

Review of Council support to the Voluntary and Community Sector (VCS) through Grants, Community Lettings and Community Premises

Commissioning - Do you think there are any other criteria that should be included?

Be aware of issues not always being as straightforward as they appear - eg. use of volunteers is great at times, but many volunteers, especially those who are volunteering because their needs are too complex to be able to do paid work) require a lot of s

complimenting services that should be provided by Council in every Harrow school.

Does it help the local youth?

Does it provide choice for service users

Effective service for young people (up to 21)

Harrow council should promote community language teaching in mainstream schools and assist with funding in complementary community schools.

I think the criteria above can only be agreed with if in fact they are linked to achieving Council/Community priorities and are based on a strong and robust needs assessment

Is it a locally based organisation or group/ or has a local presence

Is the proposed service meeting an unmet need in the Community?

Is the voluntary sector geared up to provide the appropriate level of service in this area?

Is this service more secure by the council in the long term

No

promotion of good practice against National Standards within the law

Provide extra curricular activities like Languages

Replace statutory obligation of the council in funding language tuition in Harrow schools

Replacing statutory obligation of the council in funding language tuition in every harrow school.

Since the total LBH budget for voluntary sector has been divided between service providers (usually large organisations who may not need it at all) and community organisations that are poorly budgeted, it is about time to reconsider the case. At present,

Appendix 1: Consultation comments

Commissioning - Do you think there are any other criteria that should be included?

Something about services of an appropriate quality eg advice services should be CLS quality marked - otherwise there is a real risk that you will get services which are cheap but not good enough.

Support for the vulnerable

Sustainability of the service

That it offers an opportunity to implement a fresh approach to service provision

The above criteria is good to use for any given Grants or any Commissioned work. However, there are services that can be up for commissioning and others that can't. The Council needs to define what it intends to commission first. The consultation should s

The values of the organisation, e.g. independence

There are services that can be up for commissioning and others that can't. The Council needs to define what it intends to commission first. The consultation should start from some premises. The above questions are too vague

Trustee and governance strength - following best practice

What happens to other community services that would not be commissioned e.g. Youth Activities, Scouting, etc

What positive impact is the activity having on the lives of Harrow residents

Yes, Does the project effectively meet the needs identified by the service users. I think that commissioning (as opposed to grant aid) fundamentally alters the relationship between the council and the voluntary sector. The voluntary and community sector'

You must replace the statutory obligation of the council in funding language tuition in harrow schools

Which other factors should be part of the assessment process?

Activity is repeatable from year to year

Again some questions imply a very simplistic approach - eg. re the concept of duplication - if one organisation sees 100 people for advocacy and another sees 100, that means 200 people need advocacy, which will cost pretty much the same whether delivered a

Again, in my view the small grants should be a permanent start-up grant intended for: 1. Newly established and emerging organisations 2. Organisations that would consider delivering small-scale projects that are partially sustained by volunteers

An understanding of local need and an ability to adapt to changing needs/requirements

Annual report. Physical presence in the Borough or the service users being from the borough. Positive monitoring report by the Council.

Attendance records

Complimenting services that are not provided the Harrow council in every school but should be provided.

Constitution with Charity Status Annual Reports and Accounts Management Committee with Equality Impact Regular Monitoring

Evidence of need/demand for project

Expertise and not based on who is in the "inner circle"

Feasibility of their proposal; their capacity to deliver it, given their staffing levels, skill mix and other commitments

Financial control Accountability

How realistic are the projects plans for reaching its identified end users

How the project fits with the aims and objectives, and skills, of the organisation(s) involved

I would not rule out a project getting funded just because it duplicates a service, as it may be very useful to Harrow from a diversity standpoint to have a choice of providers available to service users, eg a general provider like the CAB and a specialist

If the org must have a track record in delivering the project, this will stifle innovation - you must allow for innovative and ground breaking work to test out delivery models. I would also suggest that there is some criteria around whether the service is

Is it a good idea? Will it help people?

