

Grants Advisory Panel AGENDA

DATE: Tuesday 11 September 2012

TIME: 7.30 pm

VENUE: Committee Room
Harrow Civic Centre

MEMBERSHIP (Quorum 3)

Chairman: Councillor Nana Asante

Councillors:

Varsha Parmar
Bill Phillips
William Stoodley
Sasi Suresh

Manji Kara
Mrs Vina Mithani (VC)
Chris Mote
Joyce Nickolay

Adviser: Deven Pillay, Representative, Voluntary and Community Sector

Reserve Members:

- | | |
|---------------------------|------------------|
| 1. Kairul Kareema Marikar | 1. Ramji Chauhan |
| 2. Ann Gate | 2. John Nickolay |
| 3. Krishna Suresh | 3. Susan Hall |
| 4. Mitzi Green | 4. Lynda Seymour |

Contact: Manize Talukdar, Democratic Services Officer
Tel: 020 8424 1323 E-mail: manize.talukdar@harrow.gov.uk

AGENDA - PART I

1. ATTENDANCE BY RESERVE MEMBERS

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the whole of the meeting; and
- (iii) the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
- (iv) if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

2. DECLARATIONS OF INTEREST

To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Panel;
- (b) all other Members present.

3. MINUTES (Pages 1 - 8)

That the minutes of the meeting held on 30 July 2012 be taken as read and signed as a correct record.

4. PUBLIC QUESTIONS

To receive questions (if any) from local residents or organisations under the provisions of Executive Procedure Rule 51 (Part 4D of the Constitution).

5. PETITIONS

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Executive Procedure Rule 49 (Part 4D of the Constitution).

6. DEPUTATIONS

To receive deputations (if any) under the provisions of Executive Procedure Rule 50 (Part 4D of the Constitution).

7. APPLICATION ASSESSMENT PROCESS (Pages 9 - 58)

Report of the Corporate Director Community Health and Well-Being.

8. ANY OTHER URGENT BUSINESS

Which cannot otherwise be dealt with.

AGENDA - PART II - NIL

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GRANTS ADVISORY PANEL MINUTES

30 JULY 2012

- Chairman:** * Councillor Nana Asante
- Councillors:** * Ann Gate (2) * Joyce Nickolay
* Manji Kara * Bill Phillips
* Mrs Vina Mithani * William Stoodley
* Chris Mote * Sasi Suresh
- Adviser:** * Deven Pillay, Representative, Voluntary and Community Sector
- In attendance:** David Perry Minute 108, 109
(Councillors)

- * Denotes Member present
(2) Denotes category of Reserve Members

103. Attendance by Reserve Members

RESOLVED: To note the attendance of the following duly constituted Reserve Member:

Ordinary Member

Reserve Member

Councillor Varsha Parmar

Councillor Ann Gate

104. Declarations of Interest

RESOLVED: To note that the following interests were declared:

Agenda Items 7 and 8 - Update on Commissioning, Small Grants Applications Form and Draft Timetable

Councillor Ann Gate declared a disclosable non-pecuniary interest in that her husband was a Director at Soul Survivor and on the board of Harrow Citizen's Advice bureau. She would remain in the room whilst these matters were considered and voted upon.

Councillor Nana Asante declared a disclosable non-pecuniary interest in that she was a member of the Voluntary and Community Sector Forum and that she had taken part in the Scrutiny Review regarding Support to the Voluntary and Community Sector. She would remain in the room whilst these matters were considered and voted upon.

Deven Pillay, representative from the voluntary and community sector declared a disclosable non-pecuniary interest in that he was Chief Executive of Harrow MENCAP. He would remain in the room whilst these matters were considered and voted upon.

105. Minutes

RESOLVED: That the minutes of the meeting held on 25 June 2012 be taken as read and signed as a correct record, subject to the following amendment, paragraph 2 of minute 101 on page 103 to read:

The Divisional Director of Community and Culture stated that EHT funds were administered by Harrow Council on behalf of the Trust and that there was £24,237.64 currently available in the fund and the total amount requested by applicants to the fund amounted to £40,678.

106. Public Questions, Petitions and Deputations

RESOLVED: To note that no public questions were put, or petitions or deputations received. The Chairman had received an email from CAB outlining their concerns about the changes to the Grants Programme. The Panel agreed to receive the email when the item was discussed.

RECOMMENDED ITEMS

107. Small Grants Applications form and draft timetable

The Panel received a report of the Corporate Director Community, Health and Wellbeing which set out proposals for amendments to the grants application form and proposed draft timetable for the Small Grants programme 2013-14.

The Divisional Director highlighted the following in relation to the application form:

- amending the current eligibility criteria for small grants in the light of feedback following consultation with the Third Sector in September 2011;
- the equalities monitoring information now included the protected characteristics as described in the Equality Act of 2010;

- the evidence of need question had been simplified;
- the project/activity outcomes section had been simplified into 3 columns instead of 4;
- the question relating to unit had been removed;
- a new question 7e, relating to any additional information to be submitted had been inserted.

Following discussion, the Panel agreed that the requirement for groups to submit professional references, essential policy documents and information relating to financial reserves should be retained.

Panel Members made the following points:

- the question relating to details of a group's financial reserves should be retained and clearer guidance provided as to what was required, as this was a good test of a group's robustness and would play a role in helping organisations to develop;
- the size of the reserve itself was not as important as whether organisations were able to demonstrate that a reserves policy was in place. This information would also prove useful if a cap were to be placed on the maximum amount of small grant funding available.

The Divisional Director stated that, in her view, information relating to a group's reserves could indicate the stability and ability of an organisation to deliver stated outcomes and that supporting documents were not required to be submitted until after notification of grant award.

The Adviser to the Panel stated that a robust assessment and appeals process was key in ensuring a fair and transparent process. Further training should be provided to assessors to reduce any inconsistencies in the result.

An officer advised that the assessment process had the requisite checks and balances to ensure consistency. However, officers were open to suggestions about improving the process. The Portfolio Holder for Community and Cultural Services stated that any assessment process would have some discrepancies due to differences of opinion amongst the scorers and moderators. The Adviser stated that the assessment process was not a precise science, however, in his view, there would be greater consistency in the results if fewer people were involved in the process. The Chairman stated that the results of the appeals process, rather than the assessment process itself, was in question as the discrepancies in scoring had been considerable.

A Member stated that she had been informed at a recent meeting of the Overview and Scrutiny Committee that 80% of appeals had been successful. An officer stated that she was not sure that this figure was correct and undertook to inform the Panel of the exact figure.

The Panel requested that, if possible, the draft timetable for the Small Grants programme 2013/14 be submitted to the Portfolio Holder for Community and Cultural Services at the earliest opportunity to allow information relating to the Grants process to be disseminated to community groups in good time.

Resolved to RECOMMEND: (to the Portfolio Holder for Community and Cultural Services)

That the application form and draft timetable for the Small Grants Programme 2013/14 be approved subject to the following amendment:

the explanatory notes relating to the submission of essential policy documents be clarified and simplified.

Reason for Decision: To prepare for the delivery of the new Small Grants programme 2013/14.

108. Information Report: Update on Commissioning

The Panel received a report of the Corporate Director Community, Health and Wellbeing which set out proposals for commissioning and Small Grants and on the development of plans for moving from the Main Grants Programme to an Outcomes Based Grants and a Small Grants process in 2013/14.

The Chairman of the Panel read out an email from the Chief Executive of Harrow Citizens Advice Bureau (CAB). The email contained a briefing document for Councillors and MPs setting out Harrow CABs concerns relating to proposed changes to the Council's grants process and its possible adverse impact on CABs ability and the ability of other key voluntary sector organisations in Harrow to continue delivering their current level of service provision.

