



London Borough of Hammersmith & Fulham

Cabinet

Agenda

**THURSDAY
15 JULY 2010
7.00 pm**

**COURTYARD ROOM
HAMMERSMITH
TOWN HALL
KING STREET
LONDON W6 9JU**

Membership

Councillor Stephen Greenhalgh, Leader
Councillor Nicholas Botterill, Deputy Leader (+Environment and Asset Management)
Councillor Mark Loveday, Cabinet Member for Strategy
Councillor Helen Binmore, Cabinet Member for Children's Services
Councillor Joe Carlebach, Cabinet Member for Community Care
Councillor Harry Phibbs, Cabinet Member for Community Engagement
Councillor Lucy Ivimy, Cabinet Member for Housing
Councillor Greg Smith, Cabinet Member for Residents Services

**Date Issued
1 July 2010**

If you require further information relating to this agenda please contact:
David Viles, Committee Co-ordinator, Councillors Services, tel: 020 8753 2063 or email: David.Viles@lbhf.gov.uk

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DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on non-exempt item numbers **4-6** on this agenda using the Council's Deputation Request Form. The completed Form, to be sent to David Viles at the above address, must be signed by at least ten registered electors of the Borough and will be subject to the Council's procedures on the receipt of deputations. **Deadline for receipt of deputation requests: Thursday 8 July 2010.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Monday 19 July 2010**. Items on the agenda may be called in to the relevant Scrutiny Committee.

The deadline for receipt of call-in requests is: **Thursday 22 July 2010 at 3.00pm**. Decisions not called in by this date will then be deemed approved and may be implemented.

A confirmed decision list will be published after 3:00pm on **Thursday 22 July 2010**.

**Members of the Public are welcome to attend.
A loop system for hearing impairment is provided, together with disabled
access to the building**

Cabinet Agenda

15 July 2010

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	<p>If a Councillor has any prejudicial or personal interest in a particular report he/she should declare the existence and nature of the interest at the commencement of the consideration of the item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a prejudicial interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken, unless a dispensation has been obtained from the Standards Committee.</p> <p>Where members of the public are not allowed to be in attendance, then the Councillor with a prejudicial interest should withdraw from the meeting whilst the matter is under consideration, unless the disability has been removed by the Standards Committee.</p>	
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9.	EXCLUSION OF PRESS AND PUBLIC	

The Cabinet is invited to resolve, under Section 100A (4) of the Local Government Act 1972, that the public and press be excluded from the meeting during the consideration of the following items of business, on the grounds that they contain the likely disclosure of exempt information, as defined in paragraph 3 of Schedule 12A of the said Act, and that the public interest in maintaining the exemption currently outweighs the public interest in disclosing the information.

- 10. EXEMPT MINUTES OF THE CABINET MEETING HELD ON 17 JUNE 2010 (E)**
- 11. SUMMARY OF EXEMPT DECISION TAKEN BY THE LEADER AND CABINET MEMBERS, AND REPORTED TO CABINET FOR INFORMATION (E)**

Agenda Item 1

London Borough of Hammersmith & Fulham



Cabinet

Minutes

Thursday 17 June 2010

PRESENT

Councillor Stephen Greenhalgh, Leader
Councillor Nicholas Botterill, Deputy Leader (+Environment and Asset Management)
Councillor Mark Loveday, Cabinet Member for Strategy
Councillor Joe Carlebach, Cabinet Member for Community Care
Councillor Harry Phibbs, Cabinet Member for Community Engagement
Councillor Lucy Ivimy, Cabinet Member for Housing
Councillor Greg Smith, Cabinet Member for Residents Services

1. **MINUTES OF THE CABINET MEETING HELD ON 26 APRIL 2010**

RESOLVED:

That the minutes of the meeting of the Cabinet held on 26 April 2010 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

2. **APOLOGIES FOR ABSENCE**

Apologies for Absence were received from Councillor Helen Binmore

3. **DECLARATION OF INTERESTS**

There were no declarations of interest.

4. **SINGLE EQUALITY SCHEME (2009-12) - REVISED VERSION**

Members noted the revised report which excluded the Public Consultation Report.