Which other factors should be part of the assessment process?

Is the organisation improving its performance by applying new technology? Is the organisation improving its process of integration and cooperation with other organisations?

It should be a mandatory requirement that organisations seeking a grant should raise themselves via fund raising activities/donations at least 50% of the grant they are applying for. No organisation should rely on the grant to retain their viability.

Items of qualitative evidence "soft" should also be included in the assessment process.

Accurate qualitative evidence is not always easy to obtain from certain clients due to frailty (bereavement)

Maintaining and promoting, for young and old, an active, participating Community - Arts, Architect, Interests, volunteering. Promoting, for young and old, Mental / physical health and wellbeing. Helping to empower / include marginalised, excluded people.

MORE CHECKS TO SEE AND SAMPLE CASES TO SEE WHAT THE ORGANISATIONS ARE DELIVERING

Promoting community cohesion, understanding and inclusiveness.

Proposal may be for a pilot project and newly established groups with no track record but can prove a need for the project.

Proposal may be for a pilot project and newly established groups with no track record but can prove a need for the project.

Regarding Q3. I think that so many projects get going but then have to change, losing key members of staff and expertise due to funding only being available for 1 year it prevents consistency.

size of the project and demographics and local knowledge of the borough

Special needs of individual community / social group must be taken into consideration such as health issue affecting Asians (diabetes, heart disease)

Sustainability of the project. Good arrangements for monitoring outcomes and involving the client beneficiaries in the project development

Sustainability - is the service/activity likely to continue after the award of grant or other support? (or if a one-off project will it contribute to longer term aims?) Is the application for seed funding or is there likely to be a regular requirement? W

That it encourages community participation rather than single group advantage

That services be supported by commissioning across more than one provider so there is an element of choice for the service users. The service provider should be qualified to provide a new project or service of similar service have been proven to be delivered

That the Organisation is assisting in developing language, moral and cultural skills.

That which will have the highest number of received beneficiaries

Which other factors should be part of the assessment process?

The complementary voluntary community run schools are trying their best to provide language teaching at weekends thereby by providing service which is not provided or facilitated by the council or most the mainstream schools

The fact that organisation is helping develop language and cultural skills in the borough, supplementing what is lacking in Harrow schools.

The number of people who would benefit. In some cases people are disadvantaged as they are not classified as disadvantaged groups.

the organisation is helping language and cultural skills in the borough supplementing what is not available or taught in harrow schools for large section of the community living in the borough.

The type of value that the service provides beyond the numbers game

There should not be any grants. Services should be commissioned subsequent upon analysis of need and service requirements specified. Questions 3 - 8 assume that grants will inevitably be available.

Value to the community

Voluntary organisation is helping to develop language and culture skills in the borough supplementary to what is lacking in majority of Harrow school

What about regular on-going support for Groups (Projects) What the Education Letting subsidy fall into this category? For stability could there be an overlapping 3 year cycle of grants so that Group knew that there income or project was sustainable over t

What extra activities these organisations provide that is lacking in mainstream teaching, e.g extra languages, sports etc

Where services complement each other for the greater good, those should be retained.

Whether objectives/priorities of the council are met as a result of the proposals/project

Whether the project can be delivered in partnership with another organisation and if yes, it should be encouraged.

Q14. - Any other comments

All the grants should remain within the council service - it ensures non-partisan, non-biased grant giving.

Any development should be in line with current policies and strategies which are geared towards building the capacity of the local Voluntary and community sector recognising that it cannot necessarily compete with large corporate so called third sector or

Any organisation selected to distribute funds must have full understanding of how grants are administered

Commissioning is excellent if it is transparent and participatory. The commissioners need to have dialogue with the tenders throughout the process and try to help them through the impediments rather than let them trip upon then abandon them.

