

COMMISSIONERS' DECISION MAKING MEETING

Wednesday, 22 April 2015 at 6.30 p.m.

C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London,
E14 2BG

The meeting is open to the public to attend.

Members:

Sir Ken Knight CBE QFSM (Chair)	(Commissioner)
Max Caller CBE	(Commissioner)

Public Information:

The public are welcome to attend these meetings.

Contact for further enquiries:

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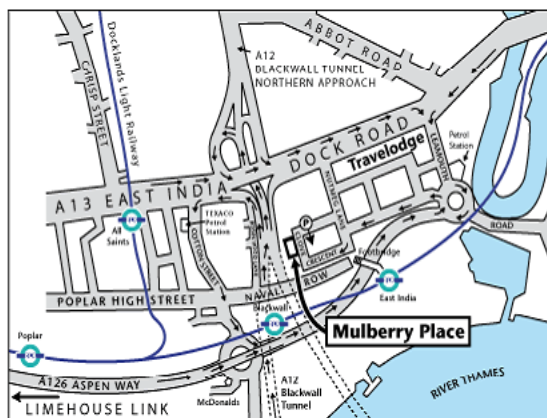
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A Guide to Commissioner Decision Making

Commissioner Decision Making at Tower Hamlets

As directed by the Secretary of State for Communities and Local Government, the above Commissioners have been directed to take decision making responsibility for specific areas of work. These include examples such as the disposal of properties, awarding of grants and certain officer employment functions. This decision making body has been set up to enable the Commissioners to take their decisions in public in a similar manner to existing processes.

Key Decisions

Executive decisions are all decisions that are not specifically reserved for other bodies (such as Development or Licensing Committees). Most, but not all, of the decisions to be taken by the Commissioners are Executive decisions. Certain important Executive decisions are classified as **Key Decisions**.

The constitution describes Key Decisions as an executive decision which is likely

- a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the borough.

Upcoming Key Decisions are published on the website on the 'Forthcoming Decisions' page through www.towerhamlets.gov.uk/committee. The Commissioners have chosen to broadly follow the Council's definition in classifying their determinations.

Published Decisions

After the meeting, any decisions taken will be published on the Council's website.

- The decisions for this meeting will be published on: **Friday, 24 April 2015**

LONDON BOROUGH OF TOWER HAMLETS
COMMISSIONERS' DECISION MAKING MEETING

WEDNESDAY, 22 APRIL 2015

6.30 p.m.

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS (Pages 1 - 4)

To note any declarations of interest, including those restricting voting on the questions detailed in Section 106 of the Local Government Finance Act, 1992. See attached note from the Monitoring Officer.

3. DECISIONS OF THE PREVIOUS MEETING (Pages 5 - 8)

To note the decisions of the meeting held on 11 March 2015.

4. CONSIDERATION OF PUBLIC SUBMISSIONS

Consideration of any comments received from members of the public in relation to any of the reports on the agenda.

[Any submissions should be sent to the clerk listed on the agenda front page by 5pm the day before the meeting]

5. REPORTS FOR CONSIDERATION

5.1	Mainstream Grant (MSG) 2015-18 programme	9 - 164	All Wards
5.2	Tower Hamlets Council for Voluntary Services (THCVS) - MSG Extension	165 - 182	All Wards
5.3	Future Funding of New Belvedere House Ex Servicemen's Hostel	183 - 196	St Dunstan's

Agenda Item 2

DECLARATIONS OF INTERESTS - NOTE FROM THE MONITORING OFFICER

This note is for guidance only. For further details please consult the Members' Code of Conduct at Part 5.1 of the Council's Constitution.

Please note that the question of whether a Member has an interest in any matter, and whether or not that interest is a Disclosable Pecuniary Interest, is for that Member to decide. Advice is available from officers as listed below but they cannot make the decision for the Member. If in doubt as to the nature of an interest it is advisable to seek advice **prior** to attending a meeting.

Interests and Disclosable Pecuniary Interests (DPIs)

You have an interest in any business of the authority where that business relates to or is likely to affect any of the persons, bodies or matters listed in section 4.1 (a) of the Code of Conduct; and might reasonably be regarded as affecting the well-being or financial position of yourself, a member of your family or a person with whom you have a close association, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward affected.

You must notify the Monitoring Officer in writing of any such interest, for inclusion in the Register of Members' Interests which is available for public inspection and on the Council's Website.

Once you have recorded an interest in the Register, you are not then required to declare that interest at each meeting where the business is discussed, unless the interest is a Disclosable Pecuniary Interest (DPI).

A DPI is defined in Regulations as a pecuniary interest of any of the descriptions listed at **Appendix A** overleaf. Please note that a Member's DPIs include his/her own relevant interests and also those of his/her spouse or civil partner; or a person with whom the Member is living as husband and wife; or a person with whom the Member is living as if they were civil partners; if the Member is aware that that other person has the interest.

Effect of a Disclosable Pecuniary Interest on participation at meetings

Where you have a DPI in any business of the Council you must, unless you have obtained a dispensation from the authority's Monitoring Officer following consideration by the Dispensations Sub-Committee of the Standards Advisory Committee:-

- not seek to improperly influence a decision about that business; and
- not exercise executive functions in relation to that business.

If you are present at a meeting where that business is discussed, you must:-

- Disclose to the meeting the existence and nature of the interest at the start of the meeting or when the interest becomes apparent, if later; and
- Leave the room (including any public viewing area) for the duration of consideration and decision on the item and not seek to influence the debate or decision

When declaring a DPI, Members should specify the nature of the interest and the agenda item to which the interest relates. This procedure is designed to assist the public's understanding of the meeting and to enable a full record to be made in the minutes of the meeting.

Where you have a DPI in any business of the authority which is not included in the Member's register of interests and you attend a meeting of the authority at which the business is considered, in addition to disclosing the interest to that meeting, you must also within 28 days notify the Monitoring Officer of the interest for inclusion in the Register.

Further advice

For further advice please contact:-

- Meic Sullivan-Gould, Interim Monitoring Officer, 020 7364 4800
- John Williams, Service Head, Democratic Services, 020 7364 4204

APPENDIX A: Definition of a Disclosable Pecuniary Interest

(Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, Reg 2 and Schedule)

Subject	Prescribed description
Employment, office, trade, profession or vacation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	<p>Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by the Member in carrying out duties as a member, or towards the election expenses of the Member.</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
Contracts	<p>Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority—</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	<p>Any tenancy where (to the Member's knowledge)—</p> <p>(a) the landlord is the relevant authority; and</p> <p>(b) the tenant is a body in which the relevant person has a beneficial interest.</p>
Securities	<p>Any beneficial interest in securities of a body where—</p> <p>(a) that body (to the Member's knowledge) has a place of business or land in the area of the relevant authority; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.</p>

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LONDON BOROUGH OF TOWER HAMLETS

**RECORD OF THE DECISIONS OF THE COMMISSIONERS' DECISION MAKING
MEETING**

HELD AT 6.30 P.M. ON WEDNESDAY, 11 MARCH 2015

**C1, 1ST FLOOR, TOWN HALL, MULBERRY PLACE, 5 CLOVE CRESCENT,
LONDON, E14 2BG**

Members Present:

Sir Ken Knight CBE QFSM (Commissioner)
Max Caller CBE (Commissioner)

Councillors Present:

Councillor Peter Golds (Leader of the Conservative Group)
Councillor Rachael Saunders Leader of the Labour Group

Officers Present:

Andy Bamber (Service Head Safer Communities, Crime Reduction Services, Communities, Localities and Culture)
Dave Clark (Acting Service Head Resources, Development and Renewal)
Louise Fleming (Strategy Policy and Performance Officer, Head of Paid Service's Office)
Chris Holme (Acting Corporate Director - Resources)
Dorne Kanareck Commissioning Service Head
Robert McCulloch-Graham (Corporate Director, Education Social Care and Wellbeing)
Ann Sutcliffe (Service Head Corporate Property and Capital Delivery, Development and Renewal)
John Williams (Service Head, Democratic Services, Law Probity and Governance)
Everett Haughton (Third Sector Programmes Manager, Third Sector Team, Development and Renewal)
Matthew Mannion (Committee Services Manager, Democratic Services, LPG)

INTRODUCTIONS

Sir Ken Knight welcomed everyone to the meeting and explained to the members of the public present that he and Max Caller were the appointed Commissioners who would be holding these meetings to take such decisions as were necessary in relation to the directions of the Secretary of State for Communities and Local Government.

He confirmed that he would be chairing the meetings.

1. APOLOGIES FOR ABSENCE

None.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS

There were no declarations of Disclosable Pecuniary Interests.

3. REPORTS FOR CONSIDERATION

3.1 Best Value Strategy & Action Plan - Grants

Chris Holme, Acting Corporate Director, Resources, introduced the report on the Best Value Strategy and Action Plan in relation to Grants.

The Commissioners considered the report and agreed the recommendation as set out.

RESOLVED

1. To approve the Best Value plan in relation to Grants

3.2 Main Stream Grants 2012/15 Programme - Extension

Chris Holme, Acting Corporate Director, Resources, introduced the report on the proposed extension to the 2012/15 Mainstream Grants programme for up to five months to allow for the continuation of grant awards whilst a new grants programme was consulted on and agreed.

The Commissioners asked attending Members to respond to the process that was being followed and then to the individual decisions recommended by officers. Councillors Rachael Saunders and Peter Golds provided responses.

The Commissioners considered the contributions of Members, asked a number of questions of officers and then agreed the recommendations set out in the report subject to one change:

- That Neighbours in Poplar (funding stream OPLCS-23) be moved from the Red to Amber list of projects.

RESOLVED

1. To consider the project assessments set out in Appendices 1 to 5 and determine which projects be allowed to continue from 1st April 2015, and for what period, in accordance with the criteria set out in paragraph 5.12 of the report.
2. To confirm the above assessments and coding for each project listed with the exception of Neighbours in Poplar (funding stream OPLCS-23) which is to be moved to the Amber list of projects.


3. To agree the timetable for development and implementation of the new mainstream grants programme 2015 to 2018, as set out in paragraph 5.9 of the report.
4. To note the equalities assessments of the existing programme as set out in Appendix 6 of the report.

[Note – due to a fire alarm the meeting was adjourned from 7:00 p.m. until 7:14 p.m.]

The meeting ended at 7.25 p.m.

Sir Ken Knight
COMMISSIONER

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<p>Commissioner Decision Report 22 April 2015</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Acting Corporate Director Resources</p>	<p>Classification: Unrestricted</p>
<p>Main Stream Grants 2015/18 Programme</p>	

Originating Officer(s)	Dave Clark and Everett Haughton
Wards affected	All wards
Key Decision?	Yes
Community Plan Theme	All

EXECUTIVE SUMMARY

The Council's Mainstream Grants (MSG) Programme has been one of the Council's main funding sources for third sector organisations within the borough for many years. The programme in its current form, has been in operation since 2009 delivering over two three years rolling cycles, 2009 to 2012 and 2012 to 2015.

The 2012 to 2015 cycle was due to end on 31st March 2015, however, due to a number of factors the council was unable to launch the new MSG programme (2015 to 2018) in time for the 1 April start date. A five month extension was agreed, by the Commissioners for existing grant recipients that met a set of agreed criteria.

The 2015 to 2018 MSG Programme will start on 1st September 2015. This report proposes the service specifications, which will be used to commission services, the process and timetable for implementation.

The 2015-18 MSG programme has been designed with the following aims:

- a) Assuring a fair spread of resources across four defined ward clusters covering the borough.
- b) Needs analysed and resources prioritised and targeted within each ward cluster, based on Super Output Area analysis.
- c) Strategic grants commissioning of projects within each of these ward clusters, with delivery based on lead providers and hubs where appropriate.
- d) Achieving closer synergies and cross-referral between funding streams so that funded projects add value to each other.
- e) An emphasis on plugging gaps where mainstream resources have been reduced and funding proposals based on lessons from the past.

The report also sets out new corporate governance arrangements for approving, monitoring and reviewing all Third Sector Grants programmes across the Council.

RECOMMENDATIONS

The Commissioners are recommended to:

1. Note the Funding Framework as set out in Appendix 1
2. Agree the proposed structure of the 2015/18 MSG Programme as set out in paragraphs 3.36 and 3.37
3. Agree the Programme budgets and top-slice proposals as set out in paragraphs 3.38 to 3.40
4. Note the redirection of the Early Years Services budget as outlined in paragraphs 3.41 and 3.42
5. Approve the Theme Specifications as set out in Appendix 2.1, 2.2, 2.3, 2.4 and 2.5
6. Note the approaches and benefits to the new programme as summarised in paragraph 3.44
7. Note the application and assessment process as outlined in paragraphs 3.49 to 3.55
8. Approve the application form as set out in Appendix 3
9. Approve the assessment protocol as set out in Appendix 4
10. Approve the proposed match funding requirements as set out in paragraph 3.56
11. Note the detailed Equality Assessment information as set out in Appendix 5
12. Note the project and programme management monitoring and evaluation arrangements as outlined in paragraphs 3.74 to 3.79
13. Approve the guiding principles and governance arrangements as set out in Appendix 6
14. Approve the extension of the grant application period from 5 to 6 weeks as set out in paragraph 3.83

1. REASONS FOR THE DECISIONS

- 1.1 The decisions are required in order that the Council is able to launch the 2015/18 Main Stream Grants Programme and progress the arrangements as appropriate.

2. ALTERNATIVE OPTIONS

- 2.1 If proposals for the new programme are not agreed, other options are outlined below. If a different approach is to be taken, then this may need to be the subject of further equality analysis.
- a) agree other approaches to procurement of services that support the most vulnerable residents of the Borough
 - b) Reduce the rolling programme timeline, which is currently 3 years

3. BODY OF REPORT

Background

- 3.1 There have been very few changes within the MSG programme over the last 6 years. A number of issues and weaknesses were identified by PriceWaterhouse Coopers as part of their best value inspection, across the programme. For example there has been an imbalance in the spread of provision across wards with evidence of over-provision and duplication in some areas whilst there has been under-provision in others.
- 3.2 Additionally, in some funding streams resources have been spread too thinly across too many projects; this affects their ongoing viability as well as the quality and impacts of services delivered. Within some funding streams, evidence shows that services are fragmented with a lack of integration and cross-referral between projects: this is clearly not in the best interest of service beneficiaries – local residents for whom the services are provided.
- 3.3 In December 2013 the Corporate Grants Programme Board were presented with a report on proposals for the development of the “New” MSG programme, including an indicative timeline. Initial discussions within D&R’s Third Sector Team during the financial year 14/15 explored initial ideas of consolidating the multi-funding stream approach of the current MSG Programme in an effort to provide a clearer client-focused approach.
- 3.4 Subsequent to those discussions, officers have been working in partnership with MSG Service Managers in other directorates together with key individuals from the local voluntary and community sector including representatives from the Third Sector Advisory Board and the Chief Executive of Tower Hamlets Council for Voluntary Services (THCVS).
- 3.5 A formalised ‘MSG Review Group’ was established to develop and progress proposals for the new MSG Programme.

Findings of the Review Group

- 3.6 Whilst all of the current funding streams are achieving useful benefits, there was however a number of issues and weaknesses that have been identified across these funding streams. For example there have been imbalances in the spread of provision across wards with evidence of over-provision and duplication in some areas and under-provided services in others.

- 3.7 In some funding streams resources have been spread too thinly across too many projects. This affects their viability and the quality and impacts of services delivered. In many of the funding streams services are fragmented with a lack of integration and cross-referral between projects.
- 3.8 Recent and anticipated Government austerity reductions mean that the Council is having to review its funding, and discretionary services in particular may be subject to future reductions. Since the protection of the quality of front line services is a fundamental principle for the council, we must continue to explore innovative ways in which to continue to deliver quality services with fewer resources.
- 3.9 In this context, the local Third Sector can be called upon to work efficiently and effectively in partnership with the Council to address agreed needs and priorities. However, this will require services delivered by funded organisations to be, integrated, productive and focused on desired outcomes: this will be achieved in the first instance by ensuring that Theme Specifications are appropriately explicit in these regards. These will be key factors for consideration when negotiating outputs and outcomes with successful projects.
- 3.10 Tower Hamlets has an extensive and diverse Third Sector. It plays a key role in the delivery of the Tower Hamlets Community Plan and in improving the lives of all those living and working in the borough. It is often better placed than large public sector providers to engage with diverse communities in the borough and to mobilise the resources and voluntary efforts of individuals in local communities in delivering important services.
- 3.11 The sector is diverse with a broad range of organisation types, approaches and skills. And whilst the sector also faces many challenges, it can be effectively mobilised to make a significant contribution to the corporate goals of the council.
- 3.12 Main Stream Grants are a useful funding mechanism for deploying Third Sector organisations to support the delivery of the Council's key priorities – refer to the Funding Framework at **Appendix 1**.
- 3.13 The funding can be effectively targeted towards specialist service providers in order to meet clearly articulated community needs and grant agreements can be negotiated with successful service providers to maximise the potential achievement of targeted outputs and outcomes. The MSG Programme, if utilised correctly i.e. with a clear strategic vision, is certainly able to achieve excellent results in terms of delivering key outcomes.
- 3.14 For clarity it should be understood that MSG is a 'commissioned grant' scheme where desired service outputs, outcomes and other requirements are clearly specified. Grants are treated as 'restricted funds' within an organisation's accounts and can therefore only be spent on the funded activity. Furthermore, grants have the advantage of being able to attract 'match funding' either from the provider or other sources, which can significantly enhance what is delivered/achieved.

3.15 Grants vary from procured contracts and can be used tactically to fill gaps in services provision and allow scope for local innovation and co-design of services to meet identified needs.

3.16 The current Main Stream Grants programme consists of 12 funding streams with a budget of just in excess of £8m being distributed over the 27 month period from 1 January 2013 to 31 March 2015. By service area, these are summarised below.

Directorate	Funding Stream	Target Clients / Beneficiaries
Education, Social Care and Wellbeing	Older People's Lunch Club Services	Over 50s who are isolated and vulnerable
	Prevention Health and Wellbeing	Vulnerable adults
	Early Years Services	Children 0-5 years
	Children and Families Services	Vulnerable children, young people and adults
	Study Support Services	Children 5-15 years
Communities Localities and Culture:	Community Language Services	Children 5-15 years
	Integrated Youth and Community Services	Young people, mainly 13-19 up to 25 with SEND
	Arts Sports and Environmental Services	General community
	Lifelong Learning Services	Long term unemployed lacking basic skills
Development and Renewal:	Community and Economic Engagement;	Individuals furthest from employment Local residents seeking constructive solutions to issues affecting them
	Social Welfare Advice Services	Households in poverty; Individuals affected by welfare reform
	Third Sector Infrastructure Support	VCS organisations in the borough

3.17 A consultation workshop involving Third Sector Organisations which took in October captured a number of views about how the next round of MSG should be focused and of these the most pertinent.

- Many young people have complex needs and an integrated approach between providers is needed.
- No one organisation can cover all the diverse support needed to get people into sustained employment. An integrated network of organisations needs to be put together that can take an individual through each of the different

levels and stages of preparation. Lifelong Learning should be integrated into this theme.

- Cross-cutting themes such as equality and diversity need to be built into funded programmes.
- People working together strengthens community cohesion. Activities which bring people together should be promoted, such as festivals, city farms, pensioners clubs, gardens and environmental projects.
- Older people's lunch clubs are a valuable service but the real benefit comes not from the lunches but from the opportunities to address isolation and the activities that users are encouraged to engage in – there have been many successes that need to be recognised and further encouraged.
- Joint bidding options should be offered as a means of addressing gaps.

3.18 It is clear that external environmental circumstances which drove the focus of the 2012-15 MSG Programme are changing and reshaping priorities. The Key Business Drivers for the MSG 2015-18 Programme are outlined below.

3.19 **Socio-economic trends:** The borough has the fastest growing population in the UK and saw a 26.4% increase from 2001-11 affecting all wards, driven by the increase in house building but also immigration. 43% of the borough's population were born outside of the UK and of this group 54% arrived in the UK between 2001 and 2011.

3.20 Tower Hamlets has the 4th highest rate of bad or very bad health in London at 6%. People are living longer with disabilities.

3.21 ONS figures in the year July 2013 to June 2014 shows 13,700 residents were unemployed in the Borough. The number of people economically active in Tower Hamlets is 138,900. Of these 124,000 are in employment (66.9%) and 13,700 are unemployed (10%). The number of people economically inactive is 46,200. This number includes students, people looking after family / home and the long term sick. 7,400 of people are looking for a job.

3.22 Despite a local economy of £6bn, a third of the borough's households live on less than £15,000 per year and the borough has the highest rate of child poverty nationally and lowest healthy life expectancy for women in the country. Households are also faced with higher costs of living, high child care and high housing costs.

3.23 The Government's welfare reform changes mean that many households have had their income reduced and there has been a rise in residents seeking advice: both to understand how the changes will affect them, and to get support in mitigating the impact of the reforms.

3.24 Welfare reform, the housing crisis and continued economic austerity will mean there is on-going demand for social welfare advice services. Welfare benefits, debt and housing advice currently equate to over 75% local of advice agency enquiries, but consumer advice, family law, employment rights and immigration

advice are likely to continue to drive demand due to legal aid changes. Increased child poverty and work poverty will create higher demand for debt and money advice and access to affordable credit for people struggling on low incomes.

- 3.25 The introduction of the first tranche of Universal Credit in 2015 and the roll out of PIP (personal independent payments) will also have a major effect on advice service demand. There is also likely to be continued demand for employment rights advice as a result of zero hour contracts and changes to employment tribunal procedures. In addition, the move by Government and other public services to Digital by default has major implications for residents who lack digital skills or access to the internet and who need to apply for support or for job opportunities.
- 3.26 **Legislative Changes:** The Care Act 2014 and the transfer of health services from the NHS to the local authorities are major drivers and the future emphasis should be on offering services with focused outcomes oriented to prevention of illness, exercise and health and wellbeing activities, based on a hub model serving groups in specific local communities at strategic points across the borough. The Act sets out a number of significant changes the council will need to focus upon including reform of how support is accessed and funded. This will require further integration of health and care locally.
- 3.27 The Children and Families Act is now in force, which includes a focus on support to children with special educational needs.
- 3.28 The Localism Act 2011 focuses on the provisions for communities to hold much more influence over their own areas and, to plan the development of their own neighbourhood.
- 3.29 The White paper Strong and Prosperous Communities contains references to the need for Councils to engage with their communities openly referring to the duties to inform, to consult, to involve and devolve.
- 3.30 The Equalities Act 2010, though not new, also represents the responsibilities which community engagement must be tied with; good engagement must be inclusive and representative of all parties.
- 3.31 **Council Strategies:** Main Stream Grants are intended to support third sector activity to assist the Local Strategic Partnership in delivering priority outcomes for local people. The borough's Community Plan is currently being refreshed based on an extensive consultation process throughout the borough and an in-depth review of emerging issues.
- 3.31.1 The draft of the revised Community Plan retains the four core themes save for the inclusion of a fair and prosperous community. In addition, four high level and cross-cutting priorities which will be the focus of the Partnership Executive for the lifetime of this plan have been defined.
- Priority 1: Empowering residents and building resilience
Priority 2: Healthier lives

Priority 3: Increase employment

Priority 4: Responding to population growth

3.31.2 The Community Plan draws on existing priorities developed by the partnership-wide Community Plan Delivery Groups and their relevant strategies:

- A revised set of Mayoral commitments has been issued.
- The Tower Hamlets Children and Families Plan sets out the approach to raising the aspiration and improving educational attainment of children and young people. This includes a focus on increased targeted provision from early years settings – including helping parents support the learning and development of their children.
- Tower Hamlets Health and Wellbeing Strategy.
- The Tower Hamlets Health and Wellbeing Board, Mental Health Strategy lays out a series of commitments to improve outcomes for people with, or at risk of mental health problems across the lifecourse.
- The borough's Employment and Enterprise Strategy has objectives which are directly relevant to the skills and local knowledge of the Third Sector, in particular the local and targeted engagement of workless residents with specific and often multiple barriers to engaging with the labour market.
- The Crime and Drugs Reduction Strategy prioritises the addressing of acquisitive crime, anti-social behaviour, enforcement against drug dealing, hate crime and incidents, violent extremism and violent crime. The Third Sector has a role to play in multi-agency responses to the abuse of vulnerable people and in initiatives to Increase community cohesion by bringing residents from different backgrounds together.
- The skills and expertise of the local Third Sector is able to play a pivotal role in taking forward the Council's Financial Inclusion Strategy and the emerging Digital Inclusion Strategy by delivering targeted local services aimed at increasing the knowledge base, skills and engagement of local residents.
- The Council's Single Equality Framework is the corporate strategy for understanding diversity, tackling inequality and promoting cohesion. It sets out its approach for addressing age, disability, gender, race, religion/belief equality, sexual orientation and transgender inequality in the borough and seeks to ensure that Council services take full account of the borough's diversity in planning and designing services.
- There are a number of cross-cutting partnership strategies which set additional priorities including the Third Sector strategy which

highlights the central role of the VCS in the delivery of One Tower Hamlets, with particular emphasis on reducing inequality, supporting cohesion and providing strong community leadership; and the Financial Inclusion and Digital Inclusion strategies which seek to ensure all members of the community have access to key services

- 3.32 **Objectives and Priorities for MSG Funding:** The purpose of Main Stream Grants is to fund activities to meet key local priorities drawn from the Community Plan and associated strategies which the Third Sector is best placed to deliver. The local Third Sector can deploy skills, local knowledge and community contacts not possessed by the Council: this is a key factor in providing tailored services to individuals or local groups that need to be advised, assisted or supported.
- 3.33 The overall findings of the Review Group concluded that the 12 Funding Stream model of the current MSG Programme would be best restructured into 4 'core themes' which, together with other key changes would be significantly better able to deliver improved focus and results.
- 3.34 The initial proposals for the new Programme were tested via an open consultation event which took place in October 2014 which was attended by over 60 representatives from local third sector organisations. The event which was structured around 4 facilitated workshop groups considering each of the proposed core themes was a great success - resulting not only in refining the early working theme titles to the current final proposals but also making a significant contribution toward identifying key target outcomes, priorities and other factors which have since been built into the new Programme.
- 3.35 Subsequent considerations added a 5th core theme and also introduced two cross-cutting themes. The detail of these themes – in terms of draft Theme Specifications were presented and discussed at a further consultation event which took place of 15 March 2015.

The 2015/18 Programme Proposed Structure

- 3.36 A review of the current MSG Programme by Service Managers together with results of initial consultation with Third Sector partners has indicated a requirement for a consolidation of the existing Funding Streams into 5 Headline Themes. Through these Themes as set out below, the Programme will be able to effectively deliver key outcomes that address priorities and objectives from the Community Plan.

Theme 1: Children and Young People and Families
Theme 2: Jobs Skills and Prosperity
Theme 3: Prevention Health and Wellbeing
Theme 4: Third Sector Organisational Development
Theme 5: Community Engagement Cohesion and Resilience

3.37 In addition to the above headline themes, 2 cross-cutting themes are also proposed: 'equalities' and 'digital inclusion'. It is strongly felt that these 2 matters are key underlying factors to ensuring that a high percentage of potential clients of the Programme are able to access the services available and maximise the potential benefits.

Programme Budgets

3.38 The following table sets out the proposed annual funding allocations for the MSG 2015/18 Programme Themes.

	Theme Title	Annual Allocation £
Theme 1	Children Young People and Families	820,000
Theme 2	Jobs Skills and Prosperity	1,220,000
Theme 3	Prevention Health and Wellbeing	806,000
Theme 4	Third Sector Organisational Development	160,000
Theme 5	Community Engagement Cohesion and Resilience	80,000
	TOTAL	3,086,000

3.39 The total MSG budget for 2015/16 is £3.086m but this could be subject to change as part of future budget processes. Following the decision taken by Commissioners on 11th March, the allocation for the current year has a commitment of £1.16m, excluding early years and any contribution to the CVS which is subject to a separate report on this agenda. As with the previous programme, it is proposed that some of the budget is top-sliced in order to fund required corporate support and best value action plan requirements, as outlined below.

- I. To provide for continued development and maintenance of the Council's grant management system
- II. Enhanced audit and evaluation (see para. 3.74 below.)

3.40 The total annual cost associated with the above initiatives, if the Commissioners are minded to agree, is £100k, to be top-sliced proportionately across all themes. Consideration is also sought regarding future arrangements for the CVS, and whether the expectation would be to require a proposal as part of the third sector organisational development theme, as opposed to a further programme-wide top-slice.

3.41 For clarification, the MSG 2015/18 annual allocations are a simple redistribution of the budgets from the 2012/15 Programme – as set out in the table below. It should be noted however that an amount of £698,000 which was within the 'Early Years Service' funding stream for the programme in 2012/15 has been removed from the 2015/18 Programme. This money was a ring-fenced budget from the Department for Education's Dedicated Schools Grant.

MSG 2012/15 Budget Allocations

Funding Stream	Current Annual Budget £m
Older People Lunch Club Services	0.347
Prevention Health & Wellbeing (out of sync stream)	0.250
Children and Families Services	0.181
Community Language Services	0.126
Early Years Services	0.698
Study Support Services	0.062
Youth and Connexions Services	0.242
Arts Sports and Environmental Services	0.331
Lifelong learning Services	0.087
Community Economic Engagement Services	0.300
Social Welfare Advice Services	0.920
Third Sector Infrastructure Support Services	0.240
Total Programme Budget	3.784

3.42 The budget previously allocated to the MSG Early Years Services will be redirected to fund statutory early years' provision. Services will however continue to be delivered by external providers including third sector organisations.

New Programme Themes

3.43 The new MSG programme will be 'commissioning focused' and will seek to fill gaps where discretionary Council spend is reducing. It will also seek to ensure a geographic spread that reflects needs based on a hub and spoke model. Overviews of the Headline Themes are set out below.

3.43.1 Theme 1 - Children Young people and Families

- I. **Educational attainment:** Whilst schools in the borough are performing well overall, at above national levels in some areas, there are particular groups of young people who do not reach expected levels of attainment which impacts on their future employment prospects.
- II. Much of the evidence relating to tackling underachievement for specific groups demonstrates that traditional school effectiveness programmes have very limited impact for some children and young people. This suggests that different approaches need to be explored so that we are confident we are meeting the needs of all children and young people and address barriers to achievement comprehensively.
- III. It proposed that in future a broad range of provision, delivered by appropriately qualified individuals, is funded which is tailored to meet the needs of targeted groups of young people who are at risk of not achieving expected levels of attainment. It is also proposed that budgets are set at a level that enables providers to deliver effective programmes. These services will assist with delivering the following outcomes:
 - Improved levels of participation, educational attainment and progression for children and young people.
 - Improved levels of participation and self-confidence of young people through access to multi-disciplinary arts and cultural provision

- Improved well-being through access to outdoor play, sport and environmental based activity
- IV. **Vulnerable children, young people and families:**A significant number of children and young people come to the attention of children's social care annually, a high proportion of which do not progress to assessment following contact. However, many of these children and families do require access to support services that:
- Build resilience and improve safety
 - Build emotional resilience
- V. Due to the significant number of families in the borough requiring additional support it is proposed that the budget available for services is increased in order that we can satisfy demand. It is proposed that for the 2015/18 programme budgets are set at a level that enables providers to deliver effective programmes.
- VI. This will mean that fewer organisations are funded but that the impact will be greater which is particularly important as this funding stream targets the boroughs most vulnerable families.
- VII. The new programme will be better aligned with internal provision and delivered as part of a comprehensive and coordinated system of care in order to improve quality and maximise the benefit to families by targeting those most in need. Services will assist with delivering the following outcomes:
- Children and young people are protected from harm and families are supported to provide a safe environment
 - Reducing harmful relationships among peer/gender groups
 - Improving emotional health and wellbeing in children and young people
 - Reduction of substance misuse and sexual abuse, violent crime (including domestic violence) and anti-social behaviour
- VIII. In addition, a significant number of young people face a range of challenges for which they require targeted support. The population of the Borough comes from a variety of national, racial, ethnic, religious and socio-economic backgrounds. They may or may not live in distinct communities. Many suffer from social and financial deprivation to varying degrees. Others may have problems arising from substance misuse, mental or physical disability, or be classified as Young Offenders. Many will suffer from the various aspects of discrimination that can accompany these factors. Some will suffer discrimination on account of their gender or their sexuality.
- IX. Specific provision is required that has understanding of and sensitivity to these issues and that shows a commitment through the delivery of the service, to:
- Improving outcomes for Young People
 - Promoting inclusion and social cohesion

- Reaching out and engaging young people those who are under users including LGBTQ, SEN, and Travellers & Gypsies
- Promoting integration, volunteering and citizenship

3.43.2 Theme 2 - Jobs Skills and Prosperity

- I. **Routeways to Employment Strand:** The establishment of an integrated employment services (IES) with a coordinated framework of person-centred support to assist residents to address specific barriers to employment and manage the transition from welfare to work is a key strategic objective of the council.
- II. Whilst job outcomes are a primary strategic objective of the overall provision, it is acknowledged that those with multiple barriers need the support of various specialist services to advance their journey towards work and independence; the tracking of this advancement is key to assessing both the personal development of the client and the quality of specific and integrated service delivery across different delivery organisations at the local level.
- III. The Integrated Employment Services (IES) framework includes a common assessment and action planning tool and the embedding of a common methodology for tracking a client's journey towards economic independence.
- IV. The funding criteria will include a requirement to work within the IES framework model and utilise the IES tracking system. Successful applicants will need to be able to demonstrate a history of and a continued commitment to strong partnership working across sectors, and a clear understanding of the need for integrated collaborative working to support residents on pathways to employment
- V. The funding is specifically targeted towards particular client needs that are not already being addressed by mainstream providers, Project proposals will be required to demonstrate effective; innovative approaches that supplement and are integrated into mainstream access to employment programmes. The required outputs and outcomes will be measured against specific milestones and targets related to a client's advancement towards sustainable work including:
 - Personal action plans
 - Accredited and non-accredited training
 - Work experience placements
 - Job outcomes
- VI. **Social Welfare Advice Strand:** Supporting low income residents to manage the impacts of welfare reform and the challenges of the continued economic austerity and costs of living increases is another key strategic objective. Advice services play a crucial role in reducing inequalities and supporting social and financial inclusion by helping people to maximise their incomes

and have access to independent legal advice about their housing and employment rights and other legal concerns.