RESOLVED:

That the Single Equality Scheme, as set out in the report, be endorsed and adopted for publication and implementation.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

Note of dispensation in respect of any declared conflict of interest:

None.

5. **PROCUREMENT OF ENERGY 2010-2013**

RESOLVED:

To waive the provisions of Contract Standing Orders in relation to the authority to award contracts, and to delegate to the Director of Finance and Corporate Services and the Assistant Director for Building & Property Management the authority to enter into three year contracts with utility companies following competitive procurement exercises via a Central Purchasing Body (currently LASER operated by Kent County Council).

That Cabinet receives an annual report on the contracts let by officers and proposals concerning the procurement of energy by the Council for the following year.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

Note of dispensation in respect of any declared conflict of interest:

None.

6. **MOTOR INSURANCE RENEWAL**

RESOLVED:

That the award of contract for motor renewal to Aviva as recommended by the insurance brokers be approved.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

Note of dispensation in respect of any declared conflict of interest:

None.

7. EXTENDED SERVICES

RESOLVED:

1. To agree to continue to devolve the DCSF Extended Services funding to school cluster groups to support the programme in its final year.
2. To support the DCSF recommendation for each school to receive an allocated amount of funding from the Disadvantage Subsidy Grant 2010-2011.
3. That authority be delegated to the Cabinet member for Children's Services and the Director of Children's Services to approve the recommended allocations for all Extended Services grants.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

Note of dispensation in respect of any declared conflict of interest:

None.

8. A FRAMEWORK AGREEMENT FOR FOR ADULT HOME SUPPORT ON BEHALF OF THE WEST LONDON ALLIANCE

RESOLVED:

1. That the Home Support Framework, as set out in the report, be approved.
2. That the process of mini-competition to select a Provider of reablement services be approved.
3. That authority be delegated to the Director of Community Services to award the contract for the Provider of reablement services, and to work with the final list of Providers, including any future mini-competitions in

order to optimise the terms, and then call off each of the 3 services on the Framework as required.

4. That approval be given to the extension of existing contracts for up to six months with Providers who are unaffordable on the Framework in order to allow a smooth transfer of existing service users to new Framework Providers

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

Note of dispensation in respect of any declared conflict of interest:

None.

9. FORWARD PLAN OF KEY DECISIONS

The Forward Plan was noted.

10. SUMMARY OF OPEN DECISIONS TAKEN BY THE LEADER AND CABINET MEMBERS, AND REPORTED TO CABINET FOR INFORMATION

The summary was noted.

11. SUMMARY OF URGENT DECISION TAKEN BY THE CHIEF EXECUTIVE AND REFERRED TO THE CABINET FOR INFORMATION

The summary was noted.

12. EXCLUSION OF PRESS AND PUBLIC

RESOLVED:

That under Section 100A (4) of the Local Government Act 1972, the public and press be excluded from the meeting during consideration of the remaining items of business on the grounds that they contain information relating to the financial or business affairs of a person (including the authority)] as defined in paragraph 3 of Schedule 12A of the Act, and that the public interest in maintaining the exemption currently outweighs the public interest in disclosing the information.

[The following is a public summary of the exempt information under S.100C (2) of the Local Government Act 1972. Exempt minutes exist as a separate document.]

13. **EXEMPT MINUTES OF THE CABINET MEETING HELD ON 26 APRIL 2010 (E)**

RESOLVED:

That the minutes of the meeting of the Cabinet held on 26 April 2010 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

14. **A FRAMEWORK AGREEMENT FOR ADULT HOME SUPPORT SERVICES ON BEHALF OF THE WEST LONDON ALLIANCE: EXEMPT ASPECTS (E)**

RESOLVED:

That the report be noted.

Reason for decision:

As set out in the report.

Alternative options considered and rejected:

As outlined in the report.

Record of any conflict of interest:

None.

Note of dispensation in respect of any declared conflict of interest:

None.

15. **SUMMARY OF EXEMPT DECISION TAKEN BY THE LEADER AND CABINET MEMBERS, AND REPORTED TO CABINET FOR INFORMATION (E)**

The summary was noted.