Funding/Grants or even rental concessions would enable the voluntary community organisations to continue running the language teaching, the service which is not generally available in mainstream schools under the local councils.

Grants are important to voluntary organisations to provide essential community services, currently not provided by Harrow council.

Grants are very useful in providing important services.

Harrow Council should be fair to everyone and not the favoured few.

I believe that it is dangerous and divisive to have any voluntary sector group in a local area (eg HAVS) have the power of allocating funding to other local voluntary sector groups, that it represents and works with

I have serious concerns about the potential for politicising parts of the 3rd sector. Most charities have their own aims and objectives and typically are in place to fill the gaps left by political objectives - they are not there to help achieve politicians

I think Harrow needs to set clear priorities but leave a totally independent body to make the decision on which groups receive funding. Otherwise there is always the suspicion (however unfounded) that groups favoured by certain individuals may be more like

I think it would be good to have the process independent from the council but run by and organisation who specialising in dealing with grant applications.

If appeals are made after grant recommendations, and there is a finite pot of money, how are appeals to be upheld if successful? However, how can appeals be made before an applicant knows the outcome of their application?

In my view the Grants Programme in Harrow (perhaps any programme led by a Local Authority) is too much politicised and political. The overall Grants Programme must be conducted by an Independent Body. The decisions are made on political party lines rather

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It is essential that any commissioning process is seen to be fair, transparent and good use of tax payers money. To enable this, any commissioning process should be carried out by Harrow Council itself and not some other agency.

Q14. - Any other comments

It is important at this time of extreme financial stringency that alternatives are offered where cash grants are not possible - e.g. access to premises at a subsidised rent or letting rate. If Council support can reduce the need for voluntary organisation

It is important that any body put in charge of a small grants programme is clearly accountable, transparent and not subject and bias. As long as it is exactly the same i.e. no variation in age of clients or differentities of clients. No one organisation s it's very important for harrow to retain the funding management for small grants, as smaller organisation have very important part to play in delivering services.

Many organisation rely on Grants and they provide vital cultural and social needs of the society that are lacking in what the council can deliver.

Members of the small grants committee should have the confidence of the voluntary sector.

See previous comments box.

Since Harrow Council, which is made up of paid employees, does not have suitable experience with the voluntary sector; it is essential that an appeals procedure is in place to correct errors made by the Council. It is also more efficient to have the grant

Some funders do offer an appeals procedure although it is true that it is rare. But most grants making bodies score in a way which is clear and fits with what has been publicised, although it is true that some, especially small ones tend to seem to make r

SOME INDIVIDUALS DO MORE CHARITY AND VOLOUNTARY WORK THAN THE ASSOCIATIONS

The fund recipient must, in writing at a specified time, feedback to the Grant Provider the outcome of the proposal against agreed objectives. Such feedback to be published as part of the Grant Delivery Management Report.

The grants system needs to be totally transparent. It should be run by the Council (our elected representatives) so that they are answerable if needs be. It would give more stability to Groups or Projects if the grant cycle were to take place over a 3 yea

Voluntary organisation need grant to provide essential community services currently not provided by local council hence such grant is life line for such organisation.

Voluntary organistaion needs grant to provide essential community service currently not provided by the local council

We feel it is essential for the council to retain control of the grants process to ensure transparency and fairness.

Question 5 – Community Premises: How else do you think this provision could be provided?

a contribution should be paid to orgs providing space support to smaller funded groups

Advise on managing, promoting and publishing the groups aims.

and have a look at the Lido Centre (mattock lane) in Ealing - it meets those needs

By the Council providing accommodation for the community for this purpose.

Continue to make harrow schools available for community organisations with full grant available to cover the costs

Council should expand office space to meet the growing demand for the valuable service the voluntary sector is providing to Harrow residents.

Current facilities to be continued with - containment of space through sharing e.g. use of computer facilities

designated small group support for those without National Charity backing

Have a strong infrastructure organisation should be commissioned to provide the resource.