The Divisional Director Community & Culture advised that:

- the number of grant applications received had increased in recent years and the maximum amount of grant funding had been capped;
- there were over one thousand voluntary/community sector organisations operating in Harrow and some of these were delivering services without any grant funding;
- the Grants budget for 2012/13 had been ringfenced.

The Portfolio Holder for Community and Cultural Services made the following points:

- the date of the July meeting of the Panel had been postponed at his request, as in his view, this had been a key opportunity to take on board feedback from the voluntary and community sector about a

commissioning based grants process and added that the Grants budget for 2012/13 was protected;

- although he was pleased that CAB were consulting with the Council, however, he pointed out that a decision to place a £50K cap on the grant as claimed by CAB had not yet been made and that a scaled reduction of funding over the three period had largely been welcomed by organisations at the consultation event. The Council had proposed that grant funding be allocated over a period of 3 years with a tapering in years 2 and 3. It was not possible to predict what level of grant funding would be available in the next few years. He added that the Grants process was a competitive process and therefore no single group's funding could be guaranteed.

The Chairman stated that there could be a sense of entitlement amongst some groups that had been consistently successful in securing grant funding over recent years. However, groups should be aware that success in securing grant funding one year did not guarantee success in subsequent years.

A Member of the Panel stated that some groups could feel that they were entitled to core funding. Some groups might no longer be able to continue operating at the same level if their funding was reduced. She suggested that the grant application form be amended to ask groups whether additional funding was being sought from other sources and if so, whether they had been successful.

Members of the Panel made the following points:

- information provided by groups about match funding should be used to score their grant applications;
- it was important that regular impact assessments be carried out on the new grants process;
- an outcomes based grants process would be more equitable and transparent;
- a purely outcomes-based funding process could lead to difficulties if organisations were able to demonstrate that they could deliver stated outcomes but no funds were available to enable them to do this;
- a commissioning process was akin to a tendering process in that it was competitive.

The Divisional Director stated that consultation results had shown that voluntary and community sector groups were strongly in favour of the commissioning model. Some organisations were fully prepared to undertake a tendering process while others were not yet ready and would require support. She added that the new draft process was based on the delivery of the Council's draft core outcomes; with the corporate priorities listed as

overarching themes. A total of 7 of the draft core outcomes had been identified as the most pertinent for the process to deliver against the corporate priority themes. This draft process had been developed based on discussion and consultation with the Third sector, officers, Members and analysis of other borough models.

The Divisional Director added that the small grants budget should increase from previous years to support smaller organisations. A total of £80k had been awarded to a total of 31 groups in small grants in 2011/12. Officers were suggesting a review of organisations receiving funding from more than one source, which should be taken into consideration when scoring applications. In the future, groups successful in securing grant funding or commissions from one or more department in the Council should have only one relationship manager at the Council in order to ensure consistency.

The Divisional Director added that an outcomes based process would allow for an applications based process, with applications being assessed against the core outcomes, whereas a full commissioning process would require adherence to a detailed tendering process used by the council. She added that the proposal that funding be awarded for a period of three years, with a gradual reduction of the amount in years 2 and 3 had been well received by the Third sector at a recent engagement event. Consortia bids would be encouraged and groups could also bid individually. The proposed timetable for the delivery of the Small Grants Programme would be considered by Cabinet in September 2012.

Members of the Panel made the following points:

- outcome 4 and outcome 6 overlapped in some areas such as mental health, which would lead to duplication;
- some groups could have the ability to deliver more than one outcome;
- limiting groups to applying under a single outcome might make the assessment process more onerous but would encourage groups to focus on areas of strength;
- it would be useful to have a breakdown of how many individuals each group had helped with the grant funding it had received in 2011/12;
- some small groups carried out valuable work in the community with very limited resources and delivering excellence was not limited to large groups;
- previously no group had received 100% of grant funding requested. However, it was important to assess whether a group could deliver its stated outcomes with a lower than expected level of funding;
- the various funding streams for some small groups could come to an end by March 2012, and they could fall below the £50k annual income threshold identified;

- the council had a statutory duty to support the vulnerable and needy members of the community and should support small organisations who supported these groups, and the £50k annual income limit should be reviewed annually in line with inflation;
- if the amount of grant funding awarded to groups was tapered in years 2 and 3, then this could affect a group's ability to deliver its outcomes;
- any method for tapering funding should be clearly defined in order to enable groups to effectively manage their budgets and groups should be asked to take this into consideration when submitting their bids;
- abandoning the appeals process could lead to an increase in the number of complaints received by the Council. However, the recent appeals process had demonstrated inconsistencies in the scoring system and more rigorous monitoring of scoring would be required in the future;
- forward commissioning was common practice in other authorities,
- outcome 5 could lend itself to infrastructure support and should be retained to allow larger groups or consortia to bid for this function. The funding for infrastructure support should be ringfenced in order to ensure the continuity of this essential support mechanism.

The Adviser to the Panel stated that an outcomes based process should not limit groups to only one application. If a group successfully bid for two outcomes, this could help to develop synergies between outcomes. It was important to identify whether the overarching aim for an outcomes based process was either value for money or outcomes delivered. There needed to be clear measurements for whether a bid was entrepreneurial, sustainable and innovative. Commissioning by engagement should emphasise the importance of dialogue with the Third Sector. The Divisional Director advised that any process of evaluation would take the above into consideration. The current policy of monitoring successful groups at six monthly intervals taking into consideration key performance indicators would continue.

The Divisional Director confirmed that 26 successful grant applicants out of the 31 that applied in 2012-13 for small grants were within the proposed income threshold of under £50k. She added that a statistical analysis of how many individuals small groups had supported with the grant funding they had received, would take some time to complete.

The Portfolio Holder for Community and Cultural Services stated that retaining an infrastructure service for the Third Sector was essential and that if a group considered it could deliver multiple outcomes, then it should be encouraged. The development and training of groups to fully engage with a score based competitive process was essential to the overall success of the process.

The Divisional Director added that the Council would need to make it clear to groups that funding in years 2 and 3 was its best intention, but could not be guaranteed.

The Panel were of the view that:

- groups should be required to demonstrate a maximum income of £50k to be eligible for small grant funding;
- the limit on the number of bids an organisation could make, either individually or as part of a consortium is one per theme;
- funding should be granted for 3 years, with the amount being tapered in years 2 and 3;
- the appeals process for unsuccessful groups should continue. The Panel was of the view that a public appeals process as previously recommended was preferable;
- funding for infrastructure services should be ringfenced.

RESOLVED: That the report be noted.

RESOLVED ITEMS

109. Update on Community Premises

RESOLVED: That this item be deferred until the next meeting of the Panel.

110. Termination of Meeting

In accordance with the provisions of Executive Procedure Rule 48.2 (Part 4-D) of the Constitution, it was

RESOLVED: At 9.59 pm to continue until 10.30 pm.

(Note: The meeting, having commenced at 7.30 pm, closed at 10.30 pm).

(Signed) COUNCILLOR NANA ASANTE
Chairman

**REPORT FOR: GRANTS ADVISORY
PANEL**

Date of Meeting:	11 th September 2012
Subject:	Application assessment process
Key Decision:	No
Responsible Officer:	Paul Najsarek, Corporate Director Community Health and Well-Being
Portfolio Holder:	Councillor David Perry, Portfolio Holder Community and Cultural Services
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Appendix 1a: Outcomes Based Grants application form Appendix 1b: OBG Guidance to applicants Appendix 2: Outcomes Based Grants assessment sheet Appendix 3: Small Grants Assessment sheet Appendix 4: Guidance notes for Observers Appendix 5: Feedback form for Observers

Section 1 – Summary and Recommendations

This report sets out the proposed format for the assessment of Small Grant and Outcomes Based grant applications in 2013-14.

