

**OFFICERS' SUMMARY GRANT APPEAL REPORT**

**APPEAL NOT TO BE UPHeld:**

**Schedule c: Harrow Mencap/MAB/Age Concern Consortium**

Funding recommended following appeal:	Nil
Cabinet Decision 18 <sup>th</sup> March 2010:	Nil
Funding Requested 2010/11:	£50,000

Funding to the Consortium was not recommended by officers, as it was concluded that their project would duplicate the work of another established service, and that it would affect the continuity of the service currently provided if this was to be funded as a replacement. It was also concluded that the partnership did not have a track record of delivering a project of this nature, and it was not clear which of the 3 organisations in the consortium would be accountable.

**Grounds for Appeal:**

The Consortium is appealing against officers' statement that the project is a duplication of an already established service, which they feel is inaccurate. They have stated that their services, i.e. financial, HR, payroll and IT offered to voluntary and community groups in Harrow are not currently being delivered by any other organisation.

**Recommendation:**

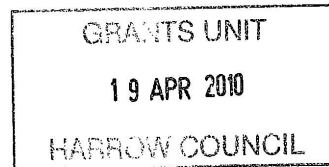
Although it is accepted that this project may not duplicate the services highlighted above, officers' recommendations not to fund the Consortium on other grounds, such as the partnership not having a track record of delivering the Project of this nature and the lack of clarity on which of the 3 organisations in the Consortium would be accountable, still stands. Therefore it is recommended that this appeal should not be upheld.

Schedule c: Harrow Mencap, Age Concern and Middlesex Association  
for the Blind (Partnership Bid)

Grants.grants@harrow.gov.co.uk

19.04.2010

Dear Grants Panel



**Appeal relating to: Declined bid from consortium to grants panel**  
*(Consortium consisting of three voluntary partners - Harrow Mencap,  
MAB and Age Concern)*

The bid was relating to the delivery of infrastructure services to the voluntary and community sector. The basis for appeal is inaccurate information contained in the report that was presented to the panel. We believe this was material in the panel's decision not to fund this bid.

The inaccuracies relate to the statement that this would be a duplication of a service by another provider. Our contention is that these services i.e. financial, HR, payroll and IT are not currently being delivered by any organisation to voluntary and community sector organisations in Harrow. The report did not dispute the need for these specialised services

On behalf of the consortium  
With regards

Ross Hensman  
Head of Care and Support services  
Harrow Mencap

Schedule c:

HARROW MENCAP, AGE CONCERN & MIDDLESEX ASSOCIATION FOR THE BLIND – Copy of Original Officer Report presented to Grants Advisory Panel on 3<sup>rd</sup> March 2010

Name of organisation		<b>Harrow Mencap, Age Concern &amp; Middlesex Association for the Blind (Partnership bid)</b>			
Project Name		<b>Resource Resolutions</b>			
Funding priority (expected outcome)		<b>The Future of Public Services &amp; Democracy - Building the capacity of the voluntary and community sector</b>			
Type of Grant	<b>Large</b>	Total Cost of Project	<b>£72,225</b>	Funding requested	<b>£50,000</b>
Funding recommended	<b>£0</b>	Funding for 2009/10	<b>£0</b>		
<p><b>Recommendation</b></p> <p>This project, which has not yet been set up, would duplicate the work of another established service, and it would affect the continuity of the service currently provided if this were to be funded as a replacement. The partnership does not have a track record of delivering a project of this nature and it is not clear which of the 3 organisations involved would be accountable. Funding is therefore not recommended.</p>					
<p><b>Project summary (Information provided by applicants)</b></p> <p><b>Background</b></p> <p>A partnership between Age Concern Harrow, Middlesex Association of the Blind and Harrow Mencap has recently been formed to deliver a new project, called Resource Resolutions, that offers financial and other office management resources to the voluntary and community sector.</p> <p><b>The project</b></p> <p>Funding is requested to contribute to the delivery costs of this project. The project will involve the following: setting up and maintaining financial systems and processes, carrying out CRB checks, HR support, training and development in health and safety and risk management. Additional services will include: monthly mail outs to 350 voluntary and community groups, organising an annual summit. Services will be delivered in Jardine House, Harrovia Business Village, Bessborough Road. They estimate that 20 – 30 groups, reflecting Harrow’s diversity will benefit from this service.</p>					
<p><b>Assessment Results (E – essential, D – desirable)</b></p> <ol style="list-style-type: none"> <li>1. <u>The applicant has identified the need for the service but has not provided any quantifiable evidence of need and there is no clear link between the need identified and the project described.</u> (E)</li> <li>2. <u>With regards to addressing the funding priority and expected outcome they have stated what outcomes will be achieved but they have not explained how they will be delivered.</u> (E)</li> <li>3. They have described where the service will be delivered. (D)</li> <li>4. They have explained how they will address Harrow’s diverse community. (D)</li> <li>5. They have described how they will measure the success of the project. (D)</li> <li>6. <u>Although they state who and how many will benefit from this service, the figure does not reflect the range of services on offer.</u> (D)</li> <li>7. <u>They have stated how much funding they are requesting.</u> (D)</li> <li>8. <u>The budget is not clear and realistic – a further breakdown has not been provided.</u> (D)</li> <li>9. <u>It is not clear if all of the funding requested would be used to cover the revenue costs of the project.</u> (D)</li> </ol> <p><b>Score: 13 out of 18</b></p>					