I do like the idea of making better use of resources by sharing where possible to obtain economies of scale. However, such ideas need to be organised and this will incur an overhead which could place in question the commercial viability of the concept.

I think small organisations should be twinned with larger organisations who should be obliged to take smaller organisations under their wing and share their facilities plus helping them with admin support e.g. making mailouts or managing funds

I think there is a role in the council providing a subsidised service for a set period of time set out clearly e.g. 2 years. The problem with free services is often people don't value them. It will also be a big shock from going from a free office to a pa

IF larger organisations receive core funding they should be expected to support others as a matter of course. Need to consider infrastructure support for organisations not just building space etc.

In my 17 years of experience of working in Harrow, very few VCS organisations in Harrow have had enough space for their own work, much less have any extra space to share with other organisations. Sharing is great in principle, but is only possible if the

It depends very much on the nature of the organisation. Volunteers often meet, and do their work, at home; or in each others' homes. There is no yes/no answer to these questions

It's quite difficult to be absolute about this - how are those core costs monitored? If they provide good services then the council's money is well spent. I think there are advantages to bigger organisations sharing premises but there is still a cost

Larger group providing mentoring for smaller groups. (Good practice learning)

Question 5 – Community Premises: How else do you think this provision could be provided?

Larger group providing mentoring for smaller groups. (Good practice learning)

Link up with GP, primary care premises and private sector organisations

Operate from home

Other establishments could allow use of rooms/facilities and share resources more

Partnership and consortium applications for central costs. Centralised shared administration.

Libraries offering times when volunteers can use the computer facilities.

Private companies with Corporate Responsibility programmes

Provision should be made available for organisations which serve the community that need land and/or space in addition to office space.

Some of the facilities in Q3 could perhaps be offered by HAVS. While a charge of some kind for some facilities (e.g. meeting rooms) would be appropriate, this should only be for a very small and affordable amount.

The Council has a social and moral responsibility to give small organisations office facilities for the first three years to enable them to establish themselves. However, the maximum period for these facilities should be three years.

The council should make it a condition that large organisations receiving grants must give support to small groups with reasonable access to office space.

Those groups who are well established financially should move out and give others lesser known groups the space.

Through a grant. Grant could be used to pay for accommodation and facilitators.

Through existing buildings managed by the Council with capacity to charge fixed rates for fixed provision or per hour rates for flexible provision. Different buildings should be packaged to provide for different types of VCS appropriate

Through expanded Harrow CVS (HAVS) facilities.

To make it fair to all Groups/Organisations there should be a small charge made for these facilities. It does not seem fair that some Groups/Organisations (in the know) get access to these facilities whilst others have to operate out of people's living or

Training, and development

Use of Council premises when not required for Council's own use Access to lists of vacant properties, especially public sector, which could be available for short lets.

Use of school halls and class rooms , and community centres under Council control could be made available for the community organisations. Council could develop links with faith groups (eg churches, temples, mosques) for use of the premises owned by them

use of school or college buildings

Use of space unused at certain times of the day.

Appendix 1: Consultation comments

Question 5 – Community Premises: How else do you think this provision could be provided?

Whilst I agree with question 4 - the fact that you are a larger organisation does not mean that you have more space! As an example, we (the CAB) don't have seats enough for our own staff and volunteers to sit down let alone accommodate anyone else - but of

Yes. But first of all how many larger VCS organisations exist in Harrow? And how many of those with their own facilities? I only know one or two. What should be done as I said before is to survey all the existing Council facilities, including those leased

Yes. But first of all how many larger VCS organisations exist in Harrow? And how many of those with their own facilities? I only know one or two. What should be done as I said before is to survey all the existing Council facilities, including those leased

Equality Impact - Do you think the proposed changes will impact differently on one or more of the following groups: age, disability, race, gender, gender identity, religion or belief, sexual orientation? If yes, please state how and why

Access for disabled people is always an issue, and change could impact negatively or positively. This is too wide and huge a topic to do more than summarise without knowing exactly what premises, issues etc are being discussed, but the issues are many and

Accessibility is key and I would not want to see the ability to access charities by service users reducing.