Recommendations:

The Grants Advisory Panel (GAP) is requested to:

1. Recommend to Cabinet the adoption of the proposed assessment process for Small Grant and Outcomes Based Grant applications.

Reason: (For recommendation)

To have a robust and transparent assessment process in place for assessing grant applications.

Section 2 – Report

2.1 Introductory paragraph

2.1.1 The decision sought will help the Council ensure that a robust and transparent process is in place for the assessment of applications to the Small Grants and Outcomes Based Grants (OBG) programme.

2.1.2 GAP recommended the approval of the Small Grants application form and draft timetable at its meeting of the 30th July 2012. GAP also provided their comments on the proposed OBG funding programme. This report presents the new Outcomes Based Grants application form (Appendix 1) and sets out the proposed assessment process for both grant programmes.

2.2 Options considered

2.2.1 At their meeting of the 30th July 2012 GAP discussed the application and assessment process. The panel were concerned to ensure that the scoring of applications is undertaken consistently. The options that have been considered in order to achieve this are:

Option 1: Recruit an independent body, from outside of the borough to undertake all of the assessments.

Advantages:

- The assessments may be seen to be more objective.

- An outside body would have no previous knowledge of local groups and assessments would be based on the information contained in the application form only.

Disadvantages:

- This option would come at an additional cost to the Council which has not been included in the budget.
- The assessment of applications would be undertaken without reference or awareness of local organisations and the local context.

Option 2: That a single panel, made up of the same officers assess all applications that are received.

Advantages:

- This could lead to more consistent scoring.
- The number and range of officers involved would be reduced.

Disadvantages:

- This approach would restrict the involvement of a wide range of officers that may bring useful knowledge to the process.
- This approach reverts to the system previously used which could be seen to be too insular.

Option 3: Retain the current system, with improved consistency of panel members ie. Consistent panel chair for all applications and one nominated member from the relevant service area for all service-specific applications.

Advantages;

- Panel members would be drawn from officers that have been previously involved in the assessments and who have now gained experience of assessing applications and using the scoring system.
- A consistent Chair should achieve consistent scoring.

Disadvantages;

- The potential risk of inconsistent scoring remains although this should be minimised.
- A reduced number of panel members may limit the opportunity for peer challenge.

2.2.2 In evaluating these options, consideration is also given to the need to allocate staff resources proportionately given the relatively small amounts of funding being awarded under the Small Grants programme, as well as the resources that will be needed to administer the new Outcomes Based grants programme. It is therefore recommended that the assessment process for both programmes is based on option three, as follows;

- Assessments for small grants to be undertaken by two officers rather than three, with one lead officer allocated from the Community Development team who would assess all applications with one other officer from a relevant service area.
- Assessments for the OBG programme to be undertaken by three officers, with two officers from Community Development that would

assess all applications with one officer from a relevant service area.

- Service areas will be asked to nominate one officer to join the assessment of all service-specific applications.
- The scoring system will be the same as that used last year; 0 – not met; 1 - barely met; 2 – partially met; 3 – fully met. Any additional relevant information provided by the applicant in question 7e of the Small Grants form and question 11 on the OBG form will be used by the panel to award additional scores in any section of the assessment as appropriate (assessments sheets for small grants and OBG are attached at Appendix 2 and Appendix 3).
- A weighting will applied to question 3d in the OBG application form ie. 'How will this project/activity address the core outcome selected?' The panel will assess this question using a scoring range of 1 – 5 (1 - poor; 2 - fair; 3 – good; 4 – very good; 5 – excellent) to assess the extent to which the applicant has demonstrated that the project or activity addresses the core outcome selected. The application of this weighting will help to ensure that funding decisions achieve the stated aim of this programme which is to award funds to services that support the delivery of core outcomes.
- Applications serving similar client groups or providing similar types of projects/activities will be assessed together, so that activities and costs across similar projects can be compared.
- Once 10%-20% of assessments (depending on number of applications received) an independent officer will review assessments to check for consistency. If inconsistencies are identified all assessments will be reconsidered. This process will be repeated until the independent officer is satisfied that assessments are consistent.
- A scoring guide will be provided to panels as a guide for awarding scores.
- Voluntary sector representatives from organisations that have not submitted an application to either of the grant programmes will be invited to observe assessment panels and provide their feedback. The proposed Guidance Notes for Observers is attached at Appendix 4 and the proposed feedback form for observers is attached at Appendix 5.

2.3 Background

- 2.3.1 A scoring system for assessing grant applications was introduced as part of the grants administration process in 2009. This system was introduced in response to concerns about the transparency of the process. At the end of each application round since 2009 the scoring system has been reviewed in light of feedback received from the voluntary sector, Members and Officers involved in the panels. It is recognised that this is not a scientific process and the aim of the

annual reviews is to continually improve the process based on lessons learned each year.

- 2.3.2 The proposed assessment process for 2013-14 is based on the existing system and aims to take in to account feedback received, whilst balancing the need to manage Council resources across the two grant programmes.

2.4 Current situation

- 2.4.1 The assessment process in 2012-13 involved 24 panels of three officers each. Each panel was chaired by a Service Manager and panels spent approximately 45 minutes per application. The membership of panels was drawn from a range of officers from various Council departments.
- 2.4.2 Officers involved in assessment panels received a briefing on the Compact and Chairs of panels met at the beginning of the process to agree the process for scoring. Guidance on scoring was issued to panel members. The assessment process in 2012-13 was observed for the first time by voluntary sector representatives who provided their feedback on the process.

2.5 Why a change is needed

- 2.5.1 The current assessment process is resource intensive involving a significant amount of officer time and administration. The feedback from voluntary sector observers for the 2012-13 process was positive however concerns have been raised by GAP Members about the consistency of scoring.
- 2.5.2 In 2013-14 the Council will be introducing two grant programmes, one for small grants and a new Outcomes Based Programme. The assessment and administration of both programmes will require significant levels of staff resources. The proposed recommendation will assist in managing the level of resources required for both programmes and aims to achieve more consistency in the assessment of applications.

2.6 Implications of the Recommendation

2.7 Staffing/workforce

- 2.7.1 The delivery of a Small Grants programme alongside an Outcomes Based grants process will require some changes to roles and responsibilities for staff involved in the administration of grants. Any changes will be undertaken with due regard to the organisations Protocol for Managing Change.

2.8 Legal comments

2.8.1 The Council may distribute grants in accordance with its agreed criteria. Due weight must be given in terms of equalities duties, procedural fairness and the statement of intention of the Compact with the voluntary and community sector. Should the Council distribute funds not in accordance with these principles, then it could be at risk of legal challenge.

2.9 Financial Implications

2.9.1 The budget for the Main Grants programme was £669,360 in 2012-13. The report to GAP on the 30th July 2012 proposed that this budget would be ring-fenced subject to the Council's annual budget planning processes. This budget will be divided between the Small Grants and OBG programme.

2.10 Risk Management Implications

2.10.1 The risks associated with these proposals are;

a) *Reputational risk to the Council if the assessment process is not delivered as planned.*

The proposal to use an amended version of the current system that also aims to manage resources effectively should mitigate against this risk as the Council has experience of delivering this process in previous years.

b) *A lack of confidence in the process by Voluntary sector organisations.*

Voluntary sector representatives provided their feedback on the process last year which was positive. The amendments to the process are based on feedback from the voluntary sector, Members and officers involved in assessments so should therefore increase confidence in the process. Voluntary sector observers will be invited to observe the process again in 2013-14. These actions should help mitigate against the risk that the sector does not have confidence in the process.

2.11 Equalities implications

2.11.1 An equality impact assessment of the proposed process does not identify any potential for an adverse impact on any of the protected characteristics.