VII. The Social Welfare Advice strand will particularly focus on providing quality assured advice information and representation to residents on:

- Entitlement to welfare benefits including in work benefits and disability related benefits rights in relation to access to housing and resolution of housing disrepair problems
- the management of personal finances and the resolution of problem debts
- employment rights and access to redress

VIII. Specific outcomes of this funding stream will include:

- Minimisation of the number of residents negatively impacted by welfare reforms;
- Minimisation of the number of residents facing housing repossessions;
- Increase in the numbers of residents supported with personal budgeting skills and with specialist advice to address problem debts;
- Improvements to the range and effectiveness of different channels and delivery methods used to reach those most in need of advice services;
- Improved integration of social welfare advice services including links to other support services to ensure holistic approaches to addressing residents' needs.

3.43.3 Theme 3 - Prevention Health and Wellbeing

I. It is proposed that this theme will focus on potentially vulnerable adults and carers who do not currently come to the attention of Adult Social Care but who may be at risk of developing needs in the future – those Tower Hamlets residents, who may need support and advice to address issues around:

- Maintaining their health and wellbeing, including mental wellbeing, through for example, exercise activities, environmental based projects, health advice sessions, health checks;
- Addressing loneliness and social isolation, through the provision of peer support through shared activity groups, including lunchclubs; cultural, inter-generational and self-expression projects;
- Building resilience in individuals, families and communities;
- Knowing where to go for advice and information, and onward referrals.

II. It is envisaged that closer alignment with Public Health will ensure the availability of healthy eating and Food Hygiene advice, enable greater coordination of health related activities across the borough minimising duplication and create opportunities for increased shared working.

III. Recognising the need to ensure sustainability and provide value, it is proposed that organisations are encouraged to work together in a coordinated way, to enable a broader spread of services across the

borough. This will enable more equitable service provision whilst maintaining a focus on local needs being addressed.

IV. The services will contribute to the following outcomes:

- Improved health and wellbeing in adults
- Reduced loneliness and social isolation
- Greater sense of community cohesion
- Increased knowledge about where to go for information and advice

3.43.4 Theme 4 - Third Sector Organisational Development

- I. There are in excess of 1,200 voluntary and community sector organisations listed as 'operating' in the borough. These organisations function at vastly differing levels providing a range of services and activities for local residents.
- II. It is proposed that this theme supports services provided by what are termed 'second-tier' organisations. These are organisations whose primary role is to provide assistance to those organisations that work directly with members of the public: front-line service providers.
- III. This theme supports the aim of the Voluntary and Community Sector Strategy (July 2013) – Support the sector's role in achieving One Tower Hamlets and providing excellent services which will improve the quality of life of local people.
- IV. In particular this MSG Theme looks to support local groups to build their capacity and help them improve efficiencies in service delivery. Key outcomes sought through this theme are:
 - Increased number of local VCS organisations with Quality Assurance Accreditations
 - Increased levels of external grant funding secured by local VCS organisations
 - Increased number of VCS organisations with key governance policies, strategies, processes, procedures and action plans in place
 - Increase in the number of organisations able to effectively manage grant funded activities and better demonstrate the impact of their work
 - Improved sustainability of specialist resources that are used by a wide range of third sector organisations to deliver their work
- V. This includes activities to support front-line delivery organisations to provide quality and legally compliant services for the local community. It is proposed that applications will be invited within two specific areas:
 - To provide support to Council funded organisations
 - To provide general support to organisations based in the borough

- VI. This may include training, resources or one-to-one advice that enables front line delivery organisations to:
- access funding and resources;
 - achieve service appropriate and organisational quality standards;
 - comply with the legal and governance requirements;
 - effectively manage staff and volunteers;
 - improve financial and management systems and procedures;
 - develop and implement effective business, finance and project plans;
 - monitor, evaluate and demonstrate effective services.

3.43.5 Theme 5 - Community Engagement Cohesion and Resilience

- I. This theme will seek to:
- promote community leadership and engagement, supporting projects where local residents and community groups seek to develop activities and services to address locally identified needs; and
 - support projects which promote community cohesions, through bringing groups and individuals from different cultures together in an integrated manner, based on our Community Cohesion toolkit model
- II. The service specification will draw on lessons from the Community Cohesion and Neighbourhood Agreements toolkits, One Tower Hamlets and Public Health Can Do funded projects, in terms of what has worked well and on other ideas that will emerge from discussions with community groups on the Empowering Residents and Building Resilience priority proposed in the revised Community Plan.
- III. Projects will mainly be funded by way of smaller grants with a life of around 12 months. Scope for rationalising grant streams through combining the One Tower Hamlets and Can Do grants into a single pot with this MSG stream is being explored.

How The New Programme Will Work

3.44 Within previous MSG Programmes different directorates have been delivered their own services via the third sector but not on a joined up basis. However, in developing the proposals for the 2015-18 MSG programme, the 'thematic' approach has organisational benefits by encouraging dialogue, cooperation and coordination between directorates regarding provision in order to ensure that services are clearly focussed on client/customer need rather than organisations structures. Amongst other things, this also has operational benefits by encouraging partnership and consortia working through a lead provider and delivery agent model. Lead providers would however need to receive specific funding (circa 7.5% of project costs is recommended) to support their management and administration costs (M&A). Overall the proposed approach will seek to achieve the following benefits.

- To enable projects to be grant commissioned on a cross-directorate basis against an integrated strategy;

- To enable strategic and small grant funding to be assembled and packaged appropriately between directorates to address multi-faceted needs in a coherent, integrated and effective manner
- To create conditions for more cross-referral of beneficiaries between grant funded activities so that deeper and wider impact is achieved
- To enhance the scope for more consortia-based approaches to bidding
- To achieve efficiencies including for example monitoring costs, where different directorates are working with the same providers

3.45 **Improving Integration of Funding Programmes:** Given the need to maximise the impact from the available resources, there is a need for improved collaboration and integrated working across agencies to address fragmentation and to achieve efficiencies where possible., for example, there is scope for extensive cross-referral between providers delivering employability skills, youth services activities and advice on welfare benefits.

3.46 The design of the new MSG programme and the assessment criteria for funding will consider the extent to which the projects should have appropriate linkages with initiatives from other funding programmes including those from other Council programmes as well as those supported through other regimes such as the London Councils grant scheme.

3.47 The assessment process will mitigate risk of service duplication by asking specific questions within the application form and utilising information from key funding trusts and foundations such as City Bridge, Trust for London, Esmee Fairbairn Foundation, London Council’s, Tudor Trust and the National Lottery to identify funded schemes being delivered in the borough either by Tower Hamlets based organisations or other providers.

3.48 The target outcomes relating to the proposed themes are set out in table 1 below; and, the possible activities designed to achieve those outcomes are set out in table 2 below. More specific information can be set out within the individual Theme Specifications which are attached as **Appendix 2.1 to 2.5**.

Table 1 – Target theme outcomes

Theme	Target Outcomes
Children and Young People and Families	<ul style="list-style-type: none"> • Improved levels of participation, attainment and progression for children and young people. • Reduction of substance misuse and sexual abuse, violent crime (including domestic violence), anti-social behaviour and harm to vulnerable young people and families. • Reduction in the number of people reporting or having ‘fear of crime’ • Increased number of people feeling safe in their neighbourhoods • Increased participation in play and recreation activities by young people • Children and young people are protected from harm and

Theme	Target Outcomes
	<p>families are supported to provide a safe environment</p> <ul style="list-style-type: none"> • Reducing harmful relationships among peer/gender groups • Improving emotional health and wellbeing in children and young people • Reduction in problems of obesity amongst the young through out of school sports provision • Reduction in health related risk factors, such as overweight / obesity and improved mental health and physical wellbeing, through participation in sport and physical activity in a community setting • Improved physical and mental health and wellbeing in children and young people - through access to outdoor play, environmental based projects and cultural activities
Jobs, Skills & Prosperity	<ul style="list-style-type: none"> • Measurable increase in the numbers of people moved closer to the labour market and prepared for sustained employment. • Reduce the numbers of residents in the borough with no qualifications or training • Improved integration of pathway to work employment support services • Minimisation of the number of residents negatively impacted by welfare reforms particularly those impacted by ESA, PIP and introduction of Universal Credit • Minimisation of the number of residents facing housing repossessions • Increase in the numbers of residents supported with addressing problem debts • Improved access for residents to high quality information and advice on social welfare law • Improved integration of social welfare advice services including improved links to other support services to ensure holistic approaches to addressing residents' needs • Empowering residents and building resilience
Prevention Health and Wellbeing	<ul style="list-style-type: none"> • Increased number of vulnerable residents leading healthier lifestyles through improved diets, taking regular exercise and related activities, including lunchclub attendees • Improved emotional health and wellbeing of children and young people and families • Reduced loneliness and social isolation • Greater community cohesion • Increased knowledge about where to go for advice and information • Improved health and well-being through access to cultural activity that brings people together, allows for self-expression including projects around memory and cross generational activity
Third Sector Organisational Development	<ul style="list-style-type: none"> • Increased number of local VCS organisations with Quality Assurance accreditations • Increased levels of external grant funding secured by local VCS organisations • Increase in the number of organisation able to effectively manage grant funded activities and better demonstrate the impact of their work

Theme	Target Outcomes
	<ul style="list-style-type: none"> Improved sustainability of specialist resources that are used by a wide range of third sector organisations to deliver their work
Community Engagement Cohesion and Resilience	<ul style="list-style-type: none"> Identifiable increase in numbers of local residents taking on key leadership and representational roles within the community Increase in number of people who feel they are getting on better with others in their communities, as identified from annual community surveys Increased opportunities for communities to work together on local improvement projects, cultural celebration and exchange

Table 2: possible activities (further detail on possible activities will be provided within the detailed service specifications)

Theme	Activities designed to deliver the above outcomes
Children and Young People and Families	<ul style="list-style-type: none"> Delivery of targeted provision that builds resilience and improves the safety of vulnerable children, young people and families Provision of targeted support that builds the emotional resilience on vulnerable children, young people and families delivered as part of a comprehensive and coordinated system of care Delivery of provision that supports improved attainment for young people identified as at risk of not achieving expected levels of attainment Children's activities and support services Youth development & support services Children's play, sport and indoor/outdoor recreation Creativity and self-confidence of young people through access to multi-disciplinary arts provision
Jobs, Skills & Prosperity	<ul style="list-style-type: none"> Social welfare advice services Legal advice and representation Basic skills development Employability support services including job placements Referral to progression routes Accredited training Personal capacity building
Prevention, Health and Wellbeing	<ul style="list-style-type: none"> Older peoples' lunch clubs and associated prevention and healthy living advice and support services Sport, cultural and recreation activities to improve physical and emotional wellbeing
Third Sector Organisational Development	<ul style="list-style-type: none"> Organisational governance capacity building Project management skills development Fundraising and income maximisation activities Partnership brokerage Volunteer development
Community	<ul style="list-style-type: none"> Local community resilience initiatives

Theme	Activities designed to deliver the above outcomes
Engagement Cohesion and Resilience	<ul style="list-style-type: none"> • Community cohesion activities

3.49 **Applications and assessments:** Organisations will be invited to submit applications against comprehensive Specifications which will set out detailed requirements relating to each of the individual Themes.

3.50 In inviting bids to the new programme, each of the 5 Theme Specifications will be clear on the required geographical coverage and the acceptable methods of achieving this; for example, through partnership or consortium bids.

3.51 The application arrangements will feature an online process. A Word version of the online application is attached as **Appendix 3**. In addition to completing the online form, applicants will also need to submit the following documents in order to demonstrate the organisation's eligibility to receive grants from the Council.

- i. Copy of governing document
- ii. Bank or building society account details
- iii. Latest signed audited/certified accounts or financial statement
- iv. Equalities and diversity policy
- v. Financial management procedures
- vi. Safeguarding policy
- vii. Insurance confirmation
- viii. Organisational income and expenditure schedule
- ix. Project budget schedule and match funding confirmation

3.52 In addition to the above general eligibility criteria, depending on the theme to which they are applying and the activity in question, organisations will need to provide details of any required accreditation or other appropriate certification requirement as set out within the relevant Specification document.

3.53 The eligibility assessment will be undertaken internally by Grant Officers and only those applicants that meet the eligibility requirements will progress through to the full assessment stage.

3.54 Due primarily to the potential heavy resource requirements and time constraints it is proposed that full assessments are supported by external assessors.

3.55 The assessment of applications will be conducted in line with the MSG Assessment Process as set out in **Appendix 4** attached.

3.56 **Match funding:** MSG awards will not provide 100% of project costs. Organisations will therefore be required to contribute a minimum of 15% of the total project costs. This contribution can be made up in the following ways.

- i. **Cash-based match** - this is where either funds from the applicant or any alternative source of funding is used to contribute to the overall project costs. This can also include funding which is paid as

salaries/wages to a member of the project team but is paid for by another funder other than LBTH.

- ii. **In-kind match** – this is where a project role is undertaken by a volunteer who is not in receipt of a wage/salary. In this situation, the volunteer in question will be required to submit a timesheet of work undertaken each quarter for which organisations will be able to claim ‘in-kind match’ equivalent to the London Living Wage which is currently £9:15 per hour. This must obviously be a proper and required project role for which the volunteer has received training, support/supervision and is fully competent to undertake.

Beneficiary and equalities considerations

- 3.57 Promoting equality is a key element of the Council’s One Tower Hamlets objective. The design and implementation of the new MSG programme demonstrates ‘due regard’ to the needs of groups with protected characteristics and where they have particular needs as set out in the Borough Equality Analysis.
- 3.58 **Equalities Impact Assessment Process:** The equalities impact assessment of the proposed MSG programme will be undertaken in two parts. This should ensure that equalities implications and recommendations can be more fully imbedded into the decision making process.
- 3.59 The first part is a strategic assessment of the proposed approach and intended beneficiaries. It looks in particular at the potential impact on beneficiaries of the changes between the proposed programme and the MSG 2013-15. The results of the strategic assessment are detailed below and included in **Appendix 5**.
- 3.60 Part two will be undertaken following officer recommendations as to the award of the grant, but prior to decisions. It will be undertaken on a theme by theme basis, and review identified need against potential projects.
- 3.61 **Strategic Assessment:** The focus of the strategic equalities impact assessment has been the identified need (or beneficiaries) and the difference between the MSG Programme 2013-15 and the proposed programme. Looking in particular at the potential impact of:
 - Reduction in overall funding;
 - Rationalisation of themes; and
 - Introduction of locality boundaries.
- 3.62 The assessment may need to be reviewed following finalisation of theme specifications, but it is not expected that the outcome of the equalities assessment will change.
- 3.63 An analysis of the proposed changes to the 2015-18 Mainstream Grant programme do not identify any adverse effect on any group with protected characteristics. The programme continues to target vulnerable and disadvantaged groups. In terms of protected characteristics, funding is specifically targeted at groups such as Children, Young People and Older

People, to the extent there is an identified need. Other funding (e.g. mainstream / general fund / other grant) tends to target socio-economically disadvantaged people irrespective of whether they have a protected characteristic within the meaning of the Equality Act 2010, in order to achieve improved outcomes such as increased employment, improved health, maximise income reduce impact of welfare reforms.

- 3.64 It is essential that monitoring, assessment and review is undertaken at latter points in the process, e.g. following final recommendation of grant awards and during project delivery in order to ensure that the desired equality outcomes are realised.
- 3.65 **Reduction in Overall Funding:** The overall Mainstream Grant budget has been reduced by £0.698m per annum. However, The MSG budget no longer includes a provision for the Early Years' Service awards. Early Years Needs will now be met from the Dedicated Schools Grant (DSG). This accounts for the difference between the two programmes overall budget and there is no impact on beneficiary group (children 0-5 and families) as services will still be provided elsewhere.
- 3.66 Overall, the apportionment of funding remains largely the same, particular in terms of beneficiaries of funding. Groups will have 'access' to a similar sized funding pot, even if the approach may have changed. As detailed in the EA, the third sector theme does receive less funding in this round than the previous round. This may mean fewer organisations will be supported via the mainstream grants programme. However, it is not thought that this will adversely affect the sector at this time – given the new approach and focus on outcomes.
- 3.67 **Rationalisation of themes:** An initial assessment shows that the type of beneficiaries targeted in this programme are the same groups as those targeted/prioritised under the previous round of MSG funding (excluding Early Years beneficiary groups). There is no evidence to indicate that the 'combining' of these funding themes will disproportionately or adversely impact (exclude) any of the target groups that benefited under the previous funding arrangements.
- 3.68 **Introduction of locality boundaries:** A range of data and other information based on demographics and ward clusters will be provided in the bidding packs. It is possible that a project may be borough wide or target a specific neighbourhood. Therefore whilst there is an overarching aim to achieve a proportional spread in the 4 Ward Cluster areas, this may not be appropriate or necessary to ensure a positive equities impact.
- 3.69 At this point, prior to award of funding, the proposed geographical areas are not considered to disadvantage any of the groups with protected characteristics.
- 3.70 **Stage 2 – Theme Based Assessment:** Equalities Impact Assessments will be undertaken for each theme following grant award recommendations, prior to award of grant. They will be undertaken on a theme by theme basis, and review identified need against potential projects.

- 3.71 It is expected that the EA's will be undertaken by theme leads and look specifically at the intended outputs/outcomes of proposed projects against identified need. The EA should test whether the proposed projects will;
- Meet needs identified across protected characteristics and beneficiary groups; and
 - Meet needs identified across geographical boundaries – this may not result in an 'even spread', but should instead aim to meet identified need across the borough.
- 3.72 Service Specifications will clearly identify equality targets. In response, all applicants will need to demonstrate how their proposal will contribute specifically to achieving the targets and in general, how it has met/will meet other equality requirements set out within the specification document.
- 3.73 To ensure that targets are met, the recording and reporting of equalities data will be an essential monitoring requirement for all successful projects. Organisations failing to provide the required information as part of their quarterly monitoring returns will be appropriately penalised within the RAG rating process.

Monitoring and evaluation

- 3.74 It is essential, in accordance with the agreed best value action plan, that a monitoring and evaluation strategy is put in place so that the new MSG Programme has clearly defined success criteria and can therefore be assessed and measured in a meaningful way. Monitoring against agreed targets and spend will be undertaken on a quarterly basis to determine release of funds and inform any remedial action that might need to be taken. As part of the process an annual review of grants will be presented to Members, and enhanced risk based audit arrangements undertaken in conjunction with the quarterly monitoring.
- 3.75 In relation to 'project performance monitoring', the Council introduced an updated Grant Officers Manual as of December 2014. The manual sets out a comprehensive range of programme and project management processes, procedures and toolkits all of which are designed to ensure that the monitoring and assurance work is robust.
- 3.76 All officers involved in monitoring grant funded projects have been issued with a copy of the Manual and have received an initial briefing/training session on its use. Future development and updating of the Manual together with the ongoing training of staff will ensure the maintenance of the required management standards.
- 3.77 As part of the monitoring process officers will prepare regular performance reports which will clarify the position of all projects in relation to their RAG status. Where projects are rated as either AMBER or RED, details of projects improvement plans/remedial action will be clearly set out. And, for example, in circumstances where a project is rated as RED for 2 successive quarters a recommendation could be made to terminate the grant.
- 3.78 In relation to "programme evaluation" it is recommended that this should focus on 3 key areas as outlined below:

- (i) **Programme design:**
 - The appropriateness of the outcomes targeted by the Programme;
 - The extent to which specified activities could reasonably be expected to deliver the targeted outcomes; and,
 - The quality and appropriateness of baseline information.
- (ii) **Programme administration and management:**
 - The potential effectiveness of original award decisions
 - The effectiveness of projects and programme management and monitoring
- (iii) **Programme performance:**
 - Overall quality of each theme's portfolio
 - The extent to which programme outcomes have been achieved, including those related to equality-based targets
 - Feedback from providers
 - Assessment of case studies and user satisfaction surveys
 - Assessment of the impacts achieved by individual projects, themes and the programme as a whole
 - The review and revision of activities and outcomes

3.79 It is proposed that item 1 of the foregoing areas of evaluation is undertaken as soon as possible following approval of the Programme. The remaining items should be undertaken twice during the Programme cycle: firstly as a mid-term evaluation and then again at the end of the Programme.

3.80 **Guiding principles & governance arrangements:** It is important that there are robust principles which underpin the structure, decision making and governance within the Council's third sector grants programmes.

3.81 By building and adhering to these standards the Council will clearly demonstrate its commitment to ensuring that grant funding to organisations is designed to maximise the achievement of agreed corporate goals and meets Best Value requirements.

3.82 **Appendix 6** sets out proposed Guiding Principles and Governance Arrangements applicable to the Council's Main Stream Grants Programme. It is also intended that these will be adopted in relation to other third sector grant schemes.

3.83 **Timeline and process:** This will provide an extremely tight timeframe within which to deliver the new MSG programme. To meet the challenges there will be amongst other things, considerable resource pressures. The key programme milestones are set out below. It is recommended however that current proposed 5 weeks application period is extended to 6 weeks in view of the complexities of organisations setting up partnership or consortia based projects. If Commissioners are minded to agree this proposal, an adjustment will be made to the Grant Agreement Negotiations (at the end of the timeline) by 1 week – 6 to 5 weeks.

Activity	Target Date / Duration	Comments
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Activity	Target Date / Duration	Comments
Programme Launch -	27 April	
Application period -	27 Apr-29 May 5 weeks	- It is recommended that this is extended to 6 weeks in view of the complexities of setting up partnership or consortia-based projects
Assessments - Eligibility checks - Scoring - Quality assurance - Equality Analysis - Recommendations - S151 Sign-off - Draft report	1 Jun –26 June 4 weeks	This is an extremely challenging duration in which to complete the anticipated level of applications in the traditional way - It is therefore suggested that LBTH officers complete the eligibility stage of the process only - External assessors should then be used to undertake the full assessments which will be done online - LBTH officers would 'quality assure' the external assessments (a 10% sample) - Officers to complete EA - Based on the assessment scores and geographical / beneficiary targeting, LBTH officers would make the grant recommendations
Grant decisions - Finalise report - Take report through decision making process - Publish decision -	29 June – 10 July 2 weeks	This is an extremely challenging duration in which to arrive at the decision - There will be a need to ensure fast-tracking at all stages
Notify Organisations	w/c 13 July	
Appeals - Receive and consider appeals - If appeal warranted then application re-scored - Final decisions by the Commissioners - Notification to those that made appeal	13 Jul – 17 Jul 1 week	Appeals are only to be considered if representation is made in writing against the following: <ul style="list-style-type: none"> • There has been bias in the process • The decision made is one no reasonable person could make
Grant Agreement Negotiations - Negotiate and Grant Offer Letter and sign Agreement	20 Jul - 31 Aug 6 weeks	This may be an extremely challenging duration in which to complete the process - However, the situation can be improved significantly if officers structure Grant Specifications with agreed funding levels (which are adhered to in the decision making process) and clearly defined standardised outputs
New programme starts	1 September	

Activity	Target Date / Duration	Comments

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 The report sets out for Commissioners' consideration a methodology and process for delivery of a 3 year mainstream grants process from 1st September 2015. The total budget for the current year, across respective Directorates is £3.06m, and the report sets out a notional allocation within each of the five recommended themes. That does not restrict the Commissioners from reallocating resources, within the overall budget provision once applications have been received and assessed. The report also recommends an annual top-slice of up to £100k to ensure additional corporate requirements, to strengthen corporate governance arrangements, as set out in the best value action plan. Future budget allocations, beyond March 2016 will determined by the Council, as part of its annual budget process, taking full account of statutory requirements, and the potential impact of this will need to be reflected in final service agreements with grant recipients.
- 4.2 As an addendum to the report, Commissioners will be asked to consider representations and feedback from Members as part of the cross party workshops and Overview and Scrutiny Committee.

5. LEGAL COMMENTS

- 5.1. The power of the commissioners to make decisions in relation to grants arises from directions made by the Secretary of State on 17 December 2014 pursuant to powers under sections 15(5) and 15(6) of the Local Government Act 1999 (the Directions). Paragraph 4(ii) and Annex B of the Directions together provide that, until 31 March 2017, the Council's functions in relation to grants will be exercised by appointed Commissioners, acting jointly or severally. This is subject to an exception in relation to grants made under section 24 of the Housing Grants, Construction and Regeneration Act 1996, for the purposes of section 23 of that Act (disabled facilities grant).
- 5.2. To the extent that the Commissioners are asked to decide the structure, budget allocations (within available funds), theme specifications and processes for a mainstream grants programme for the period 2015 – 2015, these are executive functions of the Council. This is the effect of section 9D(2) of the Local Government Act 2000, in the absence of a contrary specification in the Local Authorities (Functions and Responsibilities) (England) Regulations 2000.
- 5.3. The proposed grants may be supported under a variety of the Council's statutory powers, depending upon the outcomes achieved and the activities supported.
- 5.4. Section 1 of the Localism Act 2011 gives the Council a general power of competence to do anything that individuals generally may do, subject to specified restrictions and limitations imposed by other statutes. As individuals may provide financial support to community organisations, the general power may support the giving of grants to those organisations, provided there is a

good reason to do so and provided there is no statutory prohibition on doing so (which generally there is not). There may be a good reason for giving a grant if it is likely to further the Council's sustainable community strategy under section 4 of the Local Government Act 2000, set out in the Community Plan, or one of the Council's related strategies. Information is set out in the report as to the connection between the proposed theme specifications and the Council's relevant strategies.

5.5. The target outcomes of the Children and Young People and Families theme may be supportive of a number of the Council's functions. Without seeking to specify these in a comprehensive way, the following of the Council's general duties seem particularly relevant:

- To take such steps as it consider appropriate for improving the health of the people of Tower Hamlets (National Health Service Act 2006).
- to safeguard and promote the welfare of children in need in Tower Hamlets and, so far as consistent with that duty, to promote the upbringing of such children by their families, by providing a range and level of services appropriate to those children's needs (Children Act 1989).
- To make arrangements to ensure that Council functions are discharged having regard to the need to safeguard and promote the welfare of children (Children Act 2004).
- To provide facilities for recreation and social and physical training and sufficient educational and recreational leisure-time activities for qualifying young people in Tower Hamlets (Education Act 1996).

5.6. The target outcomes of the Prevention, Health and Wellbeing theme may support discharge by the Council of its public health functions under the National Health Service Act and, to the extent that they concern children, may also support the functions listed in paragraph 5.5 above. In relation to vulnerable adults, the Council is required to meet the needs of individuals in need of care and support or carers in need of support in circumstances set out in the Care Act 2014. The Council has a number of general duties under the Care Act, which include –

- To promote an individual's well-being. Well-being is defined in the Act and includes control by the individual over day-to-day life. In exercising this general duty the Council must have regard to the importance of preventing or delaying the development of needs for care and support as well as the importance of the individual participating as fully as possible.
- To prevent needs for care and support. The Council must provide or arrange for the provision of services, facilities or resources, or take other steps which it considers will contribute towards preventing, delaying or reducing the need for care and support by adults and the need for support by carers in Tower Hamlets.
- To promote integration of care and support. The statutory guidance supporting the Care Act includes guidance for Council departments working more closely together and in a joined up manner.
- To promote diversity and quality in the provision of services within the locality. The Council must ensure that commissioning and procurement practices deliver the services that meet the requirements of the Care Act.

- 5.7. By virtue of section 111 of the Local Government Act 1972, the Council has power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. This may involve expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights. This incidental power may support some grants in relation to development of the third sector.
- 5.8. When considering whether or not to make funds available for the purposes specified, the Council should consider whether or not this will be consistent with its best value arrangements. The Council is obliged as a best value authority under section 3 of the Local Government Act 1999 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” (the Best Value Duty).
- 5.9. Part of complying with the Council’s Best Value duty is ensuring that the Council obtains value for money. Paragraph 3.4 of the main report refers to commissioning of the grants. For clarity the Council must operate a fair and open application procedure to process requests by groups to obtain funding. Requests should be measured against a predetermined set of criteria and the criteria themselves must be fair and transparent. The predetermined criteria must be the only method which is used to determine who obtains a grant and the level of grant based upon the quantity and quality of delivery. It follows that the grant agreements should include a clear monitoring process against defined parameters in order for the Council to demonstrate either that delivery was in line with the application and therefore, the grant achieved its purpose or to provide clear delineation where outcomes were not achieved and the reasons for such failure are apparent.
- 5.10. The main distinction between a commissioned grant and a procured service is the removal of a profit element. Where a grant purports to include profit then it ceases to be a grant and is seen as procurement activity. In the event that a grant is deemed to be procurement activity then the Council would need to comply with its legal obligations in relation to public procurement. This would include compliance with the Council’s Procurement Procedures, as part of discharging its best value duty and complying with the applicable requirements of the Public Contracts Regulations 2015. For these reasons it is important that the mainstream grants process ensures that commissioned grants do not include a profit element. The applications presented by groups should identify the level of grant requested and the specific parts of the project for which funding is being requested (e.g. payment of staff wages, or overheads and utilities etc.) rather than presenting a single request for payment to provide “a service”. This allows the Council to determine that payments are on an “as cost” basis and do not include profit and also to clearly see whether or not there are sums to be reclaimed at the end of the project.
- 5.11. The report refers to the top slicing of the budget in order to pay for the involvement of the CVS. However, as a grant, this needs to be subjected to the same application procedure as other grants to allow others who could provide similar services the same opportunity to access this part of the funding.

- 5.12. Consideration should also be given to the nature of the services being provided by the CVS and whether or not this is actually a commissioned service. If so then this service should be subjected to an appropriate procurement in accordance with the Procurement Procedures and the law on public procurement, in particular the applicable requirements of the Public Contracts Regulations 2015.
- 5.13. When determining what support to provide to community organisations, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't (the public sector equality duty). The Council must undertake an equality analysis to determine the effect on persons due to a change in the grant themes and may need to consult such that it obtains a proper understanding of the nature of the needs of those affected by the changes. The report sets out the approach to equality analysis, which involves a strategic analysis at this stage, which is proposed to be followed by more detailed analysis in relation to proposed awards.
- 5.14. It is clear that at least two of the themes in the programme are targeted by reference to age, either partly or wholly, which is a protected characteristic under the Equality Act 2010. The Commissioners may take the view that this does not give rise to any unlawful discrimination, on the basis that, when viewed as a whole, the programme is intended to benefit people of all ages. With this in mind, the themes and funding have been aligned with the Council's statutory functions and objectives, which are in turn related to needs identified in the borough.
- 5.15. The report indicates that individual grant applications may be targeted at groups who share a particular protected characteristic under the Equality Act 2010. Care must be taken in considering such applications to ensure that support is not given for unlawful discrimination under the Act. Further equality analysis may be required in this regard. To the extent that a scheme proposes positive action, this will need to be justified by reference to the Equality Act. For example, it may be that evidence is provided of a disadvantage connected to a protected characteristic and that the proposal is a proportionate means of overcoming or minimising that disadvantage
- 5.16. Any consultation carried out for the purposes of assessing the impact of the proposed mainstream grants process should comply with the following criteria: (1) it should be at a time when proposals are still at a formative stage; (2) the Council must give sufficient reasons for any proposal to permit intelligent consideration and response; (3) adequate time must be given for consideration and response; and (4) the product of consultation must be conscientiously taken into account. The duty to act fairly applies and this may require a greater deal of specificity when consulting people who are economically disadvantaged. It may require inviting and considering views about possible alternatives.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1. The contribution of Third Sector organisations to delivering One Tower

Hamlets objectives and priorities are explicitly recognised in the Council's Third Sector Strategy. Organisations play a key role in delivering services that address inequality, improve cohesion and increase community leadership: the deliveries of these services are real examples of 'One Tower Hamlets' in practice.

- 6.2 The opportunities offered through the Main Stream Grants programme will play a key role in delivering the aims of One Tower Hamlets.
- 6.3 It should be understood that the primary purpose of the Main Stream Grants programme is to 'provide services for local residents. These services include specialist legal advice, employment skills development and supporting elders to deal with mental and physical health issues. Services are provided by Third Sector Organisations.
- 6.4 With the current Main Stream Grant programme scheduled to end on 31 August 2015. This means that the new programme will run from 1 September.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 The funding priorities within the MSG Programme support the spirit of SAGE. The Council, as a funder of third sector proposals that meet these priorities assists in the implementation of the strategic aims of SAGE.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 A number of different risks arise from any funding of external organisations. The key risks are:
- The funding may not be fully utilised i.e. allocations remain unspent and outcomes are not maximised
 - The funding may be used for purposes that have not been agreed e.g. in the case of fraud
 - The organisations may not be able to secure additional funding necessary to deliver the agreed activities
 - The organisation may not in the event have the capacity to achieve the contracted outputs/outcomes
- 8.2 To ensure that risks are minimised, each project/organisation will be required to comply with the standard Grant Agreement terms. There will also be appropriate renegotiated performance targets to be met and the evidence required. All extended projects will continue to be strictly monitored to ensure compliance.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 9.1 The services that will be provided through the MSG programme cover a broad spectrum of activities some of which are key drivers in contributing to the reduction in crime and disorder; these include:

- Improving community cohesion
- Getting people into employment
- Providing timely advice and advocacy
- Supporting 'at risk' individuals

10. EFFICIENCY STATEMENT

- 10.1 The commissioning framework for the 2012/15 MSG Programme provided transparency and clarity in the delivery of desired outcomes along with cost of providing those outcomes to facilitate more efficient alignment of funding allocations.
- 10.2 The funding priorities which were set out within Grant Specifications clearly linked to delivering outcomes as set out in the Strategic Plan and Community Plan as a mechanism to deliver better outcomes for local people within available resources. Through for example giving priority to projects that promote social inclusion; and, supporting service providers who deliver cost effective services that focus on benefit the local community and meeting the expressed needs of local people.

11. SAFEGUARDING IMPLICATIONS

- 11.1 As part of the application process organisations will be required to provide details of their safeguarding policy if appropriate. The Grant Agreement that funded organisations enter into as part of the MSG process commits them to complying with a number of requirements in relation to safeguarding.
- 11.2 If the organisation provides services to persons under 18 or to vulnerable adults and employs staff or volunteers in a position whose duties include caring for, training, supervising or being responsible in some way for children or vulnerable adults or who have access to records or information about any of these types of individuals, the organisation must ensure that all such staff and volunteers receive an Enhanced Check For Regulated Activity for the purposes of the Protection of Freedoms Act 2012 (Disclosure and Barring Service Transfer of Functions) Order 2012 before such staff and volunteers commence relevant activities.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

The following appendices are attached to this report.

