

Meeting:	Cabinet
Date:	18 September 2008
Subject:	External Funding Update
Key Decision:	No
Responsible Officer:	Myfanwy Barrett, Corporate Director of Finance
Portfolio Holder:	Cllr David Ashton, Leader and Portfolio Holder for Strategy, Partnership and Finance
Exempt:	No
Enclosures:	None

## Section 1 – Summary and Recommendations

This report updates Cabinet on

- current arrangements for external funding in the Council;
- amount of external funding (£1.916m) known to have been achieved by the Council in 2007/08 and 2008/09 to date;
- key issues relating to external funding.

### **Recommendations:**

Cabinet is requested to discuss and note the report.

### **Reason: (For recommendation)**

The report provides Cabinet with an update on current arrangements and successes on external funding from May 2007 to July 2008.

## Section 2 – Report

### 1. Options Considered

This report is for discussion and information. No other options considered.

### 2. Current Arrangements

An earlier report “Harrow Council Framework for Managing Innovative Change – External Funding Review” commissioned by the Council from the consultants Agilysys in 2005 recommended employing a Corporate Funding Manager supported by a Bid Officer to develop and lead on implementation of the Council’s external funding strategy.

#### *Definition of external funding*

One-off or annual competitive bidding rounds announced by London Development Agency, Learning and Skills Councils. Government Departments or non-Government funders such as Big Lottery Fund, Heritage Lottery Fund, Arts Council, EU, charitable trusts and foundations, and private sector.

### 3. Aims of strategy

To support officers, members and the voluntary and community sector in achieving Harrow’s corporate strategies and priorities through increasing the amount of external funding won by the Council and partners.

### 4. Outcomes of strategy

- Agreed framework and processes for bidding for external funding
- Advice, support and guidance mechanisms for officers and external partners
- Improved cost-effectiveness of bidding process
- Maximisation and prioritisation of existing Council resources for external funding activities
- Developed external funding capacity of Council officers
- Developed external funding capacity of voluntary and community sector partners
- Concordat on agreed joint priorities with key partners
- Developed sustainable exit or mainstreaming strategies for funded activities
- Raised profile for Harrow in implementing projects won through external funding

### 5. Roles of key players

- The **Corporate Funding Manager (CFM)** leads on delivery, development and maintaining of the strategy and works closely with colleagues across the Council and external partners to help bring in external funding.

- **Council officers** are encouraged to develop a more active role - subject of course to resources constraints and value for money - in identifying, prioritising and bidding for external funding particularly in partnership with the voluntary and community sector.
- Effective delivery of the strategy dependent on utilising the existing capacity, infrastructure and skills of **voluntary and community sector** organisations and on them being helped to find the additional resources, capacity and infrastructure they might need to bid successfully and manage bids won.

CFM's advice, support and guidance include

- Funding guide
- One to one advice surgeries
- Capacity building, bid writing and funding workshops;
- Newsletters and Newsflashes; database of previous bids, templates for generic bid sections
- Core External Funding Group meetings
- Bid writing and bid co-ordination, proof-reading and commenting on draft bids

## 6. Priority areas of activity

The CMT May 2007 report proposed pulling together in a single place Directorates' stated key priority areas for external funding and key priority areas jointly agreed with partners. This gives managers and their staff a clear focus on areas to bid for external funding, is transparent and helps to manage expectations of external partners, particularly from the voluntary and community sector in Harrow.

## 7. Process for bidding for external funding

The CMT May 2007 report outlined a process for bids proposed allowing managers to gain senior management sign off to proposed bids in line with their agreed key priority areas.

## 8. Summary of known successful bids from May 2007 – July 2008

<b>Bid</b>	<b>Amount</b>	<b>Comment</b>
Big Lottery Fund Children's Play	£456,000	CFM part of project development steering group
Home Office Violent Extremism Pathfinder Fund	£80,000	CFM advised on bid
Home Office Domestic Violence Fund	£40,000	CFM helped write bid
Jack Petchey Fund Summer Uni	£66,000	CFM helped write bid
EU Emancipar youth participation project	£10,000	CFM maintained contact with EU bid lead partner from previous unsuccessful EU bid and helped write bid.

Sports England	£158,000	CFM not involved
Learning and Skills Councils adult and community learning (2 bids)	£100,000	CFM not involved
Learning and Skills Councils ESF Co-financing – Personal Best volunteering opportunities	£276,500	Bid written by Harrow College
LDA ESF Co-financing – Lone parents in social housing	£250,000	CFM led on bid writing
City Strategy Pathfinder Learning and Skills Councils ESOL for parents	£450,000	CFM led on bid writing
Youth Justice Board development grant for preventing violent extremism for young people at risk offenders	£30,000	CFM not involved
<b>Total</b>	<b>£1,916, 500</b>	

***N. B.** This table reports those bids either with CFM involvement or reported to him. It does not include bids won directly by voluntary and community organisations or bids won by Council colleagues and not reported to him.*

## **9. Key current issues**

CSB regularly monitors progress on external funding and is currently considering funding a second post in Corporate Finance to support the CFM and 0.5 post based in the voluntary sector.

Some key issues are

- External funding is a complex issue given that most grant funding is directed towards additional projects and there is a need to focus on core service delivery
- Only one person based in Corporate Finance dedicated to external funding for whole Council
- Service managers not always resourced or able to pursue good external funding opportunities where our low position on deprivation indices is not a barrier
- Scope for Harrow to improve its position in London for external funding gained; the CFM is working with the Big Lottery Fund and the voluntary sector to improve our success in bidding for Big Lottery Funding
- Scope for improving internal and external communications on external funding; strategy to be discussed with Communications
- Scope for Directorates to identify more clearly their external funding priorities as opposed to responding to announced funding sources.

## 10. Performance issues and value for money

External funding is a key line of enquiry in our current VFM self assessment in the context of use of resources. The Council is actively seeking to supplement its budget with external funding from a wide range of sources and working with a range of public, private and voluntary partners.

## 11. Legal Implications

There are no legal implications for this report.

## 12. Financial Implications

There are no financial implications for this report

## 13. Risk Management Implications

There are no risk management implications for this report

## Section 3 - Statutory Officer Clearance

Name: Myfanwy Barrett	<input checked="" type="checkbox"/>	Chief Financial Officer
Date: 19 August 2008		
Name: Helen White	<input checked="" type="checkbox"/>	On behalf of the Monitoring Officer, Legal
Date: ...27 August 2008		

## Section 4 – Performance Officer Clearance

Name: Tom Whiting	<input checked="" type="checkbox"/>	Assistant Chief Executive
Date: 28 August 2008		

## Section 5 - Contact Details and Background Papers

Contact: Malcolm John, Corporate Funding Manager, Corporate Finance, 0208 736 6846

Background Papers: Papers on external funding presented to CMT and CSB on 6 December 2006, 23 May 2007, 19 March 2008, 16 July 2008.