Meeting started: 7.01 pm
Meeting ended: 7.04 pm

Chairman



London Borough of Hammersmith & Fulham

Cabinet

15 JULY 2010

LEADER

Councillor Stephen Greenhalgh

CABINET MEMBER FOR CHILDREN'S SERVICES

Councillor Helen Binmore

CABINET MEMBER FOR COMMUNITY CARE

Councillor Joe Carlebach

3RD SECTOR INVESTMENT FUND ALLOCATION

**Wards
All**

This report presents recommendations for the allocation of the 3rd Sector Investment Fund from October 2010 for the areas of:

- * Infrastructure
- * Children, Families & Young People
- * Economic Wellbeing & Opportunity
- * Health & Wellbeing (older people)

Cabinet is asked to approve the funding allocation as set out in this report.

CONTRIBUTORS

DCS
DFCS
ADLDS

Recommendations:

1. That allocation of the 3rd Sector Investment Fund across the areas of:
 - Infrastructure
 - Children, Families & Young People
 - Economic Wellbeing & Opportunity
 - Health & Wellbeing (older people)as set out in this report be approved.
2. That, where there is a lack of fundable applications to deliver particular outcomes sought, authority be delegated to the appropriate departmental Director to retender or reallocate the remainder of the budget.

HAS A PEIA BEEN COMPLETED? YES

1. INTRODUCTION

- 1.1 Cabinet, on 7 September 2009, agreed the 3rd Sector Strategy which sets out the Council's commitment to providing funding and premises support to the local 3rd sector.
- 1.2 Specifically, the report set out how the Council's main investment programme for the sector (The 3rd Sector Investment Fund), would be allocated.
- 1.3 The Council supports the 3rd sector specifically through the 3rd Sector Investment Fund (formerly known as the Main Programme VCS grants budget), although members should note that in addition to this, some 3rd sector organisations are contracted to provide services from other funding streams or Council budgets and that these amounts may be significant.
- 1.4 The 3rd Sector Strategy Investment Plan sets out:
 - Eligibility criteria for investment support
 - A focus on outcomes and evidencing benefits to residents
 - The proposed funding term
 - The return on our investment – expected broader activities and outcomes
- 1.5 To improve the efficiency of the application and allocation process, the 3rd Sector Strategy streamlined the service areas from thirteen (as tendered in 06-07) to eight:
 - Children, Families & Young People
 - Infrastructure
 - Economic Wellbeing & Opportunity
 - Health & Wellbeing (older people) (to be combined by 2013 with) Health & Wellbeing (adults)
 - Safer Communities
 - Housing & Homelessness support
 - Environment & Community Transport
 - Leisure & Recreation
- 1.6 The strategy sets out the Council's intention to competitively tender the 3rd Sector Investment Fund. In the past, historical funding agreements have led to stagnation in service delivery and design and lack of opportunity for new groups with innovative service ideas to secure funding support. There continues to exist in some quarters of the sector an expectation that funding from LBHF will be automatic; however, the process for applying and securing 3rd Sector Investment Funding means that this is no longer the case, and organisations will need to demonstrate how the services they propose will meet the outcomes as stated in the service specification. There is no guarantee of funding for groups which have been funded in the past.

2. CONTEXT

- 2.1 LBHF has a budget for the provision of support to the local 3rd sector. Traditionally, this budget had followed a historical funding pattern, until the VCS Funding Review in 2006-07 revised and updated the Council's intentions for this budget, clearly setting out criteria and desired outcomes of the fund for the funding round of October 07-March 09.
- 2.2 The ongoing allocation and management of this financial investment, including leading tendering processes, monitoring and evaluation and overall financial management of the budget, is undertaken by the Council's Community Investment Team.
- 2.3 The Council recognises that the 3rd sector plays a significant role in achieving the Council's borough of opportunity vision and aspirations; adding value to the cultural, social and economic quality of life for our residents; helping to shape social and economic regeneration and contributing to civic renewal.
- 2.4 The strategy sets out the process by which the resources will be allocated, including clarifying the rationale for preserving the budget, setting clear criteria for funding and the process by which the Council determines the services and outcomes for residents that the resources should deliver.
- 2.5 The Council's overarching aim is to develop an environment which enables the third sector to thrive, growing in its contribution to Hammersmith & Fulham's society, economy and environment.