2.12 Corporate Priorities

2.12.1 Grant applicants are asked to indicate which corporate priority their application relates to. An analysis of applications against the corporate priorities is provided to GAP each year. This report therefore incorporates all of the corporate priorities listed below:

- Keeping neighbourhoods clean, green and safe.
- United and involved communities: A Council that listens and leads.
- Supporting and protecting people who are most in need.

- Supporting our town centre, our local shopping centres and businesses.

Section 3 - Statutory Officer Clearance

Name: Roger Hampson	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 31 August 2012		
Name: Sarah Wilson	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 31 August 2012		

Section 4 - Contact Details and Background Papers

Contact: Kashmir Takhar, Head of Community Development, 020 8420 9331

Background Papers:

GAP report: Small grant application form and draft timetable, 30th July 2012

<http://www2.harrow.gov.uk/documents/g61311/Public%20reports%20pack,%20Monday%2030-Jul-2012%2019.30,%20Grants%20Advisory%20Panel.pdf?T=10>

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Application Form

Outcomes Based Grants Programme 2013 – 2016

(Appendix 1a)

Name of organisation
Auto link with "name of lead organisation from page 2, and 3.
Name of Project/Activity
Auto link with 2a
Total Funding requested
Funding Theme Which corporate priority will your project address? <i>(Please select only one)</i> Click here for information on Harrow Council's Corporate Priorities.
Drop down list
Outcome: Which core outcome will your project/activity address?
Drop down list
What length of grant are you applying for?
Drop down list: One year Two year Three year

This application form can be downloaded at www.harrow.gov.uk/grantsprogramme

Please refer to the Guidance notes for applicants before completing this form.

First Stage Assessment: Grant eligibility criteria

Please tick each box to confirm that your organisation meets all of the following eligibility criteria:

Your organisation must meet all of the criteria to be eligible to apply for a grant from Harrow Council

The organisation:

Is a 'not for profit' voluntary and community organisation delivering projects/activities for the benefit of people living, working or schooling in Harrow.

Is a properly constituted organisation that has a management committee and a bank account in the name of the organisation.

Is able to show that it is financially stable (see section 9).

Has an annual income above £50,000 per annum

Has the required policy documents in place (see section 13).

Is able to provide two references that support their grant application (see section 12).

If you do not meet all of these requirements your application cannot be considered for funding from the Outcomes Based grants programme.

Your application:

Are you making a partnership/consortia application?

Drop down box (Yes/No)

If yes, please give details:

Please state the name of the lead organisation for your application. The lead organisation must complete the rest of this form.

Auto link with "name of lead organisation from front page and 3.

Please provide the names of your partner(s). If your application is successful, you will be required to submit the full details of your partner organisation(s).

Please explain the governance arrangements in place with your partner organisation(s). (Maximum of 2000 Characters)

1. About your organisation

1a. Organisation Contact Details

Name of organisation	Auto link with "name of lead organisation from front page and 2.
Organisation address	
Post code	
Correspondence address <i>(if different to above)</i>	
Post code	
Telephone	
Fax	
Website	
Organisation email address	

1b. Who can we contact if we need further information in support of this application?

Contact Person details	
Name	
Position in organisation	
Telephone	
E mail address	

Guidance Notes

1.

Please give the full **NAME** as it appears on your governing document, such as constitution, memorandum of understanding, etc. This should be the name of the organisation that will receive and sign the service level agreement, if the application is successful.

Contact Person Details:

The contact person should be a member of the management committee or a senior employee of the organisation. They must have the authority to complete this application on behalf of the organisation/partnership. We will need to contact you, so please ensure that the contact details you provide are correct. The email address that you provide will be used for all correspondence. If additional information is required it must be provided within 48 hours or it will be recorded as unavailable.

This document may be made public, if you DO NOT wish your contact details to be disclosed; please provide your contact details separately.

1c. How would you define your organisation?

Please tick **all of those** that apply to your organisation.

You may need to tick more than one.

Tick Boxes	Company limited by guarantee	
	Reg. No:	
	Friendly Society (Registered with Financial Service Authority)	
	Reg. No:	
	Mutual Society (Registered with Financial Service Authority)	
	Reg. No:	
	Part of a regional or national organisation	
	Reg. No:	
	Registered charity	
	Reg. No:	
	Residents Association	
	Partnership (please describe with no more than 400 characters)	
	Other (please describe with no more than 400 characters)	

1d. Briefly describe the aims and objectives, and core capabilities of your organisation. (Maximum of 2000 Characters)

Guidance Notes

1c.

Please indicate how you would define your organisation. If your organisation is a registered charity as well as a company limited by guarantee, you must tick both boxes and provide the registration numbers. If your organisation is neither but has a written constitution, you must tick "Other" and describe your organisation as an unregistered organisation. As evidence, you will need to submit a copy of your constitution or Memorandum and Articles of Association if your application is successful. You also need to indicate if your organisation is part of a regional or national body.

1d.

Please explain the purpose of your organisation and what the organisation is trying to achieve, i.e. your overall aims and objectives. Please describe the core capabilities of your organisation ie. What particular skills does your organisation have that will assist it in the delivery of this project / activity?

2. About your proposed project/activity

2a. Name of proposed project/activity: *(Please use no more than 120 Characters)*

2b. Is this a new project/activity?

Drop down box (Yes/No)

2c. Briefly describe your project/activity
(Please use no more than 2000 Characters)

3. Evidence

3a. Which of the following protected characteristics as described within the Equality Act 2010 will be targeted by this project/activity?
(Tick as many as apply)

Tick Box 1	
Tick Box 2	
Tick Box 3	
Tick Box 4	
Tick Box 5	
Tick Box 6	
Tick Box 7	
Tick Box 8	
Tick Box 9	
Tick Box 10	

Guidance Notes

2a.

Please give your project/activity a short title that best describes what will be delivered. Try to make it unique to your project/activity.

2c.

Please clearly describe your project. Tell us the overall aims and what the funding will be used for.

3a *Harrow Council wishes to ensure that funded services meet the needs of the protected groups. Please indicate which groups will be served by your project.*

[Click here for more information on the Equality Act 2010.](#)

3b. Please specify in more detail the target group(s) that will benefit and explain why this group is being targeted for this project/activity.

(Please use no more than 1500 Characters)

3c. What evidence do you have that this project/activity is needed?

3d. How will this project/activity address the core outcomes selected?

(Please describe with no more than 2000 characters)

Guidance Notes

3b. Please describe the specific target group you have identified for this project and explain why you are targeting this group eg. Young women aged 15-25. Explain what evidence you have that supports the need for this group to be targeted?

3c. How do you know that this project/activity is needed? Provide evidence to justify the need for this project/activity, for example:

- Feedback from your users and those who are not yet users
- Waiting lists
- Consultation
- Local or national research

3d. Explain how this project will address the core outcome selected. What will this project do to address the outcome?

How do you know that this project will contribute to the core outcome? Describe the evidence you have that there is a link between what you propose and the achievement of the outcome.

Responses to this question will be weighted to ensure that those projects that can clearly demonstrate a link between their activity and the core outcome selected are prioritised for funding.

4. Project/Activity Outcomes

How will you know that your project/activity is achieving its proposed outcomes? Please list up to four outcomes for each year. (*Please describe with no more than 2000 characters for each box*)

	(a) What you hope to achieve?	(b) Your targets	(c) Evidence
	<i>Please explain what difference your project/activity will make. Include who will benefit, how many and what will change.</i>	<i>How will you know that the project/activity has been successful? What are your targets? What will you measure?</i>	<i>How will you evidence success? State what you will be able to show that has proved that the project/activity has taken place and has achieved the outcomes. The data that you collect will be used as part of the monitoring process to measure the success of the project/activity.</i>
Year 1	(i) (ii) (iii) (iv)		
Year 2			
Year 3			

5. Equality of opportunity / cohesion /social inclusion

5a. How many people will benefit from the Project/activity?