# Schedule c: Copy of Harrow Mencap, Age Concern and Middlesex Association for the Blind original grant application

## Eligibility Criteria

### Do you meet the following criteria?

"Grant aid is available to support voluntary and community organisations to deliver services, where this resource is for the benefit of people living, working or schooling in Harrow."

YES  NO

## 1. Organisation Contact Details

Name of Organisation	A partnership of Age Concern Harrow Middlesex Association for the Blind and Harrow Mencap		
Organisation Address	c/o 3 Jardine House, Harrovian Business Village, Bessborough Road Harrow Middx Postcode: HA1 3EX		
Address for Correspondence (if different to above)	same as above Postcode:		
Fax	www.harrowmencap.org.uk	Website:	www.acharrow.org.uk www.aftb.org.uk
Contact Person 1	Dave Pearce	Position in Organisation	Chief Executive MAB
Telephone	020 8423 5141	Email	dave@aftb.org.uk
Contact Person 2	Deven Pillay	Position in Organisation	Chief Executive and Secretary Harrow Mencap
Telephone	020 8869 8484	Email	deven.pillay@harrowmencap.org.uk

**Name of Organisation:** 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 grant agreement or service level agreement, if the application is successful.

**Organisation Contact 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. During the course of our assessment we may wish to contact you, so please ensure that the contact details you provide are correct.

## 2. About your Organisation

a. How would you define your organisation? Please tick which ones of the following applies to your organisation. You may need to tick more than one.

- Company limited by guarantee Reg. No:
- Friendly society
- Registered charity
- Residents Association
- Mutual Society
- Partnership (please describe)
- Part of a regional or national organisation
- Other (please describe)

b. When was organisation set up? Month ..... Year ..... MAB in 1922 ACH 1975, HM 1948

c. Briefly describe the purpose of your organisation.

Age Concern Harrow is a voluntary organisation working to improve the quality of life for older people living in Harrow.  
MAB aims to support people who are blind, partially sighted and deaf-blind to live independent lives - through the local provision of high quality services, advice and information across 9 boroughs  
Harrow Mencap's purpose is to support people with learning disabilities and their families to ensure their needs, rights and aspirations are met.

**a. Defining your Organisation:** Please state 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.

**c. Briefly describe the purpose of your organisation:** Please explain the purpose of your organisation and what you are trying to achieve, i.e. your overall aims and objectives.

### 3. Policies and Procedures

Please confirm that you have all of the following policies/statements and procedures in place?

- A constitution/memorandum and article of association/deeds of trust
- A bank account in the organisation's name
- Policies for the protection of children and vulnerable adults (if relevant)
- Health and safety
- Appropriate insurances and indemnities procedures (if relevant)
- Written statement of commitment to equal opportunities
- Certified or audited accounts from the previous year (by an independent person). 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
- Employment and staffing policies and procedures, which address the recruitment and selection, and training of staff and volunteers
- System to monitor the quality of services delivered

**PLEASE NOTE: You are not required to submit supporting documents at this stage. Successful applicants will need to submit this information once a grant has been recommended at the relevant Grants Advisory Panel meeting (subject to agreement by Cabinet).**

**PLEASE NOTE: The Grant will be withdrawn if the correct supporting documents are not submitted by the agreed deadline. (Please refer to the enclosed "Information to Applicants" for details).**

### 4. About the Proposed Service

a. Name of proposed service

Resource Resolutions

**a. Name of proposed service:**  
Please give your service a short title that best describes what will be delivered. Try to make it unique to your service.

b. Is this a new service? YES  NO

c. What needs have you identified for this service?

The need to develop this service has been identified through networking with local charities through the Harrow Consortium and from information gleaned from the National Council for Voluntary Organisations as well as articles in the national press.