Adults with autistic syndrome conditions are not recognised as having disability currently in spite of the Autism Act and the new Autism Strategy which lays on obligation on local authorities to make some provision for their support.

Agenda disability access to suitable accommodation

Better, more diverse provision of resources can only benefit more people and should generate more activity.

BME groups - most of the groups at community premises and those receiving community lettings concessions are from the BME community. Why should the Council support religious groups - when they own their own premises and could support their own activities

Culture and language classes are run by various voluntary organisation from the grants available. If such grants are not available then individual large communities living in the borough will be adversely affected.

Culture and language classes run by various communities will have lots of impact if the grants are cut, members of specific ethnic communities will be effected a lot, ethnic communities are paying lots of taxes and in return asking for small grant

Currently community language and cultural classes are run voluntary community organisation with very limited funding and resources. The proposed changes and lack any funding will affect these classes and ultimately close. Consequently, ethnic minority

depends on the size and capability of the different organisations

Disability - there could be problems of access for people with mobility problems if alternative premises are used

I think that commissioning hugely disadvantages all small grass roots organisations, and unfairly benefits the larger, more organised providers, that have the economy of scale, the capacity, time, skills and back room staff to deal with the commissioning p

If the survey outcome is to be genuinely taken from the VCS answers I think we are here for a long ride. This will not be a quick fix, unless this is a cosmetic exercise. Whether, they will impact on age, disability, race, gender, gender identity

It will help us, the voluntary organisations, to do our job more efficiently; without having to waste so much time, for which we are not paid, on endless red tape and bureaucracy For example, when Youth United Uk used The Cedars as the venue for our youth

it would make difficult for hard to reach community to have access to mainstream services,

Language & cultural classes are provided by communities to their community members. If funding is cut, then it will effect the service these communities are providing.

Language and cultural education classes are run by various non-profit community organisations for a community. If grant is cut then these communities will be affected.

Appendix 1: Consultation comments

Equality Impact - Do you think the proposed changes will impact differently on one or more of the following groups: age, disability, race, gender, gender identity, religion or belief, sexual orientation? If yes, please state how and why

Less of everything, help etc

Our Group will be worse off if these changes are introduced because we will lose our current Education Letting subsidy which will mean that our costs to remained based at the local school will unsustainable & our Group will either have to look for new pre

Possibly so, but whether this would be adverse would need assessing.

Reason being the members profile varies, activities may not need to "ce come together"

See previous answer. The fear of the management that their facility will be misused or the stereotyping of a group because similar people (background group) have left their facility in a worse state. They will abscond the cost etc..

Should not do so

Smaller community groups and single issue groups eg gender will not have full representation and/or resources which as always will go to the bigger/well connected charities

Tendering and commissioning is very time consuming, they may have to be completing with the business sector with lot of skills and a lot of the groups haven't got the necessary staffs to complete large tendering documents. The process must be made very si

Tendering and commissioning is very time consuming, they may have to be completing with the business sector with lot of skills and a lot of the groups haven't got the necessary staffs to complete large tendering documents. The process must be made very si

The grant is essential for significant number of Gujarati's living in the borough. Their children suffer from not being taught their own language which should really be taught in every Harrow school. We are meeting the demands of the local community in par

There is always the potential for discrimination where organisations are not aware of the risks. The management could fall foul of personal prejudice at any time and therefore the overall process must be totally open to scrutiny despite the risks

This is a cost cutting exercise. Inevitably, this will disproportionately affect the above groups.