Appendix 1 - The funding framework

Appendix 2.1 to 2.5- Theme Specifications

Appendix 3 - MSG Application Form

Appendix 3a – MSG Application Guidance

Appendix 4 - MSG Assessment Process

Appendix 5 - Equality Assessment

Appendix 6 - Guiding Principles and Governance Arrangements

Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

- None

Officer contact details for documents:

- N/A

Appendix 1

Funding Framework

The following Framework is designed to provide guidance on the most appropriate approach to securing services via Voluntary & Community Sector Organisations

Approach	Commissioning	Commissioning / Investing	Investing / Giving
Commissioning Method	Competitive Procurement	Grants Commissioning	Core Grants Small Grants
Most Applicable When Any Of The Following Applies	<ul style="list-style-type: none"> • Non-sector specific • Open contestable market • Statutory or required service • Clearly defined outcomes • Service specification based on needs analysis 	<ul style="list-style-type: none"> • Voluntary and Community Sector specific • Some market • Strategically important service or activity • Clearly defined outcomes • Service specification based on needs analysis 	<ul style="list-style-type: none"> • Voluntary and Community Sector specific • Weak market • Desire to grow support work of organisation • Pilot or one-off projects • Broad range of outcomes
Guide Amount Per year	Usually over £20,000	£1,000 to £200,000	Usually up to maximum of £10,000
Key Council Processes	Commissioning	Commissioned specified grants including MSG	Unspecified grants
Standard Processes and Arrangements	<ul style="list-style-type: none"> • Open tender • Tollgate • PQQ Requirement • Assessment against tender specification • Contract • Unrestricted funds • Staged payments (against milestones) • VAT applicable • Regular monitoring • Quality assurance • Exit strategy 	<ul style="list-style-type: none"> • Open bidding • Grant eligibility • Assessment against scoring framework • Grant agreement • Match funding requirement • Restricted funds • Quarterly monitoring • Payment in advance or arrears as agreed • Annual review • Evaluation 	<ul style="list-style-type: none"> • Open application • Grant eligibility criteria • Assessment against specified criteria • Grant Agreement • Restricted Funds • Varied payment arrangements • Donation to support organisations objects • Specified reporting requirements
Full Cost Recovery Key Guidance	Yes	Overhead costs against agreed apportionment rate	No
Other Key Requirements	Procurement Policy/Regulations	Commissioning Framework	Funding Factsheet

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Main Stream Grants 2015/18 - Specification

Theme Name: Children, Young People and Families

1. Basis of Need (objectives of the theme)

Following consultation with a range of stakeholders and a review of existing analyses of need the following strategic priorities have been identified as the focus of the Children, Young People and Families theme:

- **Raising attainment**

Whilst schools in the borough are performing well overall, at above national levels in some areas, there are particular groups of young people who do not reach expected levels of attainment which impacts on their future employment prospects.

Much of the evidence relating to tackling underachievement for specific groups demonstrates that traditional school effectiveness programmes have very limited impact for some children and young people. This suggests that different approaches need to be explored so that we are confident we are meeting the needs of all children and young people and address barriers to achievement comprehensively.

- **Vulnerable and excluded children, young people and families**

A significant number of children and young people come to the attention of children's social care annually, a high proportion of which do not require statutory services. They do however require targeted interventions to prevent problems escalating. In addition, a significant number of children and young people have additional needs as they face a range of challenges associated with the impacts of financial deprivation and social isolation. Others may have problems arising from substance misuse, mental health, disability (including autism and complex medical needs) or be classified as young offenders. Many will also suffer from the various aspects of discrimination that can accompany these factors.

Services are required that complement existing provision as part of a comprehensive system of care and support along with those that provide a range of social and leisure opportunities.

2. Target Outcomes (and likely outputs/activities)

Services will be expected to evidence that they have assisted with delivering the following outcomes:

- Improved levels of participation, educational attainment and progression for children and young people.
- Children and young people are protected from harm and families are supported to provide a safe environment.
- Harmful relationships among peer/gender groups are reduced.
- Improved physical (such as reduced levels of obesity) and emotional health and wellbeing in children and young people.
- Reduced levels of substance misuse and sexual abuse, violent crime (including domestic violence) and anti-social behaviour.

Priority will be given to organisations that provide services that:

- Promote key Child Rights Principles.
- Promote inclusion for vulnerable groups to access mainstream services alongside their peers
- Promote social cohesion between different groups.
- Reach out and engage young people, particularly those who are not engaging with other services and those in areas of low take up.
- Promote, volunteering and citizenship.
- Promote physical activities for young people in community settings.
- Identify and refer young people to other support services such as LBTH Targeted Youth Support Services.

3. Expected Outputs

We expect organisations seeking funding to provide services to set targets in their service proposals for the following outputs where appropriate:

- 100% of service users achieve improved outcomes.
- Percentage of service users per ward cluster.
- 100% of service users achieve personal goals and sustained activity
- Number of users that will be accessing the services.
- Number of service users accessing services for the first time.

- Where applicable, percentage of users retained throughout the programme/project.
- Percentage of service users with 80% or more attendance.
- Record of referring organisation/agency.
- Percentage of service users referred to additional services and record of services referred to.
- 100% of their staff attend training and professional development courses.
- At least one third of a voluntary organisation's management committee (appropriate individuals to be nominated by the organisation) should attend capacity building training .
- All relevant staff are appropriately qualified to deliver services to the target groups.

- 100% recording of user profile data under the nine equality strands analysed to ensure that all the protected groups have equal access to services
 - age
 - disability
 - gender reassignment
 - marriage and civil partnership
 - pregnancy and maternity
 - ethnicity
 - religion and belief
 - gender
 - sexual orientation

- 100% recording of number of users taking up services, using identified Management Information Systems where appropriate.
- Provision of a case study to track the progress made (frequency to be determined).
- Evidence of sustainability planning, e.g. applications to external funding bodies

4. Scope of Activities

We are seeking applications from organisations that are able to deliver services to the Borough's, children, young people and families through a range of innovative, targeted and universal interventions aimed at building resilience, reducing inequalities and providing protection from harm.

Specific activities will include:

- Out of school provision that supports improved educational attainment, targeted at those at risk of not achieving expected levels.

- Services for vulnerable/excluded children, young people and/or their families to prevent problems escalating delivered as part of a comprehensive and co-ordinated system of care.
- Children's adventure play, sport and indoor/outdoor recreation.
- Multi-disciplinary arts provision.
- Youth development and support services.

Organisations seeking to deliver services will be expected to:

- Demonstrate they have a sound understanding of the needs of children, young people and families and a track record in delivery in the areas specified.
- Develop innovative and/or tried and tested approaches to supporting the delivery of improved outcomes.
- Deliver person centred services in collaboration with children, young people and/or their families.
- Demonstrate partnership working between those agencies providing services to children, young people and families and young people to ensure services enhance existing provision and that the wider needs of service users are met.
- Ensure increased participation and engagement of hard to reach children, young people and/or families.
- Able to meet the individual needs of children, young people and/or families.
- Some services will require a minimum or maximum number of sessions to be delivered at specific times and will also require contacts with a minimum number of children and young people.

Service standards

Providers will also need to demonstrate that they meet the following standards:

- Have in place appropriate policies and procedures, including up to date safeguarding policies.
- Recruitment of appropriately qualified individuals within safer recruitment guidelines. This will include mandatory qualifications required for each grade of Youth Worker, NVQ level 2 for youth worker and NVQ level 3 for youth worker in charge.
- Be compliant with or working towards appropriate accreditation or national quality assurance standards.
- 100% of staff who work directly with service users have an enhanced DBS check and are employed under safer recruitment scrutiny.
- Be able to operate activities from safe and secure premises/locations meeting the local Authority's Health and Safety requirements.

- Organisations must ensure there is adequate employer's liability insurance for all staff delivering services; the minimum cover must be £5 million and staff must be paid the London Living Wage as a minimum.

5. Beneficiaries and Priority Groups to be Targeted

The beneficiaries

All children and young people including, vulnerable and excluded children, young people and/or their families, some of whom will be referred by children's services (including schools).

Youth service organisations will need to work with and offer services for 13 to 19 year olds and up to 25 for SEN and open to all young people.

6. Required Geographic Coverage

We wish to fund services that have a good geographical spread through a range of accessibly located sites within the following ward clusters:

<p style="text-align: center;">NW Ward Cluster</p> <p style="text-align: center;">Bethnal Green Spitalfields and Banglatown St Peters Weavers</p>	<p style="text-align: center;">NE Ward Cluster</p> <p style="text-align: center;">Bow East Bow West Bromley North Bromley South Mile End</p>
<p style="text-align: center;">SW Ward Cluster</p> <p style="text-align: center;">Shadwell St Dunstan's St Katherine's & Wapping Stepney Green Whitechapel</p>	<p style="text-align: center;">SE Ward Cluster</p> <p style="text-align: center;">Blackwall & Cubbit Town Canary Wharf Island Gardens Lansbury Limehouse</p>

7. Equality Opportunities

Organisations will be required to deliver inclusive services to all children, young people and/or families with a need however we also expect to fund a small number of services that target specific groups with an identified need.

8. Requirements for Tracking, Onward Referral and Progression

Organisations will be expected to demonstrate that:

- They track progression routes and onward referrals where relevant.
- Work in partnership with referring agencies to track overall progress towards achieving improved outcomes.

9. No. of Grants to be Allocated by Type and Size

The funding available for reaching participants within each of the ward clusters will be as follows per annum:

Raising attainment:

- £15,500 for innovative programmes aimed at raising attainment for those at risk of not achieving expected levels for each ward cluster.
- £31,500 for community language programmes for each ward cluster
- £52,250 for provision of a range of inclusive universal and targeted, cultural, environmental and leisure opportunities, which meet the needs of all children and young people, including those with disabilities reaching people within and across the ward clusters.

Vulnerable children, young people and families:

- £45,000 for services that provide targeted interventions for children, young people and/or families to prevent problems escalating for each ward cluster.

- £60,500 for targeted youth services with a grant value of £15,000 per application per annum to deliver 2 evenings minimum between 6pm to 9pm and to engage 100 young people minimum for each ward cluster.

10. Guidance on Delivery Methods

- Organisations will be expected to deliver programmed and flexible and responsive services during times that allow easy access for service users within the four geographical ward clusters.
- Organisations will be expected to take referrals from partner organisations, such as schools and local authority children's services.

11. Options for Consortium Bidding and Partnership Working (if applicable)

In order to maximise the use of the limited resources available we strongly encourage the development of consortium arrangements between providers where appropriate.

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MAIN STREAM GRANTS 2015/18 - SPECIFICATION

THEME: Jobs, Skills and Prosperity

There are two specific strands under this theme, covering access routes to employment for those furthest from the labour market, and access to advice on social welfare law for those on low income. We want to support voluntary and community sector projects that can contribute to the Council's Employment Strategy and Community Plan priorities and demonstrate:

- an integrated partnership approach to addressing the needs of residents in these two priority strands :
- knowledge and understanding of the needs of any particular target group the application is proposing to target ,
- relevant expertise, knowledge skills and quality assurance systems and
- knowledge and experience of working with relevant statutory and voluntary sector providers in order to facilitate access to appropriate referral and progression routes or support services.

Details of the specifications for the two strands are outlined below

Strand 1 – Routeways to Employment Support Services (pages 1 – 7)

Strand 2 Social Welfare Advice Services (pages 8 - 28)

Strand 1 - Routeways to Employment Support Services

1. Basis of Need

The objective of this funding stream is to help increase and integrate the pathways to employment of those local residents either marginalised by the labour market or facing barriers which make this transition difficult

The funding is designed to support services that provide specialist support to address specific barriers to employment including relevant IAG support, accredited and /non-accredited training, volunteering and employment support and referral to other provision where appropriate.

To make best use of limited resources the funding is specifically targeted toward interventions that are evidenced as being effective; innovative approaches that supplements and are integrated with other employment support projects or services.

We particularly encourage applications that target key groups who are furthest from the labour market, including those who are under-represented in employment statistics and whose needs are not currently being addressed by other services.

This includes long-term unemployed or economically inactive residents, particularly people from BME communities; people whose barriers relate to health or disability particularly mental health; people most likely to be adversely affected by the impacts of recent and proposed welfare reform

Outlined below is a summary of 2014 ONS data on the composition of the claimant count

Table 1: Claimants of key out-of-work benefits by 2014 ward cluster

2014 Ward Cluster	Residents	Working Age (16-64)	Key out-of-work benefit claimants	Claimant rate
North East	68,004	49,198	6,051	12.3%
North West	69,346	53,327	5,985	11.2%
South East	76,653	57,493	5,605	9.7%
South West	63,919	47,473	4,649	9.8%
Tower Hamlets	277,923	207,491	22,290	10.7%

Source: NOMIS - DWP Benefit Claimants - working age client group, 2014 ward cluster rates calculated using GLA 2013 round of population projections SHLAA based as a denominator

The composition of the claimant count as of May 2014, by the main reason for claiming a key out-of-work benefit, is as follows:

Table 2: Claimant group of key out of work benefits – May 2014 snapshot

Job Seekers Allowance

6,580 residents (Male 4,000 Female 2,580)

30% White ; 42% Asian , 15% Black 13% prefer not to say or unknown

29.5% of those on key out of work benefits

3.3% of the population aged 16 to 64

ESA and Incapacity Benefit

12,440 residents (Male 5,850 Female 4,760)

33% White ; 30% Asian , 8% Black 29% prefer not to say or unknown

55.7% of those on key out of work benefits

6.2% of the population aged 16 to 64

Lone Parents

2,600 residents

11.6% of those on key out of work benefits

1.3% of the population aged 16 to 64

Includes all claimants of out-of-work benefits as a lone parent who are not also claiming ESA, Ir JSA

Others on income related benefit

690 residents

(3.1% of those on key out of work benefits

0.3% of the population aged 16 to 64

Source: Nomis DWP Benefit Claimants - working age client group

2. Target Outcomes

Proposed services will contribute to the following outcomes:

- Advancement of those residents furthest from the labour market into skills training, employment support programmes and jobs.
- Coordinated customer-focused advice and guidance with strong referral partnerships delivering holistic support to tackle individual barriers to employment.
- Increased integration of voluntary sector information advice and guidance provision with Council and other funded employment services.

The outcomes will be measured against specific milestones and targets related to individuals' progression from initial baseline assessment of skills and barriers to employment and their advancement towards sustainable work including:

- Engagement and assessment of skills and barriers
- Completion and review of Personal Action Plans
- Participation in accredited and non-accredited training
- Participation in volunteering and /work experience placements
- Job outputs

Priority will be given to activities that:

Increase the engagement of those residents identified as economically inactive and register to take part in employability activity and job search;

Enhance the skills, confidence and motivation of people who are furthest from the labour market;

Increase the number of residents undertaking basic skills training, including digital skills training , leading to improved employability skills;

Ensure residents engaged and identified as looking for work are submitted for relevant pre- employment and job related training;

Have flexibility to meet new and emerging needs and respond to the multiple and complex needs of the target groups;

Provide access to volunteering and work experience projects.

Expected Outputs

We expect organisations seeking to provide pathways to employment support services to submit a **method statement** with their application that outlines their proposed model of delivery, including specific milestones and targets related to a client's advancement towards sustainable work. Organisations are requested to set targets in their service proposals for the following standard outputs where appropriate:

Some of the standard outputs expected to be delivered under this theme are set out below if there are additional project specific outputs that you wish to propose this should be included as part of your application and will need to be clearly defined and evidenced

Outputs

- Number of residents initially engaged and assessed
- Number of residents given ongoing employment related support
- Number of residents engaged in accredited training
- Number of residents engaged in confidence building and basic skills including digital skills
- Number of residents referred to other organisations
- Number of residents referred to Job Brokerage services
- Number of residents into employment with jobs that are sustained for at least 13 weeks,

Where applicable, percentage of users expected to be retained throughout the programme/project.

Number of jobs secured directly by your agency or through progression route referral to a partner agency.

Number of these with jobs that were sustained for 13, 26 and 52 weeks

Providers should outline methods for demonstrating their contribution to appropriate output and outcome indicators.

3. Scope of Activities

Applications will need to provide a detailed outline of the activities they propose and the rationale for prioritising those particular activities, plus a summary of the expected progression routes for participants.

Applicants will need to demonstrate a track record of successful interventions with those furthest from the labour market and detail examples of successful outcomes in terms of supporting resident's progression

Applications need to evidence links to and knowledge of other services supporting those furthest from the labour market. and demonstrate strong referral processes and engagement with training providers and the Council's and other mainstream employment support services

4. Beneficiaries and Priority Groups to be Targeted

We particularly encourage applications that target key groups who are furthest from the labour market, including those who are disproportionately represented in unemployment statistics and whose needs are not currently being addressed by mainstream funders. This includes long term unemployed or economically inactive residents, particularly women from BME communities, people with health issues or a disability, particularly those with mental health issues; young people and people most likely to be adversely affected by the impacts of recent and proposed welfare reform.

Service providers should be able to evidence the rationale for their targeting of particular groups, the added value they bring to existing services where appropriate; and need to provide details of the monitoring systems in place to demonstrate the impact of the interventions.

5. Required Geographical Coverage

We wish to fund services that provide a good geographical spread across the borough through a range of accessibly located sites

We specifically wish to fund projects and activities encouraging increased economic engagement in those parts of the borough which have been identified as having the highest levels of unemployment. For details of the areas of highest unemployment levels, please see the briefing document provided at Appendix 1 to this specification.

6. Equal Opportunities

Whilst we are expecting to fund some specific services for particular target groups we expect all service providers to deliver inclusive services.

Organisations must ensure that:

- Activities are open and available to all potential users in the area where the service is being delivered.
- The needs of service users, including linguistic, disability, cultural and religious needs, are taken into consideration in the service provision.
- Activities are operated from safe and secure premises that are accessible to people with disabilities and meet legal Health & Safety requirements.
- Barriers which may exclude individuals from participation are addressed and budgeted for in the proposed activities.
- Applications need to demonstrate that they give due regard to the public sector general equality duty as set out in the Equality Act 2010.
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
- Advance equality of opportunity between people who share a protected characteristic and those who do not;
- Foster good relations between people who share a protected characteristic and those who do not.

7. Requirements for Tracking, Onward Referral and Progression

Applications are required to provide details of the method statement of the tracking and monitoring system they have in place to track individual service user's progression from initial engagement to completion of the intervention

Organisations will be required to collect baseline information on service users levels of basic skills, employment experience and other barriers to employment in relation to health , caring responsibilities etc. so that evaluation of the intervention can be assessed against these particular barriers . Recording of user profile data under the equality strands is also required.

In addition, applications should demonstrate how they will ensure the sustainability of their proposed projects, e.g. funding applications to external funders.

Priority will be given to applications that propose new projects and innovative approaches. Applications from ongoing projects need to demonstrate additionally, e.g. new elements, new partnerships that build on the achievements of the existing project.

Priority will be given to applications that can demonstrate value for money for LBTH, e.g. match funding, enhanced partnership working and pooling of resources.

Output	Definition	Evidence Requirements
Number of residents initially engaged and assessed	First contact with the programme followed by initial assessment of a client's needs	Completed registration form, and assessment of the barriers to employment.
Number of residents given ongoing employment support through the programme	Support must include an assessment of the barriers to employment and a completed individual action plan. Individual reviews tracking progress against the agreed action plan should happen throughout the time on the programme. Support should last for a minimum of 6 weeks.	Completed registration form, an assessment of the barriers to employment and an individual action plan. A record of whether the person receiving support is new to the programme or is an existing user. Individual reviews against the agreed action plan.
Number of residents engaged in accredited training.	Attendance at a programme of accredited training completed	Completed attendance sheets for training, information of training undertaken and the accreditation. Copies of relevant certificates
Number of residents engaged in confidence building and basic skills programmes.	Attendance at a non-accredited course or session.	Completed attendance sheets and information of training / activity undertaken.

Output	Definition	Evidence Requirements
Number of residents referred to other organisations	This is a formal referral following an assessment of the client's needs. The organisation the client is referred to must accept and acknowledge the referral. Note this is not the same as 'signposting' where the client is advised of another organisation that might be able to help.	Initial assessment of the client's needs, referral form completed stating the nature of the referral, written acknowledgement from organisation that has accepted the referral.
Number of residents referred to Job Brokerage services	As above but organisation receiving referral must provide a job brokerage service	As above but client should be tracked to confirm whether they were able to get a job. If so this should be reported as an indirect job outcome
Number of residents into employment with jobs that are sustained for at least 13 weeks	That a job seeker has commenced a sustainable job that is expected to last beyond a period of 13 weeks following support through the programme	Completed registration form, evidence of action planning and support provided. Supporting evidence from employer to confirm a start date and tracking at 13, 26 and 52 weeks. Proof of identity and eligibility for work.
Other appropriate outputs based on identified need	Delivery organisations / consortia should define additional outputs in line with above	Evidencing requirements must be specified as above

8. No. of Grants to be Allocated by Type and Size

The indicative budget for this stream is approx. £300K per annum and it is envisaged that in order to ensure that quality assured sustainable activities are delivered that no more than 10 projects will be funded.

9. Delivery Methods

Applicant organisations need to demonstrate that they:

- Plan and deliver flexible and responsive services that are open to everyone, and user-led
- Involve beneficiaries in how they design, run and review their services;
- Work in partnership and are involved in local networks with other groups;
- Use a range of publicity methods and channels to reach potential service users including those that are hard to reach.
- Applicant organisations are required to submit a delivery plan with their application covering the key areas outlined above and identified in (appendix)

10. Partnership Working

In order to develop effective integrated provision to meet the diverse needs of those residents furthest from the labour market, we are keen to support and encourage the development of effective partnership working. We strongly encourage the

development of consortium arrangements between providers to maximise both the use of resources as well as ensuring the use of specialist organisational knowledge and expertise in working with the target beneficiary group;

Regardless of this, all applications should detail what effective referral links they have with other providers delivering services to those in the community who are most disadvantaged. All applications are also required to detail what other funding they have in place to deliver this project and also what funding they are going to seek to increase the sustainability of the project.

Strand 2 – Social Welfare Advice Services

1. Basis of Need

Advice and legal services that support vulnerable groups and those on low incomes to access their rights and understand their obligation, play a key role in resolving civil justice problems and helping to mitigate the social, economic and health consequences of those problems

High levels of child poverty and in work poverty, combined with the impacts of welfare reforms, the housing crisis and continued economic austerity, continue to create demand locally for welfare benefits, housing, debt and employment rights advice in particular

2. Target Outcomes and Outputs

In order to meet demand for social welfare advice in Tower Hamlets and provide access through a range of channels, including face to face advice services for those most in need, this funding stream is particularly focusing on funding provision that

- Maximises access for residents to quality assured advice services through a network of generalist and specialist advice providers, that ensure the best use of available resources through effective partnership working
- Provides a high quality advice service and achieves value for money through streamlining the process for people seeking help and advice, through a range of coordinated accessible channels that ensures residents are signposted and referred to the most appropriate source of help in a timely and efficient manner
- Helps ensure the quality and sustainability of Advice Service provision in the borough through providing training and support for advisors and volunteers and promoting effective collaboration between advice projects for the benefit of local residents,

- Demonstrates measureable outcomes for local residents including:
 - empowering residents through informing them of their legal rights and responsibilities particularly in relation to benefits , housing , debt and employment rights legislation
 - maximising the income and take up of welfare benefits and tax credit entitlements by local people, particularly those residents impacted by welfare reforms and low income households moving into work;
 - reducing levels of individual resident’s problem debt through providing access to qualified debt advisors and providing follow up support on budget planning
 - Supporting residents to understand their rights and responsibilities and options in relation to housing need and providing legal advocacy where appropriate for those threatened with homelessness

Providers will be required to demonstrate transparently the outcomes of their services and provide evidence of the longer-term benefits of the advice given. They will be required to record and analyse the following information:

- details of financial gains for clients – level of successful appeals and revisions on particular benefits/tax credits ; level of debt matters written off/payment renegotiated;
- Details of non-financial outcomes – number of evictions prevented; number of employment matters resolved; number of settlements negotiated etc;
- service users reports and case studies that demonstrate improved problem solving, improved ability to navigate the system, improved health and well-being/financial stability.

As minimum, the provider will ensure that at least 60% of all cases lead to a demonstrably positive outcome for the client. Direct outcomes include:

- Increased benefit and tax credit income
- homelessness prevention and sustaining tenancy
- reduced indebtedness including rent arrears and high interest payments
- prevention and reduction in avoidable costs such as court and enforcement costs
- increased employment sustainability

Indirect outcomes include:

- enhanced well-being and reduced stress
- client empowerment
- increased sense of social and financial inclusion

In order to maximise access and ensure the sustainability and quality of Advice Service provision in the borough, applications will only be considered from organisations involved in partnerships and consortiums that can demonstrate both a track record of positive outcomes for residents and effective collaboration at locality or boroughwide level to meet resident needs. Organisations are also required to have relevant Advice Quality Assurance standards in place and be registered with the FCA if providing debt and money advice

Output Volumes

Providers will be required have an effective computerised system to monitor and quantify the agreed target outputs and comply with the Council's quarterly reporting schedule. Outputs to be monitored include:

- number of sessions delivered and the method of delivery (e.g. appointments, drop-in, telephone, home visit, outreach, etc);
- number of new clients and number of repeat clients;
- breakdown of the types and levels of advice and support given across the different areas of law ;
- profile of users monitored by ethnicity, gender, age, disability, employment /socio economic status and housing status; and
- profile of referrals to other agencies/support services including employment and training.

The general performance targets under this grant will be with reference to the number of new cases/new matter starts (NMS) as well as the number of clients assisted.

This recognises that clients often present with multiple problems and that the time taken with individual clients on different matters can vary significantly depending on the nature of the client or their legal problem. Providers are required to maintain details of the number of clients seen, the number of new Enquiries by area of law dealt with as well as the outcome of the case.

The table below sets out the number of cases an average generalist advice project is expected to deliver based on the information from previous contracts. Please note that you may apply to deliver more or fewer outputs than listed below. However, if numbers are different you should provide a full explanation of the reasons.

Expected average number of cases / new enquiries by area of law per annum (based on 5% assisted information 70% general help and 25% casework)							
£30,000	£40,000	£50,000	£60,000	£70,000	£80,000	£90,000	£100,000
1200-1365	1600-1800	2000-2273	2400-2727	2800 -3182	3200-3636	3600 -4091	4000 -4545

Due to the demand for Debt, Welfare Benefits and Housing advice in the Borough, it is expected that the 80% of new enquiries will be delivered in at least the following proportions at Welfare Rights 45%, Debt & Money Advice 15% and Housing 20%.

The numbers of new enquiries reported in the monitoring returns must not also be claimed against other funders. If only a limited amount of the legal work for clients is funded from other sources, approval from the Council's funding officer can be sought to cover the additional work required to assist with the client's case (e.g. representation at tribunal etc).

3. Scope of Activities

Social Welfare Advice for the purpose of this specification refers to those categories of law which govern: entitlement to state benefits and tax credits; rights in relation to access to housing and housing disrepair, the management of personal debt; employee's rights at work and access to redress for unfair treatment or discrimination.

This includes projects that provide quality assured generalist or specialist advice services in the above areas of law and respond to the multiple and complex social welfare advice needs of residents in the borough, particularly low income households and vulnerable groups;

To ensure a balanced combination of generalist and specialist services that reflect the diverse needs of local residents, the funding for Social Welfare Advice Service provision is divided into the following 5 service areas of work and specifications for each of the services are set out in the attached appendices.

- Boroughwide Generalist Advice Service (Appendix A)
- Locality /LAP Generalist Advice Service (Appendix B)
- Boroughwide Specialist Advice Service (Appendix c)
- Debt and Money Management Support Project (Appendix D)
- Advice Capacity and Volunteer training Project (Appendix £)

Detailed information on the scope of activities for particular projects is included in the attached appendices

Projects will need to demonstrate how they empower residents including identifying clear linkages and referral routes for their service users to other relevant initiatives including basic skills training, digital and financial inclusion projects, health and advocacy support initiatives as well as specialist legal advice services.

The project to increase the capacity and quality of advice provision in the borough through the provision of a training and placement programme for advice volunteers, will need to demonstrate how they are going to deliver across the different advice agencies in the borough

Access to services and Service standards

As Tower Hamlets population is diverse and consists of many communities, advice Service must demonstrate how they will ensure accessibility for all residents. Services need to be sufficiently integrated to offer clients a choice of access in terms of location, hours of operation and 'access channel' (face to face, telephone,

internet, e-mail, etc.). As advice provision is less developed in the east of the borough, with a smaller number of providers based there and less developed travel routes providers will need to clearly identify how they will ensure access to residents in those areas.

Locations should be selected so as to be easily accessible to as many clients as possible from all client groups and communities to access via public transport. Ideally these should be co-located with other public services.

Triage and Referrals Providers will be required to implement a single system of triage across all routes of accessing the service that will include a triage interview and diagnosis of the client's problem; brief advice on whether the problem is resolvable within the triage interview; plus a follow up appointment sign-posting or referral as appropriate

It will be a requirement that all clients facing an urgent situation (including imminent proceedings) will be dealt with by an appropriate adviser on the same day as contacting the provider or the next day.

Telephone access - As well as telephone services in normal operating hours, providers will be required to provide a 24-hour answer phone service outside of these hours, setting out as a minimum key information such as its own opening hours; sources of self-help advice, e.g. on-line; and where to obtain advice and assistance for urgent situations

E-mail and web-based services will need to be able to support client self-help through appropriate on-line packages.

Service interface - Providers will be required to demonstrate and ensure a good interface with other services, in particular the Council's contracts for housing advice and mortgage rescue; other local advice providers; national advice services, including those provided through electronic formats; and other public sector services.

Advice Quality Framework - Applicants are required to evidence compliance with an approved Advice Quality standard to demonstrate their suitability to deliver the service and to evidence that they have a licence with the Financial Conduct Authority to deliver Debt and Money Advice. In order to be considered for funding under this programme, applicants also need to evidence in their delivery plan:

- a minimum of 3 years' experience in delivering quality marked advice services in welfare benefits, housing and debt and equivalent level of experience in any of the other areas of social welfare law that they are seeking to deliver under this funding;
- that the staff/volunteers engaged in the delivery of the service will have relevant skills, competence and training to ensure up to date accurate advice on issues in relation to resident's legal rights and entitlements;
- that appropriate case file records will be maintained so there is a clear audit trail of the advice and support given to clients;
- the systems and procedures that will be in place to ensure quality and accuracy of advice including arrangements for file reviews and peer review;
- where debt advice proposed: the organisation is registered with the FCA ;

- where immigration advice is proposed: the organisation holds the appropriate OISC exemption to provide advice on immigration issues at that level;
- that they make effective use of the analysis of client data and case monitoring information to be able to recognise trends, and represent and give a voice to service users on any emerging social welfare issues;
- that they have appropriate electronic management information system capacity to meet the recording and monitoring requirements for this funding stream;
- that they provide self-help information and maintain data of local and national information and advice provision for signposting and referral purposes; and
- effective liaison and networking with key relevant statutory and voluntary sector organisations and networks including Tower Hamlets Community Advice Network (THCAN).

Quality Standards

Funding will only **be provided** to those organisations that hold appropriate Advice quality assurance standards and that can evidence how quality is maintained across the service.

Applicants will be asked for their quality management framework, including the use made of client feedback; internal quality checks; peer review; external accreditation; best practice and any external standards required for delivering in particular areas of law including those regulatory standards and approvals required for providing **debt advice** and **immigration advice**

5 Beneficiaries and Priority Groups to be targeted

We expect all service providers to deliver inclusive service ensure that provision reflects the needs of all potential users in the area, particularly low income residents those groups who are over represented in indices of multiple deprivation and those who experience barriers to accessing services .Linguistic, disability, and cultural needs need to be taken into consideration in the service provision and partnership arrangements with other providers are encouraged to meet the specific needs of particular communities .

6. Required Geographic Coverage

To ensure a balanced combination of generalist and specialist services that reflect the diverse needs of local residents, the funding for Social Welfare Advice Service provision is divided into both boroughwide and locality provision as detailed in Appendices A to D

For the locality provision we wish to fund projects that have a good geographical spread through a range of accessibly located sites within the following ward clusters:

<p>NW Ward Cluster (LAP 1 and 2) Bethnal Green Spitalfields and Banglatown St Peters Weavers</p>	<p>NE Ward Cluster (LAP 5 and 6) Bow East Bow West Bromley North Bromley South Mile End</p>
<p>SW Ward Cluster (LAP 3 and 4) Shadwell St Dunstan's St Katherine's & Wapping Stepney Green Whitechapel</p>	<p>SE Ward Cluster (LAP 7 and 8) Blackwall & Cubbit Town Canary Wharf Island Gardens Lansbury Limehouse Poplar</p>

7 Types and number of projects to be funded

The indicative budget allocated to the delivery of social welfare advice services in Tower Hamlets is approximately £900, 000 per annum.

The funding is prioritised to deliver integrated partnership projects across following service areas. Specifications for each of the services are set out in the attached appendices.

- 1 x Borough wide Generalist Advice Service (Appendix A)
- 4 x Locality /LAP Generalist Advice Service (Appendix B)
- 1x Borough wide Specialist Advice Service (Appendix c)
- 1x Debt and Money Management Support Project (Appendix D)
- 1x Advice Network Co-ordination and Volunteer training

The proposed amount of funding to be allocated to each area is shown at the end of each of the service specifications. However, these are indicative budget figures and are subject to the final verification of the Council's budget for each financial year.

8 Partnership/Consortium approaches

In order to achieve more coordinated social welfare advice provision, the Council is seeking to support organisations that work in partnership with other providers to deliver good quality advice services. Ideally we would like to see a range of accessible provision across the borough, with large and small organisations working together in a lead provider model to ensure a co-ordinated holistic approach to meet identified need.

In order to ensure quality of advice provided the lead agency in the partnership is responsible for ensuring the overall quality of the service including ensuring update briefings for all advice staff and undertaking file reviews for partner agencies

The specification therefore requires good partnership and referral links with other advice providers and key stakeholders to encourage early intervention and targeting of services to meet those most in need. This will help ensure:

- greater co-ordination of services to help meet demand
- reduction in potential duplication of services
- increased sharing of best practice
- increased access to advice through improved signposting and referrals
- consistent quality and standards of service
- enhanced access for excluded communities to frontline advice services
- increased capacity of the advice sector to meet identified need

All providers will be required to actively engage in THCAN, the borough's community legal advice network and to develop partnership with community-based groups that provide information and initial advice as part of their wider remit e.g. BME groups, disability groups and other community groups.

9 Requirements for Tracking, Onward Referral and Progression

Providers will be required have an effective computerised system to monitor and quantify the agreed target outputs and comply with the Council's quarterly reporting schedule. Areas to be monitored include:

- number of sessions delivered and the method of delivery (e.g. appointments, drop-in, telephone, home visit, outreach, etc.);
- number of new clients and number of repeat clients;
- breakdown of the types and levels of support given;
- number of users taking up services and the pattern of take-up across the different advice areas;
- profile of users monitored by ethnicity, gender, age, disability, employment /socio economic status and housing status; and
- profile of referrals to other agencies/support services including employment and training.