Research shows that a large percentage of voluntary sector organisations are facing financial difficulties and are struggling to maintain the core resources necessary for day-to-day business. Not only are these resources essential for efficient management they are also needed to support their compliance of legal requirements.

This service is responding to central government and local statutory bodies agendas on 3rd sector involvement and partnership provision.

**c. Need for this Service:** Please explain how you know that your targeted users/beneficiaries need this service. Please provide evidence that you have gathered and used to justify the need for this service, for example:

- feedback from your users
- consultation
- local or national research

d. How will your service address these needs?

Resource Resolutions will offer financial and other office management resources to the voluntary sector in Harrow through the provision of professional, technical and specialist support. Resources will include:-

- 1) setting up and maintaining systems and processes to enable good financial management; monthly management accounts; payroll; book-keeping;
- 2) Vetting and Barring processing; CRB disclosure applications
- 3) HR support including a) development & maintenance of staff / volunteer records and b) specialist advice
- 4) training and development - including the delivery of essential training - 1st Aid; Risk management; Health and Safety and Basic Finance.
- 5) the development and review of policies and procedures

Additional services would include:-

- 1) monthly mail out to 350 voluntary and community sector organisations
- 2) Planning and staging an annual summit

An ultimate aim is that this partnership could eventually deliver other services on behalf of the borough for example Management of Community premises

The above will address the identified need and will enable more robust and efficient organisations by providing a value-for-money specialist service. This would have the additional benefit of encouraging the voluntary sector to be less reliant on local authority resources.

**d. How will your service address these needs?:** Please explain the purpose of your activity and how it will address the need you have identified.

e. Which one of the following funding priorities and outcome will your project/service address?  
(Please tick **ONLY one**)

Funding Priority	Expected Outcomes	Please tick
Economic Development in Harrow	• People have better chances in life – with better access to training and development to improve their life skills.	<input type="checkbox"/>
An Improving Environment	• Improve local biodiversity – active management of local sites	<input type="checkbox"/>
Every Harrow Child	• Reduce crime and anti-social behaviour amongst young people and provide support for young victims of crime; • Provide activities and services within the wider community.	<input type="checkbox"/> <input type="checkbox"/>
Culture, Communities and Identity	• Enable people from different backgrounds to get on well together; • Increase adult participation in sport; • Increase engagement in arts; • Enable people to access local services through the provision of advice and support; • Reduce crime; • Reduce domestic violence; • Develop mutual support and independence within the community.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Health, Wellbeing and Independence	• Sustain and improve the health and well-being of vulnerable people, i.e. older people, people with disabilities or terminal illnesses, etc; • Provide employment opportunities or training for employment for adults with learning disabilities; • Provide sports and physical activity for children and young people; • Provide preventative mental health services for children and young people.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
The Future of Public Services and Democracy	• Provide language support to people whose first language is not English (ESOL); • Provide volunteering opportunities. <i>building the capacity of the voluntary and community sector</i>	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <i>To 10/1/09</i>

f. Please explain how your service will address this outcome.

Resource Resolutions will address this outcome by:-

- a) enabling small organisations to address their capacity issues
- b) encouraging greater independence of voluntary and community sector groups with less reliance on statutory organisations
- c) reducing financial risks to VCS groups due to improved financial management and better budget planning
- d) facilitating better governance arrangements for VCS groups
- e) offering HR specialism to provide excellent support for managers, staff and volunteers in the VCS
- f) promoting better planning
- g) developing robust independent organisations to have greater confidence when applying for money to increase opportunities for obtaining funding
- h) enabling organisations to meet legislative requirements
- i) developing and reviewing policies and procedures
- j) working cohesively in partnership with others
- k) organisations will be more economically efficient as there will be less duplication
- l) improving organisations' infrastructures
- m) acting as a gateway to helping people access services
- n) acting as a catalyst for change in public services
- o) Supporting community organisations through community capacity building
- p) helping groups to develop their skills, organisation, representation and involvement

Building the capacity of the voluntary and community sector ultimately leads to our joint ultimate goal of better outcomes for service users

Please consider one of the following:

**1. What difference will this service make to the beneficiaries' lives?**

Please explain the benefits or outcomes that you expect to achieve from your proposed service, for example:

- Greater independence;
- Participants gain a qualification;
- Acquire a new skill.

**2. How will the service build the organisation's capacity?.**

**For example:**

- Increase volunteering
- increase training and development opportunities for volunteers and paid staff
- improve the infrastructure of the organisation.

Please link this to the funding priorities and expected outcomes.

