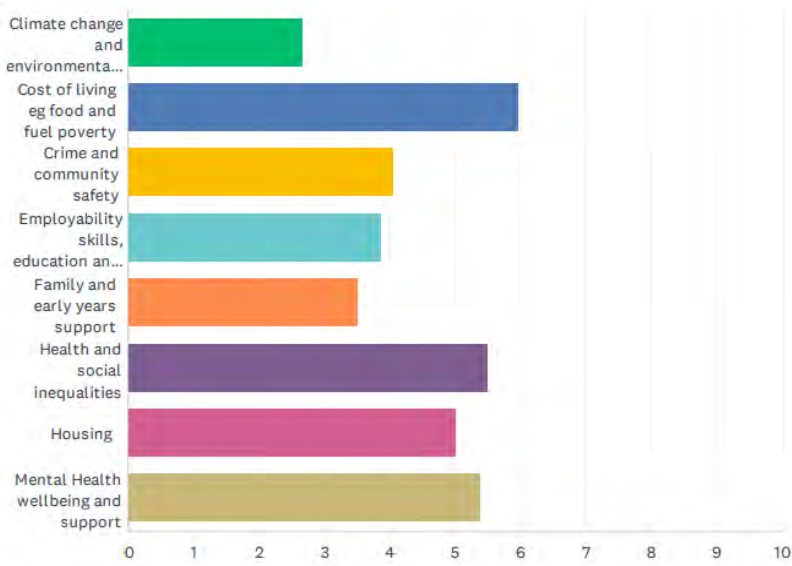
- **Funding:** Securing adequate funding to support VCS activities.
- **Staffing:** Recruiting and retaining staff and volunteers.
- **Facilities:** Accessing suitable facilities for running programmes and activities.
- **Training:** Providing training and development opportunities for VCS staff and volunteers.
- **Service Awareness:** Increasing understanding of available services and how to access them.

Target groups

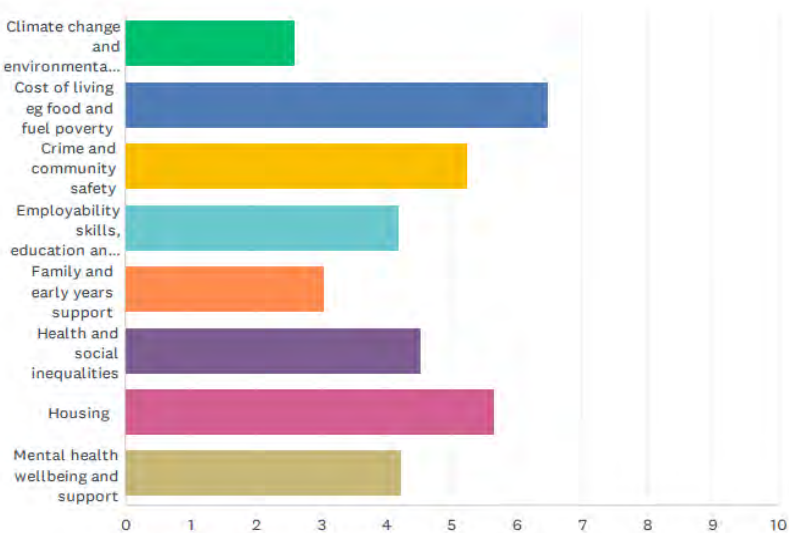
The survey results also showed that the need for support is high across all groups, with working-age adults being identified as the group requiring the least support. This suggests that while all groups face challenges, working-age adults may have access to more resources or support networks compared to other groups.

Snapshot of survey results:

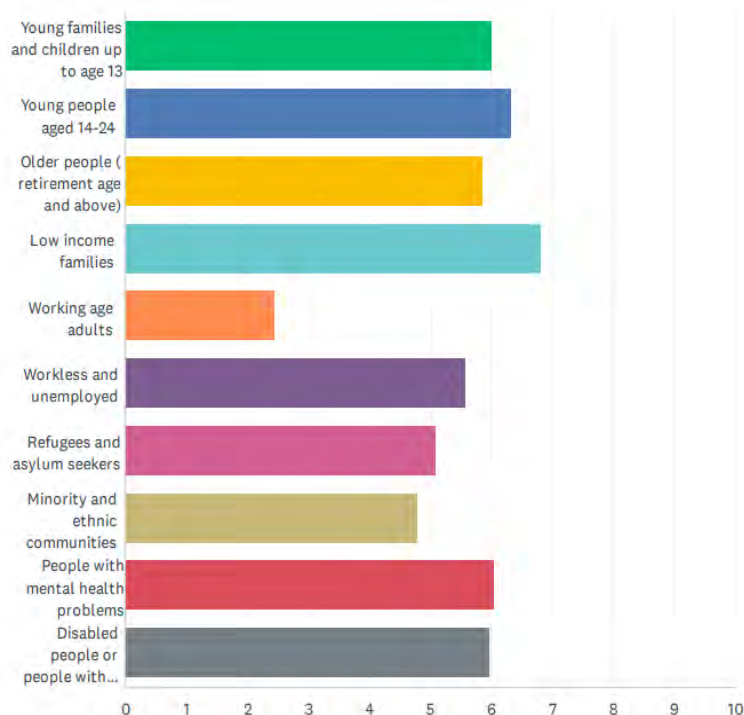
Which priorities in Haringey do you think are the most important for your organisation?