3. THE LOCAL 3RD SECTOR

- 3.1 The 3rd sector encompasses voluntary and community organisations, charities, social enterprises, cooperatives and mutuals both large and small. It is a diverse, active and passionate sector, where organisations share common characteristics:
 - They are non-governmental
 - They are value-driven
 - They principally reinvest any financial surpluses to further social, environmental or cultural objectives.
- 3.2 Because of its diversity, it is not easy to define the sector. Organisations vary enormously in size, from small local groups staffed exclusively by volunteers, to large national charities that are household names with complex infrastructures and many hundreds of staff.
- 3.3 Over nine hundred 3rd sector representatives are on the Council's 3rd sector mailing list, with an estimated seven hundred and fifty + groups operating in Hammersmith & Fulham. Of these, around three hundred groups a year receive direct support from the Council through funding or premises.
- 3.4 The term "3rd sector" is the term now used, and is generally thought of as a more embracing term that encompasses the voluntary and community sector, but also

includes social enterprises (i.e. businesses that have primarily social objectives, and whose profits are reinvested in the business rather than distributed to shareholders), mutuals and cooperatives (membership-based organisations run on a democratic basis for the benefits of their members), and other non-profit organisations.

4. THE FINANCIAL CONTEXT

- 4.1 The 3rd Sector Investment Fund has increased from £4.18m in 2007-08 to £4.6m in 2010-11. Annual uplift on the budget is requested from corporate finance with the uplift secured allocated to funded groups – usually in line with cost of living increase awarded on LBHF salaries.
- 4.2 Over recent years, all Council budgets have been required to identify and deliver efficiencies, but to date, there has not been an expectation to find efficiencies through the 3SIF budget.
- 4.3 However, it is common knowledge that the current economic climate and future position of public funding will mean there will be economically difficult times ahead. The impact of this will need to be shared with the Council's external providers, including the 3rd sector.
- 4.4 LBHF is anticipating a reduction in local government funding – and this will have an impact on the level of the 3rd Sector Investment Fund. Although the level of funding from central government has not been confirmed, it is prudent to anticipate a reduction in our corporate budget, and to reflect this in the 3SIF budget in terms of funding awarded over the next three years.
- 4.5 Inflationary uplift will not be available to funded organisations in 2010-11 and 2011-12. After that term, availability of uplift is dependent on the Council's financial position. If uplift is available, organisations will be required to present a business case for any increase in their funding level. Funded organisations will be expected, as is the Council, to seek different ways of working and develop more effective systems that enable efficiencies to be achieved with minimal impact on front line services.
- 4.6 In 2009, the Leader of the Council (and Cabinet Member for Community Services) gave an indicative guide regarding the allocation of the 3rd Sector Investment Fund across each service area, which reflects the local priorities of the Council. This may be adjusted in the future as local priorities shift.

table 1

Infrastructure	11%
Children, Young People & Families	17%
Economic Wellbeing & Opportunity	20%
Health & Wellbeing (OP)	12%
Health & Wellbeing (adults)	6%
Safer Communities	8%
Leisure & Recreation	11%

Environment & Community Transport	3.5%
Housing & Homelessness prevention	4%
Coach vouchers	0.5%
Fast Track Small Grants	5%

5. SERVICE SPECIFICATIONS

5.1 As set out in the Cabinet Report of 7 September 2009, the service areas being retendered during 2009-10, for services commencing 1st October 2010, are:

- Infrastructure
- Children, Families & Young People
- Economic Wellbeing & Opportunity
- Health & Wellbeing (older people)

5.2 The draft service specifications were circulated to the sector for comment as part of a consultation exercise in early 2009. A number of workshops were held on each service specification to give 3rd sector organisations the opportunity to shape and inform the specifications and the outcomes proposed.

5.3 The final service specifications were agreed by the Director of Community Services and Director of Children's Services (as per the Cabinet report 7 September 2009) at the end of September 2009.