5b. How have you ensured that your project/activity will be accessible?

Please describe with no more than 2000 characters.

5c. How does this project/activity promote community cohesion, equality of opportunity and social inclusion?

(Please describe with no more than 2500 characters)

6. Volunteers

6a. Will your project/activity use volunteers?

Drop down box (Yes/No)

6b. If yes, state how many and describe how they will be recruited, involved and managed. *(Please describe with no more than 2000 characters)*

Guidance Notes

5b.

What will you do to ensure that your project/activity is easily accessible to those people who could benefit? How will people gain access to the project/activity?

Please state where your activities will happen and when the project/activity will be made available such as days, times how often etc.

5c. *How will your project contribute to cohesion between different groups in the borough? How will the project/activity ensure equality of opportunity and be inclusive to all sections of the community?*

What will you do to ensure that your project/activity is accessible to Harrow's diverse population? What measures do you have or are planning to put in place? Eg. Leaflet translation, interpreters, outreach workers etc.

6a

Explain how your project/activity will involve volunteers. Describe the roles they will undertake; how they will be recruited and managed etc.

7. Measuring your delivery

Please describe how your organisation will report on and deliver a quality service? *(Please describe with no more than 2000 characters)*

Please describe your organisations approach to ensuring you provide a quality service. What and how are performance standards set for the organisation. These do not have to be accredited schemes but could be standards set by the management committee, staff, service users etc. Eg. Customer service standards, customer charter etc.

8. Partnership working

8a. Please describe the partnerships your organisation is involved in and the benefits to your organisation and users. Explain how you are working with other organisations that provide similar or complementary services to yours. Please list the partner (s) involved.

(Please describe with no more than 3000 characters)

8a.

Please describe the nature of partnerships your organisation is involved in.

Explain how you are working in partnership with those organisations providing similar services.

Eg. Sign-posting, referrals, sharing of information etc. Please note we may contact the organisations listed here to confirm their involvement.

What do the partnerships achieve? Who is involved? What are their aims? What are the benefits to your organisation, your users etc. and the wider community?

Guidance Notes

9a. Please provide details of your organisation's total income and expenditure for the last financial year.

9. Financial Information

9a. Provide a summary from your most recent accounts or a financial projection if your organisation has been operating for less than 18 months. (Please select one from the following list)

Drop down list:

This information is from the latest accounts approved by the organisation

This information is a financial projection because the organisation has been running less than 15 months

Account year ending	
Total income for the year (A)	
Total expenditure for the year (B)	
Surplus or deficit at the year end (A-B)	
Total savings or reserves at the year end	

9b. Provide a summary budget for your organisation for the 2013-14 financial year

Account year ending	
Total income for the year (A)	
Total expenditure for the year (B)	
Surplus or deficit at the year end (A-B)	
Total savings or reserves at the year end	

9b. Please provide a summary budget for your organisation for the 2013-14 financial year based on your best estimates of income and expenditure.

This information will be used to assess your organisations financial stability.

Year One: project/activity costs

9c. Please complete the project/activity costs breakdown below. For each item eg. Staff costs, give the number of items (Quantity) and the cost of each item (the Unit Cost), the total cost will be calculated automatically. Please state how much of the total cost of each item you are requesting in the final column 'Funding requested from Harrow Council'.

EXPENDITURE CATEGORIES	ITEM DESCRIPTION	Quantity	Unit Cost (£)	Total Cost (£)	Funding Requested from Harrow Council
Volunteers expenses	Transport	10	£25	£250	£150

PROPOSED PROJECT BREAKDOWN					
EXPENDITURE CATEGORIES	ITEM DESCRIPTION	Quantity	Unit Cost (£)	Costing (£)	Funding Requested from Harrow Council
Staffing Cost					
	Sub Total				
Volunteers expenses					
	Sub Total				
Overheads <i>(e.g. Utility bills / Maintenances / Repairs)</i>					
	Sub Total				
Legal and professional fees insurance					
	Sub Total				
Venue					
	Sub Total				
Project Costs <i>(e.g. Materials / Stationery/ Printing / Refreshment)</i>					
	Sub Total				
Other Expenses					
	Sub Total				
Total Cost of Project					
Amount requested from Harrow Council					

3 year Project costs

9d. Please provide a summary of your costs for the second and third year of your project/activity taking in to account the reduction of the grant in these years.

	Year 1 £	Year 2 £	Year 3 £	Total costs (A)	Other income (excluding in kind) (B)	Grant requested from Harrow Council (A-B-C)
Total staff costs	Auto fill			Automated		Automated
Volunteer expenses	Auto fill			Automated		Automated
Overheads	Auto fill			Automated		Automated
Legal & professional	Auto fill			Automated		Automated
Venue	Auto fill			Automated		Automated
Project costs	Auto fill			Automated		Automated
Other expenses	Auto fill			Automated		Automated
Total	Automated	Automated	Automated	Automated	Automated	Automated

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9e. Value for money

How will your organisation ensure that it is achieving good value for money.

Please provide a description of the procedures within your organisation that help ensure that services are being provided at the best possible value. ie. How suppliers are selected? How salary levels are set? Please use no more than 2500 characters.

10. Sustainability

10a. How will the balance of the costs be funded for this project/activity?

(Please describe with no more than 2000 characters)

Year 1
Year 2
Year 3

10b. Future of the Project

What will happen to this project at the end of the funding period?

(Please describe with no more than 3500 characters)

--

11. Is there any other information you would like to include that is relevant to your application?

(Please describe with no more than 3500 characters)

--

Guidance Notes

10a.

*If you are **not** applying for the entire amount of your project, please explain how you intend to fund the balance.*

Please include information on other sources of funding secured or applied for.

10b.

If this project is to continue after the funding period please explain what efforts you have made to ensure future funding and sustainability of your project. If this project is not planned to continue, please explain your exit strategy ie. What will happen to service users? What will happen to materials produced during the project?

11.

Please include any other relevant information about your project/activity that has not already been provided elsewhere in the form.

12. Professional References

You must provide the contact details of **two** individuals or organisations that can comment on your organisation's skills and experience to carry out the project.

PLEASE NOTE: this should **not** be from the following:

- A personal reference – from a friend or relative
- A Harrow Council Councillor or employee
- A member of staff, volunteer, committee member or service user of your organisation

It is your responsibility to obtain permission from your nominated referees and confirm with them that they are not excluded from being a referee for any of the above reasons.

Harrow Council will contact the referees to request a reference. Satisfactory references will need to be received before the grant awards can be made. If references are not received this may affect the funding decision towards your project.

Reference 1						
Name of Contact						
Organisation						
Address						
Post Code						
Telephone Number						
Email Address						
Connection with your organisation – you may select more than one.	Provided services of your organisation		Worked in partnership with your organisation		Received funding from your organisation	
	Other (please state)					
Reference 2						
Name of Contact						
Organisation						
Address						
Post Code						
Telephone Number						
Email Address						
Connection with your organisation – you may select more than one.	Provided services of your organisation		Worked in partnership with your organisation		Received funding from your organisation	
	Other (please state)					

13. Essential Policies and Procedures

In order for your application to be eligible for funding you must confirm by ticking each box, that you have **all** of the following **signed and dated** policies/statements and procedures in place which must be current, and that you are able to supply these to the grants office when requested. Please note that you are **not** required to submit policies and procedures documents at the application stage.

- A constitution/memorandum and article of association/ trustees/ deeds of trust
- Financial policies and procedures
- Health and Safety Policy
- Evidence of appropriate insurances and indemnities
- Equal Opportunities Policy
- Certified or audited accounts from the previous year (independently examined). If your organisation has been running for less than 15 months, you may not be able to give us this so in these cases we will accept a 12-month financial projection for the year when you will spend the grant
- Reserves Policy

13a. Are any of the beneficiaries of your project children? Drop down box (Yes/No)

If yes, you must confirm by ticking the box below that you have a policy for the protection of children.