This is a fundamental shift in approach which many organisation/groups will find difficult. Does not mean it should not happen. The politics may well impede this cultural shift. There will be casualties so there needs to be some contingencies in place for
We assume there will be an equality impact assessment to ensure no group is disadvantaged.

WE assume there will be an impact assessment carried to ensure equality and transparency

Focus Groups & Meetings

Voluntary & Community Sector Forum	8th December 2010	10am	Harrow Civic Centre
Community Premises User Group Meeting	9th December 2010	6pm	Community Premises
Public Meeting	10th January 2011	2pm	Harrow Civic Centre

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Public Meeting	10th January 2011	6.30pm	Harrow Civic Centre
Community Lettings Users	11th January 2011	6.30pm	Harrow Civic Centre
Schools	20th January 2011	9 - 11.30am	Harrow Teachers' Centre

Summary of Issues, views and comments raised by delegates at meetings.

Voluntary & Community Sector Forum 8th December 2010 10am Harrow Civic Centre

- **Commissioning:** tender documents are more relevant to the voluntary sector than the private sector.
- **Smaller organisations** need funding for ongoing services that should be proportionate to the project being delivered. Tender specifications need to include “pick and mix options” that involve organisations working together.
- **Working with partners** time needs to be invested to forge partnerships. Templates to be produced for organisations working together as a partnership. Workshops should be available to support this.
- **Model of good practice** through competitive dialogue
- **Transparency** is important.
- A new system could create the **potential for new initiatives** and pilots.
- **General support for a directory of the council's own venues for hire including schools.** Directory of venues offering concessionary rates.
- **Directory could include** libraries as community resources and hiring out equipment.
- **Commissioning** HAVS to provide resource sharing for equipment expertise and HR services.

Community Premises User Group Meeting 9th December 2010 6pm Community Premises

- Confirmation that this was a **true consultation and a decision has not yet been made.**
- Clarification requested on **which services will be commissioned**, otherwise difficult to make an informed choice in responding to consultation questions.
- **Telephone and broadband** should be provided in resource centre offices.
- **Commissioning:** training opportunities should be provided before going over to a new system of commissioning.
- **Request for clarification of timescales:** 2012/13 for commissioning and grants, community premises and community lettings could be implemented sooner than that.
- **Clarification requested as to whether or not commissioning was about saving money.**
- Request for a mapping of council and other **premises that could be available for community groups** to use for office space.
- Clarification required as to **who pays for accommodation costs.**
- Request a financial breakdown of **running costs for community premises** of £105,000 a year.

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- The suggestion that a **community trust could run the existing community premises** accommodation instead of Harrow Council.
- Request from organisations for the **free use of Halls** for functions.

Public Meeting 10th January 2011 2pm Harrow Civic Centre

- **Savings** will involve all funding streams potentially.
- Clarification that **organisations hiring rooms through community lettings have a 50% concession**. This is at an annual cost to the council of £85,000.
- Confirmation that a **full list of organisations receiving grants** is posted on Harrow Council website and is available from the Internet. Request that in **future list contains more information about the details** of the project to enable an understanding of what the money was spent on.
- Clarification given about the processes of **commissioning**. An initial stage is the identification of need followed by the development of a service specification that would be provided by the council.
- Harrow Council is working with Harrow Association of Voluntary Services to develop a **database of organisations**.
- Clarification that **individual schools decide on which, if any, space is available** to hire through the current community lettings administration.
- Request for a **steering group** representing the voluntary and community sector to consider the results of the consultation.
- It is proposed that the **new system could be in place for 2012/13**.
- Confirmation given that **organisations not currently in receipt of a grant can apply in any new grants round**.