Now, looking at Haringey as a whole (i.e. as opposed to your organisation in particular) which priorities do you think are most important?



Thinking about Haringey's population, which groups do you feel need more support than they receive today?



VCS strengths workshop

The workshop was designed to explore the key strengths of the VCS in Haringey. Participants collectively identified these strengths and then examined how they contributed to the successful implementation of projects. Several projects were discussed, highlighting the factors that led to their success. This foundational knowledge set the stage for the next two co-production workshops, where the VCS helped select and co-create priority themes based on survey results. The integration of these co-created priorities with the identified strengths of the VCS will shape the Challenge Fund call for grassroots grant awards.

Findings

Strengths of the VCS in Haringey:

- **Good Community Knowledge:** Understand and know the community well.
- **Passionate:** Passionate about the community.
- **Empathetic:** Listen and show empathy.
- **Adaptable:** Adapt services to meet community needs.
- **Innovation:** Recognise needs in the community and try to provide solutions.
- **Empowerment:** Empowers individuals, residents, and the community.
- **Engagement:** Uses various methods to engage the community.

- **Accessibility:** Provides free and accessible services.
- **Volunteers:** Works with and empowers volunteers.
- **Attraction Strategy:** Have a community hook or selling point.
- **Cultural Understanding:** Understand cultural nuances including community languages.
- **Technical Skills:** Have technical expertise.
- **Resources:** Access funding and volunteers.
- **Trust:** Builds trust and cohesion within the community.
- **Face-to-Face Support:** Provides in-person support which is accessible.
- **Safety net:** Provides services that fill in gaps offered by statutory services.
- **Learning Culture:** Foster a culture of learning.
- **Training:** Upskill staff through training.
- **Collaboration:** Build partnerships and collaborate with others.

Factors contributing to successful project delivery:

Understanding and Collaboration

- **Networking:** Building strong relationships within relevant systems and organisations.
- **Teamwork:** Fostering effective collaboration among project stakeholders.
- **Continuous Engagement:** Maintaining open communication and involvement throughout a project's lifecycle.

User-Centred Design

- **Empathy:** Listening attentively to user needs and understanding their perspectives.
- **Customisation:** Tailoring services to meet specific requirements and preferences.
- **Adaptability:** Being responsive to changing needs and circumstances.
- **Problem-Solving:** Providing timely solutions to issues that arise during project implementation.

Trust and Credibility

- **Accountability:** Taking responsibility for project outcomes and actions.
- **Transparency:** Providing clear and honest communication.
- **Anchors:** Establishing credibility and reliability within the project community.

Project Management and Execution

- **Clear Objectives:** Appropriately defining goals and outcomes.
- **Attractiveness:** Creating projects that are engaging and appealing to potential participants.
- **Inclusivity:** Ensuring that projects are accessible to a diverse range of individuals.
- **Promotion:** Effectively communicating and promoting project benefits.
- **Opportunity Seizing:** Capitalising on opportunities to expand project scope or build capacity.
- **Funding:** Securing necessary financial resources to support project activities.
- **Visibility:** Ensuring that project accomplishments and impact are recognised.
- **Technical Expertise:** Possessing the necessary technical knowledge and skills.

- **Community Understanding:** Having a deep understanding of the community being served.
- **Monitoring and Evaluation:** Conducting regular check-ins to assess progress and adjustment as needed.
- **Programme Management:** Implementing effective programmes management practices for oversight and coordination.

Haringey Community Collaborative is delivered by Public Voice in partnership with Mind in Haringey to ensure that the Voluntary and Community Sector (VCS) in Haringey is stronger, able to attract more funding and deliver better services.

The Community Collaborative works with and is funded by Haringey Council and the local NHS as the official 'Capacity Building Partner' for the VCS in Haringey.

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