13b. Are any of the beneficiaries of your project vulnerable adults at risk of harm? Drop down box (Yes/No)

If yes, you must confirm by ticking the box below that you have a policy for the protection of vulnerable adults at risk of harm.

13c. Is your organisation using volunteers? Drop down box (Yes/No)

If yes, you must confirm by ticking the box below that you have a volunteer policy.

14. Declaration

We, on behalf of our Organisation, declare that all the information provided in this grant application form is correct and complete to the best of our knowledge and acknowledge that if a grant is awarded to our Organisation, it will be used exclusively for the purposes described. We also acknowledge that we will inform the relevant officer of Harrow Council of any changes in the Organisation's circumstances that would affect this application or the use of any grant funding relating to it.

Please ensure that two authorised members of your Organisation, one of whom must be a management committee member (i.e. Chair, Treasurer or Secretary) sign the declaration below:

Print Name:		Signed:	
Position in Organisation:		Date:	
Print Name:		Signed:	
Position in Organisation:		Date:	

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Outcomes Based Grants programme 2013/14

Guidance notes for applicants

Please ensure you read these guidance notes fully before completing your application form.

1. Introduction

The Council recognises the valuable role played by the Third Sector in Harrow and is committed to supporting a robust and diverse sector, able to meet the challenges of a new funding environment. We face a tough public sector funding challenge which means we must establish a clear basis for entering funding relationships and achieve better value for money from limited resources.

The Harrow Compact sets out how local statutory sector bodies and the Third Sector will work together to address the challenges facing the borough while continuing to support a thriving Third Sector. As part of our support for the Compact we are committed to introducing fair, transparent and consistent approaches to funding arrangements across the Council.

Our recognition of this is underpinned by a financial commitment to maintain the budget of £669,360, distributing this between Small Grants and Outcomes Based Grants to meet the needs of Harrow's residents and help the Council meet its priorities. In drawing up our plans for the Outcomes Based Grants process we have tried to strike a reasonable balance between recognising the needs of local organisations and the very tough budgetary challenges that Harrow faces.

During 2011 we developed the Third Sector Investment Plan setting out the core principles for how the Council will support and work with the Third Sector. This process is informed by key Council strategies such as the Joint Strategic Needs Analysis, the draft Health & Well Being Strategy, the Future of Cultural Services Review etc.

2. Aims

The aim is to invest in entrepreneurial, innovative and sustainable local organisations to help meet the following outcomes, which are in line with the Council's priorities and core outcomes:

Supporting and protecting people who are most in need:

- Harrow residents are able to lead independent and fulfilling lives
- Harrow residents are helped to overcome poverty, worklessness and homelessness

United and involved communities:

- Diversity is celebrated and people feel they get on well together
- Harrow residents participate in art, sport, leisure and cultural activity

Appendix 1b: Outcomes Based Grants guidance to applicants

- A strong and sustainable voluntary and Third Sector able to deliver diverse, efficient and tailored local services

Keeping neighbourhoods clean, green and safe

- Harrow's streets, public buildings and spaces are kept clear of litter, fly-tipping and vandalism

Supporting our town centre, our local shopping centres and businesses.

- Harrow residents and businesses enjoy local economic prosperity.

3. Who can apply?

The programme is open to all local Third Sector organisations using the agreed definition adopted in the Third Sector Strategy:

Not for profit independent, voluntary and community groups or organisations formed by local people, or those with a local interest, to improve the quality of lives for themselves and/or fellow citizens in Harrow. These include registered charities; voluntary organisations; community groups; faith groups involved in social action; community interest companies and social enterprises.

Organisations must meet the following eligibility criteria;

A 'not for profit' Third Sector organisation delivering projects/activities for the benefit of people living, working or schooling in Harrow.

Organisations must be able to demonstrate the following:

- They are a properly constituted organisation and have a management committee and bank account in the name of the organisation.
- They are able to show that the organisation is financially stable.
- The organisation has the required policy documents in place.
- They are able to provide two references to support the grant application.

Organisations may make one application per theme area (see below). Consortia bids between larger and smaller organisations are encouraged. If an organisation is a lead partner on a consortia bid this does not preclude them from making an application in their own right under the same theme area.

4. How the funding will be distributed?

To enable us to achieve the above aims Outcome Based Grants will be delivered across four themed areas. Within each theme are listed specific outcomes with the maximum amount that organisations can apply for. Funding is available for up to three years.

Appendix 1b: Outcomes Based Grants guidance to applicants

The table below lists the themes and outcomes and the maximum grant award available. More information on outcomes and examples of services is provided in Appendix 2 'Outcomes' (attached).

Theme area	No.	Outcome	Maximum award
Supporting and protecting people who are most in need	1	Harrow residents are able to lead independent and fulfilling lives.	£75,000
	2	Harrow residents are helped to overcome poverty, worklessness and homelessness.	£75,000
United and involved communities	3	Diversity is celebrated and people feel they get on well together.	£75,000
	4	Harrow residents participate in art, sport, leisure and cultural activity.	£25,000
	5	A strong and sustainable voluntary and Third Sector able to deliver diverse, efficient and tailored local services.	£25,000*
Keeping neighbourhoods clean, green and safe	6	Harrow's streets, public buildings and spaces are kept free of litter, fly-tipping and vandalism.	£25,000
Supporting our town centre, our local shopping centres and businesses.	7	Harrow residents and businesses enjoy local economic prosperity.	£25,000

** £75,000 will be ring-fenced from the Main Grants budget to separately commission voluntary sector support services (CVS) in partnership with the voluntary sector*

5. Costs that can be applied for?

Needs vary across the Third Sector and as long as organisations can demonstrate that Council investment enables the organisation to deliver services that meet the outcomes, we can be flexible about the costs that are eligible for funding. However **no capital costs will be funded**.

As a guide, we will consider the following types of costs:

- Salaries of key staff;

Appendix 1b: Outcomes Based Grants guidance to applicants

- Overheads including rent;
- Business planning and fundraising support;
- Volunteer recruitment, training and support;
- Innovation, modernisation, adaptation to new funding/operating environments e.g. developing models of social enterprise, co-locating services, sharing resources, achieving efficiencies;
- Quality assurance schemes;
- Initiatives to strengthen governance arrangements;
- Partnership working, networking and consortia development;
- Community outreach and development of new services;
- Communications and marketing; and
- Costs associated with providing support to other organisations

Organisations should also be applying for and receiving income from a mix of funding sources (which could include funding from other Council departments). This will need to be demonstrated in the application form and this information will be evaluated during the assessment process.

We will not fund:

- Activities that promote the adoption of a particular faith or religion.
- Activities that promote or oppose any particular parties or cause.
- Capital costs such as building work, office furniture, IT equipment etc.

6. Evaluation criteria

Applications will be evaluated using the following criteria:

- Evidence of need and the extent to which the proposed activity meets the selected outcome.
- Promotes community cohesion, equality and diversity, social inclusion and sustainability.
- Effective use of volunteers.
- Measures in place to deliver a quality service.
- Commitment to partnership working
- Clear and realistic costs and plans for sustainability

A weighting will be applied to the extent to which the applicant demonstrates how the project/activity addresses the core outcome selected.

In reaching a decision we will also seek to ensure, as far as possible that resources are;

- apportioned across the Outcome areas;
- targeted at services that can be accessed by all sections of the local community;
- allocated where they provide quality and value for money.

Appendix 1b: Outcomes Based Grants guidance to applicants

7. Quality and performance standards

Applications will be expected to provide evidence of quality or performance standards that the organisation is working to. This could include evidence of accreditations that the organisation has achieved or is working to for example, PQASSO, Investors in People, etc. or could include local systems developed by the organisation itself.