Public Meeting 10th January 2011 6.30pm Harrow Civic Centre

- Verification requested about the application process for **community premises**. This is a **rolling application process**, and organisations can apply at any time. Currently, individual office space is not available, as all of this accommodation is already allocated. Hot desking facilities, postal address and use of meeting rooms are currently available.
- Confirmation that it is **cheaper for organisations** to hire school accommodation by going through the council's **community lettings administration**, than by going directly to the school.
- A representative from an organisation stated that there is a major problem in getting people to help and finding volunteers. Consequently, **organisations need funding to employ people, and therefore need a grant year on year**.
- **Demands on the grants budget are likely to increase** as a result of cuts elsewhere.
- A question was asked by a delegate, whether or not the **personalisation agenda** was part of the grant funding that is being consulted about. It was confirmed that this funding was not related to personalisation. Adults & Housing and Children's Services, together with Community Development are working together in a coordinated way.
- In response to a question about strategies to ensure that some services were not missed out, it was explained that **prioritisation would be part of the strategy for identifying needs, and that this would be linked with key priorities for the residents of Harrow**.

Community Lettings Users 11th January 2011 6.30pm Harrow Civic Centre

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- Currently, some schools hire their accommodation through community lettings, some only by hiring directly to organisations, and some a mixture of both. **If the community lettings administrative system stopped, then each school would operate its own room hire system independently.** Schools operate as independent bodies through their governing body. **The council cannot determine what schools will charge** for the use of their own accommodation. **Organisations were concerned that charges set by schools would be too high** to be affordable for organisations currently using community lettings. **Realistic rates need to be set by schools.**
- There were **identified benefits for organisations to have a direct relationship with schools** to include booking and day-to-day communication.
- Some schools have told organisations that the current system does not work for them as the school is not reimbursed appropriately to cover costs. **Schools have told organisations that they welcome the consultation as the current system was not fit for purpose.**
- A **directory of school accommodation** available for hire, with comparable costs will be helpful.
- Statement that there should be **an income threshold for organisations applying for small grants.**
- A view was stated that **appeals need to be heard before the final grant funding decision was made.**
- Organisations that were not successful in applying for funds should be given **constructive feedback** to enable them to **learn** from this.
- It was suggested that **support should be given to the voluntary and community sector**, to enable them to be in a position to **tender successfully.**
- The sector **should be involved in developing specifications** for future commissioning.
- **Larger organisations could partner with smaller organisations** to deliver projects.
- In the current difficult financial times, with funding streams drying up, it was suggested that the council could help and support the **voluntary and community sector develop a more businesslike approach.**
- Consideration was given to the **optimum length of service level agreements for commissioning** 1, 2 or 3 years.
- Adults & Housing and Children's Services, together with Community Development are **working together in a coordinated way.**
- **A needs analysis** needs to be carried out as part of commissioning.
- The **outcome should be stated**, rather than how to achieve the outcome (commissioning process).
- **Community premises:** a view was stated that **old groups need to move out so that new organisations can move in.**
- A view was expressed that some organisations **expected everything at no charge.**
- **A stakeholder group** could be set up for the implementation of the recommendations of the consultation.

Schools: Headteachers Meeting 20th January 2011, 9 - 11.30am, Harrow Teachers' Centre

- Statement by a head teacher that their school decided to withdraw from the **community lettings administration system as it was a very bureaucratic and schools were not reimbursed equitably.** **Schools were subsidising organisations** that were hiring school premises. **The current system was no longer acceptable.**

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- Confirmation that the **community lettings administrative** system currently has a flat rate for accommodation hire across the borough. That was set up many years ago is **no longer appropriate**.
- Some schools might work together on a **collegiate basis to set rental rates**, other headteachers expresses a preference for a **free market approach** recognising different facilities/sizes etc available in different schools.
- If schools administer the rental of accommodation directly with organisations this creates the **opportunity to build up improved relationships** with community organisations with wider benefits for all.
- Schools **welcomed a centralised up-to-date database of venue information** for hire.
- **Schools would raise this issue with their governing bodies to consider a way forward.**
- **General agreement that schools accept that the current system does not work for them, and that a locally administered system run by individual schools, or groups of schools working together, is a very positive way forward.**