Providers will be required to demonstrate transparently the outcomes of their services and provide evidence of the longer-term benefits of the advice given. They will be required to record and analyse the following information:

- details of financial gains for clients – level of new benefits/tax credits claimed level of debt matters written off/payment renegotiated;
- details of non-financial outcomes – number of evictions prevented; number of employment matters resolved; number of settlements negotiated etc.;

- service users reports and case studies that demonstrate improved problem solving, improved ability to navigate the system, improved health and well-being/financial stability.

Providers will be required to:

- actively seek service user views and maintain appropriate records of service user feedback including any comments and/or complaints and to demonstrate how such feedback is shaping service delivery;
- evidence social policy activity – production of case studies highlighting impact of policy and practice; participation in strategic forums, responding to consultation on local issues;
- to complete an annual self-assessment review on their performance against the agreed delivery plan and targets and to outline any proposed changes in delivery to meet service demand;
- to evidence assessment of impact of the agency’s work, assessment of performance against agreed output targets and an evaluation of outcomes achieved and to evidence effective cross sector partnership activity in their annual monitoring review.

10 Delivery Plan and Service Planning

Organisations will need to provide a Delivery Plan with the completed application form which sets out in detail how all the requirements of the contract will be met. The plan should include details of:

- the proposed delivery model for assessing and managing demand including details of triage service, diagnostic interview and referral arrangements;
- the proposed access channels, opening hours, outreach sessions, pro bono sessions, including frequency of sessions, and location of sessions organised with partner organisations;
- how services will be publicised and what efforts will be made to raise awareness of services to potential service users and other stakeholders;
- the proposed number of staff and volunteers engaged in the delivery of the service and the training supervision and file review arrangements;
- the systems and procedures that the service has in place to ensure quality and accuracy of advice including arrangements for file reviews and peer review;
- how work will be monitored and outcomes evaluated;
- how the service will plan for and respond to likely changes in client demand from social welfare reforms;
- any initiatives to empower service users to deal with similar social welfare problems should they arise in the future;
- how beneficiaries and stakeholders will be involved in the design, running and reviewing of their services;

- partnerships, referral arrangements with other providers, involvement in local networks that enhances the service provided;
- consortium management arrangements;
- any proposals to bring in additional funding to deliver legal advice services in Tower Hamlets which will complement the services to be provided.

Details of strategic and business planning to ensure the stability and sustainability of the project;

- arrangements to ensure that services are accessible to all residents, particularly those who are socially excluded, including residents with specific support or access needs;
- how they maximise the capacity of the service to meet local need and demand (e.g. pro bono evening sessions, use of trained volunteers etc.);
- how they empower service users to deal with similar social welfare problems should they arise in the future;

Appendix A

SPECIFICATION FOR BOROUGH – WIDE GENERALIST ADVICE SERVICES

Scope of Service

General help level advice services primarily across welfare benefits, housing and debt categories of social welfare law. The service will also provide advice across all other areas of social welfare law.

The generalist advice service will provide initial diagnosis of presenting and associated legal problems and the provision of general advice, assistance and information, including any associated correspondence. Where appropriate, advisors will refer issues requiring specialist legal advice or representation to specialist advisers through local and national networks.

The borough – wide service provider will also be responsible for collating social policy returns from other advice agencies and providing regular feature articles promoting access to advice services.

Service Quality Standards

Organisations/consortiums wishing to be considered for funding under this programme need to demonstrate that they meet the relevant Advice Standards Quality Mark and general service delivery standards for advice services set out on page 3. The lead agency in the partnership is responsible for ensuring the overall quality of the service including ensuring update briefings for all advice staff and undertaking file reviews for partner agencies.

Type of Service

Provision of advice at, General Help and Casework levels across all areas of social welfare law. The borough-wide provider is also required to provide information and briefings on advice issues for the general public through a range of accessible channels on a quarterly basis and highlight any social policy issues.

Geographical Coverage

Boroughwide service delivered from accessible sites including outreach sites where there are identified gaps in provision.

Delivery Methods

In order to meet demand it is expected that advice services will be delivered through a range of access channels to the minimum level detailed below:

- Open Door Access – Drop in advice service with a minimum of 25 hours per week day across 5 days with at least one session set outside normal working hours.
- Telephone Access – 15 hours per week minimum
- Appointments –20 hours per week minimum
- Promoting access to on line self -help information and advice service

The provider will need to establish systems for collation and provision of Information and briefings on advice issues, including collating information from other local advice agencies in relation to social policy trends.

Delivery Plan

Organisations will need to provide a Delivery Plan, which sets out how they will meet the requirements of the contract and how they will work with other advice providers and stakeholders to ensure co-ordinated advice provision including outreach in the borough.

Partnership Working

Applicants for the Generalist borough-wide provision must demonstrate strong links with other advice agencies and key stakeholders in the voluntary and statutory sector. including partnership arrangements with the main minority language advice providers in the Borough (particularly Somali , Chinese , Vietnamese as well as languages spoken by newer migrants) The lead agency in the partnership is responsible for ensuring the overall quality of the service including undertaking file reviews for partner agencies

They must demonstrate a commitment to working with the locality advice providers to ensure effective co-ordination and information sharing on service capacity and delivery issues to avoid duplication and ensure effective referrals, through involvement in planning outreach sessions and attending the locality/LAP partnership meetings for example.

There is also a need to identify the proposed processes and protocols for ensuring regular review of signposting and referrals arrangements with other agencies.

Additionally, applicants need to identify how they will work with locality agencies to ensure there is no duplication of services and that the scope for improving service and meeting demands for advice service across the borough is regularly reviewed. Applicants will also need to identify how they will support residents through the welfare reforms including referral arrangements with employment support agencies and other referral agencies

Output Volumes

Based on information from previous contracts the projected number of cases per annum is 5000-6000 (based on 10% assisted information; 60% general help and 30% casework).

Please note that providers may apply to deliver more or fewer outputs than listed based on the available budget below. However if the proposed number of cases or the percentages for the different levels of advice is different you should provide a full explanation of the reasons.

Expected Outcomes

As minimum, providers will ensure that:

- at least 60% of all cases lead to a demonstrably positive outcome for the client;
- debt levels, including rent arrears, are reduced for individual clients as a consequence of the services provided;
- tenancies have been sustained and homelessness has been prevented in 70% of relevant cases;
- increased benefit and tax credit income;
- increased awareness of residents and service providers of advice service provision;
- 85% of clients who respond to client satisfaction monitoring, rate the quality of the Services provided by the provider and its partners as “Good” or “Very Good”.

Budget

The award for the borough-wide partnership contract including specific language provision is expected to be in the region of £245,000 per annum.

In order to meet the diverse language needs of the various smaller communities and new residents in the borough applicants will need to identify the partner agencies in their consortium that will help ensure that the borough generalist services to meet the needs of the following community groups:

Chinese and Vietnamese, Somali, new migrant communities with specific language needs

Appendix B

SPECIFICATION FOR LOCALITY BASED GENERALIST ADVICE SERVICES

Scope of Service

Organisations will be expected to deliver general help level advice services primarily across welfare benefits, housing and debt categories of social welfare law. It is envisaged that some matters will also be dealt across other areas of social welfare law including family, consumer and immigration.

The generalist advice service will provide initial diagnosis of presenting and associated legal problems and the provision of general advice, assistance and information, including any associated correspondence. Where appropriate, advisors will refer any issues requiring specialist legal advice or representation to specialist advisers through local and national networks.

Organisations must demonstrate a commitment to working in partnership with other advice providers to ensure effective co-ordination and information sharing on service capacity and delivery issues to avoid duplication and ensure effective referrals.

Service Quality Standards

Organisations/consortiums wishing to be considered for funding under this programme need to demonstrate that they meet the Advice Quality Standards (AQS) and general service delivery standards for advice services set out on page 3.

Type of Service

Advice at General Help and Casework level across the following priority areas of social welfare law:

- Welfare Rights including advice re entitlements, better off calculations
- Debt and Money Advice – including assistance with priority debts, repayment negotiations and producing personal financial statements
- Housing Advice – including, repairs, possession proceedings and tenancy issues

The Council recognise that there is a need for some flexibility to provide support in other areas of social welfare law including employment, immigration and education plus areas of new and emerging needs. Applicants should highlight which if any of these additional areas of law they propose to deliver advice in and demonstrate evidence of need in those areas.

All project proposals need to specify which categories of law will be provided at General Help and which will be provided at Casework level. For Casework Level applicants need to provide evidence of need for the provision and demonstrate their ability to deliver.

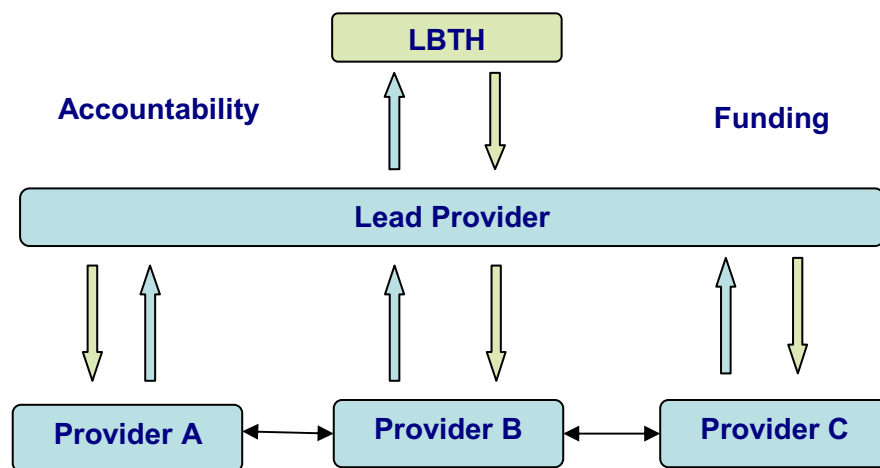
Partnership lead provider model

In order to achieve more coordinated social welfare advice provision, the Council is seeking to support organisations that work in partnership with other providers to deliver good quality advice services. To meet the requirements of the locality advice provision specifications, organisations will need to form/join an existing advice partnership or consortium.

Each partnership/consortium needs to identify a lead provider who as the contract holder will be accountable to LBTH. **The lead provider will be responsible** for the overall quality of the advice provision including undertaking file reviews.

The partnership needs to ensure that the role of each partner is clearly identified and that there is shared ownership of and commitment to the partnership with clear accountability mechanisms in place. Each partnership is required to have systems in place to regularly review advice needs and demand across the locality area. Partnerships are also required to liaise with key stakeholders including RSL's and local community groups to promote awareness of the advice service provision and early identification of problems.

Partnership Model



Geographical Coverage

Partnerships /Consortiums can bid to deliver service to cover one or more of the following areas – As there is currently less provision based in the east of the borough and less developed transport links applications will be considered for more than one provider per cluster in NE and SE ward Clusters

NW Ward Cluster (LAP 1 and 2)	NE Ward Cluster (LAP 5 and 6)
Bethnal Green Spitalfields and Banglatown St Peters Weavers	Bow East Bow West Bromley North Bromley South Mile End

SW Ward Cluster (LAP 3 and 4)	SE Ward Cluster (LAP 7 and 8)
Shadwell St Dunstan's St Katherine's & Wapping Stepney Green Whitechapel	Blackwall & Cubbit Town Canary Wharf Island Gardens Lansbury Limehouse Poplar

Delivery Methods

In order to meet demand it is expected that services will be delivered through a range of access channels as detailed below:

- Open Door Access - Drop in advice service with a minimum of 14 hours per week across each LAP area. Sessions should be spread across the geographic area throughout the week with at least one session set outside normal working hours;
- Telephone Access - 10 hours per week minimum for initial advice and signposting for new clients/enquiries;
- Appointments - 14 hours per week minimum.

Delivery agencies are also required to provide information on and access to relevant self-help information leaflets, on-line advice websites and national telephone help lines. Preference may be given to a provider(s) able to demonstrate they can offer more than the minimum number of hours per week and that they can offer a range of outreach services within the locality areas.

They also need to identify how they will work with partner agencies to ensure there is no duplication of services and that the scope for improving service and meeting demands for advice service across the borough is regularly reviewed.

Appropriate referral and service review arrangements need to be in place with boroughwide providers. Delivery agencies will also need to identify how they will support residents through the welfare reforms including referral arrangements with employment support agencies and other referral agencies.

Delivery Plan

Organisations will need to include the above details in partnership working arrangements section of the Delivery Plan as well as setting out how they will meet the requirements of the contract as detailed in page 2.

Output Volumes

Providers are required to maintain details of the number of clients seen, the number of N new enquiries assisted with and the number of hours of advice delivered as well as the outcome of the case. Due to the demand for Debt, Welfare Benefits and Housing advice in the Borough, it is expected that the 80% of new enquiries will be delivered in the following proportions Welfare Rights 45%, Debt & Money Advice 15% and Housing 20%.

Based on the information from previous contracts the projected number of cases per annum is 2000 -2500 (10% assisted information; 70% general help and 20% casework).

Please note that providers may apply to deliver more or fewer outputs than listed based on the available budget below. However, if the proposed number of cases / new enquiries or the percentages for the different levels of advice is different you should provide a full explanation of the reasons.

Expected outcomes

- at least 60% of all cases lead to a demonstrably positive outcome for the client
- debt levels, including rent arrears, are reduced for individual clients
- tenancies have been sustained and homelessness has been prevented
- increased benefit and tax credit income
- increased referrals to appropriate employment and training support, particularly for households impacted by the “benefit cap
- 85% of clients who respond to client satisfaction monitoring, rate the quality of the services provided by the provider and its partners as “Good” or “Very Good”

Budget

Awards for the ward cluster/ paired LAP / LAP contracts contract are expected to be in the region of £80,00 - £100,000 per ward cluster/paired LAP area with adjustments to reflect the needs and provision in particular areas including areas with most wards and where applications are for only part of a cluster

Appendix C

SPECIFICATION FOR THE PROVISION OF BOROUGHWIDE SPECIALIST ADVICE SERVICES

Scope of Service

Provision of specialist advice and casework to individual residents. up to and including representation.

Provision of second-tier advice and support to generalist agencies, to assist and support front line advisers in dealing with complex cases and queries
Convening specialist forums to provide legal updates and briefings on relevant areas of law and policy to front line advisers.

Service Quality Standards

Organisations/consortiums wishing to be considered for funding under this programme need to demonstrate that they meet the Specialist general service delivery standards set out on page 3 of this document.

Type of Service

Provider(s) will be required to provide access to free specialist legal advice in the following priority areas of law:

- Welfare Rights particularly in relation to Right to Reside and DLA /PIP changes
- Housing Advice
- Employment rights

Due to the demand for Welfare Benefits and Housing advice in the borough, it is expected that at least 70% of all new enquiries will be delivered in these areas of law

The Council recognise that there is a need for some flexibility to provide support in areas of new and emerging needs. Any agency wishing to provide specialist advice in another area not listed above would have to provide evidence of need for the provision and demonstrate ability to deliver.

Referrals and Second tier service

Specialist advice provider(s) are required to have systems in place to take referrals from other advice agencies, community groups and statutory agencies etc.
Specialist provider(s) will also be required to provide second-tier advice and support to generalist advice providers through telephone advice and access to training, information sharing

We also recognise that changes in the advice landscape may arise during the funding period that could impact upon the availability of specialist services across Tower Hamlets. As a consequence, changes to the services specification may need to be negotiated with the successful provider during the period of the contract.

Geographical Coverage

Provider(s) of specialist advice services will be expected to demonstrate effective partnership working with other advice agencies to ensure that the service is accessible on a borough-wide basis.

Delivery Methods

A Provider will be required to provide services through a range of methods:

- Telephone Access – 15 hours per week minimum
- Appointments – 25 hours per week minimum
- Representation – 30 number of matters per year
- Second Tier Support - 70 hours per year given to support other advice agencies

Delivery Plan

Organisations will need to include details of partnership working arrangements in the Delivery Plan as well as setting out how they will meet the requirements of the contract as detailed in page 2. The provider will also be required to demonstrate their referral arrangement and support to other advice agencies including support with individual case law queries, file reviews and briefings.

Output Volume

Providers are required to maintain details of the number of clients advised, the number of new enquiries assisted with and the number of hours of advice delivered as well as the outcome of cases. Due to the demand for, Welfare Benefits and Housing advice in the Borough, it is expected that the 75 % of new specialist legal advice enquiries will be delivered in the following proportions Welfare Rights 60%, and Housing 25%.

Based on the information from previous contracts the projected number of new enquiries at specialist casework per annum is 1,000. Potential providers of this service should indicate the number of hours to be allocated across areas of law and types of delivery method, based on their experience of levels of demand by area of law. Please note that providers may apply to deliver more or fewer outputs than listed based on the available budget below. However, if the proposed number of cases or the percentages for the different levels of advice is different you should provide a full explanation of the reasons.

Expected Outcomes

As minimum, the provider will ensure that:

- at least 60% of all cases lead to a demonstrably positive outcome for the client
- that 80% of clients who respond to client satisfaction monitoring, rate the quality of the Services provided by the provider and its partners as “Good” or “Very Good”

Budget The level of award for the borough wide contract is expected to be in the region of £150,000 per annum.

Appendix D

SPECIFICATION FOR THE PROVISION OF DEBT ADVICE and MONEY MANAGEMENT SUPPORT

Scope of Service

The project will adopt a proactive approach to supporting households with multiple debt problems with debt management advice, including support with budget management and applying for individual grant to support them with dealing with particular debts.

Support will include regular reviews of a client's financial circumstances and debt action plans, help to maximise their income plus referrals to appropriate support networks, financial literacy and other relevant workshops to improve their financial capability skills.

Service Quality Standards

Organisations/consortiums wishing to be considered for funding under this programme need to demonstrate that they meet the Specialist CLS Quality Mark in debt advice and general service delivery standards set out on page 3 of this document.

Type of Service

Provision of specialist debt advice and casework to individual residents.

Provision of support with budgeting and money management to individual residents

In addition to providing advice and support to residents requesting assistance with debt problems, providers are required to offer appointments to advice service users who require additional 1:1 support to become more financially stable and confident and to offer help and support with budgeting tools and information on prioritising payments

The service will particularly target people with recurring debt problems and will support them in managing their finances to prevent debt problems escalating. The project will offer supervised placements to trained volunteer money mentors to assist with promoting information on budgeting and money management

The project will provide a resource to generalist advice providers through providing a referral route for clients who need additional support with managing their debt repayment plan. It will also provide information and training on money management and basic budgeting for front line advisers and will promote the sharing of good practice and resources on debt management support.

Geographical Coverage

Provider(s) will be expected to demonstrate effective partnership working with other advice agencies to ensure that the service is accessible on a borough-wide basis. This will include outreach services with key stakeholder agencies based on identified need and demand for the service in that area.

Delivery Methods

Provider(s) will be required to provide the service through open door access and appointments. Sessions should be spread throughout the week with at least one session set outside normal working hours. The Provider will take referrals from advice agencies and other stakeholders.

Partnership Working

Applicants must demonstrate strong links with other advice agencies and key stakeholders in the borough. They need to identify the proposed processes and protocols for ensuring regular reviews of signposting and referrals arrangements with other agencies to identify scope for improving service and meeting demands for this service across the borough. Organisations must ensure effective coordination and information sharing on service capacity and delivery issues and ensure effective referrals and outreach provision.

Delivery Plan

Applications will need to provide a Delivery Plan which sets out how they will meet the requirements of the contract as detailed in page 2. The delivery plan will include resources that the provider/consortium can bring to the bid including any existing provision that can complement the initiative.

Output Volume

The provider(s) will be required to maintain details of the number of clients seen, the number of hours of support delivered as well as the outcome of the case, it is anticipated that a minimum of 200 residents a year will be provided with money management support.

Please note that providers may apply to deliver more or fewer outputs than listed based on the available budget below. However, if the proposed number of cases is different you should provide a full explanation of the reasons.

Expected Outcomes

As minimum, the provider will ensure that:

- at least 60% of all cases lead to a demonstrably positive outcome for the client;
- debt levels, including rent arrears, must have reduced for individual clients as a consequence of the services provided; and,
- 85% of clients who respond to client satisfaction monitoring, rate the quality of the Services provided as “Good” or “Very Good”.

- **Budget**

The award for the debt advice and money management support contract is expected to be in the region of £40,000 per annum.

Appendix E

Advice Network Co-ordination and Volunteer training

Scope of Service

The project will help support and increase the capacity, quality and integration of advice provision in the borough through

- Co-ordinating and delivering a programme of volunteer advice skills training course including six monthly placements across a range of social welfare advice agencies in the borough
- Supporting the development of the THCAN network and implementation of a common approach to referrals
- Promotion of information and self-help materials on welfare advice issues on the THCAN website which can be used by all providers and residents

This will include:

Recruiting and training advice volunteers and facilitating volunteers to gain a recognised advice qualification

Maintaining, updating and promoting the THCAN website

Working in conjunction with the specialist providers to update and disseminate comprehensive factsheets, and information updates on welfare benefits issues, housing law issues, debt advice issue, employment law issues and other relevant areas of social welfare law

Coordinating the THCAN networks and Advice Providers Forum to promote information sharing and opportunities to discuss best practice on new initiatives or particular challenges will also support the coordination

Providing access for front line advisers to update information and training on specific areas of law through the network of specialist providers in the borough.

Supporting the development and implementation of a common approach to referrals

Co-ordinating and promoting law students placement in local advice agencies to help increase agencies capacity

Outputs

The provider will be required to provide and maintain details of

- the number of advice volunteers trained and the number of agencies supported with placements
- the number of factsheets, and information updates on welfare benefits issues, housing law issues, debt issues
- Analytics of number of hits on THCAN website including most frequently accessed pages

- The number of advice forums facilitated and details of mailing list for advice providers and other key stakeholders
- The number of law student placements in local advice agencies
- Update information on referrals and advice capacity issues

Expected Outcomes

As minimum, the provider will ensure that:

- at least 50% of all volunteers achieve a recognised advice training qualification
- ,that at least 5 agencies have their capacity increased through volunteer placements
- 80% of agencies who respond to satisfaction monitoring, rate the quality of the factsheets and briefing information on THCAN website as “Good” or “Very Good”.

Budget

The award for the Advice Network Co-ordination and Volunteer training contract is expected to be in the region of £45,000 per annum.

Appendix 1 - Social Welfare Advice Definition

Social Welfare Advice in the context of this specification refers to advice which involves interpreting how the law applies to a client's particular problem or set of circumstances.

It involves advising the client about their rights and obligation in relation to particular areas of welfare law including welfare benefits, debt and , housing, It is important therefore to ensure that advisers at all levels are properly trained and supervised in their role in order to ensure that the advice given is accurate .

The specification requires that the provider works to the appropriate advice quality standard in line with the Advice Quality Standard (AQS) has professional indemnity assurance and is registered with the FCA to deliver debt and money advice

There different levels of advice services provision are outlined below:

Advice - general help

This involves:

- a diagnosis of the client's enquiry and the legal issues involved
- giving information and explaining options
- identifying further action the client can take
- some assistance: e.g. contacting third parties to seek information; filling in forms.

It would usually be completed with one interview although there may be some follow-up work. The client would take responsibility for any further action.

Advice with casework

An advice with casework service includes all the elements of the general help advice service previously listed and also involves taking action on behalf of the client to move the case on. It could include negotiating on behalf of the client with third parties on the telephone, by letter or face-to-face. It will involve the advice provider taking responsibility for follow-up work.

Specialist

Specialist casework service involves the presentation of complex legal arguments often at tribunals or courts and is generally carried out by solicitors or caseworkers who are experienced in a particular area of law

Self Help and Assisted Information

The funding in this stream does not include assisted information. However it is recognised that providing information and self-help materials to clients to support and empower them to deal with their situation is an important element of the advice process. It is expected that all agencies will provide general information about accessing on line services and information about relevant national and local services.

These classifications are in line with the Advice Quality Standard (AQS)

Appendix 2 Draft service delivery plan template

Part A	Organisational information (lead plus brief outline on delivery partners)
Part B	Aim and description of the service including areas of law to be covered delivery methods and access channels
Part C	Need for the service including demand management and user involvement
Part D	Record of service delivery (lead and delivery partners)
Part E	Detailed service description including initial triage gateway assessment and detail of staff and volunteers that will be involved in delivering the project
Part F	Equality and Diversity consideration and profile of the anticipated beneficiaries
Part G	Details of monitoring and review system used for measuring success in relation to outputs, outcomes and impact
Part H	Ensuring quality - supervision and peer review arrangements
Part I	Referral arrangements into and out of service including links with non-advice providers on early intervention /literacy and employment support etc.
Part J	Partnership arrangements - project management and control arrangements
Part K	Networking with other agencies, social policy identification
Part L	Risk assessment
Appendix I	Partnership/Consortium agreement
Appendix II	Delivery schedule – Session times, outputs, outcomes
Appendix III	Funding arrangements and budget

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MAIN STREAM GRANTS 2015/18 SPECIFICATION

Theme: Prevention Health and Wellbeing Services

1. Basis of Need and scope of activities

1.1 We are seeking applications from Third Sector organisations based in Tower Hamlets that bring about improved health and wellbeing outcomes for vulnerable adults, including older people, and those with disabilities including mental ill health, and carers living in Tower Hamlets. We wish to fund services that have a good geographical spread through a range of accessibly located sites within the following ward clusters:

<p align="center">NW Ward Cluster</p> <p align="center">Bethnal Green Spitalsfield and Banglatown St Peters Weavers</p>	<p align="center">NE Ward Cluster</p> <p align="center">Bow East Bow West Bromley North Bromley South Mile End</p>
<p align="center">SW Ward Cluster</p> <p align="center">Shadwell St Dunstan's St Katherine's and Wapping Stepney Green Whitechapel</p>	<p align="center">SE Ward Cluster</p> <p align="center">Blackwell and Cubbit Town Canary Wharf Island Gardens Lansbury Limehouse</p>

1.2 In particular, we wish to encourage applications that

- enhance the lives of people, who may be at risk of, or are already experiencing, social isolation or gradually losing their independence
- address low levels of participation in sport and physical activity and associated health risks in some parts of the borough
- support their wellbeing through healthy lives activities including healthy eating and health promotion/awareness sessions

- retain a knowledge of other services supporting the above target groups in order to provide basic information, advice and signposting and facilitate access to other relevant services
- increase community cohesion
- encourage the engagement of local residents, particularly vulnerable and hard to reach groups, to participate in lifelong learning and to develop local residents to become learning champions in their communities

2. Target Outcomes

2.1 Proposed services will contribute to the following outcomes:

- Improved health, (including mental health and dementia), and wellbeing in adults, including older adults
- Reduced loneliness and social isolation
- Greater sense of community cohesion
- Increased knowledge about where to go for information and advice

2.2 Priority will be given to activities that:

- Increase the number of vulnerable residents leading healthier lifestyles through, for instance, improved diet, regular exercise and related activities, including attending lunch clubs (for those aged 50+)
- Improve emotional health and wellbeing of the adult population of Tower Hamlets
- Reduce loneliness and social isolation through, for example, befriending
- Contribute to greater community cohesion
- Increase knowledge about where to go for advice and information
- Improve health and well-being through access to events and activities that brings people together, allows for self-expression including projects around memory and cross generational activity
- have flexibility to meet new and emerging needs and respond to the multiple and complex needs of the intended target groups;
- provide access to volunteering and intergenerational projects
- improve the capacity of local sports clubs, in particular:
 - to improve the skills of coaches working with older people at all coaching levels
 - to improve the skills of coaches at higher qualification levels
 - to enhance the sport offer for people with disabilities
- activities that increase the level of physical activity amongst those residents who are currently inactive, to raise activity levels to at least 3 x 30 minutes of moderate levels of physical activity as defined by Sport England

- Organisations are expected to develop outcome measurements for their activities
- Organisations are expected to demonstrate how they will achieve borough wide reach

3. Expected Outputs

3.1 We expect organisations seeking to provide prevention/health and wellbeing services to set targets in their service proposals for the following outputs where appropriate:

- Number of new users that will be accessing the services
- Numbers of existing users that will be accessing the services
- Where applicable, percentage of users retained throughout the programme/project
- 100% of staff who work directly with service users have an enhanced DBS check and are employed under safer recruitment scrutiny
- 100% of staff attend training and professional development courses
- At least one third of a voluntary organisation's management committee (appropriate individuals to be nominated by the organisation) should attend capacity building training
- 100% recording of user profile data under the nine protected characteristics
 - age
 - disability
 - gender reassignment
 - marriage and civil partnership
 - pregnancy and maternity
 - ethnicity
 - religion and belief
 - gender
 - sexual orientation
- 100% recording of number of users taking up services Evidence of sustainability planning, e.g. applications to external funding bodies

4. Expected Other Outcomes

4.1 We expect organisations seeking funding to demonstrate how their service will contribute towards making a difference to the following performance indicators, some of which are contained within the Government's Single Data List¹, and

¹ <https://www.gov.uk/government/publications/single-data-list>

others which are contained within the Council's Strategic Plan² and the Public Health Outcomes Framework Indicators (PHOFI)³.

4.2 Indicators

- % of people who believe people from different backgrounds get on well together in their local area (Annual Residents Survey)
- Adult participation in sport and active recreation (Active People Survey)
- Maintain the average level of walking within the borough (indicator currently under development)
- Improving the wider determinants of health: social connectedness
- Health improvement: self-reported wellbeing
- Health improvement: proportion of adults 'inactive'
- Health improvement: adults achieving at least 150 minutes of physical activity per week
- Health improvement: falls & injuries in the over 65s
- Preventing premature mortality: health related quality of life for older people
- Preventing premature mortality: hip fractures in over 65s

4.3 We will require organisations seeking funding, to collect baseline information on new service users e.g. on levels of physical activities, smoking status, consumption of fruit/vegetables, increased health and wellbeing etc. so that future evaluation measures can be assessed against these.

4.4 Providers will notice that some of the above indicators are measured through national surveys. As such we recognise that providers will not be able to directly attribute their activities to survey results. However, we expect service proposals to outline how service activities contribute to improving performance against the Council's and Strategic Partnerships national indicators.

4.5 Providers should develop and outline methods for demonstrating their contribution to appropriate indicators. For example, in the case of physical activity we would expect to see service proposals focusing on those members of the community who are currently inactive and engage them in the recommended amount of physical activity. Activities should target those who are inactive rather than providing services for those who are already engaging in physical activities.

4.6 Service providers should be able to evidence this targeting and need to have appropriate systems in place to demonstrate their contribution in monitoring returns. For example increased mental health and wellbeing can be measured by using the Short Warwick Edinburgh Mental Well-Being Scale; further information can be found at <http://www2.warwick.ac.uk/fac/med/research/platform/wemwbs/>

4.7 Similar targeting and refining of services may be required in relation to other national indicators. Detailed definitions of the Single Data List can be found at:

² http://www.towerhamlets.gov.uk/lgs/800001-800100/800022_community_plan/strategic_plan_2014-15.aspx

³ <http://www.phoutcomes.info/>

<http://www.communities.gov.uk/localgovernment/decentralisation/tacklingburdens/singledatalist/>

4.8 Further information to evidence need and target appropriate groups see links to

- Personal Social Services Carers Survey - <http://www.phoutcomes.info/search/social%20isolation#gid//pat/6/ati/102/page/0/par/E12000007/are/E09000030>
- Tower Hamlets Mental Health Strategy - http://www.towerhamletscg.nhs.uk/Get_Involved/TH%20MH%20Strategy.htm

5. Beneficiaries and Priority Groups to be Targeted

5.1 Vulnerable adults, including older people, those with disabilities including sensory and learning disabilities, and mental ill health and dementia in Tower Hamlets, where need can be demonstrated and evidenced in the area(s) of delivery.

6. Required Geographic Coverage

6.1 We wish to fund services that provide a good geographical spread across the borough through a range of accessibly located sites, but also projects and activities that address specific issues that are more prevalent in some parts of the borough, for example, social isolation, the prevalence of falls or mental ill health.

6.2 Geographic Coverage of Physical Activity Projects: We specifically wish to fund projects and activities encouraging increased levels of physical activity in those parts of the borough which have been identified as having the lowest levels of participation. Preference will therefore be given to services provided in areas of lowest participation as identified through the Sport England Active People Survey.

7 Quality Standards

7.1 Organisations must have Quality Assurance Standards appropriate to the area of work for which funding is being sought, or have plans to obtain appropriate Standards within the first year of funding.

- Staff and volunteers involved in service delivery must have enhanced Disclosure and Barring Service checks in place and be suitable to carry out their assigned job activities.
- Staff and volunteers must also have appropriate training, accreditations, qualifications and experience to provide the proposed services.
- Organisations must have appropriate health and safety and first aid procedures including appropriately qualified staff in place.
- Organisations should demonstrate wherever possible, a successful track record of delivering similar services preferably in the borough.

- Organisations should as far as possible support the Mayor's priority around local employment by encouraging volunteering and employment of local residents.
- The service provision is able to operate in compliance with an approved quality assurance standard, for example PQASSO quality assurance framework for small voluntary organisations/charities, to enable an appropriate level of service delivery.
- Organisations will pay the London Living Wage

7.2 Organisations wishing to bid to provide sports/physical activities will have to demonstrate that:

- Individuals engaged in the delivery of projects to raise levels of physical activity to evidence that they have appropriate qualifications and registration with appropriate bodies:
- Able to meet the language needs of clients through the use of bi-lingual staff, volunteers or use of translation services where required.

7.3 Organisations wishing to bid for older people lunch club services with the provision of meals will have to demonstrate that:

- Premises are registered with the Council's Environmental Health Team (foodsafety@towerhamlets.gov.uk, 0207 364 5008) and have achieved a minimum food hygiene rating of three
- There is a commitment to achieve at least a standard level Food for Health award.
- Where meals are supplied by external caterers/restaurants, they need to have a food hygiene rating of at least three and hold at least the standard level Food for Health award.
- A service user contribution is collected for each hot meal served. The minimum value of this is determined by the Council. This is currently set at £2.40, which is the same contribution made by someone who meets eligibility criteria (under FACS) for a community meal through the meals on wheels service. This contribution will be reflected in the final award as the Council assumes that this will be collected from service users.

8. Equality Opportunities

8.1 Organisations must ensure that:

- Activities are open and available to all potential users in the area where the service is being delivered. However, we would like to give consideration to funding such services which encourage the meeting and coming together of people from a variety of backgrounds.
- The needs of service users, including linguistic, disability, cultural and religious needs, are taken in to consideration in the service provision;

- They operate activities from safe and secure premises that are accessible to people with disabilities and meet legal Health & Safety requirements;
- Barriers which may exclude individuals from participation are addressed and budgeted for in the proposed activities.
- In particular, in relation to increasing levels of physical activity, activities for women from ethnic minority backgrounds should be a key feature.
- Whilst we are expecting to fund specific services for people with disabilities and for older people, we expect all service providers to deliver inclusive services (where funding streams are not targeted specifically).