8. Value for money

Applications will be assessed on the value for money offered by the service. Consideration will be given to whether or not realistic costs are provided and whether or not the service can be delivered within the costs outlined. Value for money will also be assessed on the basis of the Council's understanding of the costs for certain items and how these compare with other providers.

9. Application process

The application process is electronic. Application forms must be completed electronically using Adobe Reader software for opening and entering information. This software can be downloaded at no charge from:
<http://get.adobe.com/uk/reader>

Application forms can be downloaded from the Harrow Council website;
www.harrow.gov.uk/grantsprogramme

The deadline for applications is 12pm midday on Monday 22nd October. Late or incomplete applications will not be accepted.

10. Timetable

Date	Action
24 th September 2012	Application process opens
22 nd October 2012	Deadline for online applications
22 nd October – 3 rd December	Evaluation of applications
w/b 25 th February 2013	Notification of successful and unsuccessful applications
w/b 25 th February 2013	Appeals process opens
w/b 6 th March 2013	Appeals deadline
w/b 18 th March 2013	Final awards notified

Appendix 1b: Outcomes Based Grants guidance to applicants

11. After applications have been received

Once an application has been received further supporting evidence may be requested at any time to substantiate the information contained in the application. Any requested supporting information must be submitted within 48 hours as the Council will assume that the information is readily available. If the information is not received within this deadline the assessment will record that the information was unavailable.

Applications will be evaluated by a panel of officers which may be observed by voluntary sector representatives who will provide their feedback on the process.

Following the assessment of your application, the Grants Advisory panel will make recommendations to Cabinet. After this process has been completed you will be notified of the outcome of your application.

12. Unsuccessful applications / Appeals process

Unsuccessful applicants will be able to appeal their decision on the following grounds:

The information presented to the Grants Advisory Panel was incorrect or information was omitted and that this had a material effect on the decision.

Applicants will have seven working days within which to submit their appeal. No new information can be considered at the appeal stage. The appeal will be considered by an independent panel that comprises; The Portfolio Holder for Community and Cultural Services; Divisional Director Community and Culture; an independent adviser. A voluntary sector representative nominated by the Voluntary Sector Forum will be invited to observe the appeals panel and provide their feedback on the process.

13. Successful applications

Successful applicants will receive final notification of the amount to be awarded once the appeals process has been completed. If the amount to be awarded is less than that applied for organisations will be able to amend their original targets to reflect the funds awarded. We will aim to ensure that Service Level Agreements are in place for successful organisations no later than 1st April 2013. Grants will be paid in two instalments one at the beginning of the year and the second payment at mid-year.

Payments will not vary from year-to-year and organisations should plan ahead on the basis that the funding they receive will be reduced in years two and three by 2.5%. No inflation will be applied to the funding.

Each applicant will be assigned a 'Relationship Manager' who will negotiate and agree key performance indicators with the successful organisation each year. This will form part of a formal agreement with the Council and payments

Appendix 1b: Outcomes Based Grants guidance to applicants

may be withheld if monitoring information is not returned on time or where there are concerns about the performance of the service. Organisations will be required to submit mid-year monitoring returns and a full report at year end.

DRAFT

Appendix 2: Outcomes

Outcome 1: Harrow residents are able to lead independent and fulfilling lives

Our most vulnerable families, service users and their carers and care leavers are supported to live as independently as possible in suitable accommodation, with the ability to get out and about, have a break from caring and access support services and activities that reduce isolation and improve health and well-being.

Examples include:

Providing services such as befriending, transport or other facilities that enable older or disabled residents to reduce isolation or actively participate in everyday life.

General help for people with disabilities with a particular focus on welfare benefits and community care.

General help for people in all areas including: debt and money management, welfare benefits, housing, and community care, plus assistance on wider issues to enhance the quality of life and promote opportunity in older age.

Raising awareness and supporting self management of common long term conditions to ensure longer, healthier lives.

Influencing strategic decision-making by acting as a key consultative body, empowering people who use services and giving voice to carer experiences and raising awareness of unpaid carers and their importance in the community.

Outcome 2: Harrow residents are helped to overcome poverty, worklessness and homelessness

Residents are supported in times of hardship to access economically realistic housing options and education, training and volunteering opportunities to develop their skills and find employment and break the cycle of dependency on public services and benefits.

Examples include:

General help in all areas including: debt and money management, welfare benefits, housing, immigration, employment and community care.

Specialist information, advice and guidance services to address poverty, debt and money, immigration and employment, housing and welfare rights.

Community engagement supporting volunteering and addressing worklessness.

Appendix 1b: Outcomes Based Grants guidance to applicants

Outcome 3: Diversity is celebrated and people feel they get on well together

Harrow is a cohesive place where people from all backgrounds get on well together and have a shared sense of belonging. People are treated with fairness and respect making Harrow a desirable place to live and work.

Examples include:

Supporting equality and diversity, services which are accessible to all communities and responsive to different needs.

Celebrating the diversity of Harrow so that the borough is an increasingly cohesive place where people get on well together.

Tackling hate crime and reducing tensions between communities.

Outcome 4: Harrow residents participate in art, sport, leisure and cultural activity

Increased participation in art, sport and leisure, heritage and cultural activities to encourage learning, enable people to gain new skills and increase feelings of self-worth.

Examples include:

Encouraging more positive lifestyle choices.

Enhancing Harrow's arts, cultural, sports, leisure and heritage offer.

Contributing towards improving residents' mental and physical health.

Improving social capital and reducing social isolation

Diversionary activity from crime or the risk of crime.

Encouraging healthy lifestyles including reduction in obesity, smoking and lack of exercise, targeting adults over 40, children and young people and families.

Outcome 5: A strong and sustainable voluntary and Third Sector able to deliver diverse, efficient and tailored local services

Ensuring a diverse range of local providers within Harrow's voluntary and third sector organisations and developing their capacity to deliver efficient and targeted local services.

Examples include:

Building the capacity of the Third Sector to develop a strong and sustainable sector.

Appendix 1b: Outcomes Based Grants guidance to applicants

Supporting volunteering services and enabling participation to increase the sector's involvement in service delivery.

Deepening partnerships to build trust and renewed confidence for joint working.

Outcome 6: Harrow's streets, public buildings and spaces are kept clear of litter, fly-tipping and vandalism

Working together by volunteering or changing behaviour, residents can look after the local environment, reduce littering, environmental crime, making Harrow a place people are proud to live and work in.

Examples include:

Supporting environmental projects and biodiversity.
Supporting the maintenance of open spaces.
Contributing towards improving residents' mental and physical health.
Improving social capital and reducing social isolation.
Diversionary activity from crime or the risk of crime.

Outcome 7: Harrow residents and businesses enjoy local economic prosperity

The Council will work together with commercial and private sector partners to facilitate investment and growth in Harrow that is in-keeping with the character of the borough. New housing and employment opportunities will be created, new and existing businesses will be able to grow and expand in the borough and there will be opportunities for investment in new social infrastructure, all contributing towards local economic prosperity and quality of life.

Examples include:

Co-ordinating and supporting skills, employment and business support
Supporting local business and residents in times of economic hardship
Supporting town and district centre improvement schemes

Appendix 2

Outcomes Based Grants 2013-2016 - Application Assessment Sheet

Name of Chair	Date
Name of Organisation	
Name of Project	
Amount requested	
Corporate Priority:	
Core outcome:	
Length of grant requested:	
Partnership / consortia application?	Yes <input type="checkbox"/> No <input type="checkbox"/>

Chair to confirm that panel members and observers are aware of the need to declare any conflicts of interest. If a panel member or observer has a personal interest they should decline to be part of the meeting where that interest is discussed.