## 5. Service Delivery

a. Where will your service be delivered? (Please list all venues)

From 3 Jardine House Harrovian Business Village Bessborough Road Harrow Middx HA1 3EX  
and in Community organisations' premises as required.

b. Who will it be delivered by?

Volunteers  Paid staff  Both

c. If the service is to be delivered by a paid member of staff, are they

New  Existing

d. How will your service address the needs of Harrow's diverse community?

The Partnership's three organisations are mainstream, provide for all communities in the borough and do not exclude any section of the community.

All three have the appropriate Equality and Diversity policies and procedures.

The service will be open for all of Harrow's diverse community and strenuous efforts will be made to reach those smaller groups who do not presently have the finances or structures to be self-sufficient - thus hindering their ability to develop.

Our promotional and marketing plan will include a variety of methods to reach every part of the community - newsletters; workshops; talks to community groups; handouts; leaflets - translated as required into braille or other languages; through established networks eg the Voluntary and Community Sector Forum (part of the HSP structure).

The three organisations have established links with the Council's Community Development Team and the council's database

e. How will you know that the service has been successful?

We will know that the project is successful by the uptake of the service.

A vigorous and effective monitoring and evaluation system to include demographic data collection and user feedback will inform the project. Feedback through established links such as the Voluntary and Community Sector will be important. Any complaint will be taken seriously with actions taken and lessons learnt.

Importantly we will capture the differences made to the local community and to the many groups and organisations who support the most vulnerable people of Harrow.

**a. Where will your service be delivered?:** Please state where your activities will happen.

If your service covers a number of venues, please give details.

**d. How will your service address the needs of Harrow's diverse community?:**

The Borough of Harrow consists of diverse communities, many of which are excluded from participating in aspects of daily life. For example, some communities may have difficulties accessing local services for various reasons. Please consider and/or explain the following, if relevant to your service:

- How will you ensure that your service is accessible and appropriate for Harrow's diverse community;
- If you have identified any groups who could benefit but are less likely to take part, explain why this is the case and what you will do to address it;
- How you will plan to promote or publicise your service;
- If you are targeting your service at a particular community, please explain why?

**e. How will you know that the service has been successful?:**

Please explain how you will know that your service has been successful in meeting the needs that you have identified.

## 6. Who will benefit from the Service?

a. How many people will benefit from this service?

20 - 30 voluntary and community sector groups in Harrow

b. Please indicate which of the following groups will benefit from your activities:

<p><b>ASIAN OR ASIAN BRITISH</b></p> <p><input checked="" type="checkbox"/> Afghani</p> <p><input checked="" type="checkbox"/> Bangladeshi</p> <p><input checked="" type="checkbox"/> Indian</p> <p><input checked="" type="checkbox"/> Pakistani</p> <p><input checked="" type="checkbox"/> Sinhalese</p> <p><input checked="" type="checkbox"/> Sri Lankan Tamil</p> <p><input checked="" type="checkbox"/> Any other Asian background – please specify</p>	<p><b>BLACK OR BLACK BRITISH</b></p> <p><input checked="" type="checkbox"/> Caribbean</p> <p><input checked="" type="checkbox"/> Ghanaian</p> <p><input checked="" type="checkbox"/> Nigerian</p> <p><input checked="" type="checkbox"/> Somali</p> <p><input checked="" type="checkbox"/> Any other Black background – please specify</p>
<p><b>MIXED</b></p> <p><input checked="" type="checkbox"/> White and African</p> <p><input checked="" type="checkbox"/> White and Asian</p> <p><input checked="" type="checkbox"/> White and Caribbean</p> <p><input checked="" type="checkbox"/> Any other Mixed background – please specify</p>	<p><b>WHITE</b></p> <p><input checked="" type="checkbox"/> Albanian</p> <p><input checked="" type="checkbox"/> British</p> <p><input checked="" type="checkbox"/> Gypsy/Roma Traveller</p> <p><input checked="" type="checkbox"/> Irish</p> <p><input checked="" type="checkbox"/> Irish Traveller</p> <p><input checked="" type="checkbox"/> Polish</p> <p><input checked="" type="checkbox"/> Romanian</p> <p><input checked="" type="checkbox"/> Russian</p> <p><input checked="" type="checkbox"/> Serbian</p> <p><input checked="" type="checkbox"/> Any other White background – please specify</p>
<p><b>OTHER ETHNIC GROUPS</b></p> <p><input checked="" type="checkbox"/> Chinese</p> <p><input checked="" type="checkbox"/> Iranian</p> <p><input checked="" type="checkbox"/> Iraqi</p> <p><input checked="" type="checkbox"/> Kurdish</p> <p><input checked="" type="checkbox"/> Lebanese</p> <p><input checked="" type="checkbox"/> Other Arabs</p> <p><input checked="" type="checkbox"/> Any other Ethnic group – please specify</p>	

c. Which one of the following groups will benefit from your service?