8.2 Applications also need to demonstrate that they give due regard to the public sector general equality duty as set out in the Equality Act 2010:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance the equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not

9. Requirements for Tracking, Onward Referral and Progression

- A new regime of monitoring, standardised across all Mainstream Grant funding streams, is due to be introduced in time for the MSG 2015-18 programme.
- In addition, applications should demonstrate how they will ensure the sustainability of their proposed projects beyond the end of this funding agreement, e.g. funding applications to external funders.
- Priority will be given to applications that propose new projects and innovative approaches. Applications from ongoing projects need to demonstrate additionality, e.g. new elements, new partnerships that build on the achievements of the existing project.
- Priority will be given to applications that can demonstrate value for money for LBTH, e.g. match funding, enhanced partnership working and pooling of resources.

10 No. of Grants to be Allocated by Type and Size

- 10.1 The budget for **lunch club projects** will be £328,000 per annum; this funding will be allocated to fund a range of lunch club projects in each of the four ward clusters which also offer an element of healthy living advice. Those lunch clubs which offer a borough wide service to meet specific needs will need to explain how the delivery of the service will be orchestrated to reach across the borough.

- 10.2 Successful organisations will receive their allocated MSG award and there will be no other subsidies. An assumption will be made that service user contribution in line with day services and meals in the home will be collected and any funding awarded will be allocated on the basis of this assumption.
- 10.3 The prevention, health and wellbeing budget will be £242,000 per annum. It should be noted that current Prevention, Health and Wellbeing projects will be funded to the end of their current contractual arrangements and, if they are successful in this current round, the duration of the new contract will be varied to ensure co-terminus with other grant programmes. The sports and lifelong learning element of the funding will be £209,000 per annum.

11 Guidance on Delivery Methods

- 11.1 We require services that are well publicised, including the times when activities will take place, where they will take place and relevant contact details; the use of a wide range of publicity methods is required.
- 11.2 We require all successful organisations to advertise their service on the Council's e-Marketplace and evidence what other publicity methods are being used to reach potential service users, including those that are hard to reach.
- 11.3 Applicant organisations will also need to demonstrate that they:
- Involve local people and beneficiaries in how they design, run and review their services;
 - Plan and deliver flexible and responsive services that are open to everyone, and user-led
 - Demonstrate how they will maximise reach across the borough
 - Follow the key principles of respect, dignity, and rights of vulnerable people
 - Ensure cultural sensitivity and appropriateness in the delivery of services
 - Work in partnership and are involved in local networks with other groups;

12 Options for Consortium Bidding and Partnership Working

- 12.1 As the demand for prevention, health and wellbeing services increases, we look to enhance service provision through supporting and encouraging the development of partnership working. We strongly encourage the development of consortium and collaborative arrangements between providers to maximise both the use of resources as well as ensuring the use of specialist organisational knowledge and expertise in working with the target beneficiary group; some of our priorities are designed with this in mind.
- 12.2 Service providers should also develop effective referral links with other providers delivering services to those in the community who are most disadvantaged. We also would like to strongly encourage organisations to work innovatively in partnership with other organisations/agencies as well as encourage accessing external funding to increase the sustainability of projects.

MAIN STREAM GRANTS 2015/18 SPECIFICATION

THEME: Third Sector Organisational Development

1. Basis of Need

This theme supports the aim of the Voluntary and Community Sector Strategy (July 2013) which is to *‘Support the sector’s role in achieving One Tower Hamlets and providing excellent services which will improve the quality of life of local people’*. The following five key objectives emanate from this.

1. VCS shaping strategy and services
2. Building strong community leadership and social capital
3. VCS resilience and financial sustainability
4. Strategic commissioning and co-production
5. Monitoring evaluating and demonstrating impact

Local Voluntary and Community Sector Organisations provide extremely important areas of service delivery to residents of Tower Hamlets. It is therefore essential that these organisations are capable of delivering to the highest possible standards.

A key aspect of this MSG Theme is to provide support to front-line delivery groups to build their capacity and help them improve the efficiency and effectiveness of the services that they offer.

We therefore want to support projects that support the locally based voluntary and community sector to better meet the existing and emerging needs of borough residents. To this end we are inviting organisations to apply under two priorities.

Priority 1 - to provide support to council funded organisations

Organisations that require support will be referred by the Council. It is expected that these will be supported through training or one-to-one advice that enables them to:

- improve financial and management systems and procedures
- improve project management processes and arrangements
- improve monitoring and evaluation systems
- effectively manage staff and volunteers
- ensure that organisational governance procedures are being adhered to

Priority 2 - to provide support generally to organisations based in the borough

This includes providing activities and services that support Tower Hamlets voluntary and community sector organisations to provide quality and legally compliant services for the local community.

This may include group-based training workshops/seminars, one-to-one advice sessions or the provision of consultancy-type services that enable local voluntary and community groups and organisations to:

- access funding and resources
- achieve service appropriate and organisational quality standards
- comply with the legal and governance requirements
- attract, retain and effectively manage staff and volunteers
- improve financial and operational management systems and procedures
- develop and implement effective business, finance and project plans
- better monitor, evaluate and demonstrate the impact of their work

We will also consider supporting other appropriate activities such as:

- accredited work related training courses aimed at those working within local voluntary and community sector organisations
- specialist services designed to support local voluntary and community groups provide accessible services to borough residents

Please note the budget for this theme does not provide grants for applicants to strengthen their own organisation or staff team.

2. Target Outcomes

Key outcomes sought through this theme are:

- Increased number of local VCS organisations with Quality Assurance Accreditations
 - *The council is wanting the successful project to work with a cohort of organisations throughout the year and to support those organisations to achieve the accreditations*
 - *The measure of success is the extent to which members of the cohort are successful rather than an increase in the baseline of those with accreditations*
- Increased levels of external grant funding secured by local VCS organisations
 - *The council is wanting the successful project to work with cohorts of organisations on a quarterly basis*
 - *The measure of success is the extent to which those receiving support are successful in securing external funds rather than an increase in the baseline figure of funding secured*

- Increased number of VCS organisations with key governance policies, strategies, processes, procedures and action plans in place such as:
 - Business plan
 - Financial procedures
 - Fundraising strategy
 - Volunteer recruitment and training strategy
 - Equal opportunity policy
 - Safeguarding policy
- Increase in the number of organisations able to effectively manage grant funded activities and better demonstrate the impact of their work
 - *The council is wanting the successful project to work with organisations that are referred for support*
 - *It will be the responsibility of the organisation to engage in and take on board the support which is made available; this will be a standard condition within all Grant Offer Letters*

We expect applicants to specify the changes (outcomes) that will happen as a result of your proposed activity. We also expect your outcomes to be SMART (specific, measurable, achievable, realistic and time-based). For example:

- By the end of the project will have enabled 50 organisations to access financial resources;
- By December 85% of participants will have achieved a work related accreditation
- By the end of each term 15 people will have increased confidence in using accounting software to manage their organisations finances

Outputs

The standard outputs expected to be delivered under this theme are set out below along with the definition and evidence requirements.

Output	Definition	Evidence Requirements
Number of organisations supported	<p>Number of organisations supported: <i>this is expected to be a minimum of 28 hours of one-to-one support</i></p> <p>Clarification: <i>The 28 hours (minimum) support may be provided over any given period and should be geared to meeting the agreed needs of the organisation. Some organisations may require more than 28 hours in order to reach their agreed learning requirement.</i></p> <p><i>It must be understood however that an outcome is not able to be claimed until such time as an organisation has received the minimum 28 hour threshold.</i></p>	<ul style="list-style-type: none"> - Name and details of the organisation - Objectives of support clearly stated - Details of the support given to meet objectives - Written action plan, note of the meetings, correspondence with the organisation - Number of hours of support should be documented - Completed attendee evaluation form(s)

Output	Definition	Evidence Requirements
Number of organisations receiving training	<p>Number of organisations receiving training: <i>these are expected to be a minimum of 3.5 hours (half-day) participatory workshop sessions catering for (a) a number of key individuals representing various organisations (b) a number of members of a single organisation</i></p> <p>Clarification: <i>The training may be delivered in the most appropriate way as determined by the successful project. Applicants should therefore outline the various ways in which they may seek to deliver the identified training needs.</i></p>	<ul style="list-style-type: none"> - Details of the training sessions including topic(s) covered, trainer's details, date, venue etc. - Agreed session objectives - Name and details of attendees - Names of organisation(s) - Completed evaluation form(s)
Number of organisations with accredited training	<p>Number of VCS organisations or members of organisations that have been supported through the project to gain a training accreditation: <i>this can include an organisational accreditation such as PQASSO, or an accreditation for a key individual within the organisation which could have the effect of improving the organisation's governance/performance</i></p> <p>Clarification: <i>The accredited training may be delivered in the most appropriate way as determined by the successful project. Applicants should therefore outline the various ways in which they may seek to deliver the accredited training requirements.</i></p>	<ul style="list-style-type: none"> - Name and details of the organisation and individual if appropriate - Details of accreditation and awarding body - Details of support provided including dates, times and nature of support - Copy of accreditation certificate
Number of organisations advised	<p>Number of organisations advised: <i>this is expected to be a minimum 2 hours one-to-one advice for the organisation but could involve a number of staff from that organisation</i></p> <p>Clarification: <i>The support provided is anticipated as being sign-posting, referrals or the provision of verbal and/or written advice where the onus would then be on the organisation to then action the advice 'under their own steam'. This would be regarded as "support" where the provider takes on a much more 'hands-on' role in auctioning the advice.</i></p>	<ul style="list-style-type: none"> - Name, and details of the organisation - Details of the issues(s) being addressed - Details of the advice provided - Date and time of the session - Completed evaluation form(s)

Output	Definition	Evidence Requirements
Other appropriate outputs based on identified need	Delivery orgs/consortia should define additional outputs in line with above	- Evidencing requirements must be specified as above

Project specific outputs can be included as part of your application. These will need to be clearly defined as outlined above.

3. Scope of Activities

Organisations applying to this fund must be able to evidence that they operate with an appropriate level of quality. Examples of evidencing quality include:

- a nationally recognised quality standard for the proposed service, such as NAVCA Quality Award standard 2; or,
- accreditation as a training provider to provide proposed courses; and,
- staff involved with delivering the proposed activities have relevant qualifications, skills, knowledge and competency.

4. Beneficiaries and Priority Groups to be Targeted

Voluntary & community sector organisations based in and / or delivering services in the borough. Staff members within these organisations can also be supported in line with the outputs described above.

The borough has a broad spectrum of organisations, some of which have been developed specifically to provide services to particular niche groups within the community including for example specific ethnic communities such as Somalis', women, under-5's or older people.

Successful bidders will need to clearly demonstrate within their application, that they have the necessary knowledge, skills and capabilities to provide opportunities to meet the needs of a diverse range of organisations.

5. Required Geographical Coverage

We wish to ensure that there are activities which provide opportunities for organisations based throughout the borough and are therefore looking for projects that are able to operate effectively on a borough-wide basis.

The projects to be supported must be based on need but it is expected that organisations will be targeted proportionally from all 4 Ward clusters.

6. Equal Opportunities

All activities must be provided in a safe and secure environment and meet appropriate health & safety and access requirements.

Access to the various training and support opportunities must be made available to all sections of the local community and the Council will need to be assured by applicants, that they will have the breadth of knowledge, skills and capability to deliver such services.

It is envisaged that this may be best achieved through formal partnership working or through arrangements whereby successful bidders utilise the knowledge and expertise of specialist local or regional organisations. Additionally, successful applicants will need to demonstrate a good understanding of other important aspects of ensuring equality of access to the activities and services provided including the timing and location of sessions and other support that may be required.

7. Requirements for Tracking, Onward Referral and Progression

It is an essential requirement that successful projects keep detailed records of organisations supported including the names and details of individuals involved in the various sessions and initiatives.

Successful projects will also need to provide details of 'onward referrals' where supported organisations/individuals are referred on to other agencies for ongoing advice or support. In this regard, the onward referral will need to be tracked by the project so that they are able to report on the longer-term progress which is related to their initial support. Applicants must show how they might refer beneficiaries in relation to other Themes.

8. No. of Grants to be Allocated by Type and Size

The annual budget for this theme is in the region of £160,000. It is anticipated that 2 consortia projects will be supported as outlined below.

- i. **Project (a) – Supporting organisations in receipt of Council grant:**
This project will primarily focus on supporting organisations to improve their project management skills and expertise including ensuring that related governance systems are in place and being adhered to.

Some organisations will be referred to the project by the Council's grants officers. Other funded organisations should be able to approach the project direct for support.

The total grant available for this project is in the region of £60,000 per year. This funding is envisaged as supporting a small consortium.

- ii. **Project (b) – General support to front line delivery groups:**
This project will be free to support any local VCS organisation but with a focus on those regarded as small/medium size groups (*small: annual turnover up to £100k; Medium: £100k to £500k*).

The total grant available for this project is in the region of £90,000 per year. This funding is envisaged as supporting a small consortium.

Applicants should outline the range of activities the project is planning to deliver.

9. Delivery Methods

The Council expects the required support activities and services to be provided in a variety of ways dependent on need by members of a small consortium.

10. Partnership Working

Applicants are expected to be able to demonstrate existing links with organisations in the borough. This must include detailing how they work with other Tower Hamlets second-tier VCS organisations including, involvement in appropriate local networks.

Only consortia bids will be considered for this Theme. All partners in a consortium bid must:

- meet the Council' basic grant eligibility criteria
- have the powers within their governing document to provide infrastructure services for other organisations; and
- have evidence of an appropriate quality standard

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MAIN STREAM GRANTS 2015/18 SPECIFICATION

Theme Name: Community Engagement, Cohesion and Resilience

1. Basis of Need (Objectives of the theme)

The Council has a duty to foster good relations between groups as part of the Equality Duty on all public sector organisations and the rich diversity of the borough poses challenges and opportunities in how we work to achieve this.

We are a diverse borough that includes newly arrived and established communities, different religions and ethnicities. We have some of the highest average incomes in the UK as well as remaining one of the most deprived areas in the country based on the Indices of Multiple Deprivation.

We rank 16th nationally on the Simpsons Diversity Index and whilst this is in line with the broader diversity of London the borough is home to communities who often face cross-cutting issues of inequality including BME, LGBT and the disabled communities in the borough.

We also have a very young population and saw that the most significant increases in the population between the last two censuses was in the younger and working age populations. And there are for example over 90 languages recorded as mother tongue or second languages in schools. There is also a high level of churn in the wider population with many people making Tower Hamlets a port of arrival from other countries with significant numbers moving in and out of the borough.

A key priority for the borough is to retain and improve on the consistently high numbers of people who report that they feel the borough is a place where people from different backgrounds get on well together (Annual Residents Survey). At the same time current national and international issues such as extremism and migration have the potential to have a negative impact locally.

There have been serious flashpoints such as the vigilante activities dubbed the 'Muslim' and 'Christian' patrols the EDL and 'gay free zone stickers' that have had the potential to challenge community relationships. Long term investment in the development of strong community networks and on-going engagement are key tools in ensuring communities are able to withstand any setbacks or challenges posed by incidents such as these.

The core priority for this theme is the continuing development of the capacity, voice and representation of local communities and the engagement and cohesion across and between them. This funding stream is about supporting and nurturing activities that promote cohesion and also build the capacity of local groups and people to create, lead and deliver projects on behalf of their communities. This is with the aim of improving the sustainability of projects that are supported within this theme.

The experience of past regeneration and partnership work to improve local areas has highlighted the need for bottom up and co-produced solutions for changes to be sustained in the long term.

The Council has in place a number of programmes and frameworks covering the different challenges described above which are used to engage and support local people to develop positive projects for their communities.

It is proposed that this MSG funding stream is combined with the One Tower Hamlets fund which has provided small grants for projects designed to bring together residents to address specific local issues which undermine cohesion and/or bring communities together through exhibitions, cultural activities and celebrations that help to break down the barriers to understanding between different cultures and beliefs.

2. Target Outcomes (and likely outputs/activities)

We specifically wish to fund local organisations which will:

- Engage local community groups and residents in taking ownership of, and collective responsibility in responding to local issues
- Promote greater involvement of local residents in developing solutions to local issues, which also help to build community resilience
- Bring people of different backgrounds together to develop strong and positive relationships through positive interactions
- Identify and celebrate local identities and culture and engage wider communities as part of these projects
- Ensure the sustainability of projects through developing new and emerging community leaders who can speak for the interests of their community, recognising the multi faith, non-faith and different cultural backgrounds of the peoples of the borough, articulating shared values and concerns, and being able to calm any emerging tensions.
- Equip individuals and groups to act positively for the wider benefit of their communities
- Support or respond to opportunities for intergenerational engagement
- Overcome barriers faced by some communities in achieving equal participation in community life and society more widely
- Increased sense of citizenship, local identity amongst local people based on common values, history and culture

A key sustainability measure within this this theme is the requirement for projects to be involved in 2 council sponsored action learning workshops and a closing seminar towards the end of the programme to feedback on project outcomes, and lessons learned.

3. Scope of Activities

This theme will be a small grants programme for localised activities. We are interested in supporting projects which bring together residents and local organisations, and also which develop social capital and community leadership. The assessments will include trying to ensure projects achieve a good geographic spread of activities across the borough.

Potential activities include:

- projects that celebrate local life and share cultures through relevant events and projects
- local interventions that tackle estate and ward level priorities and concerns
- events that bridge communities and build cohesion
- projects that develop community organising and community leadership skills
- projects that improve the engagement opportunities for diverse group
- projects that involve people in local decision-making
- projects that support the 'no place for hate' campaign pledge
- Projects that develop and celebrate citizenship, values, history and culture

4. Beneficiaries and Priority Groups to be Targeted

Cohesion is a borough wide issue and there is a wide scope of potential beneficiaries. The priority will be to fund projects that have a cohesion and cross-cultural, intergenerational, engagement or capacity building focus. Projects that work with key equality groups with particular needs as defined by protected characteristics and the Borough Equality Analysis will be prioritised.

5. Required Geographic Coverage

We will seek to fund projects and activities to achieve a good geographical spread of initiatives across the Borough, responding to any particular local issues from the Ward Profiles or identified by local communities.

6. Equality Opportunities

Projects that work with key equality groups with particular needs as defined by protected characteristics and the Borough Equality Analysis will be prioritised.

Groups and organisations must ensure that activities and services are open and available to and inclusive of all potential users in the area where the activity is being delivered. The aim is to fund projects which specifically enable the meeting and coming together of people from a variety of backgrounds.

Barriers which may exclude individuals from participation must be appropriately addressed as part of project development process.

7. Requirements for Tracking, Onward Referral and Progression

Project monitoring in line with standard MSG monitoring arrangements, appropriate to the size and scale of funding, clarifying evidence of the outputs and outcomes agreed. Successful project leads will also be expected to participate in council run action learning sets and evaluation report reviewing impact of the programme on the aims of this MSG theme.

8. No. of Grants to be Allocated by Type and Size

£105K per annum is available for this theme. Allocations of funding between £5-10K will be made on an annual basis.

9. Guidance on Delivery Methods

Projects will need to deliver One Tower Hamlets objectives as outlined in the target outcomes section above and the Getting On Together toolkit, in terms of the type of activity and how it will meet objectives. Partnership and consortium working are actively encouraged particularly for any unincorporated groups who may have community project ideas.

Applicants should demonstrate that they involve potential beneficiaries in how they design, run and review projects and services. Activities and services should be delivered in ways that are responsive to customer needs addressing barriers to participation, involvement and cohesion.

Neighbourhood Agreements provide a vehicle for co-ordinating activities at ward or smaller geographies and will be encouraged. A [toolkit](#) is available for residents to use in preparing and developing Neighbourhood Agreements.

10. Options for Consortium Bidding and Partnership Working

The emphasis will be on supporting a diverse range of projects across as many wards as possible. There is scope for consortia and partnership arrangements to ensure inclusivity and local coverage.



London Borough of Tower Hamlets

Mainstream Grant Commissioning 2015-18

Application Form

Closing date:

GENERAL INFORMATION

1	Organisation name:	<input type="text"/>
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2	Organisation address and postcode:	<input type="text"/>	
	Phone number:	<input type="text"/>	Website: <input type="text"/>

3 Geographical Area Based

Please tick the ward your organisation is based in. (See guidance note x for further information)

Bethnal Green	<input type="checkbox"/>	Bromley North	<input type="checkbox"/>
St Peter's	<input type="checkbox"/>	Bromley South	<input type="checkbox"/>
Weavers	<input type="checkbox"/>	Mile End	<input type="checkbox"/>
Spitalfields & Banglatown	<input type="checkbox"/>	Limehouse	<input type="checkbox"/>
St Dunstan's	<input type="checkbox"/>	Lansbury	<input type="checkbox"/>
Stepney Green	<input type="checkbox"/>	Poplar	<input type="checkbox"/>
Whitechapel	<input type="checkbox"/>	Blackwall & Cubitt Town	<input type="checkbox"/>
Shadwell	<input type="checkbox"/>	Canary Wharf	<input type="checkbox"/>
St Katherine's and Wapping	<input type="checkbox"/>	Island Gardens	<input type="checkbox"/>
Bow East	<input type="checkbox"/>	Out of Borough	<input type="checkbox"/>
Bow West	<input type="checkbox"/>		

4 Legal Status
What is the legal status of the organisation?

- 1 None
- 2 Unregistered Organisation
- 3 Registered Charity
- 4 Company Limited by Guarantee
- 5 Other - *please specify*

5 Charity Number (if applicable)**6 Company Registration Number** (if applicable)**7 Governing Document(s)**
(See guidance note x for further information)**CONTACT DETAILS (Application)****8 Prefix** (Mr, Mrs, Miss, Ms, etc)**9 First Name****10 Last Name****11 Job Title****12 Email address**

ORGANISATION & ADMINISTRATIVE DETAILS

13 General Organisational Administration and Management

Please answer all of the following questions (**See guidance note x for further information**).

i When was your organisation formally constituted or established?

ii Who are your organisation's primary target beneficiaries?

iii How many people on your Management Committee/Board?

iv How many of the Management Committee/Board are women?

v How many of the Management Committee/Board are from BME communities?

vi How many of the Management Committee/Board have a disability?

vii How many members of the Committee/Board are Tower Hamlets residents?

viii Does your organisation have a written Safeguarding Policy?

ix Does your organisation have written financial systems and procedures?

x Does your organisation have a bank or building society account?

xi Does your organisation have a written fundraising strategy?

xii Does your organisation have a written health and safety policy?

xiii When was your organisation's equalities and diversity policy last approved?

xiv Does your organisation have a written volunteer induction and training programme?

xv How many paid (FTE) members of staff are employed by your organisation?

xvi How many (FTE) of the organisation's paid employees are Borough residents?

Your responses to the above may be subject to verification checks as part of the application assessment process

The primary objective with these questions is to help with the population of fields within GIFTS so that we have useful information about third sector orgs to be used for various purposes – for example funding opportunities for BME-led or Women-led organisations. Some of the information will also be used to assess eligibility

14 Compliance

What is the organisation's current position with regard to the filing of documents and the validity of information registered with the Charity Commission? (**See guidance note x for further information**)

15 Organisational Structure & Governance

Describe the trustee, management and staffing structure of the organisation together with the key strengths which enable it to effectively deliver its agreed aims and objectives (max 200 words).
(See Guidance Note x for further information).

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PROJECT PROPOSAL

16. Theme

Please indicate which Theme you are applying to. (See guidance note x for further information)

Theme 1 – Children, Young People and Families	
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Theme 2 – Jobs, Skills and Prosperity	
Strand 1 – Routeways to Employment	
Strand 2 - Social Welfare Advice Services	

Theme 3 – Prevention, Health and Wellbeing	
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Theme 4 – Third Sector Organisational Skills Development	
Priority 1 - Support to Council funded organisations	
Priority 2 - General support to organisations in the borough	

Theme 5 – Community Engagement, Cohesion and Resilience	
--	--

17 Consortium

Is your application being made on behalf of a consortium – please select

 Y

 N
18 Project Name & Contact Details

(For projects receiving funding these details will be published on the Council's grants web portal)

What is the name of your Project?

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18a	Prefix (Mr, Mrs, Miss, Ms, etc) <input style="width: 95%;" type="text"/>
18b	First Name <input style="width: 95%;" type="text"/>
18c	Last Name <input style="width: 95%;" type="text"/>
18d	Job Title <input style="width: 95%;" type="text"/>
18e	Telephone Number <input style="width: 95%;" type="text"/>
18f	Email Address <input style="width: 95%;" type="text"/>

19. Geographical Area Served

Please tick the ward(s) your project serves. (See guidance note x for further information)

Bethnal Green	<input type="checkbox"/>	Bromley North	<input type="checkbox"/>
St Peter's	<input type="checkbox"/>	Bromley South	<input type="checkbox"/>
Weavers	<input type="checkbox"/>	Mile End	<input type="checkbox"/>
Spitalfields & Banglatown	<input type="checkbox"/>	Limehouse	<input type="checkbox"/>
St Dunstan's	<input type="checkbox"/>	Lansbury	<input type="checkbox"/>
Stepney Green	<input type="checkbox"/>	Poplar	<input type="checkbox"/>
Whitechapel	<input type="checkbox"/>	Blackwall & Cubitt Town	<input type="checkbox"/>
Shadwell	<input type="checkbox"/>	Canary Wharf	<input type="checkbox"/>
St Katherine's and Wapping	<input type="checkbox"/>	Island Gardens	<input type="checkbox"/>
Bow East	<input type="checkbox"/>		
Bow West	<input type="checkbox"/>		

20 Project Short Description

Please give a short summary of your project – maximum 50 words (**See guidance note x for further information**) – This description will be used to publicise your project.

21 Project Description

Please describe your project clarifying how it meets the detailed service specification – maximum 800 words (**See guidance note x for further information**)

22 Project/Service Outcomes

Please tell us what outcomes you think your project or service will achieve – maximum 150 words (**See guidance note x for further information**)

23 Measurement of Project/Service Outcomes

Please tell us how you will measure your proposed outcomes – maximum 150 words (**See guidance note x for further information**)

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24 Milestones

Please list the key milestones and the dates they will be achieved – maximum 150 words (**See guidance note x for further information**)

Milestone	Deadline

25. Outputs

Theme 1 – Children, Young People & Families

Type	Output	Definition	Evidence Required	Year 1	Year 2	Year 3	Total
Theme	Number of users accessing services	The number of users accessing the service / activity / project	Completed registration form, and assessment of the needs of the user				
Theme	Number of users accessing services for the first time	The number of users accessing the service / activity / project for the first time	Completed registration form, and assessment of the needs of the user. Clear statement that this is the first time the user is accessing the services				
Theme	Number of residents referred to other organisations	This is a formal referral following an assessment of the client's needs. The organisation the client is referred to must accept and acknowledge the referral. Note this is not the same as 'signposting' where the client is advised of another organisation that might be able to help.	Initial assessment of the client's needs, referral form completed stating the nature of the referral, written acknowledgement from organisation that has accepted the referral.				
Project							
Project							
Project							
Project							
Project							
Project							

Theme 2 – Jobs, Skills & Prosperity

Strand 1 – Routeways to Employment

Type	Output	Definition	Evidence Required	Year 1	Year 2	Year 3	Total
Theme	Number of residents initially engaged and assessed	First contact with the programme followed by initial assessment of a client's needs	Completed registration form, and assessment of the barriers to employment.				
Theme	Number of residents given ongoing employment support through the programme	Support must include an assessment of the barriers to employment and a completed individual action plan. Individual reviews tracking progress against the agreed action plan should happen throughout the time on the programme. Support should last for a minimum of 6 weeks.	Completed registration form, an assessment of the barriers to employment and an individual action plan. A record of whether the person receiving support is new to the programme or is an existing user. Individual reviews against the agreed action plan.				
Theme	Number of residents engaged in accredited training.	Attendance at a programme of accredited training completed	Completed attendance sheets for training, information of training undertaken and the accreditation. Copies of relevant certificates				
Theme	Number of residents engaged in confidence building and basic skills programmes.	Attendance at a non-accredited course or session.	Completed attendance sheets and information of training / activity undertaken.				
Theme	Number of residents referred to other organisations	This is a formal referral following an assessment of the client's needs. The organisation the client is referred to must accept and acknowledge the referral. Note this is not the same as 'signposting' where the client is advised of another organisation that might be able to help.	Initial assessment of the client's needs, referral form completed stating the nature of the referral, written acknowledgement from organisation that has accepted the referral.				
Theme	Number of residents referred to Job Brokerage	As above but organisation receiving referral must provide a job brokerage service	As above but client should be tracked to confirm whether they were able to get a job. If so this should be reported as an indirect job outcome				

Type	Output	Definition	Evidence Required	Year 1	Year 2	Year 3	Total
	services						
Theme	Number of residents into employment with jobs that are sustained for at least 13 weeks	That a job seeker has commenced a sustainable job that is expected to last beyond a period of 13 weeks following support through the programme	Completed registration form, evidence of action planning and support provided. Supporting evidence from employer to confirm a start date and tracking at 13, 26 and 52 weeks. Proof of identity and eligibility for work.				
Theme	Other appropriate outputs based on identified need	Delivery organisations / consortia should define additional outputs in line with above	Evidencing requirements must be specified as above				
Project							
Project							
Project							
Project							

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Strand 2 – Social Welfare Advice Services

Type	Output	Definition	Evidence Required	Year 1	Year 2	Year 3	Total
Theme	Number of new enquiries / new matter starts (NMS)	Refers to the number of enquiries, not the number of clients. Support can include assisted information, general help and casework	Client contact sheet / triage form. Support given and type eg. Welfare Rights, Debt & Money Advice, Housing. Each client should have a file with each enquiry, support given and outcome.				
Theme	Number of clients assisted	The number of clients assisted by the provider, each client counted once.	Client contact sheet / triage form. File detailing support given.				
Theme	Number of residents referred to other organisations	This is a formal referral following an assessment of the client's needs. The organisation the client is referred to must accept and acknowledge the referral. Note this is not the same as 'signposting' where the client is advised of another organisation that might be able to help.	Initial assessment of the client's needs, referral form completed stating the nature of the referral, written acknowledgement from organisation that has accepted the referral.				

Type	Output	Definition	Evidence Required	Year 1	Year 2	Year 3	Total
Project							
Project							
Project							
Project							

Theme 3 – Prevention, Health & Wellbeing

Type	Output	Definition	Evidence Required	Year 1	Year 2	Year 3	Total
Theme	Number of users accessing services	The number of users accessing the service / activity / project	Completed registration form, and assessment of the needs of the user				
Theme	Number of users accessing services for the first time	The number of users accessing the service / activity / project for the first time	Completed registration form, and assessment of the needs of the user. Clear statement that this is the first time the user is accessing the services				
Theme	Number of residents referred to other organisations	This is a formal referral following an assessment of the client's needs. The organisation the client is referred to must accept and acknowledge the referral. Note this is not the same as 'signposting' where the client is advised of another organisation that might be able to help.	Initial assessment of the client's needs, referral form completed stating the nature of the referral, written acknowledgement from organisation that has accepted the referral.				
Project							
Project							
Project							
Project							
Project							
Project							

Theme 4 – Third Sector Organisational Development

Type	Output	Definition	Evidence Required	Year 1	Year 2	Year 3	Total
Theme	Number of organisations supported	Number of organisations supported: <i>this is expected to be a minimum of 28 hours of one-to-one support</i>	<ul style="list-style-type: none"> - Name and details of the organisation - Objectives of support clearly stated - Details of the support given to meet objectives - Written action plan, note of the meetings, correspondence with the organisation - Number of hours of support should be documented - Completed attendee evaluation form(s) 				
Theme	Number of organisations receiving training	Number of organisations receiving training: <i>these are expected to be a minimum of 3.5 hours (half-day) participatory workshop sessions catering for (a) number of key individuals representing various organisations (b) a number of members of a single organisation</i>	<ul style="list-style-type: none"> - Details of the training sessions including topic(s) covered, trainer's details, date, venue etc. - Agreed session objectives - Name and details of attendees - Names of organisation(s) - Completed evaluation form(s) 				
Theme	Number of organisations with accredited training	Number of VCS organisations or members of organisations that have been supported through the project to gain a training accreditation: <i>this can include an organisational accreditation such as PQASSO, or an accreditation for a key individual within the organisation which could have the effect of improving the organisation's governance/performance</i>	<ul style="list-style-type: none"> - Name and details of the organisation and individual if appropriate - Details of accreditation and awarding body - Details of support provided including dates, times and nature of support - Copy of accreditation certificate 				
Theme	Number of organisations advised	Number of organisations advised: <i>this is expected to be a minimum 2 hours one-to-one advice for the organisation but could involve a number of staff from that organisation</i>	<ul style="list-style-type: none"> - Name, and details of the organisation - Details of the issues(s) being addressed - Details of the advice provided 				

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Type	Output	Definition	Evidence Required	Year 1	Year 2	Year 3	Total
			<ul style="list-style-type: none"> - Date and time of the session - Completed evaluation form(s) 				
Theme	Other appropriate outputs based on identified need	Delivery orgs/consortia should define additional outputs in line with above	<ul style="list-style-type: none"> - Evidencing requirements must be specified as above 				
Project							
Project							
Project							
Project							
Project							

Theme 5 – Community Engagement, Cohesion and Resilience

Type	Output	Definition	Evidence Required	Year 1	Year 2	Year 3	Total
Project							
Project							
Project							
Project							
Project							
Project							
Project							
Project							

26 Experience and Track Record

Provide details of the experience your organisation has in the development and delivery of projects similar to the one described in this application – maximum 1000 words- **(See guidance note x for further information)**.

27 Quality Assurance Standards

Please set out details of the Quality Assurance standards that the organisation has in place that will support the effective delivery of the proposed project - maximum 300 words. **(See guidance note x for further information)**.

28 Project Management and Control

Please describe how you will ensure that the project is effectively managed and controlled - maximum 500 words. (See guidance note x for further information).

29 Equalities and Diversity

Describe how the organisation (or partnership/consortium) will ensure that equalities and diversity issues are taken into account in the planning and delivery of the proposed project – maximum 200 words. (See guidance note x for further information).

30 Digital Inclusion

Describe how the organisation (or partnership/consortium) will ensure that digital inclusion issues are taken into account in the planning and delivery of the proposed project – maximum 200 words. **(See guidance note x for further information).**

31 Project Staff and Volunteers

Provide details of the staff and volunteers who will be involved in delivering the proposed project/services - maximum 600 words. **(See guidance note x for further information).**

32 Project Finances

Clarify your project finances in relation to the Finance Summary Breakdown and the completed Table B. Include how the proposed costs will provide value for money (**See guidance note x for further information**).