Panel members and observers have been reminded of the need to declare interests? Yes No

Personal or prejudicial interests have been declared? Yes No

First Stage Assessment

Does the financial information provided indicate that the organisation is financially stable? Yes No

- Does the organisation have an annual income of more than £50,000 per annum
 Yes No
- Has the organisation indicated that the required policy documents are in place?
 Yes No
- Has the applicant provided two references within the guidelines stated?
 Yes No

If not first stage eligible, state reason why:

IF THE FIRST STAGE ASSESSMENT INDICATES THE APPLICANT IS INELIGIBLE DO NOT PROCEED TO COMPLETE THE SECOND STAGE ASSESSMENT

Second Stage Assessment

In this section please use the following scores to assess how each criterion has been met:

0	Not met	1	Barely met	2	Partially met	3	Fully met
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Section 3 – Evidence

Question	Assessment criteria	Score 0,1,2 or 3	If score below 3, please give clear reasons.
3b.	Is it clear which target group will benefit and why this group(s) is being targeted?		
3c	Has evidence of need been demonstrated?		
3d	To what extent has the applicant demonstrated that this project/activity will address the outcome?		Score range to be used: 1 poor; 2 fair; 3 good; 4 very good; 5 excellent

Section 4 – Project Outcomes

Question	Assessment Question	Score 0,1,2 or 3	If score below 3, please give clear reasons.
4 (a)	Is it clear what difference will be made, who will benefit, how many and what will change?		
4 (b)	Have clear measures/targets been set for the project?		
4 (c)	Is it clear what evidence will be available to show success, show that the project/activity has taken place and achieved outcomes?		

Section 5 – Equality of opportunity/cohesion/social inclusion

Question	Assessment Question	Score 0,1,2 or 3	If score below 3, please give clear reasons.
5b	Are there clear plans for ensuring access to the project?		
5c	Is it clear how the project/activity will promote community cohesion, equality of opportunity and social inclusion?		

Section 6 – Volunteers

Question	Assessment Question	Score 0,1,2 or 3	If score below 3, please give clear reasons.

6b	Is it clear how volunteers will be involved, recruited and managed?		
----	---	--	--

Section 7 – Measuring delivery

Question	Assessment question	Score 0, 1,2 or 3	If score below 3, please give clear reasons.
7a	Is there a clear description of how the organisation will report on and deliver a quality service?		

Section 8 – Partnership working

Question	Assessment question	Score 0, 1,2 or 3	If score below 3, please give clear reasons.
8a	Please describe the partnerships your organisation is involved in and the benefits to your organisation and users. Explain how you are working with other organisations that provide similar or complementary services to yours. Please list the partner (s) involved.		

Section 9 – Project costs / Value for money

Question	Assessment question	Score 0, 1,2 or 3	If score below 3, please give clear reasons.
9c	Are the first year project costs clear, realistic and relevant to the project?		
9d	Are the project costs for the		

	second and third year clear, realistic and relevant?		
9e	Are the measures for achieving value for money clearly described?		

Section 10 – Sustainability

Question	Assessment question	Score 0, 1,2 or 3	If score below 3, please give clear reasons.
10a	Are there clear plans for funding the balance of the project costs?		
10b	Are there clear plans for maintaining or exiting the project at the end of the funding period?		

Section 11 – Any other information

If additional relevant information has been provided in response to question 11, the panel should use this information to award additional scores in the relevant sections above.

Total Score		Maximum Score	50
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Date:	NAME IN CAPITALS	Signature
Chair		
Panel Member 1		
Panel Member 2		

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Appendix 3: Small grants assessment sheet

Small Grants – 2013/2014

Application Assessment Tool

First Stage Assessment

- Are all eligibility questions ticked? Yes No
- Does the financial information provided indicate that the organisation is financially stable? Yes No
- Does the organisation have an annual income of less than £50,000 Yes No
- Has the organisation indicated that the required policy documents are in place? Yes No
- Has the applicant provided two references within the guidelines stated? Yes No

If not first stage eligible, state reason why:

Second Stage Assessment

Use the following scores to assess how each criterion has been met:

0	Not met	1	Barely met	2	Partially met	3	Fully met
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Section 4 – Evidence of Need

Question	Assessment criteria	Score 0,1,2 or 3	If score below 3, please give clear reasons.
4a.	Has evidence of need been demonstrated and is it clear how the project will address the need identified?		
4b	Is it clear how the project will tackle disadvantage, foster good relations and promote equality of opportunity?		

Section 5 – Project Outcomes

Question	Assessment Question	Score 0,1,2 or 3	If score below 3, please give clear reasons.
5 (a)	Have clear outcomes been stated?		
5 (b)	Have clear targets been stated?		
5 (c)	Is it clear what evidence will be available to show project has achieved outcomes?		

Section 6 – Access to the project

Question	Assessment Question	Score 0, 1, 2 or 3	If score below 3, please give clear reasons.
6b	Is it clear how the intended beneficiaries will be able to access the project, including where and when the project will take place?		
6c	Is it clear how many and how the project will involve volunteers?		

Section 7 – Cost of the Project

Question	Assessment Question	Score 0, 1, 2 or 3	If score below 3, please give clear reasons.
7b, 7c	Has the applicant provided clear and reasonable costs for the project that match the proposed project?		
7c	Has the applicant provided clear plans for funding any balances?		
7d	Has the applicant provided clear plans for sustaining or exiting the project at the end of the funding period?		

Section 8 - Additional information

Question	Assessment Question		
8a	Is there any other information you would like to include that is relevant to your application?		Any relevant information provided here can be used to adjust scores awarded in any of the sections above.

Total Score	Maximum Score	30
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Date:	NAME IN CAPITALS	Signature
Chair		
Panel Member 1		
Panel Member 2		

Appendix 4: Guidance notes for Panel Observers

1. The role of Panel Observers is to observe the grant application assessment process in an objective and impartial manner.
2. The role of the Panel Observers is to ensure transparency in the assessment process and provide feedback to the Council and the Voluntary and Community Sector (VCS) that will help improve the process for the future.
3. Panel Observers should provide feedback on the application assessment process and not on the scoring of individual applications.
4. Panel Observers will be provided with copies of grant application forms and assessment scoring sheets during the panel meeting. These documents are for reference only and all documents relating to the panel process should be handed back to the Chair at the end of the meeting.
5. Panel Observers should not comment or contribute to discussion during an assessment panel meeting, except where they have an immediate concern about the meeting (see 9 below).
6. Panel Observers should observe the process and at the end of the meeting provide their comments and feedback to the Head of Community Development on the feedback form provided.
7. Panel Observers are expected to maintain confidentiality at all times and should not discuss the contents of individual applications with anyone other than the Council Officers involved in the grant assessment panel.
8. Observers should declare their interests at the beginning of the Panel meeting. Observers with a personal/prejudicial interest should not participate in the meeting.
9. If a Panel Observer has an immediate concern about the conduct of a panel meeting, s/he can request that the meeting is adjourned whilst his/her concern is discussed with the Chair of the meeting or advice is sought from the Head of Community Development.

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Appendix 5: Feedback form for Observers

Name:				
Organisation:				
Date Panel Meeting observed:				
Declarations of interest stated if appropriate		Yes	No	
I made the following declarations of interest:				
Signed:				
Were you satisfied that the Panel followed the Guidance notes for Assessment Panels?				
Yes		No		
Were you satisfied that the Panel assessed applications in line with the guidance notes provided to applicants?				
Yes		No		
How would you rate the process overall in terms of 'fairness'?				
Poor	Fair	Good	Very Good	Excellent
How would you rate the process overall in terms of ensuring that the information provided by each applicant was properly assessed?				
Poor	Fair	Good	Very Good	Excellent
Please provide any other comments / observations below:				
<i>If you have rated any of the above as poor or fair please provide your reasons below;</i>				
Do you have any suggestions for how the process could be improved in the future?				

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