5.4 Each specification sets out the outcomes that the Council wishes to achieve through the 3rd Sector Investment Fund (see appendices 5a – 5d).

5.5 Following the launch of the 3rd Sector Investment Fund, further briefings were held with the sector on each of the specifications, in order to ensure that organisations understood the outcomes being sought.

5.6 The briefings also introduced the revised application form for the 3rd Sector Investment Fund, outlining the sort of information that was needed in each section.

6. THE APPLICATION AND ASSESSMENT PROCESS

6.1 The 3rd Sector Investment Fund was launched the week commencing 21 September 2009. Organisations were required to submit their application by 5pm, Monday 30 October 2009.

6.2 13 groups reported difficulties with the electronic application form. All were minor issues and resolved speedily. All organisations which requested support from the Community Investment Team regarding technical difficulties were able to complete and submit their application by the deadline.

6.3 Organisations were invited to apply for two or four year funding. However, the decision regarding the funding term would be determined by the Council, based on:

Two year funding:

- Where longer term priorities for the service area are not clear – or where it is known that need or demand is likely to change during the funding term
- For piloting innovative services
- Where wider interdependencies will impact the service area in the near future

Four year funding:

- Where longer term priorities are more certain
- Where a service is already proven and recognised as achieving the desired outcomes
- Where wider interdependencies support a longer term funding approach

6.4 The assessments were carried out by an assessment team for each service area. Each Assessment Team comprised three sections:

- Community Investment Team, who chaired and co-ordinated each assessment team
- Service Areas (lead officers and those from associated areas)
- Challenge officer/s

6.5 The roles of the assessment team sections:

Community Liaison: Expertise on organisational robustness, generic service delivery, finances, monitoring and evaluation. Ensured where appropriate, different assessment teams discuss bids which have cross-over impacts.

Service Area: Expertise regarding the market, existing provision, the types of services more likely to achieve the desired outcomes etc.

Challenge: Overview assessment – checking that statements made are supported by accurate information and evidence and that any assumptions are reasonable.

6.5 Each Service Area section was led by the officer who had led the development of the service specification. Additional officers from across the Council and NHS H&F were invited to participate in either Service Area or Challenge sections of the four Assessment Teams.

The assessment team		
Section 1: Community Investment Team assessor 1 assessor 2 assessor 3 etc	Section 2: Service Area assessor 1 assessor 2 assessor 3 etc.	Section 3: Challenge assessor 1 assessor 2 assessor 3 etc.

6.6 The assessment process comprised three main stages:

6.7 **Stage One - Basic Eligibility Test:** All applications were subject to an initial assessment to ensure that they met the basic eligibility test. Applications were not progressed to stage two assessment if any of the following applied:

- The project did not fit within our funding policy.
- The applicant organisation was not eligible to apply for funding because: it was not a 'not for profit' organisation and/or it did not have a robust management committee and/or it did not demonstrate local residents' involvement in the organisation or in a local steering group and/or had not been active in the borough for twelve months.
- There had been a failure to meet any other requirements stated in the guidance.
- The organisation was unsuitable for funding because of poor financial health
- The organisation was ineligible for funding under Regulation 23 of the Public Contract Regulations 2006.
- The application was significantly incomplete, or more than 50% of the listed supporting documents were missing.

6.8 **Stage Two – Assessment team: desk based assessment:** Applications were assessed against two overarching criteria and six related judgement points. The two overarching criteria were:

- Whether the proposed project would be likely to achieve the service specification outcomes
- Whether the organisation could deliver the project well
- A rating was given against each of the 6 judgement points, and on the basis of this an overall rating was given for each of the two criteria. These ratings were: excellent; good; satisfactory; weak or unsatisfactory.
- If either or both of the two overarching criteria were graded “unsatisfactory”, or if both of the overarching criteria were graded ‘weak’ the application was not progressed to a stage three assessment.

6.9 **Stage Three – Assessment Team:** The stage two assessment indicated whether any areas needed further clarification. If any section felt that further information was required before an applicant could be recommended for funding, applicants could be invited to submit further information – either in writing, or in person in the form of an interview. This was particularly the case where competition for funding was high and a number of applicants were proposing services to deliver a similar or overlapping range of outcomes.