--

32a. Expenditure Breakdown Summary

Category	Year 1	Year 2	Year 3	Total
Salaries				
Beneficiary Costs				
Other Costs				
Total				

32b. Income Breakdown Summary

Category	Year 1	Year 2	Year 3	Total
MSG Grant				
Own Funds				
External Funding (secured)				
External Funding (not secured)				
Total				

Supporting Documents to be attached:

- Latest Audited Accounts
- Organisation's Governing Document
- Equalities and Diversity Policy
- Health and Safety Policy
- Financial Management Procedures
- Financial Summary – Table A (download from the Council's website)
- Budget Template Spreadsheet – Table B (download from the Council's website)



LONDON BOROUGH OF TOWER HAMLETS Main Stream Grants Programme 2015-18

Application Guidance:
**For the completion and submission of the
On-line application form**

Introduction

These guidelines are designed to help organisations to complete applications for the Council's Mainstream Grants funding. The information will tell you how to use the online application form and give you guidance on how to answer the questions on the form.

Before you begin completing your application:

1. Check the deadline

You need to make sure you can meet the deadline for the service you are applying for. The closing date to submit your application is **12 noon on Friday 29 May 2015**.

Once the deadline has passed it is no longer possible to submit an application for funding.

2. Thoroughly read the Theme Specification relating to the funding theme you want to make an application to

If you want to apply for funding from more than one theme, or more than one element within a theme, you will need to complete a separate application for each.

3. Print out and use this guidance document

It will help you to complete all the questions on the online form.

Things to remember about your online form:

Once you have created a login to our form, you can save your on-line application at any point and return to it later.

Once you have saved your on-line application, you can reopen it and update your information form at any time providing that you have access to the original email confirmation that was sent to you.

This part of the guidance will help and explain how to:

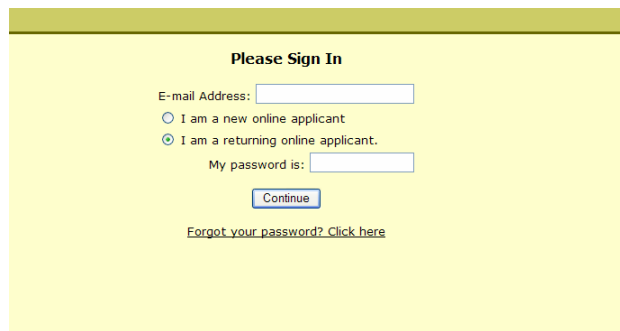
- create your account and login
- complete the eligibility quiz
- access the application form
- fill in the application form
- review your application
- print your application to check it
- submit your application

Step 1: Creating an account login

Click on this link [grants login](#) to create a login

Link to on-line application: https://www.grantrequest.com/SID_552/?SA=SNA&FID=35003

Now you will see this screen, where you create your account and login.



- **Enter your email address.** The email address must work as we will be using this to contact you about your application and you need it to return to your application each time you save it
- Click on **'I am a new online applicant'** (or, if you applied to the MSG programme in 2012 – click on **'I am a returning online applicant'** in which case, your password will remain the same. There is a password reminder facility if required).
- **Create a password.** It must be at least five letters long – for example 'Wales'

You must remember your email address and password as you will need it every time you log into your account.

- You will be asked to create an account
 - this allows you to access your saved application at any time
- Confirm email and password exactly as on the previous screen
- Click on create an account
- You should receive an email from London Borough of Tower Hamlets – email address thirdsector@towerhamlets.gov.uk.
The Subject field will say: Welcome Grant seeker
- The email message will confirm your login password and give a link which you need to click on when returning to an application you have started to work on https://www.grantrequest.com/SID_552/Default.asp

Step 2: Eligibility Quiz

Once you have created a login. You will be taken to the Eligibility Quiz.

You will need to complete our simple eligibility quiz to make sure our funding is right for you. There are 5 questions in the quiz. Underneath each question are drop-down boxes. Click on the arrow to the right of each box and choose your answer. When you have responded to all questions click 'submit.'

Are you eligible?

If your answers DO NOT meet our requirements you will not be able to proceed with the rest of the application.

If your answers DO meet our requirements, you will be taken to page 1 of the online application form.

Funding proposals by a partnership of organisations

We will accept applications from partnerships/consortia (organisations that want to seek funding jointly from the Council). However, one of the partners must be the designated 'lead organisation'.

Step 3: Completing the online form

Important Information

BEFORE attempting to complete the form, please make sure you have thoroughly read and understood the service specification relating to the funding theme to which you want to apply

This part of the guidance covers:

- a) technical help using the online form
- b) help with answering questions

a) Technical help in using the online form

The following information will take you through how to complete the online form.

For most of the form you are asked to simply type your answers into a box under the question. Click in the box you want to complete and use the tab key to move between boxes.

Sometimes you will be required to tick a box or select from options and it will be explained later in this guidance exactly what you need to do.

You **must** answer all questions marked with a red asterisk *****. These are 'mandatory' and if you do not answer these questions you will not be able to submit your application. You will be given a warning before submitting the final form if you have failed to complete one of these questions.

Good Practice Point: You must save the form regularly as you progress through the form or your answers may be lost.

Page Numbers:

Page 1 2 3 4 5 - appear at the top of your screen, you can click on each number to see that page of the form. The pages can be completed in any order, but remember to complete all the pages before submitting.

Word Limits:

We have set word limits in various sections of the application form. The limits have been set in order to assist applicants as well as the assessment process.

Applicants must give their response to each of the word limited sections keeping to the maximum word limits specified. If you exceed the word limit, the additional information will not be taken into consideration in the assessment.

Please bear in mind that the limits have been set reasonably high in order to meet the needs of complex project proposals which may involve a number of partner organisations. It is therefore not expected that all applicants will need to use the full word limit in order to complete a good response.

Where a large amount of information/detail is required, your response should be as clear and concise as possible.

Good Practice Point: You can use a separate Microsoft Word document to prepare your answer - from the toolbar, select **Tools** and click **Word Count**; information including the number of words will appear in a box on the screen – you can edit your answer and then copy and paste the text into the answer box on the on-line application ensuring that you don't exceed the word limit.

How to save, print and return to your form

Saving your work

You can and should save your application form regularly. You can save what you've done and come back to it at any point by pressing the **save and finish later** button.

To save and continue completing the form **click next**; the page you have just completed will be automatically saved.

You do not have to complete the page/application in one go and can return to it as many times as you like before submitting it.

Good Practice Point: We strongly advise you to save your form as you go along. If you have not saved and your computer crashes you may lose all work completed since you last saved.

Once you have saved your work you will be taken to the 'My Account' screen. Simply click on your proposal to carry on working.

Returning to your form

To return to your form you need to click on the link that was sent to you in your confirmation email. Once you click on the link you then login using your email address and password.

You should then see a screen headed ACCOUNT and your email address, which should have two yellow banners, one indicates whether you have any pending application still to be completed and a second banner indicating whether you have submitted any applications.



To go back to your un-submitted application go to the **Open** banner and click into the link to go back to your form.

Good Practice Point: Before submitting your application, you should print the 'final draft' and ask a colleague (who has not been involved in writing it) to read through it for you - get them to ask questions about any aspect of your answers that they don't fully understand: (the person assessing your application may not fully understand it either) you can then edit the information to make things clearer.

If you have submitted your application you can still view it under the **submitted** banner but you will not be able to access the form to make changes – so be sure that you are happy with your application BEFORE you submit it.

Reviewing your application

Click [Review My Application](#) this allows you to review the information you have completed to date and make any necessary changes. It will also alert you if you have not completed a **mandatory** section of the form.

To print your application

Click on [Printer Friendly Version](#) and then the print button. To return to your application close the page.

***Good Practice Point:** You must click save before printing your application so that your most up to date version prints out.*

b) Help with answering questions

The information below will give you guidance on the information required to answer each question.

***Good Practice Point:** If you have limited access to a computer you might find it helpful to use the printer friendly version option to print off a blank form; complete the questions manually and then enter the details at a later time.*

Page 1 - General Information

Organisation Name

Give the legal name of the organisation – this will be the name shown in your governing document.

Address

Give the address, city and postcode for the organisations base in Tower Hamlets. It is important that the correct details are provided as we will send correspondence to this address.

Phone number

Enter the organisation's phone number if it has one

www. Address

Enter the organisation's website address if it has one

3. Geographical Area Based

Select this from the drop-down box. Select the Ward area where your organisation is located. If you are unsure you can use Ward finder which you can check on the following link.

[Tower Hamlets Ward Finder](#)

If your organisation does not have a base within Tower Hamlets, you must choose option 21 (Out of Borough).

4. Legal Status

Select this from the drop-down box. Confirm the legal status of the organisation, if the legal status of your organisation is not in the drop-down list you should select 'other' then specify in the space provided.

5. Charity Number

If the organisation is a registered charity, enter the charity number in the box provided.

6. Company Registration Number

If the organisation is registered as a company limited by guarantee - please enter your company number in the box provided.

7. Governing Documents

You will be required to attach your governing document(s) when you submit the completed application. Additionally, in this section you should:

- Tell us the date that your governing document was first approved by the organisation and when it was last reviewed/updated if appropriate
- Set out the object(s), aim or mission within your governing document which shows that the organisation was established to do the type of work which forms the basis of your proposed project.

You should also tell us if there are any proposed amendments to your governing document(s) that are awaiting approval from the Charity Commission or other body as appropriate.

Page 2 - Contact Details

8-12 You should enter the relevant contact details for the person in your organisation that will be the primary contact for this application.

Where this is a consortium bid, this should be the details of the appropriate contact from the lead agency.

Page 3 - Organisational & Administrative Details

13. General Organisational Administration and Management

Please complete all questions within this section.

The primary objective with these questions is to help assist with the population of the various fields within our database (GIFTS) in order that we have a range of useful information about the Third Sector in Tower Hamlets. Some of the information will be used to assess eligibility for MSG funding; it will also help us to target external funding opportunities.

14. Compliance

Within this section you must tell us if you are up to date with the filing of any necessary reports and accounts.

You must also confirm that the organisation is operating in strict accordance with its governing document; and, whether or not the contacts and officers listed for your organisation are up to date and accurate.

15. Organisational Structure and Governance

[This is a scoring section – the maximum possible score is 5]

Within this section you should:

- outline the structure of the organisation and tell us about the decision making processes in relation to strategic organisational issues and the day-to-day operational management of the organisation and its activities, services and projects
- tell us about the experience and areas of expertise of key members of your Board of Trustees or Management Committee which enables the organisation to effectively deliver its aims, objectives and priorities

Page 4 – Project Proposal

16. Funding Theme

Please select the funding theme that this application relates to – select one item from the dropdown list.

If you wish to apply to more than one funding theme you will need to complete an application form for each separate theme or element within a theme. You do not need to send us more than one copy of your documents, but must ensure they are all included in one of your applications

17. Consortium

Please select yes or no to indicate whether or not this application is being made on behalf of a consortium.

18. Project Name & Contact Details

You must give your project a name - this should be fairly simple and relevant. The project name will be used to identify this particular initiative. Also give the details of the person who will be the contact for the project. This can be updated once the project has been approved. This name and contact details will be used when publicising the project.

19. Geographical Area Served

Select this from the drop-down box. Select the Ward area(s) where your project is delivering and where your users will be primarily from. Refer to the specification you are applying against to see if there are geographical targets you must meet.

20. Short Project Description

Provide a short summary of your project. This description will be used to publicise your project.

21. Project Description

[This is a scoring section – the maximum possible score is 15]

Within this section you are required to provide a comprehensive description of your proposed project including how the project meets the service specification and in particular, clarifying:

- the geographical area - Wards or LAP's - which your project will cover
- how geographical and beneficiary targeting has been identified
- the activities and services that will be provided
- the delivery plan for the various elements of the project
- details of any supplementary or support activities/services
- when where and how activities/services will be provided
- the outputs that the project will deliver
- how you will work or network with other groups to maximise the success of the project
- other information as appropriate

This section should also be used to explain the need for the project, especially if the proposal has differences to the specification. An example would be if the specification states that beneficiaries should come from all sections of the community but your proposal is to support a particular community.

If your application is being made on behalf of a consortium please indicate who the members are and set out the role that each member will have in delivering the proposed services including:

- how services will be delivered by the various partner agencies in that consortium
- how the partnership will function in terms of:
 - decision making
 - collating data and reporting
 - allocation of resources
 - sharing of responsibilities/information
- other information as appropriate

Outcomes / Milestones / Outputs (22 – 25)

[These are scoring sections – the maximum possible score is 10]

22. Project/Service Outcomes

Outcomes are the changes, results or benefits that will be achieved by your project or service; please set out here details of the key outcomes that you anticipate being achieved over the lifetime of your proposed project.

23. Measurement of Project / Service Outcomes

How you will measure the outcomes in section 22 should be described here. You should include the baseline information that the changes will be measured against.

24. Milestones

The key project milestones and the planned target dates should be entered in this section.

25. Outputs

You should enter the number of theme outputs your project will achieve for each year. Any specific project outputs should also be entered along with the description and how these outputs will be evidenced.

26. Experience and Track Record

[This is a scoring section – the maximum possible score is 15]

Within this section you must provide details of the organisation's track record in delivering projects or services similar to the one for which you are seeking funding. You should:

- provide clear examples of delivering such projects/services in Tower Hamlets
- confirm the extent to which you met agreed monitoring and reporting requirements
- clarify the relevant outputs and outcomes achieved in relation to contracted targets for those projects or services
- confirm the impact of the work, including key achievements and lessons learned

Where the application is being submitted on behalf of a consortium, you should also set out the experience and track record of organisations within the consortium.

27. Quality Assurance Standards

[This is a scoring section – the maximum possible score is 10]

Within this section you should provide details of any Quality Assurance accreditation that the organisation has that are relevant to the activities for which funding is being sought. You should also tell us:

- when the accreditation was awarded
- about any inspection/review requirements and renewal arrangements
- what on-going action/training is undertaken to ensure the accreditation is maintained
- how the organisation ensures that the day to day work of the organisation is compliant with the quality standard

If you are the lead partner of a consortium bid, please set out details of the Quality Assurance accreditation held by each partner; and, clarify how you will ensure that all the partners' work is of the required quality.

28. Project management and Control

[This is a scoring section – the maximum possible score is 15]

Within this section you must explain your proposed project management and control arrangements – this should include how you will:

- maximise the take up of services – ensuring targets are met
- manage and control project expenditure
- manage and control project staff and volunteers
- monitor and record project activities, outcomes
- manage and control other matters as appropriate

If you are applying on behalf of a consortium, you should also tell us how you will:

- co-ordinate matters to ensure effective project delivery; and,
- deal with any disagreements, disputes, or operational issues within member organisations

29. Equalities and Diversity

[This is a scoring section – the maximum possible score is 10]

Within this section you should provide:

- information to demonstrate your awareness of the diverse needs of the community/area targeted by your project
- details of what actions you have/will take to ensure that equalities and diversity issues are addressed in the planning and delivery of project activities/services
- a profile of the anticipated beneficiaries of your project – if there are any specific group(s) you will be seeking to target, please explain why

30. Digital Inclusion

[This is a scoring section – the maximum possible score is 10]

Within this section you should provide:

- Information to demonstrate your awareness of digital inclusion issues (computer and internet use, promoting the benefits of this, addressing the security risks, computer literacy needs, motivation and skills)
- How you have designed your project to address these issues (including any referral and / or partnership arrangements to support residents to improve digital skills)
- How the activities that will take place through your project will address these issues
- How you will monitor and collect feedback from project users on these issues

31. Project Staff and Volunteers

[This is a scoring section – the maximum possible score is 10]

Within this section you should:

- provide details of the staff and volunteers that will be involved in delivering or supporting the project, outlining their positions and responsibilities (within the project) and clarifying the approximate number of hours they will work on the project each week
- summarise the qualifications, skills and experience that you will expect staff or volunteers to have
- clarify the training, support and supervision that will be available to staff/volunteers throughout the delivery of the project

If you currently run an existing or similar project, please clarify what training staff or volunteers have received over the last 12 months that will help to ensure the quality and effectiveness of the delivery of this proposal.

If you are the lead partner of a consortium bid, you will also need to provide the above information in relation to personnel within the partner agencies.

32. Project Finances

[This is a scoring section – the maximum possible score is 5]

Within this section you should clarify your project finances including:

- what funding you require from the Council to ensure your project is viable
- an explanation of the basis on which you have costed your services and why they are value for money
- the action you will take to secure any stated additional funding
- how you plan to cope with inflationary costs over the term of your project
- the capability of the organisation to deal with shortfalls in project funding

- explaining the basis of costing for any in-kind funding within Table B

32a Finance Summary Breakdown

Within this section you should enter the Salaries, Beneficiary Costs and Other Costs for each year of the project. These headings should match the headings on Table B Budget Template Spreadsheet.

All staffing costs should be included in 'Salaries' – basic pay, national insurance, pension contributions, consultants costs

All costs related to beneficiaries should be included in 'Beneficiary Costs' – travel expenses,

All other costs should be included in 'Other Costs' – heat & light, stationery, equipment, rent etc.

32b Income Summary Breakdown

Within this section you should enter the MSG Grant requested, any of your own organisations funds, any external funding you have secured or any bids you have submitted but have not yet been approved.

The information in this table should match that in the Table B Budget Template Spreadsheet. The Spreadsheet should list all the different external funding sources while this summary table should just have the total.

Page 5 - Attachments

Before you can attach the required documents, you need electronic versions of them saved onto your computer

If you don't have electronic copies then you can scan the paper copies and save them in a folder on your computer.

The maximum size for all attachments combined is 25 MB. You will not be able to upload files ending in: .exe, .com, .vbs or .bat

Required Attachments:

- Latest Audited Accounts
- Organisation's Governing Document*
- Equalities and Diversity Policy
- Health and Safety Policy
- Financial Management Procedures

Please note: if you are submitting more than one application in the current round, you will only need to upload the above documents once.

- Financial Summary, Table A (**download from the Council's website**)
- Budget Template Spreadsheet, Table B (**download from the Council's website**)

Items from the Council's website can be found via the following link:

http://www.towerhamlets.gov.uk/lgsi/851900/871_community_grants/mainstream_grant_funding.aspx

Notes:

*If your organisation is currently funded through one of the Council's grant funding streams and we therefore already have an up to date copy of your Governing Document, you do not need to upload a further copy. You will however need to submit an A4 sheet as described in note 2 below, explaining that we already have a copy on file.

1. To assist those organisations that may have 'technical problems' in uploading large documents, applicants may submit hard copies of some of the above documents.

2. If you wish to submit any documents as a hard copy (i.e. by post or hand delivery), in order to complete the submission of your application, you must upload a single A4 sheet of paper in place of that document. The single A4 sheet should be 'saved as' the name of the document it replaces; you must also provide a simple explanation on the sheet stating that the required document will be delivered as a hard copy.

Hard copies of documents must be delivered to the Third Sector and External Funding Team at the address below; and must be received by no later than **12 noon Monday 27 April**. [2 Floor Town Hall, Mulberry Place, 5 Clove Crescent, E14 2BG]. Location map:

[Tower Hamlets Town Hall location](#)

OTHER DOCUMENTS FOR UPLOADING

If you are applying to provide services under a theme that requires a Delivery Plan you are also required to upload this. Check each theme carefully to ensure you include all required documents. Please refer to notes 1 and 2 above.

To upload a document

Go to the bottom of the page to the section titles 'Upload'. You will see two boxes.

1. In the first drop down box you need to select from the list the type of document you wish to attach
2. Using the second box, you upload the document in much the same way as attaching a document to an email
 - Click on the browse button and find document on your computer and click 'open'
 - Click the 'Upload' button below the filename

We will then automatically confirm whether the document has been uploaded and tell you the size of the document

You are now ready to submit your form

Now the form is complete and you have attached the relevant information you are ready to **submit** your form.

Review & Submit

When you click the above you will be taken to your review page.

Red text will appear if any mandatory fields have not been filled in or have been filled in incorrectly. You will need to go back into the application and complete the relevant question.

Check that you are happy with your application and when you are ready to send your application, go to the bottom of the page and click submit.

Submit

IMPORTANT INFORMATION

You must click 'submit' to send each application.

You will automatically be sent a confirmation email.

If you do not receive a confirmation email, this means that the application **has not** submitted correctly; in which case, please check and submit again

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MAINSTREAM GRANTS PROGRAMME 2015-18 ASSESSMENT PROCESS

Introduction

The purpose of the assessment process is to determine whether applications effectively demonstrate that they meet the requirements of the relevant grant specification. Officers will do this by evaluating the extent to which the information in the Application Form, and requested documents, addresses the questions asked.

To ensure fairness and transparency **all** applications must be assessed **solely** on the information provided in the Application Form and requested documents. .

Eligibility

This initial phase of the assessment will be used to determine which applications go through to the Full Assessment phase.

- check that the organisation meets the basic eligibility criteria
- confirm that organisations have submitted the required documentary evidence

If the organisation does not meet all of the basic eligibility criteria or has failed to provide any of 'mandatory' documents to support their application, then the form cannot go forward for full assessment.

Full Assessment

Each section of the application form will be assessed against the following ratings:

Rating	Definition	Score
Excellent	Comprehensive level of information provided – clearly addressing the guidance and service specification requirements in convincing detail	5
Very Good	High level of information provided – addressing the majority of the key guidance and service specification requirements but with some elements lacking sufficient detail	4
Moderate	Average level of information provided – partially addressing the key guidance and service specification requirements - or Good level of information but all lacking in detail	3
Below average	Addresses a limited number of the of the guidance and specification requirements but with limited detail - or, addresses a good level of the requirements with little or no relevant detail.	2
Poor	Very limited relevant information provided – makes some attempt to address the guidance and service specification requirements but the vast majority of information is poor	1
Extremely Poor	Fails to provide any relevant, or extremely poor information in response to the guidance and service specification requirements	0

For each scored question assessors must decide the extent to which the information provided in the Application Form and requested documents addresses the guidance and the service specification.

Weighting

In conducting the 'full assessment' of the application form, a weighting of 1, 2 or 3 will be given to the scored questions as set out below:

No.	Scored Questions	Weighting
15	Organisation structure and governance	1
21 / 25	Project description	3
22 - 25	Project outcomes / outputs / milestones	2
26	Experience and track record	3
27	Quality assurance standard	2
28	Project management and control	3
29	Equalities and diversity *	2
30	Digital Inclusion *	2
31	Project Staff and Volunteers	2
32	Project finances	1

*cross-cutting themes

On assessing a scored question, the awarded score is multiplied by the weighting in order to arrive at the weighted score – see example below.

Scored Question	Awarded Score	Weighting	Weighted Score	Max. Weighted Score
Organisation structure and governance	5	1	5	5
Project description	4	3	12	15

Using the above criteria the maximum available Weighted Score is 105.

Assessment

Independent assessors will score the applications that have met the basic eligibility criteria.

A score can only be given where there is information/evidence provided in the Application Form and/or requested documents to support that level of scoring.

Quality Assurance checks will be carried out by Council Officers and then the scoring information will be collated.

Cross-Cutting Themes

The cross-cutting themes of Equalities & Diversity and Digital Inclusion are scored as shown above. It is expected that all applications include how these themes inform the development of the project and how it will be delivered.

A minimum 'weighted score' of 6 must be achieved for each of these cross-cutting themes in order for the proposal to be considered for funding.

For all successful applicants there will be ongoing conditions in the Grant Offer Letter setting out what is required in the delivery of the project. These must be reported on quarterly as part of the regular performance monitoring update.

Ranking Organisations

The maximum available Weighted Score that an application can achieve is 105. Within each funding stream all of the applications should be ranked according to its awarded score.

The starting point for deciding how the funding will be allocated is to rank applications by score; from the group that achieved the highest Weighted Score down to the group that has the lowest. Applications that score less than **46** will be considered not to have met the necessary **minimum required standard** and should not be recommended for funding **unless there is an extremely strong and compelling reason:** for example, in circumstances where there is no other suitable project being proposed within a particular geographical area. In this scenario the project could be recommended for funding but with appropriate pre-award or on-going conditions which need to be met.

In addition to the cross-cutting theme scores, any application with a ‘weighted score’ of 6 or less in either sections 21/25 (project description), 26 (experience and track record) or 28 (project management and control) should not be recommended for funding.

The scores for the cross-cutting themes will also be considered separately and will be a factor in the ranking, for example for applications that have the same score the cross-cutting theme scores will determine which is higher on the list.

The next step will be to look at the budget requested by the groups and to enter that detail next to the scores to establish a preliminary ‘cut off’ point.

Adjustments for Gaps in Provision

The next stage is to look at how well those groups ranked highest (within the available budget) meet the optimum range of provision outlined in the service specifications: i.e. the specific geographical area(s), activity profile and client group.

Where it is identified that there is a gap in provision, then assessors may need to look at those applications immediately below the cut off line, providing they meet the minimum score, to see if they can fill that gap. Alternatively assessors may need to consider negotiating with those organisations above the ‘cut off’ line to deliver some services where there are gaps.

Approvals

The penultimate stage of the process (once the scoring, ranking and necessary adjustments within each funding stream have been finalised) requires the Theme Leads to set out the recommendations within their respective themes which will then need to be signed-off by the Section 151 Officer prior to being presented to the Commissioners for a decision.

Entering Details on GIFTS

Once the final recommendations have been approved, the agreed details and summary should be completed and entered in GIFTS.

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Equality Analysis (EA)

Financial Year
2015/16

Mainstream Grant 2015-2018

Section 1 – General Information (Aims and Objectives)

See
Appendix A
Current decision
rating



The Council has in place a system of Mainstream Grant funding. The funding for this process is concessionary and the Council has no statutory obligation to offer this funding. Funding is made available via General Fund resources.

The purpose of the Main Stream Grants programme is to tackle a broad range of deprivation-related issues within the borough.

The 2015-18 MSG propose changes aimed at improving resourcing and delivery to achieve:

- a) a fair spread of resources across the borough.
- b) resources prioritised and targeted based on needs analysis
- c) Strategic grants commissioning of projects within ward clusters
- d) closer synergies and cross-referral between funding streams
- e) plugging of resource gaps based on lessons from the past.

The new programme proposes the following changes.

1. A reduction in MSG funding of approx. -£0.456m
2. A rationalisation of funding themes (streams) from 11 to 5
3. Geographical Target Areas established

This Equality Analysis assesses the potential impact of the above proposed changes on the implementation make due regard to any potential disproportional impact on any group with the protected characteristics.

Conclusion

An analysis of the proposed changes to the 2015-18 Mainstream Grant programme do not identify any adverse effect on any group with protected characteristics. The programme continues to target vulnerable and disadvantaged groups. In terms of protected characteristics, funding is specifically targeted at groups such as Children, Young People and Older People. Other funding tends to target socio-economically disadvantaged people of all age groups, gender, race, marital status etc. in order to achieve improved outcomes such as increased employment, improved health, maximise income and reduce the impact of welfare reforms.

This assessment however, acknowledges that monitoring, assessment and or review at certain points in the process e.g. final recommendations of grant awards, monitoring during delivery are also essential to ensuring the desired equality outcomes.

A number of recommendations have been made in order to strengthen the equalities focus and impact toward of the MSG programme for target beneficiary groups. These recommendations include;

- Explicit mention of 2 cross cutting themes and gateway criterion within theme specifications;
- Inclusion of local demographics of each geographic areas (annexes) to be included within each bidding pack;
- Undertake theme based EA following officer recommendations and prior to award of grant; and
- **Developing systems to ensure equality information is electronically as a condition of grant payments.**

Name:

Service Head (Sign off)

Date signed off:

(approved) Service area: Third Sector

Team/ Service Manager: Third Sector / Everett Haughton

Name and role of the officer completing the EA: Everett Haughton, Dyana Browne, Stephanie Ford

Section 2 – Analysis of Proposed Changes

1. BUDGET REDUCTION

Budget : The budget has been reduced as shown below

Table 1: MSG Overall Budget comparison

	£m
2012-2015 Total Programme Budget	3.534
2015-2018 – Indicative Budget	3.086
Difference (+/-)	- 0.698

- 1.1 The total proposed budget comprises the core elements of the previous MSG programme of £2.836m and a further £242,456 that currently funds a Prevention Health and Wellbeing programme. It is propose that this budget is bought into sync with the Mainstream Grant programme.

Table 2 Budget Allocation 2012/15

	Theme 2012-15	Allocation £m
1	Older People Lunch Club Services	0.347
	<i>Prevention Health & Wellbeing (out of sync stream)</i>	<i>0.</i>
2	Children and Families Services	0.181
3	Community Language Services	0.126
4	Early Years Services	0.698
5	Study Support Services	0.062
6	Youth and Connexions Services	0.242
7	Arts Sports and Environmental Services	0.331
8	Lifelong learning Services	0.087
9	Community Economic Engagement Services	0.300
10	Social Welfare Advice Services	0.920
11	Third Sector Infrastructure Support Services	0.240
	Total Programme Budget	3.534

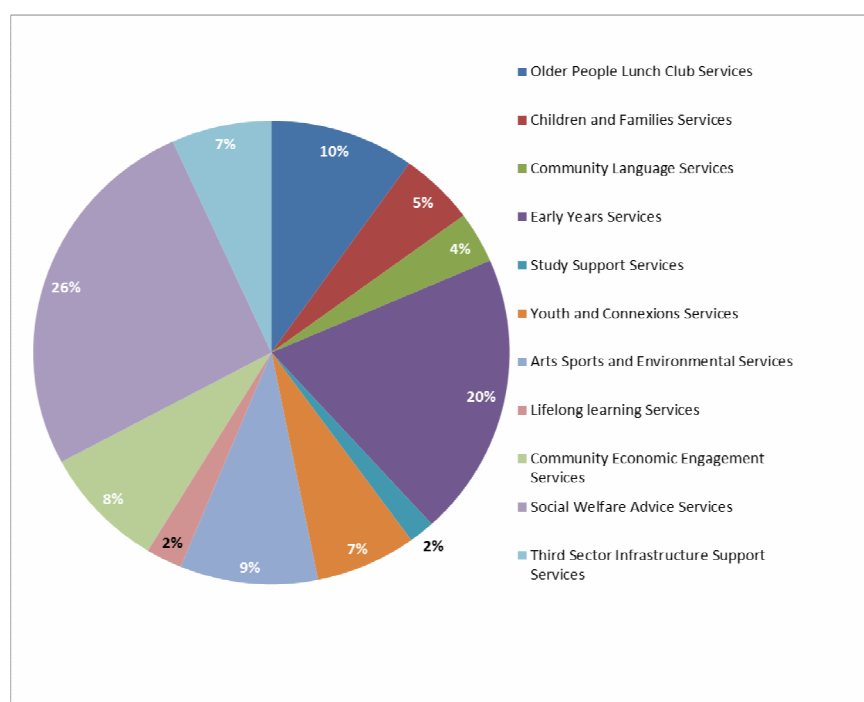
Table 3 – Budget Allocation 2015/18

	Theme	Allocation £m
1	Children Young People and Families	0.820
2	Jobs Skills and Prosperity	1.220
3	Prevention Health and Wellbeing	0.806
4	Third Sector Organisational Development	0.160

	Theme	Allocation £m
5	Community Engagement Cohesion and Resilience	0.080 ¹
Total		3.086

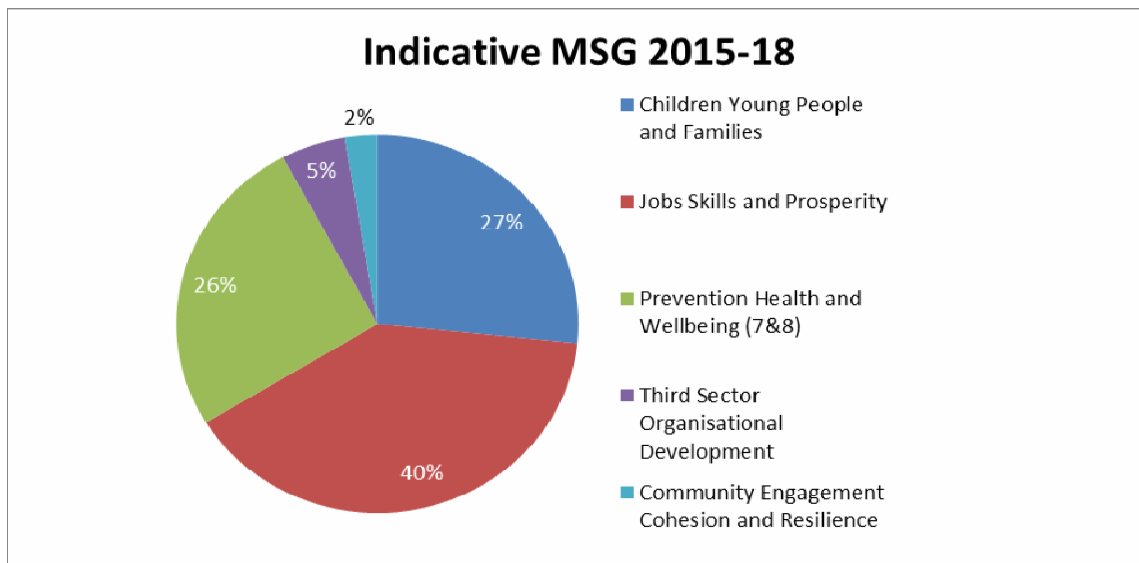
- 1.2 All themes excluding Community Engagement Cohesion and Resilience will be top sliced by 5% per annum to provide for costs associated with supporting Tower Hamlets CVS and development and maintenance of GIFTS grant management software.
- 1.3 The Dedicated Schools Grant (DSG) will no longer be administered via the MSG process. Children aged 0-5 years will continue to benefit directly from this budget via the schools service but can also benefit from the MSG Children, Young People and Families funding theme.
- 1.1 Overall, the apportionment of funding remains largely the same, particular in terms of beneficiaries of funding. Groups will have 'access' to a similar sized funding pot, even if the approach may have changed.