Gender: Male  Female

Age

Under 5's	5-16	17-25	26-35	36-45	46-55	56-65	65+
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Disabled: YES  NO



## 7. Cost of Service?

a. How much funding are you requesting?

£50,000 per annum

b. What is the total cost of the proposed service?

£72,225

c. Please complete the proposed service breakdown below

PROPOSED SERVICE BREAKDOWN			
EXPENDITURE CATEGORIES	ITEM DESCRIPTION	QTY	COSTINGS £
Staffing Cost	Salaries		36889
	Training		1000
	Others		400
	<b>Sub Total</b>		38299
Volunteers expenses	Transport		400
	Others		200
	<b>Sub Total</b>		600
Overheads (e.g. utility bills/maintenances/repairs)	Utilities		1450
	Maintenance/Repairs		3400
	Subscription/membership		1000
	<b>Sub Total</b>		5850
Legal and professional fees, insurance	Insurance		1800
	Professional fees		1000
	<b>Sub Total</b>		2800
Venue	Rent		3650
	<b>Sub Total</b>		3650
Project Costs (e.g. Materials/stationery/printing/refreshment)	Printing		1500
	Stationery		2000
	Postage		500
	Courses/workshops/annual summit		4960
	Software maintenance		1200
	<b>Sub Total</b>		10160
Other Expenses	Supervision		800
	Set-up costs		3500
	Management		6556
	<b>Sub Total</b>		10866
<b>Total Cost of Service</b>			<b>72225</b>

d. Has your organisation secured funding or do you have plans to raise funds from other sources for this or similar services for the benefit of Harrow's diverse community?

YES  NO

**This information will allow the Council to gain a better understanding of which external Funders are supporting local services.**

If YES please complete the table below:

FUNDRAISING CATEGORIES	PURPOSE	PROJECTED ANNUAL INCOME	FUNDING CONFIRMED Y/N
Fees and Charges	to pay for service	£1000	No
Donations	to support service	£1000	No
Sponsorships	Social responsibility	£1000	Yes

FUNDING BODY (please list names below)	PURPOSE	PROJECTED ANNUAL INCOME	FUNDING CONFIRMED Y/N
Middx Assn for the Blind	Pump priming the development of this service	£6409	Yes
Age Concern Harrow	Pump priming the development of this service	£6409	Yes
Harrow Mencap	Pump priming the development of this service	£6409	Yes

**PLEASE NOTE: This information will not be used as part of the assessment process.**

## 8. Future of the Service

Please explain how you plan to continue with this service when this funding has ceased.

Once this service is established it will be sold to others who are able to pay. Income will be generated eventually by the fees charged for the provision of services. It is worth noting that some of the set-up costs are one-off amounts and will not recur.

The Partnership organisations are already part-funding this project and are committed to its future. We will look for sponsorships from businesses. The partner organisations are well established and presently receive sponsorship from a variety of sources - and we will continue to nurture our existing contacts.

Apart from applications to other grant-funding bodies, what other efforts have been made to ensure your services can be sustained in the future and/or become partially self-funded.

## 9. Professional References

Please provide the contact details of two organisations that you currently provide services to, work with or receive funding from.

**Please note that this should not be from the following:**


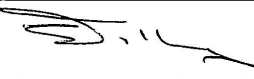
- A personal reference – from a friend or relative
- A member of the Grant Advisory Panel

REFERENCE 1	
Name of Contact	Paul Najsarek Corporate Director of Adults and Housing Services
Organisation	Harrow Council
Address	Civic Centre Station Road Harrow Middx
Telephone Number	020 8863 5611
Email Address	paul.najsarek@harrow.gov.uk
Connection with the organisation	Funder
REFERENCE 2	
Name of Contact	Alison Butler, Acting Head of Integrated Commissioning
Organisation	NHS Harrow
Address	4th Floor The Heights, 59-65 Lowlands Road Harrow Middx HA1 3AW
Telephone Number	020 8422 6644 (switch) or 020 89661133 (direct)
Email Address	alison.butler@harrowpct.nhs.uk
Connection with the organisation	Funder

## 10. 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: David Pearce	
Position in Organisation: Chief Executive Middlesex Association for the Blind	Date: 29th October 2009
Print Name: Deven Pillay	
Position in Organisation: Chief Executive and Secretary Harrow Mencap	Date: 29th October 2009