Figure 1 – Budget Apportionment 2012/15



¹ Plus £25,000 One Tower Hamlets funding - total Community Engagement Cohesion and Resilience fund £105,000

Figure 2 – Budget Apportionment 2015/18



- 1.2 With the exception of the Third Sector Organisational Development and Community Engagement, Cohesion and Resilience themes, the funding stream of the previous MSG streams have been combined to create the new funding themes. The 2015-18 indicative budget has been formed by combining the remaining budgets (without reduction). As a result, it is concluded that the reduction, does not result in an immediate reduction of funds to any of the target beneficiaries. All the target beneficiaries of the previous funding round continue to be the potential beneficiaries of the 2015/18 MSG round.
- 1.3 There is a reduction in the funding available to the Third Sector theme. Whilst the overall proportion of funding remains similar (7% in 2012-15 and 5% in this round), in the previous programme there was £240,000 available to support third sector organisations and in this programme £160,000. This is a significant reduction and may mean fewer organisations will be supported via the mainstream grants programme. However, it is not thought that this will adversely affect the sector at this time – given the new approach and focus on outcomes. There is also provision within the overall ‘top-slicing’ of the budget for CVS support.
- 1.4 Arguably the former Community Economic Engagement Services theme was also targeted at promoting cohesion within the borough, yet the entirety of the budget (0.300) is now allocated to Jobs Skills and Prosperity. However, it is not thought that this will adversely impact organisations or groups focused on improving cohesion within the borough given there is now a specific focus via the Cohesion Engagement Cohesion and Resilience theme. Whilst the budget and proportion of funding for this theme is small (0.080), there were very few ‘cohesion’ projects within the previous theme. Therefore the impact may be greater.

- 1.5 A review of the service specifications indicate that the more outcome based approach to commissioning projects, does not disproportionately advantage/disadvantage any group with protected characteristics. However, it is also noted that budgets that previously commissioned specific types of projects for a specific group of people e.g. Old Peoples Luncheon Clubs, whilst still seeking similar outcomes e.g. reduce isolation etc. no longer specify luncheon clubs as the method of meeting that need.

2. 2015-18 BUDGET PRIORITIES ANALYSIS

Table 4: Funding Breakdown (by priorities)

Theme	Target Beneficiaries	Stream Funding £m	Priorities
<i>Children Young People and Families</i>	<ul style="list-style-type: none"> • Children 0-5 years Children 5-15 years • Young people, mainly 13-19 up to 25 with SEND 	0.820	Raising Attainment Vulnerable Children
<i>Jobs Skills and Prosperity</i>	<ul style="list-style-type: none"> • Households in poverty; Individuals affected by welfare reform 	1.220	Social Welfare Services Routeways to employment
<i>Prevention Health and Wellbeing</i>	<ul style="list-style-type: none"> • General community Individuals furthest from employment • Over 50s who are isolated and vulnerable • Vulnerable adults 	0.806	
<i>Third Sector Organisational Development</i>	<ul style="list-style-type: none"> • VCS organisations delivering services in the borough 	0.160	Supporting Orgs in receipt of Council grant Support to 'front line' Community Organisations
<i>Community Engagement Cohesion and Resilience</i>	<ul style="list-style-type: none"> • Local groups and people of differing faiths, cultures and beliefs • Local Wards and estate with particular issues (intervention) 	0.080	Cohesion, cross-cultural, intergenerational, engagement or capacity building
Total		3.086	

3. RATIONALISATION OF FUNDING THEMES

3.1 A rationalising of themes within the programme to reflect key Community Plan priorities and strategies:

1. Children Young people and Families
2. Jobs Skills and Prosperity
3. Prevention Health and Wellbeing
4. Third Sector Organisational Development
5. Community Engagement Cohesion and Resilience

3.2 The following table shows the target beneficiaries as prioritised in the draft service specifications. An initial assessment shows that the type of beneficiaries targeted in this programme are the same groups as those targeted/prioritised under the previous round of MSG funding. However, the rationalisation (or grouping) of themes means that in some instances the funding has not been 'separated' out to meet the needs of a specific group by a specific type of activity e.g. luncheon clubs.

Table 5: 2015-18 Funding Themes and Beneficiaries

2015-18 Funding Themes	Target Clients and Beneficiaries
Children Young People and Families	<ul style="list-style-type: none"> • Children 0-5 years Children 5-15 years • Young people, mainly 13-19 up to 25 with SEND
Jobs Skills and Prosperity	<ul style="list-style-type: none"> • Households in poverty; Individuals affected by welfare reform
Prevention Health and Wellbeing	<ul style="list-style-type: none"> • General community Individuals furthest from employment • Over 50s who are isolated and vulnerable • Vulnerable adults
Third Sector Organisational Development	<ul style="list-style-type: none"> • VCS organisations delivering services in the borough
Community Engagement Cohesion and Resilience	<ul style="list-style-type: none"> • Local groups and people of differing faiths, cultures and beliefs • Local Wards and estate with particular issues (intervention)

3.3 Table 6 below maps the beneficiary groups of the current programme streams to the five themes in the proposed programme.

Table 6: Themes and Beneficiary Groups 2012/15 and 2015/18 Mapped

2013-15 FUNDING THEME	2015-18 THEME	BENEFICIARY GROUP
Language Services	Children & Young People Funding Stream	Children 0-5 years
Study Support Services		Children 5-15 years
Youth and Connexions Services		Young people, mainly 13-19
Lifelong Learning Services (50%)		19 years up to 25 years with SEND
Arts Sports and Environmental Services (50%)		
Social Welfare Advice Services	Jobs Skills & Prosperity	Households in poverty
Community & Economic Engagement Services		Individuals affected by welfare reform
Older People Lunch Club Services	Prevention Health and Wellbeing	General community Individuals furthest from employment
Arts Sports and Environmental Services (50%)		Over 50s who are isolated and vulnerable
Lifelong Learning Services (50%)		Vulnerable adults
Community Engagement Cohesion & Third Sector (50%)	Third Sector Infrastructure Development	VCS organisations delivering services in the borough
Community Engagement Cohesion & Third Sector (50%)	Community Engagement, Cohesion and Resilience	Local groups and people of differing faiths, cultures and beliefs
		Local Wards and estate with particular issues (intervention)

Recommendation

- 3.4 The programme has 2 cross cutting themes; equalities and digital inclusion. These are to be viewed as gateway criterion which every applicant will need to effectively address within their bid and achieve a minimum score/standard in order to progress to the full assessment stage. This should ensure an appropriate equalities focus across the 5 themes. However, theme specifications have not always explicitly referenced gateway criteria. Doing this should help bids ensure they have appropriate equalities focus.
- 3.5 There is no evidence to indicate that the reduction in funding themes will disproportionately or adversely impact (exclude) any of the target groups that benefited under the previous funding arrangements.
- 3.1 Individual funding themes specifically indicate the priorities for this round of funding e.g. Children, Young People and Families identify Children 5-15, Young People 13 -19. Prevention, Health and Well-being identify older people 50+. Apart from age, children, young people, and older people; themes target people based on socio-economic status and health and disability.
- 3.2 The needs of older people (50+) remains a priority however, the expectation is that the means of meeting the needs of older people is met through more innovative approaches than merely lunch clubs. Luncheon club accounted for approx. 10% of the 2012-2015 MSG funding. Older People's needs are to be met from within the Preventative, Health and Wealth Being allocation in 2015-18, which accounts for approx. 26% of the new programme funding.
- 3.3 Regarding the 9 protected characteristics, whilst no funding stream is targeted at any group of people based on religion or belief, race, marriage/civil partnership, pregnancy and maternity, all specifications address the needs for ensuring equality of access, service delivery and achievement of outcomes and specify monitoring requirements as a means of assessing projects are delivering against outcomes.
- 3.4 Some specifications (e.g. Third Sector Org. Development) state that some services may need to be developed in order to provide to particular niche groups provides examples such as specific examples ethnic communities e.g. Somalis', women, under-5's or older people.

4. GEOGRAPHICAL TARGET AREAS ESTABLISHED

- 4.1 Four distinct Ward Clusters (Table 5) have been proposed as a means of assuring a fair spread of resources across the borough. The intention is that resources can be priorities and targeted within each ward cluster, based on needs analysis and or other information regarding the locality.
- 4.2 Consultation has taken place with voluntary organisation forums regarding the ability to make grant application based on the need of specific Wards, Ward Clusters. A range of data and other information based on the demographics and profile of the wards clusters will be provided in the bidding packs. As a result it is possible that grants may be awarded to projects targeting a specific need in one area, whilst a similar project may not be delivered in another area. It is possible that a project may be borough-wide or target problem that exist in neighbouring wards. At this point the proposed geographical areas are not considered to disadvantage any of the groups with protected characteristics.

Recommendation

- 4.3 Some specifications have noted that additional information in the form of local demographics of each geographic area (annexes) is to be included within bidding packs to ensure that any provision is adequate for the community. It is recommended that this is included with all bidding packs.

Table 5: Proposed Geographical Target Areas

MSG Ward Clusters	
NW Ward Cluster	NE Ward Cluster
<p>Bethnal Green Spitalfields & Banglatown St Peters Weavers</p>	<p>Bow East Bow West Bromley North Bromley South Mile End</p>
SW Ward Cluster	SE Ward Cluster
<p>Shadwell St Dunstan's St Katherine's & Wapping Stepney Green Whitechapel</p>	<p>Blackwall & Cubbit Town Canary Wharf Island Gardens Lansbury Limehouse Poplar</p>

Section 3 – Assessment the Impacts on the 9 Groups

Target Groups	Impact – Positive or Adverse	Reason(s)
Race	+	<p>No funding stream is targeted at any group of people based on race. The Jobs, Skills and Prosperity funding theme highlights the need for projects that target certain economically inactive groups and identifies BME as a group with specific needs.</p> <p>A demographic profile is being provided on each Ward Cluster to enable funding applications to adequately target provision to the needs of the area</p> <p>Specification outcomes are broad enough to ensure that projects can make a generic and/or borough wide provision where necessary as well as a target the service provision to certain groups base on ethnicity if required. There is an emphasis on achieving cohesion so service providers will be expected to be able to meet the needs of a diverse range of people.</p>
Disability	+	<p>The funding Theme Prevention Health & Well-being funding stream specifically targets people with a disability. Other funding themes such as Children, Young People and Families, states within its specification the need for projects to “include those with disabilities”. The Job, Skills and Prosperity funding theme specifies the need for projects that address “...peoples with health issues or a disability, particular those with mental health issues...” as barriers to employment.</p>
Gender	+	<p>No funding themes specifically targets gender, however, specifications such as Jobs, Skills and Prosperity identify women (BME) as a group disproportionately represented in unemployment statistics and is seeking project designed to target this group of people.</p> <p>Organisations may submit grant application for projects that address gender specific needs, which will</p>

		<p>be evaluated based on the local demographic and needs assessment</p> <p>There is no specific funding targeted at a particular gender.</p>
Gender re-assignment	+	<p>No funding theme specifically targets gender – re-assignment issues. The Jobs, Skills and Prosperity funding theme “Routeways to Employment” allows for projects that provide specialist support to address specific barriers to employment. The specification outcomes are broad enough to allow grant applications to be submitted to address this as barrier to employment should the need be demonstrated. However, the equality provision in the specification requires that services are accessible to people with a gender re-assignment status.</p> <p>Grant application for a specific targeted gender re-assignment provision, which will be evaluated, based on the local demographic and needs assessment.</p>
Sexual Orientation	+	<p>No funding themes specifically targets groups with a specific sexual orientation. The equality provision in the specifications requires that services are accessible to people regardless of sexual orientation.</p> <p>Grant applications targeting a group of people based on sexual orientation will be evaluated, based on the theme priorities, local and borough demographic and identified need.</p>
Religion or Belief	+	<p>No funding theme targets any group of people based on religion or belief, however projects are expected to be aware of the needs of the diverse religions and beliefs within the borough and make adequate provision to accommodate those beliefs.</p> <p>There is, however, scope for projects to be tailored to address specific religious or faith needs e.g. luncheon clubs may choose to provide meals on certain days that targets Muslim, vegetarians, or vegans. The demographics of each geographic area is provided in the grant packs to ensure that any applications takes account of the community needs</p> <p>The specifications are broad enough to ensure that projects can take account of all religious or other</p>

		beliefs.
Age	+	<p>Despite the fact that the proposal no longer includes the Dedicated Schools Grant (DSG), Children, Young People and Families, funding theme aims to benefit "...all children and young people including, vulnerable and excluded children, young people and/or their families..."</p> <p>Outcomes are also sought for young people from 19 year and up to 25 years for SEN as well as being open to all young people.</p> <p>Older people (55+ years) is identified as a specific target group in the Prevention, Health & Well-being funding theme.</p> <p>The funding themes generally target adults 18+ years are outcomes based and aim to address issues faced by people regardless of age.</p>
Marriage and Civil Partnerships.	+	No funding stream is targeted at any group of people based on marriage or civil partnership. However demographic data has been used to profile each geographical area based on ethnicity as a basis for monitoring and ensuring that.
Pregnancy and Maternity	+	<p>No funding stream is targeted at any group of people based pregnancy and maternity status; however, there is no evidence that the changes made to the proposal with disproportionately disadvantage people with this protected characteristic.</p> <p>Funding streams such as Jobs Skills and Prosperity can positively assist those seeking advice on maternity related, employment or welfare benefits. families and ensure that with this characteristics, whether to reduce isolation, improve health outcomes</p> <p>The specification outcomes are broad enough to ensure that projects can make a specific provision when a need has been demonstrated e.g. Breast feeding classes, childcare etc.</p> <p>Demographic data, where available will be used as a basis for monitoring equitable access and service delivery.</p>

Other Socio-economic Carers	+	Funding themes such as Jobs Skills and Prosperity is specifically targeting people of lower than London average socio-economic status.
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Section 4 – Mitigating Impacts and Alternative Options

From the analysis and interpretation of evidence in section 2 and 3 - Is there any evidence or view that suggests that different equality or other protected groups (inc' staff) could be adversely and/or disproportionately impacted by the proposal?

Yes? No?

If yes, please detail below how evidence influenced and formed the proposal? For example, why parts of the proposal were added / removed?

Section 5 – Quality Assurance and Monitoring

Have monitoring systems been put in place to check the implementation of the proposal and recommendations?

Yes? No?

How will the monitoring systems further assess the impact on the equality target groups?

Does the policy/function comply with equalities legislation?

(Please consider the [OTH objectives](#) and [Public Sector Equality Duty](#) criteria)

Yes? No?

If there are gaps in information or areas for further improvement, please list them below:





How will the results of this Equality Analysis feed into the performance planning process?

Section 6 - Action Plan

As a result of these conclusions and recommendations what actions (if any) **will** be included in your business planning and wider review processes (team plan)? Please consider any gaps or areas needing further attention in the table below the example.

Recommendation	Key activity	Progress milestones including target dates for either completion or progress	Officer responsible	Progress
Explicit mention of 2 cross cutting themes and gateway criterion within theme specifications			Funding Theme Leads	
Inclusion of local demographics of each geographic area (annexes) to be included within each bidding pack.			Funding Theme Leads	
Undertake theme based EA following officer recommendations and prior to award of grant			Funding Theme Leads	
Devise a means of projects being able to enter equality information electronically as a condition of grant payments.			Funding Theme Leads	

(Sample) Equality Assessment Criteria

Decision	Action	Risk
<p>As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i>. It is recommended that the use of the policy be suspended until further work or analysis is performed.</p>	<p>Suspend – Further Work Required</p>	<p>Red</p> 
<p>As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i>. However, a genuine determining reason may exist that could legitimise or justify the use of this policy.</p>	<p>Further (specialist) advice should be taken</p>	<p>Red Amber</p> 
<p>As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.</p>	<p>Proceed pending agreement of mitigating action</p>	<p>Amber</p> 
<p>As a result of performing the analysis, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p>	<p>Proceed with implementation</p>	<p>Green</p> 

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Guiding Principles & Governance Arrangements

The following Guiding Principles and Governance Arrangements are applicable to the Council's Main Stream Grants Programme and other third sector grant schemes.

Guiding Principles:

It is important that there are robust principles which underpin the structure, decision making and governance within the Council's third sector grants programmes. By building and adhering to these standards the Council will be able to clearly demonstrate its commitment to ensuring that grant funding to local organisations is designed to maximise the achievement of agreed corporate goals and meets Best Value requirements.

Principle 1 (Application Assessment)

Applications for grant will be assessed against a robust scoring framework designed to establish the overall quality and value for money of the proposal including the extent to which the proposed project or initiative will be able to contribute toward the achievement of specified Programme Outcomes.

Related Governance:

- *Where assessed applications fall below the agreed quality threshold, these should not receive project funding for the delivery of activities or services in pursuit of agreed outcomes;*
- *Where a required 'kite mark' or accreditation is a 'genuine service requirement' applicants that do not meet the requirements will not be funded;*
- *All aspects of application assessment arrangements including the basic eligibility criterion, the scoring framework and the scoring protocol must be fully understood and signed-off by senior management and subsequently by the appropriate council committee, once approved the arrangements must be adhered to;*
- *Proposals which score highest within the assessment process will be prioritised for funding;*
- *Geographical & equality targeting together with value for money will be used as key criteria for the recommendation of proposals.*

Principle 2 (Levels of Award)

Levels of funding available to applicants must be clearly articulated within programme documentation giving where appropriate the minimum

and maximum grant amounts able to be bid for within the various programme themes or funding streams.

Related Governance:

- *As a good practice guide, either actual, average or minimum/maximum levels of grant – whichever is most appropriate - should be clearly indicated as part of the scheme publicity;*
- *Where a funding approach in terms of maximum available grants has been clarified, applications should be awarded appropriate levels of grant with reductions from the maximum level being made only for elements of the stated criteria which may not have been fully met;*
- *Where project ‘match funding’ is a requirement this must be clearly stated within the specification and where this requirement is not able to be met applicants will not be supported.*

Principle 3 (Decision Making)

The agreed decision making process should be open and transparent and must be strictly adhered to.

Related Governance:

- *A new ‘decision making body’(Grants Executive Board) should be established to replace the current Corporate Grants Programme Board in order that funding and other time-critical decisions can be made in a timely manner;*
- *Board meetings should be open to the public – in line with other council committees – so that interested parties are able to attend;*
- *The various stages of the decision making process will be made known to potential applicants as part of the published grant scheme information;*
- *Where there are pre-qualifying or pre-requisite requirements related to a grant programme, such stages within the assessment will be signed off by senior managers before the process progresses to the next stage;*
- *Officers will provide clear rationale for all of their recommendations regarding an applicant’s failure to meet pre-qualifying or pre-requisite requirements as well as to fund or not fund projects;*
- *An agreed percentage of officer recommendations will be ‘quality tested’ and signed off by Service Managers to ensure that they are consistent with agreed protocols;*
- *Where the final decision is in variance with the officer recommendation, the rationale for the change must be clearly articulated within the report.*

Principle 4 (Project Monitoring)

Systems and procedures for project monitoring and assurance must be rigorously implemented to ensure that all grant funded projects are delivering against targeted outcomes and that the awarded grant is being used only for the purpose for which it was agreed.

Related Governance:

- *Projects and organisational monitoring standards and arrangements will be set out within the Council's Grant Officers Manual and must be adhered to by all staff involved in administering grants to Third Sector Organisations: some requirements of the Manual are outlined below:*
 - *Every organisation receiving grant funding must have a signed Grant Agreement setting out the terms & conditions of the grant, the targeted outputs and outcomes, the grant payment arrangements and the evidencing standards and requirements;*
 - *All grant funded projects must be subject to a specified monitoring and verification regime, this will be scalable depending on the level of grant: details will be set out within the Grant Officer's Manual;*
 - *Where projects consistently under-perform, the council will have the right to review the proposal with the ultimate sanction of having the ability to withdraw the offer of funding;*
 - *In addition to the specific monitoring of project outputs, outcomes, and expenditure etc. , for on-going service projects, funded organisations will also be expected undergo a thorough Organisational Health Check at least once during the project lifetime.*


Principle 5 (Evaluation)

Annual audits together with other evaluation arrangements will be put in place and undertaken in relation to all of the council's third sector grant programmes to ensure that they meet and maintain the required management standards and levels of assurance.

Related Governance:

- *When grant programmes are launched, processes, procedures for evaluating their success must be clearly articulated, this will normally take the form of summary interim/periodic appraisals followed by detailed end of programmes evaluations;*
- *All grant programmes will be audited annually to assess their compliance with agreed management and control processes and procedures;*
- *An independent evaluation of the overall programme will be undertaken on completion of the programme period.*

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<p>Commissioner Decision Report 22April 2015</p>	
<p>Report of: Chris Holme, Acting Corporate Director Resources</p>	<p>Classification: Unrestricted</p>
<p>Tower Hamlets Council for Voluntary Services 2012-15 Funding Extension</p>	

Originating Officer(s)	Everett Haughton
Wards affected	All Wards
Key Decision?	Yes
Community Plan Theme	One Tower Hamlets

Executive Summary

Funding to support the work of the Tower Hamlets Council for Voluntary Services (THCVS) was approved by Cabinet on 14 March 2012 as part of the report which considered the 2012/15 Main Stream Grants Commissioning and Governance Arrangements.

The 2012/15 Main Stream Grants programme which was originally scheduled to end on 31 March 2015 has recently been extended for 5-months to the end of August 2015. Individual projects within the programme have been extended for up to the maximum of 5-months depending on their performance rating as at 31 December 2014.

The work of the THCVS, which following the December Performance Monitoring exercise was ragged Green, needs to continue in order that they are able to provide assistance to the Council in supporting the Third Sector at large to understand and respond to the call for applications to the 2015/18 MSG Programme.

Recommendations:

The Commissioners are recommended to:

1. Approve an extension of 5 months for the THCVS totalling an amount of up to £83,000.
2. Note the draft work plan as set out in (Appendix A) which sets out a range of activities and outputs from 1st April to 31st August 2015 – the precise work programme of which will be agreed as part of the grant negotiation process.

1. REASONS FOR THE DECISIONS

- 1.1 The decisions are required in order that the Council is able to enter into a new grant agreement with the Tower Hamlets Council for Voluntary services for the provision of support to local organisations and in particular, those needing support and assistance in understanding and submitting applications to the new MSG Programme.

2. ALTERNATIVE OPTIONS

- 2.1 If proposals for the extension of the contract and work programme are not agreed, other options are outlined below.
- a) All required support to the third sector at large in relation to the new MSG programme to be provided solely by officers of the council.
 - b) To consider allocating this work to an alternative Third Sector Agency.

3. DETAILS OF REPORT

Background

- 3.1 The current allocation of funding to Tower Hamlets CVS was approved by Cabinet on 14 March 2012. The approval was to top-slice the overall MSG budget in order to “fund the CVS over the next 3 years to provide cross-sector development and support to local voluntary and community sector groups”.
- 3.2 The funding allocated to the CVS was £200,000 per year.
- 3.3 The CVS has been contracted to undertake a comprehensive annual schedule of work as part of the MSG 2012/15 programme as outlined in the following table.

Area	Activity/Achievement
Open Programme of short courses	52 courses held
Events	13 events held for the sector
In-depth Tailored Organisational Development	40 organisations benefitted from bespoke support
Half-Day Course Modules (linked to tailored support in 2014/15 only)	2 courses held
Quality Assurance -Capacity building (only in 2014/15)	2 workshops held
Development Support - Demand led service	424 organisations supported
Resources pack bulletins	5 bulletins produced

Area	Activity/Achievement
Membership Services	183 members sustained to date
Information: E-bulletins, updates, newsletters	Minimum of 21 e-bulletins/newsletters
Database development	Database developed and 1627 organisations on Third Sector database
Directory	Directory developed and 1141 organisations published in the directory.
Premises Directory	Premises directory developed and 111 premises published.
Website	New website developed and fully functional
Forums	Service and/or supported 4 forums / steering groups per annum
Strategic partnerships	Leading and co-ordinating VCS voice & representation of 9 key themes

Going forward

- 3.4 Very similar work to the above will be required during the coming months in order that continued core support services can continue to be provided to the third sector at large.
- 3.5 Additionally, as we move into a key period of developing and launching the 2015/18 MSG Programme, there is an increased requirement for the Council and THCVS to work in partnership providing advice, guidance and indeed very practical support to front line delivery groups who want help with their applications.
- 3.6 Attached at **Appendix 1** is a draft work plan which sets out a range of activities and outputs from 1st April to 31st August 2015 – the precise work programme will be agreed as part of the grant negotiation process. However, it is envisaged that a large part of the planned CVS work over the coming months will be supporting VCS organisations who wish to apply for the new MSG programme as well to the small grants programme. In particular this will focus on supporting smaller groups with limited resources and / or little experience in making funding applications.
- 3.7 The CVS will also be required to develop links between organisations that may require partner(s) in order to provide a 'brokerage' type service.
- 3.8 In terms of the core work of the CVS, it is important to have an understanding of the key areas in which it will continue to provide those professional services to the sector. This includes organisational development support, tailored training activities.

- 3.9 THCVS plays a unique role in the development of capability and on-going sustainability within the VCS in Tower Hamlets, working across the whole sector to enable organisations to better support their local communities.
- 3.10 If the extension is approved the CVS will carry out a range of important work over the 5 month period which can be summarised as follows
- Organisational development
 - Diagnosis and in-depth tailored support
 - Quality assurance – capability building
 - Responsive organisational development support
 - Specific advice to organisations applying to the LBTH MSG and small grants programmes
 - Training and events
 - Open programme of short courses and events
 - Liaison and networking events
 - Resources and Information
 - Membership development
 - Forums and representation
 - Strategic partnerships and influence
 - VCS strategy action plan

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 Following agreement by the Commissioners, the 2012-2015 Mainstream Grants programme was extended to 31 August 2015 in order to prevent a gap in provision while the new 2015-18 programme is developed.
- 4.2 The annual approved budget for the Mainstream Grants programme for 2015-16 is £3.078 million. Commitments entered into during this period will have first call against the 2015-16 budget and will be taken into account when assessing the resources available for the remainder of the programme.
- 4.3 To reflect the five month extension, this report seeks to award a corresponding extension to the contract with the Tower Hamlets Council for Voluntary Services (THCVS) to continue to provide support to the Third Sector for this period. The cost of the extension will be approximately £83,000, based on a full year cost of £200,000. These charges will be funded from the approved administration costs budget that has been 'top-sliced' from the Mainstream Grants budget.

- 4.4 At the end of the extension period, arrangements will need to be agreed as part of the Mainstream Grants process to support organisations over the remaining period of the programme to the end of the 2017-18 financial year.

5. LEGAL COMMENTS

- 5.1. The power of the commissioners to make decisions in relation to grants arises from directions made by the Secretary of State on 17 December 2014 pursuant to powers under sections 15(5) and 15(6) of the Local Government Act 1999 (the "Directions"). Paragraph 4(ii) and Annex B of the Directions together provide that, until 31 March 2017, the Council's functions in relation to grants will be exercised by appointed Commissioners, acting jointly or severally. This is subject to an exception in relation to grants made under section 24 of the Housing Grants, Construction and Regeneration Act 1996, for the purposes of section 23 of that Act (disabled facilities grant).
- 5.2. To the extent that the Commissioners are asked to approve a 5 month extension to an existing grant agreement to the Tower Hamlets Council for Voluntary Services, this is an executive function of the Council. This is the effect of section 9D(2) of the Local Government Act 2000, in the absence of a contrary specification in the Local Authorities (Functions and Responsibilities) (England) Regulations 2000.
- 5.3. The proposed grant may be supported under a variety of the Council's statutory powers, depending upon the outcomes achieved and the activities supported.
- 5.4. Section 1 of the Localism Act 2011 gives the Council a general power of competence to do anything that individuals generally may do, subject to specified restrictions and limitations imposed by statute. As individuals may provide financial support to third sector agencies, the general power may support the giving of a grant to such an organisation, provided there is a good reason to do so and provided there is no statutory prohibition on doing so (which generally there is not). There may be a good reason for giving a grant if it is likely to further the Council's sustainable community strategy under section 4 of the Local Government Act 2000, set out in the Community Plan, or one of the Council's related strategies such as the Third Sector Strategy (paragraph 6.1 refers). Information is set out in the separate Main Stream Grants 2015/18 Programme report as to the connection between the theme specifications and the Council's relevant strategies and the continued financial support to CVS may support both.
- 5.5. By virtue of section 111 of the Local Government Act 1972, the Council has power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. This may involve expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights. This incidental power may support some grants in relation to supporting the development of the third sector.
- 5.6. When considering whether or not to make funds available for the purposes specified, the Council should consider whether or not this will be consistent

with its best value arrangements. The Council is obliged as a best value authority under section 3 of the Local Government Act 1999 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” (the Best Value Duty).

- 5.7. Part of complying with the Council’s Best Value duty is ensuring that the Council obtains value for money. Paragraph 3.1 of the report refers to the original approval to engage CVS by Cabinet on 14 March 2012 for a period of “3 years to provide cross-sector development and support to local voluntary and community sector groups”. Though it is silent on the process followed, if any, to select CVS in 2012 the Commissioners may consider that it is now uniquely placed to deliver this service for the period of 5 months given its involvement for the last 3 years.
- 5.8. The Council must operate a fair and open application procedure to process a request to obtain funding. Requests for grant funding should ordinarily be measured against a predetermined set of criteria and the criteria themselves must be fair and transparent. However, as the request is for a 5 month extension to an existing arrangement established 3 years ago, with a pro-rata payment to be made based on the previous funding, the Commissioners may consider that adhering to a fresh selection process in the circumstances is not feasible. It is understood that any further funding of the CVS will need to be the subject of a grant application under the proposed mainstream grants programme, should that proceed.
- 5.9. The grant agreement (or extension thereof) should include a clear monitoring process against defined parameters in order for the Council to demonstrate either: that delivery is in line with the application and, therefore, the grant achieved its purpose; or provide clear delineation where outcomes were not achieved and the reasons for such failure are apparent. Monitoring should therefore include measuring performance against the expected outcomes set out at paragraph 3.3 and the draft Work Plan contained within Appendix 1.
- 5.10. One of the key distinctions between a commissioned grant and a procured service is the removal of a profit element. Where a grant purports to include profit then it is likely to cease to be a grant and is seen as procurement activity. In the event that a grant is deemed to be procurement activity then the Council would need to comply with its legal obligations in relation to public procurement. This would include compliance with the Council’s Procurement Procedures, as part of discharging its Best Value Duty and complying with the applicable requirements of the Public Contracts Regulations 2015. For these reasons it is important that the appointment of CVS to support the Council in administering the MSG programme does not include a profit element. The Council should be assured that the level of grant to be paid to CVS relates to the specific parts of the project for which funding is being requested (e.g. payment of staff wages, or overheads and utilities etc.) rather than paying an invoice to provide “a service”. This allows the Council to determine that payments are on an “as cost” basis and do not include profit and also to clearly see whether or not there are sums to be reclaimed by the Council at the end of the project.

- 5.11. When determining what support to provide to third sector agencies such as CVS, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't (the public sector equality duty). There is some information in section 6 of the report relevant to this consideration.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The work of the CVS contributes to delivering One TowerHamlets objectives and priorities and which are explicitly recognised in the Council's Third Sector Strategy which is a key area of work for the organisation. The CVS also plays a key role in delivering services that address inequality, improve cohesion and increase community leadership.
- 6.2 It should be understood that the primary purpose of the CVS is to support the development and sustainability of the front-line organisations that provide services for local residents. These services include specialist legal advice, employment skills development and supporting elders to deal with mental and physical health issues.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 Not applicable.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 A number of different risks arise from any funding of external organisations. The key risks are:
- The funding may not be fully utilised i.e. allocations remain unspent and outcomes are not maximised
 - The funding may be used for purposes that have not been agreed e.g. in the case of fraud
 - The organisations may not be able to secure additional funding necessary to deliver the agreed activities
 - The organisation may not in the event have the capacity to achieve the contracted outputs/outcomes
- 8.2 To ensure that risks are minimised in this instance, the organisation will be required to comply with the standard Grant Agreement terms. There will also be appropriate renegotiated performance targets to be met and the evidence required.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

9.1 The organisations supported by the CVS cover a broad spectrum of activities and services some of which are key drivers in contributing to the reduction in crime and disorder; these include:

- Improving community cohesion
- Getting people into employment
- Providing timely advice and advocacy
- Supporting 'at risk' individuals

10. EFFICIENCY STATEMENT

10.1 The commissioning framework for the 2012/15 MSG Programme provided transparency and clarity in the delivery of desired outcomes along with cost of providing those outcomes to facilitate more efficient alignment of funding allocations.

10.2 The funding priorities which are were set out within Grant Specifications clearly linked to delivering outcomes as set out in the Strategic Plan and Community Plan as a mechanism to deliver better outcomes for local people within available resources. Through for example giving priority to projects that promote social inclusion; and, supporting service providers who deliver cost effective services that focus on benefit the local community and meeting the expressed needs of local people.

11. SAFEGUARDING IMPLICATIONS

11.1 As part of the application process organisations will be required to provide details of their safeguarding policy if appropriate. The Grant Agreement that funded organisations enter into as part of the MSG process commits them to complying with a number of requirements in relation to safeguarding.

11.2 If the organisation provides services to persons under 18 or to vulnerable adults and employs staff or volunteers in a position whose duties include caring for, training, supervising or being responsible in some way for children or vulnerable adults or who have access to records or information about any of these types of individuals, the organisation must ensure that all such staff and volunteers receive an Enhanced Check For Regulated Activity for the purposes of the Protection of Freedoms Act 2012 (Disclosure and Barring Service Transfer of Functions) Order 2012 before such staff and volunteers commence relevant activities.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- None

Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

- None

Officer contact details for documents:

- N/A

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**Tower Hamlets Council for Voluntary Services
Work Plan - 1st April to 31 August 2015**

Description	Evidence	Outputs 1 st April to 31 st August
1. Organisational development		
1a. Diagnosis and in-depth tailored support		
<p><u>Description</u> Provision of in-depth and tailored organisational development support to a limited number of organisations. 16 organisations were referred during 2012-2015 SLA period; 2 have received extensive support, some have had initial meetings, some still require first contact and others have not taken up the offer of support.</p> <p><u>Activity</u></p> <ul style="list-style-type: none"> • Continue to offer and provide support to current list of tailored support clients, including (as necessary) one to one support and spaces on First Thursday and/or THCVS training workshops. • Provision capacity building (either through one to one sessions, training, or a combination of both) on subjects including but not limited to: <ul style="list-style-type: none"> ○ Governance and organisational procedures ○ Financial management systems ○ Strategic development and business planning ○ Fundraising and sustainability • Review the tailored support programme with a view to redeveloping and running it in future years. <p><u>Outcomes</u> Supported staff and trustees have better skills, competence and</p>	<ul style="list-style-type: none"> • Number of support hours • Action plans, session notes, progress reports and RAG ratings • Participants evaluations, feedback forms and other verbal/written feedback • Support materials / resources • Summary casework spreadsheet 	<p>All 2012 - 2015 SLA referrals under this scheme to receive support and/or reach conclusion of this support relationship.</p> <p>In cases where ongoing support is needed, new terms to be established to enable relationship (and/or specialist referral) to progress.</p> <p>4 organisations referred accept offer and receiving and utilising support from the CVS to strengthen the quality of their services and/or their organisational capacity and sustainability.</p> <p>Minimum of 3 hours of support provided per participant organisation. (12 hrs in total)</p> <p>Minimum of one hour support provided to further 5 referred organisations (5 hours total)</p>

capability to lead their organisation.		
Description	Evidence	Outputs 1st April to 31st August
<p>1b. Quality assurance – capability building</p> <p><u>Description</u> Supporting organisations to meet the PQASSO quality standard</p> <p><u>Activity</u></p> <ul style="list-style-type: none"> • Workshops and guidance to help organisations to embed PQASSO quality standards • Assistance with the PQASSO self-assessment and Quality Marks <p><u>Outcomes</u> Organisations are demonstrating improvements in accordance with defined quality assurance standards.</p>	<ul style="list-style-type: none"> • Promotional material • Number of workshops • Number of participants • Participant feedback / evaluation forms • Workshop materials • Quality assurance action plans and progress 	<p>1 PQASSO workshops attended by a minimum of 8 delegates</p>
<p>1c. Responsive organisational development support</p> <p><u>Description</u> Provision of a responsive, demand-led service of one to one advice via telephone, email or surgeries on all aspects of charity management and strategy.</p> <p><u>Activity</u></p> <ul style="list-style-type: none"> • Development support (i.e. advice and guidance on the regulation and management of charitable and no profit organisations) to Tower Hamlets based community and voluntary sector organisations that provide support and services to people on the community. • Support provided on all aspects of organisational development including funding, governance, HR, management, financial processes and systems, and monitoring and evaluation. • Telephone advice, email, face to face and surgeries 	<ul style="list-style-type: none"> • Promotional material • Attendance register and demographic monitoring details • Support materials, factsheets • Evaluation / feedback sheets • Post support survey and analysis 	<p>Direct one to one development advice and support to a minimum of 17 organisations.</p> <p>Minimum of 17 hours of direct one to one support and advice</p>

<p><u>Outcomes</u> Supported staff and trustees have better skills, competence, capability and confidence to manage their organisations</p>		
<p>Description</p>	<p>Evidence</p>	<p>Outputs 1st April to 31st August</p>
<p>1d. Specific support and advice to organisations applying to the LBTH Mainstream Grant (MSG) and Community (small grants) programmes</p> <p><u>Description</u> Provide information and advice to potential and actual MSG applicants to help organisations to decide:</p> <ul style="list-style-type: none"> - Whether to apply - What to apply for - Who they might work in partnership with - How to develop and cost their application <p>Provision of application support for organisations applying to LBTH Community chest (small grants) scheme.</p> <p><u>Activity</u></p> <ul style="list-style-type: none"> • Email and phone advice to potential applicants responding to queries about the MSG and referring on to council colleagues as necessary • Advice on potential MSG partnership development including initial brokerage and introductions • Reading of draft MSG applications and provision of feedback • Reading of Community (small grants) applications and provision of feedback • Telephone advice, email, face to face and surgeries • Assistance with appeals if required 	<ul style="list-style-type: none"> • Number of contacts by organisations interested in MSG • Number of contacts by organisations interested in small grants programme • Summary spreadsheet of queries and casework for each grant • Number of organisations deciding not to apply following advice • Number of applicant organisations assisted • Number of assisted organisations successful in receiving funding • Feedback from organisations on whether advice helped them in their success • Number of organisations helped with appeals 	<p>A minimum of 40 organisations receiving help with Mainstream Grant application queries, of which a minimum of 15 receive in-depth feedback on draft bids.</p> <p>Council run MSG workshops attended (number to be confirmed)</p> <p>2 small scale (3-5 participants) MSG application workshops provided</p> <p>3 resources produced on MSG applications and appeals process</p> <p>Minimum 3 organisations assisted with appeals against/about MSG decisions (if required)</p> <p>20 organisations receiving assistance with applications to the small grants programme.</p>

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Description	Evidence	Outputs 1 st April to 31 st August
2. Training and events		
<p>2a. Open programme of short courses and events</p> <p><u>Description</u> An open programme of half, one and two day training courses for staff, trustees and volunteers of VCS organisations to improve their skills, knowledge and performance for their personal and organisational development.</p> <p><u>Activity</u></p> <ul style="list-style-type: none"> • Courses offered from a range including: <ul style="list-style-type: none"> ○ Project management ○ Assertive and effective communication skills ○ Financial management and systems ○ Effective organisational management ○ Managing staff ○ Measuring and demonstrating impact ○ Marketing and promotion ○ Safeguarding ○ Effective representation ○ Strategic planning ○ Design and publicity <p><u>Outcomes</u> VCS staff, trustees and volunteers improve their knowledge, expertise and performance – applying learning for the benefit of their organisations.</p>	<ul style="list-style-type: none"> • Promotional material • Attendance register and monitoring • Workshop materials • Evaluation / feedback sheets • Post support surveys and analysis 	<p>4 courses delivered</p> <p>40 participants</p> <p>Average of 10 attendees per course</p>
<p>2b. Liaison and networking events</p> <p><u>Activity</u></p> <ul style="list-style-type: none"> • Facilitate cross-sector events / seminars / workshops / forums 	<ul style="list-style-type: none"> • Promotional material • Number of events • Attendance register • Workshop materials 	<p>VCS conference 9th June 2015</p> <p>80 participants</p>

planned by THCVS for information sharing, networking, strategic planning and consultation.	<ul style="list-style-type: none"> • Evaluation / feedback sheets • Post support surveys and analysis • Photographic evidence 	
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Outcomes

Improved knowledge and expertise amongst VCS

Description	Evidence	Outputs 1 st April to 31 st August
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3. Resources

<p><u>Description</u> Provision of funding and policy briefings to inform organisations of funding and contract opportunities and policy development, and their impact on local VCS organisations.</p> <p><u>Activity</u></p> <ul style="list-style-type: none"> • Policy into practice briefings • Funding briefings <p><u>Outcomes</u> VCS organisations improve their sustainability and their offer to local residents through access to funding opportunities. VCS improved knowledge of and responses to, local, regional and national policy issues affecting them.</p>	<ul style="list-style-type: none"> • Funding briefings • Policy briefings • Evidence of distribution 	<p>2 policy into practice briefings (likely topics to include pensions auto enrolment)</p> <p>2 funding briefings</p>
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4. Information

<p><u>Description</u> Provision of news, briefings, updates and information about issues, activities and developments relevant to local VCS organisations</p> <p><u>Activity</u></p> <ul style="list-style-type: none"> • Website with news, information and resources about sector issues for the local VCS organisations and stakeholders • Directory of local VCS organisations • Directory of VCS premises, rooms and facilities 	<ul style="list-style-type: none"> • Live website – news, information, resources etc. • Live directories – organisations and premises • Number and distribution of e-bulletins and updates, google 	<p>1 e-bulletins and 2 e-updates</p> <p>1 copy of “the Sparrow” newsletter</p>
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<ul style="list-style-type: none"> E-bulletins and e-updates Newsletters (the Sparrow) <p><u>Outcomes</u> VCS staff, trustees and volunteers are aware of relevant information including Borough strategies, policy developments and activities of other organisations in the sector.</p>	<p>analytics of how many people clicked and read articles</p> <ul style="list-style-type: none"> Written newsletters (Pdf or printed) and distribution 	
Description	Evidence	Outputs 1 st April to 31 st August
5. Membership		
<p><u>Description:</u> Maintain and increase THCVS membership. Provision of subsidised support to members, including access to training and events and the governance of THCVS</p> <p><u>Activity:</u></p> <ul style="list-style-type: none"> Promote membership at events and the conference <p><u>Outcome:</u> Members contribute to the governance of THCVS through electing its Board of trustees annually and serving on the Board. Members improving their organisational development through access to free development support and subsidised training.</p>	<ul style="list-style-type: none"> Number of new members Total number of members 	<p>Maintain membership at current levels</p>
6. Forums and representation		
<p><u>Description:</u> Leading and facilitating forums and networks for sector representation to identify needs and explore solutions; share expertise and best practice; develop collaboration and partnerships; strengthen networks.</p> <p><u>Activity:</u> Service or support forums / steering groups:</p> <ul style="list-style-type: none"> Health & Wellbeing Forum 	<ul style="list-style-type: none"> Number of forum meetings and activities Attendance registers Minutes and actions Schedule of meetings. 	<p>Premises Forum – 1 meeting</p> <p>Health and Wellbeing Forum – 2 meetings</p> <p>Health and Wellbeing Steering Group – 2 meetings</p>

<ul style="list-style-type: none"> • Health & Wellbeing Steering Group • Training, Employment & Enterprise • Premises Users/Premises Providers • Attend the carers partnership Group <p><u>Outcomes:</u> VCS organisations have strong networks for sector collaboration and working with other stakeholders including statutory partners. VCS organisations sharing information and best practice and forging collaborative relationships, including partnerships.</p>		Training, Employment and Enterprise – at least 1 meeting
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Description	Evidence	Outputs 1 st April to 31 st August
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7. Strategic partnerships and influence

<p><u>Description:</u> Leading and co-ordinating VCS voice & representation at a strategic level to influence policy, strategy, priorities and resources allocation. Active involvement in TH Partnership & CPDGs.</p> <p><u>Activity:</u></p> <ul style="list-style-type: none"> • Active VCS representation and participation in: <ul style="list-style-type: none"> ○ TH Partnership Executive ○ TSAB ○ Health & Wellbeing Board ○ Adults Safeguarding Board ○ Community Safety Board ○ Joint HWB & CCG Engagement & Communication Board ○ VCS Premises Strategy Group ○ Corporate Third Sector Grants Board. ○ Economic Task Force. <p><u>Outcomes:</u> VCS as a sector influencing policy, strategy and priorities in strategic partnerships and working groups for the benefits of the borough residents.</p>	<ul style="list-style-type: none"> • List of VCS representatives • Register of attendance • Feedback from representatives • Impact – representatives' contribution to the respective meetings. 	<p>Health and Wellbeing Board – 2 meetings</p> <p>Economic Task Force – 1 meeting</p> <p>TSAB – at least 3 meetings</p> <p>Additional dates TBC</p>
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8. VCS strategy action plan		
<p><u>Description:</u> Work in partnership with LBTH and other agencies to implement actions outlined in the VCS Strategy Action Plan and facilitate the Third Sector Advisory Board (TSAB) to oversee the implementation.</p> <p><u>Activity:</u></p> <ul style="list-style-type: none"> • Joint Council/VCS progress reports on the action plan presented to TSAB • Joint Council/VCS progress reports presented to the Tower Hamlets Partnership. <p><u>Outcomes:</u> Local VCS developed and strengthened in the five strategic areas of the VCS Strategy.</p>	<ul style="list-style-type: none"> • Action Plan implementation over seen by TSAB • Quarterly RAG monitoring reports • Two yearly reports to Tower Hamlets Partnership. 	<p>At least 3 TSAB meetings and 3 reports on progress</p> <p>2 reports on progress reported to the Tower Hamlets partnership</p>
Description	Evidence	Outputs 1st April to 31st August
10. THCVS sustainability		
<p><u>Description:</u> THCVS developing forward 3 year strategy to sustain the organisation's future.</p> <p><u>Activity:</u></p> <ul style="list-style-type: none"> • Development of 3 year strategy with stakeholders • Finalise strategy and launch at Conference / AGM <p><u>Outcomes:</u> THCVS has effective sustainability plan and measures for its future sustainability.</p>	<ul style="list-style-type: none"> • THCVS Sustainability Plan informed by the recommendations from the independent evaluation. • Funding applications, correspondence and outcomes. 	<p>3 year Strategy</p>

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Commissioner Decision Report 22 nd April 2015		 TOWER HAMLETS
Report of: Robert McCulloch-Graham, Education, Social Care and Well-being (ESCW)		Classification: Unrestricted
Future funding of New Belvedere House (NBH) Ex-Servicemen's Hostel		
Originating Officer(s)	Paul Wishart, Vulnerable Adults Commissioning Team.	
Wards affected	St Dunstan's	
Key Decision	Yes	
Community Plan Theme	A Safe and Cohesive Community	

Executive Summary

New Belvedere House (NBH) is a 55-bedroom homeless hostel for ex-servicemen based in Stepney. The Provider, Veteran's Aid (VA), is a specialist organisation, which supports and advises members of the armed forces as well as providing accommodation to homeless men who have left the military. NBH has received funding from the Borough since 2003. The service is unusual, in that it is accessible to ex-service men from across the country, in recognition that ex-service personnel often have no connection to any local area by virtue of their vocation.

Following expiry of the original contract, the service has been supported by the Borough who has continued to provide a targeted grant of £150,275 per annum since April 2013. The grant for this service comes to an end on 31st March 2015, so there is a pressing need to agree a funding approach. Following extensive discussions with colleagues in legal and procurement, the renewal of the targeted grant is considered to be the only available mechanism to fund the service after April 2015; the following are the summarised reasons why the service should be funded:

- Unique historical funding; originating through the ring fenced Supporting People Grant in 2003.
- Unique national focus and proven track record in addressing homelessness in ex-service men.
- Demonstrable value for money when compared to other hostel services in the Borough. The grant funding being a relatively small contribution to the total running costs of the scheme, and the added value due to additional services provided.
- Compliance with the Armed Forces Community Covenant, which Tower Hamlets has formally signed up to, which commits the council to offer support to residents who have been part of the armed forces and facilitate their access to support from statutory and voluntary agencies.

- Compliance with current grant eligibility requirements.
- Alignment with the current Community Plan priorities.

Recommendations:

Commissioners are asked to agree to the future funding of NBH, which was provisionally been approved at CMT on the 26 February 2015, as below:

1. To provide a targeted grant towards the running costs of the New Belvedere House ex-veterans hostel in recognition of the unique circumstances of this service and the historical funding issues, for a one year period commencing 1st April 2015.
2. That the grant has a maximum ceiling at the current level of £150, 275, with final award being based on a robust assessment and demonstration of the continued need for the grant in the context of any wider funding opportunities.
3. That Veterans Aid are asked to actively explore other funding opportunities to reduce their reliance on the Borough and precipitate tapering of the funding in future years.

The full rationale for this recommendation is included in the following pages of this report.

1. DETAILS OF REPORT : INTRODUCTION

- 1.1 New Belvedere House (NBH) is a 55-bedroom homeless hostel for ex-servicemen based in Stepney, which has operated at its current site since 1973. The Provider, Veteran's Aid (VA), is a specialist organisation, which supports and advises members of the armed forces as well as providing accommodation to homeless men who have left the military. The service has a successful track record in supporting individuals into long term housing, and in accessing treatment services linked to drug, alcohol or mental health issues.
- 1.2 The service is unusual, in that it is accessible to ex-service men from across the Country, in recognition that ex-service personnel often have no connection to any local area by virtue of their vocation. Veterans access the service through Veterans Aid's main advice centre in central London. 97 service users were accommodated at NBH in 2013-2014 with the significant majority being linked into long term housing within the first year of their stay.
- 1.3 The service has a high public profile within central government and more widely. Veterans Aid has received £3 million of capital funds through the recent Autumn Statement, to contribute to improving the physical facilities. The Evening Standard is also currently supporting VA as part of its fundraising initiative for those leaving the services. Linked to this, the Mayor of London has agreed to contribute £200,000 towards the capital redevelopment costs of NBH.
- 1.4 New Belvedere House has received funding from the Borough since 2003, when the Supporting People Programme was created. As a ring fenced grant programme set up with specific grant conditions, the Supporting People programme did not adequately consider how these national services might be prioritised and funded when the ring fence was removed in 2012.
- 1.5 Following expiry of the original contract, the service has been supported by the Borough who has continued to provide a targeted grant of £150, 275 per annum since April 2013. A budget is held for the service in the Vulnerable Adults Commissioning programme within ESCW (Supporting People).
- 1.6 This decision was in recognition of the services' unique national focus, its focus on re-housing veterans, and that the LBTH funding was a relatively small contribution to the total costs. The current funding forms approximately 28% of the support service at the scheme with the remaining costs being met through fundraising activities.
- 1.7 The grant for this service comes to an end on 31st March. The option to cease funding this service was considered as part of the medium term financial

planning process in late 2014. The outcome of this consideration was that Officers were asked to explore options to continue with the funding in future years. These are outlined in section 2 above.

- 1.8 Following extensive discussions with colleagues in legal and procurement, and presentation at Competition Board, the renewal of the targeted grant is considered to be the only available mechanism to fund the service after April 2015.
- 1.9 The service at NBH is of a high quality, with good outcomes and occupancy levels indicating a strong ongoing demand for the service. There are therefore no underlying performance concerns apparent, which could negatively impact on a targeted grant award for the NBH service.
- 1.10 NBH makes little demand on local housing and additional services. This is as a consequence of the service's ability to move the majority of people to more permanent accommodation in a relatively short time period. This is often outside of the borough, through their well-developed network of armed forces housing organisations and nomination agreements.

2. REASONS FOR THE DECISIONS

- 2.1 Having explored all available options, the recommendation is for a targeted grant award for this service of £150, 275 for a one year period to commence 1st April 2015. The grant recommendation is made in recognition of the services':
 - Unique historical funding; originating as it did through the ring fenced Supporting People Grant in 2003;
 - Unique national focus and proven track record in addressing homelessness in ex-service men; and
 - Demonstrable value for money when compared to other hostel services in the Borough. The grant funding being a relatively small contribution to the total running costs of the scheme, and the added value due to additional services provided.
 - Compliance with the Armed Forces Community Covenant, which Tower Hamlets has formally signed up to, which commits the council to offer support to residents who have been part of the armed forces and facilitate their access to support from statutory and voluntary agencies.
 - Compliance with current grant eligibility requirements; and
 - Alignment with the current Community Plan priorities.

Taking each of these in turn below.

- 2.2 Unique Historical Funding - NBH has received funding from the Borough since 2003, when the Supporting People Programme was created. This national

initiative brought into Local Authority control services previously funded from a number of disparate funding streams. Established as a ring fenced grant programme with specific grant conditions until 2012, services with a national focus, such as NBH, were afforded ring fenced protection. As part of a wider shift within central government, this ring fencing has now been removed and leaves nationally focused services such as NBH in a unique position regarding their longer term funding. This is because the Supporting People programme did not adequately consider how these national services might be prioritised and funded within the context of Local Authority priorities.

- 2.3 Following the removal of the ring-fence and the expiry of the original contract, the service has been supported by the Borough who has continued to provide a targeted grant of £150, 275 per annum since April 2013. Whilst the decision to make a targeted grant award was agreed by the Corporate Grants Board, a budget is held for the service in the Vulnerable Adults Commissioning programme within ESCW (Supporting People).
- 2.4 Unique national focus and proven track record in addressing homelessness in ex-service men - The service at NBH is of a high quality, with good outcomes and occupancy levels indicating a strong ongoing demand for the service. Throughout 2013-2014, 97 service users were accommodated at NBH with 36 of these successfully reconnected to families and friends or moved into independent housing, mainly out of the Borough.
- 2.5 The average move through rate in any given year is 87% with the majority of these being in a planned manner;

Length of stay at March 2014	No. of service users
Less than 1 year	30
1 to 2 years	11
2 to 5 years	11
5 to 7 years	2
7 to 10 years	1
	55

Table 1: Average length of stay March 2014

- 2.6 Demonstrable value for money when compared to other hostel services in the Borough - specifically the service has demonstrable outcomes in:
- Reducing social exclusion and improving quality of life for ex- service men; promoting active citizenship and community engagement.
 - Responding to the multiple and complex needs of people who live in the Borough who have been in the armed forces;
 - Providing flexible services that respond to people with often chaotic life styles including substance misuse and mental health needs;

- Preventing homelessness through eviction due to debt, harassment and lack of relevant support;
- Tackling social exclusion by improving access to paid employment, education and training opportunities;
- Tackling substance abuse in partnership with agencies providing treatment; and
- Reducing re-offending and promoting community safety, by meeting the support needs of offenders.

Performance indicator 2013-14	Hostels average	NBH average
Utilisation	94%	98%
Staffing	98%	99%
Throughput	47%	75%
Positive move on	75%	90%
Referrals to treatment	73%	88%
Engagement in Employment and training	32%	100%

Table 2: Key performance information

2.7 Demonstrable Value for Money - The service is heavily subsidised by VA's other fund raising activities; the Tower Hamlets funding, comprises approximately 28% of the total running costs of the hostel support service. The costs of the service funded by Tower Hamlets are comparable with the range of costs elsewhere within similar hostels and supported housing projects.

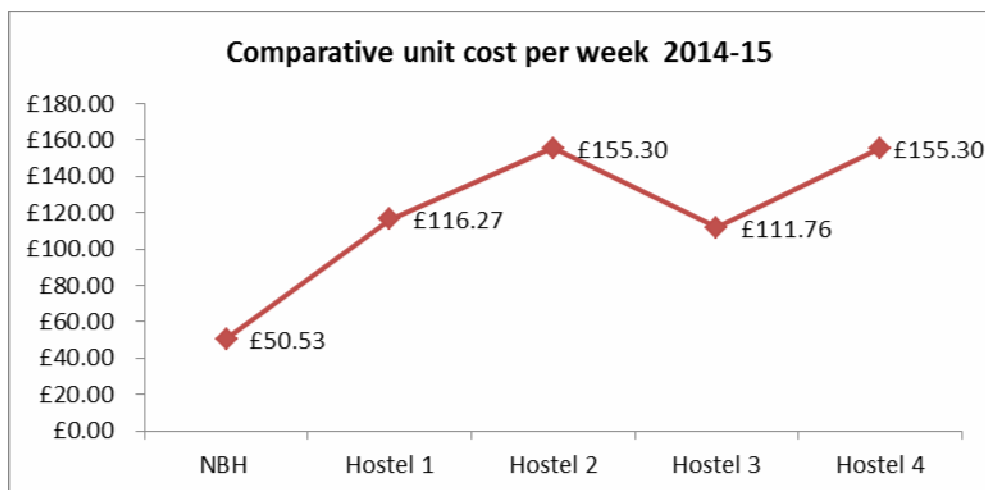


Table 3: Unit costs for Borough Hostels

2.8 The total running costs are £537k pa and correspond with figures in their

published accounts. Without Borough funding, there is a risk that New Belvedere House will have to scale back its services, and that it could threaten their longer term viability. The specific additional services currently provided by Veterans Aid fundraising activities include;

- Rent in advance or deposits for people moving into the private rented sector, so enabling faster and effective move on opportunities for individuals.
- Funding to provide furniture for people moving into their own accommodation; this can tangibly help overcome a key barrier to men moving on from the hostel.
- Specific funding for rehabilitation programmes for individuals with substance misuse issues, including a specific alcohol worker working within Veterans Aid and NBH.
- A significant contribution to the cost of the support staff
- Contribution to organisational overheads.

2.9 Compliance with the Armed Forces Community Covenant - which Tower Hamlets has formally signed up to and which commits the council to offer support to residents who have been part of the armed forces and facilitate their access to support from statutory and voluntary agencies. It is the local implementation mechanism of the wider national level Covenant, between the Nation, the Government and the Armed Forces, with the shared aim of ensuring service forces personnel, their families and veterans are effectively supported in all aspects of their life. It also outlines that the Armed Forces should make a positive contribution to the communities in which they are based.

2.10 Compliance with current grant eligibility requirements and alignment with the current Community Plan priorities - the service meets the general eligibility criteria to receive funding from Tower Hamlets in that:

- It is a registered charity with the appropriate governing documents and procedures;
- Has a base within Tower Hamlets and a demonstrable track record of successful service delivery within the borough;
- Has an up to date written equalities and diversity policy;
- Has clear financial management procedures and arrangements;
- Has health and safety and safeguarding policies in place;
- Works closely and effectively with a broad range of local third sector and statutory services in providing support services.

2.11 The Council recognises that Third Sector Organisations have a vital role to play within the community and the service provided at New Belvedere House supports the Council's commitments within One Tower Hamlets, as set out in the Tower Hamlets Community Plan, as well as the Third Sector Strategy

as:

- It recognises the need for more affordable housing – by providing short term emergency accommodation for ex-service men;
- Provides support services that challenge repeat offending and therefore reduce crime;
- Reduces health inequalities of those that are homeless by linking service users into mainstream health and social care services, for example drug and alcohol and mental health services;
- Provides support for individuals to access training opportunities and employment; and
- Supports a diverse range of people.

3. ALTERNATIVE OPTIONS

- 3.1 Following extensive discussions with colleagues in legal and procurement, as well as discussions at CMT, the renewal of the targeted grant is felt to be the only available mechanism to continue to fund the service. Alternative approaches which have been considered are listed below, together with comments relating to their feasibility.
- 3.2 Direct Contract Award: The option to make a direct contract award, by exempting the service from a formal competitive procurement exercise was considered by the LBTH Competition Board (a meeting of managers in legal and procurement, in early February of 2015). This was rejected as a viable option on the basis that it was not considered to be procurement activity and so falls outside of procurement regulations. This is in the context that this is not a service directly commissioned by the Authority.
- 3.3 Existing Grant Streams: The option to administer a grant through existing grant streams has been explored. There are currently no streams which cover a service of this nature; the creation of a veteran's specific stream within Tower Hamlets funding systems, could lead to other problematic scenarios .e.g. VA could decide not to bid and then Tower Hamlets would be potentially commissioning a service for which there was no local need.
- 3.4 Ceasing the Grant: There is an option to end the Service at the end of March 2015, however this has not been taken forward as the service:
- Provides excellent value for money and draws financial investment into the borough.
 - Meets a national need
 - Is not possible to procure as it is part of a larger service i.e. the LBTH funding is only a small part of the overall service.
 - This would be inconsistent with the obligations under the Armed Forces

Community Covenant, which Tower Hamlets council has formally signed up to as noted above.

However, whilst New Belvedere House is in many respects unique, it should be noted there is a smaller ex-services supported housing project in Hampshire, provided by English Churches Housing Group. In this example, It is understood the Authority concerned, have committed to fund the scheme for a further year but have also set up a steering group, with the purpose of identifying alternative funding sources in this period. This approach is the reason the request for funding is only for one year, whilst other options are explored and this is picked up in the recommendations above.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 The grant of £150,275 per annum provided by the local authority is built into the Council's base budget. If it is decided that the grant should continue the expenditure will be contained within existing resources.

5. LEGAL COMMENTS

Best Value Duty

- 5.1. The Council has a duty 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 by virtue of section 3 of the Local Government Act 1999. This is known as its Best Value Duty.
- 5.2. Under sections 15(5) and 15(6) of the Local Government Act 1999 the Secretary of State for Communities and Local Government issued legally enforceable directions in order to ensure that the Council complies with its obligations under part 1 of the Local Government Act 1999. Paragraph 4(i) of the Directions directs that a number of functions of the Council (as stated in Annex B to the Directions) will be exercised by Commissioners appointed by the Secretary of State, and that the Council must comply with any instructions of the Commissioners in carrying out these functions. Paragraph 1 of Annex B includes all functions the Council exercises relating to the making of grants under any statutory power or duty (other than 2 exceptions which do not apply in respect of this grant).
- 5.3. As a local authority, the Council has a duty under domestic and European law to act in a way which is fair open and transparent. This is not only in respect of the procurement of goods works and services but in respect of the carrying out of all its statutory functions. Therefore, and as examples, in the areas of grants it is necessary for the Council to demonstrate that the public at large has a fair and even chance of obtaining the money which the Council is

making available. Generally this requirement means that there must be some sort of fair and open application procedure where applications are all measured against clear and transparent criteria with the final decisions being based upon the evaluation of applications against the set criteria.

- 5.4. The Council is required to consult for the purposes of deciding how to fulfil its best value duty. This obligation was the subject of consideration in the case of *R (Nash) v Barnet LBC*. Some guidance was given in the High Court to the effect that it is not every time an authority makes a particular operational decision, by way of outsourcing or otherwise, that it is required by section 3 to consult about that decision. The High Court thought that consultation about “the way in which” it performs its functions connotes high-level issues concerning the approach to the performance of an authority’s functions.

Welfare Reforms

- 5.5 The Welfare Reform Act 2012 abolished Community Care Grants and Crisis Loans for living expenses. Instead a non-ring fenced grant is paid to local authorities, to enable them (under existing powers in the Local Government Act 2000) to provide new locally administered assistance to vulnerable groups. Budgeting Loans have been replaced by a new nationally-administered advance of benefit facility. Councils have been given the flexibility to re-design the emergency provision for vulnerable groups according to local circumstances in the way they think best.
- 5.6 Some of the significant duties that the Council will need to consider when taking decisions in respect of implementation of its policies are:

Homelessness Duty

- 5.7 The Council’s statutory duties in respect of homelessness are primarily set out in the Housing Act 1996, including:
- Section 179: Duty to provide advisory services
 - Section 184: Duty to make enquiries in respect of eligibility and duties owed
 - Section 188: Interim duty to accommodate in cases of apparent priority need
 - Section 192: Duties to people found not to be in priority need and not homeless intentionally
 - Section 193: Duties to people found to be in priority need and not homeless intentionally
 - Section 195: Duties to those threatened with homelessness
- 5.8 The 2002 Homelessness Act also introduced a requirement on the Council to carry out a homelessness review and formulate and publish a strategy based on that review. The Council must take the strategy into account in the exercise of their housing and social services functions.

- 5.9 The purpose of the homelessness strategy is to prevent homelessness in the Council's area, secure that sufficient accommodation is and will be available in the area for people who are or may become homeless and provide support for such people or those who have been homeless and need support to prevent it recurring.
- 5.10 Section 153 of the Localism Act 2011 provides that the local authority must have regard to its current allocation scheme and current tenancy strategy when formulating the strategy. Before adopting or modifying a homelessness strategy the authority shall consult such public authorities, voluntary organisations and other persons as they consider appropriate. The outcomes of the consultation must conscientiously be taken into account when a decision is made.

Duty to vulnerable adults

- 5.11 Currently, under Section 21 of the National Assistance Act 1948, the Council has a duty to provide residential accommodation for people in its area who are in need of care and attention not otherwise available to them by reason of age or any other circumstance. This provision safeguards people who require social care services which cannot be provided if they are homeless.
- 5.12 Please note that the current legislation will be replaced when the relevant sections of the Care Act 2014 come into effect from 1 April 2015. S.21 National Assistance Act is replicated by the Care Act and specifically in s.8.
- 5.13 Section 1 of the Care Act places a general duty on the Council when exercising its functions under that Act, to promote an individual's well-being relating to their physical and mental health, emotional well-being and personal dignity.
- 5.14 The Care Act 2014 replaces the existing duties and powers in respect of assessing and meeting an individual's eligible care needs. Section 8 provides that those eligible needs may be met in a number of ways, including accommodation in a care home. Section 23(1) of the Care Act states that the Council may not meet these needs by doing anything which it or another local authority is required to do under the Housing Act 1996
- 5.15 In the event that the accommodation was not provided through New Belvedere House and vulnerable adults were at risk of homelessness there is a significant legal risk that the eligible needs of those adults would fall to the Council to be assessed and considered for eligibility to be met. In that event those currently residing at New Belvedere House are likely to be considered as ordinary resident within Tower Hamlets and ultimately, in the absence of any alternative support for an assessed eligible need, fall to the Council to support.

Equalities Duty

- 5.16 The Council has an Equality Duty under section 149 of the Equality Act 2010 to ensure that it eliminates discrimination between people who have a protected characteristic (as defined under the act) and those who do not; and to promote equality and fair treatment between people who have a protected characteristic and those who do not. It is unlikely that the Best Value Action plan itself will give rise to any significant equality impacts, but further consideration should be given to the impacts of each action before they are implemented.
- 5.17 The Council also has a duty to ensure that organisations are not discriminated against by the Council's processes. For example, ensuring that grant criteria are fair and do not either favour nor disfavour any group, company or individual.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 As noted above in section 1.11, the Council recognises that Third Sector Organisations have a vital role to play within the community and the service provided at New Belvedere House supports the Council's commitments within One Tower Hamlets and as set out in the Tower Hamlets Community Plan, as well as the Third Sector Strategy as:
- It recognises the need for more affordable housing – by providing short term emergency accommodation for ex-service men;
 - Provides support services that challenge repeat offending and therefore reduce crime;
 - Reduces health inequalities of those that are homeless by linking service users into mainstream health and social care services, for example drug and alcohol and mental health services;
 - Provides support for individuals to access training opportunities and employment; and
 - Supports a diverse range of people.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 The future service if it is funded, will comply fully with all obligations under Tower Hamlets policies linked to sustainability and a greener environment and specifically include contract clauses in the written formal funding agreements.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 The following have been identified as key risks with related comments.

8.2 Ceasing the grant – taking this course of action, has the key risks below:

- Ceasing the grant funding after March 2015 could impact on the future viability of the service, given the grant equates to 28% of its annual revenue; and this would be with little notice period as the funding ends at the end of March. As a minimum it could lead to VA scaling back some or all of the services it currently provides.
- Agreeing a one year grant for the service carries a number of risks for organisation, one of which would be the uncertainty around future funding levels; this could impact on the future viability of services provided by the organisation.
- Reputational risk to the borough of ceasing a grant for ex-service men, for an organisation which has support politically at a central government level and within the general public.

Taking these comments into account, it is proposed that the grant is continued but with a focus on securing other funding streams as highlighted in the recommendations.

8.3 Continuing with the grant:

- Legal colleagues have advised of risks linked to this area in section 5 above.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

9.1 The current NBH service (and future service if it is funded), tangibly contribute to reducing crime and disorder locally, by:

- Specifically including outcome targets to reduce offending and substance misuse
- Additionally have outcome targets to increase the proportion in Education, Training or Employment, so reducing the likelihood of local Anti-Social Behaviour.

10. EFFICIENCY STATEMENT

10.1 The funding ceiling suggested in the recommendations above, is consistent with local hostel benchmark costs, which themselves have been established as a result of a wide ranging recent competitive procurement exercise; the staff cost per hour for NBH is approximately £14.21, with the average hostel cost for similar services being £15.52. This indicates that the service is

providing good Value for Money, particularly when it is borne in mind the service attracts additional financial investment into the Borough.

- 10.2 The proposed recommendation above includes a specific action point to negotiate with VA and further scrutinise their costs together with exploring if any alternative potential funding streams exist.

11. SAFEGUARDING IMPLICATIONS

- 11.1 The current NBH service (and future service if it is funded), comply fully with all obligations under Tower Hamlets policies linked to the Safeguarding of both adults and vulnerable children and these are specifically included in their written formal funding agreement (and will be in any future funding arrangement).

Linked Reports, Appendices and Background Documents

Linked Report

Armed Forces Community Covenant

Appendices

NONE

Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012

NONE

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