6.10 The assessment team lead officers then met to deliberate the assessments of each applicant and to assess fundable applications “in the round” in order to establish a proposed cluster of services to be recommended. Service area leads

then established the first draft of funding levels to be recommended under their service area, through consultation with senior officers in their departments.

- 6.11 A 3SIF Board, made up of Assistant Directors from the service areas involved, then agreed the draft Cabinet report and funding to be recommended. In awarding funding, the Council is obliged to follow a fair and transparent process. Officers are of the view that it has been carried out in a fair and transparent manner, namely by applying the same set of requirements and procedures to all applicants and using the results of least three independent assessments of each application as the basis of all recommendations made.

7. APPLICATIONS RECEIVED

- 7.1 By the closing deadline of 5pm, Monday 30 November, eighty nine applications from sixty eight organisations had been received in accordance with the requirements set out in the application form and Guidance Notes.

Table 2

Service area	indicative budget*	no. of applications	value of applications*
Economic Wellbeing & Opportunity	£870k	21	£2.4m
Health & Wellbeing (older people)	£518k	13	£931k
Children, Young People & Families	£740k	34	£1.9m
Infrastructure	£464k	21	£1.3m
total	£2,592k	89	£6,531,000

*for year 1

- 7.2 Four organisations did not submit their hard copy application by the deadline, and one organisation did not submit its electronic application by the deadline. In line with procurement practice across the Council, all late applications were rejected. Given that organisations had over nine weeks to complete their application, there was no sound argument to grant a deadline extension to any group that missed the deadline.

8. RECOMMENDATIONS – GUIDING PRINCIPLES

- 8.1 Given the likely economic climate and the future of public service funding, officers recommend that the 3rd Sector Investment Fund delivers efficiencies alongside all Council budgets, and that an overall reduction of 16% in the 3rd Sector Investment Fund is achieved over the first three years of funding (commencing 2010-11).
- 8.2 Officers are recommending a lower level of funding than organisations have requested. In the majority of cases, organisations will receive a reduced level of funding year on year to reflect the financial position the Council is anticipating from 2011-12 onwards.
- 8.3 Inflationary uplift will not be available to funded organisations in 2010-11 and 2011-12. After that term, availability of uplift is dependent on the Council's

financial position. If uplift is available, organisations will be required to present the business case for any increase in their funding level.

- 8.4 Funded organisations will be expected, as is the Council, to seek different ways of working and more effective systems that enable efficiencies to be achieved with minimal impact on front line services. Back-office costs such as stationery, publicity, marketing, rents etc, will not be eligible for inflationary uplift, as organisations will be expected to follow the Council's example of seeking to reduce organisational overheads and back-office costs during the funding term.
- 8.5 Funding recommendations are detailed in appendices 2a-d and summarised below under each service area. A full list of all applicants is detailed in appendix 3. All applications recommended for funding are likely to contribute in a variety of ways to the economic, environmental and social well being of the borough and support the Community Strategy.
- 8.6 Officers recommend that where there is a lack of applications (or insufficient good quality applications) to deliver particular outcomes in service areas, that delegated authority is awarded to the appropriate Director to retender or reallocate the remainder of the budget. This can include:
- a. Retendering a discrete service in order to achieve specific outcomes as detailed in the service specification.
 - b. Using the budget to replace other funding streams for existing 3rd sector providers, where the service the organisation provides will deliver the specification outcomes. Responsibility for budget and monitoring of these services will remain with the Community Investment Team.

9. RECOMMENDATIONS: INFRASTRUCTURE SERVICES (BUDGET £464K)

- 9.1 It is considered vital for the development and increased capacity of the sector that a number of key strategic functions are provided:
- a Fundraising support
 - b Organisational capacity building
 - c Financial management support
 - d Support to encourage and facilitate volunteering
 - e Social enterprise support and development
 - f Premises support
 - g Support to strengthen the voice of disadvantaged communities
- 9.2 Six organisations are recommended for funding, and it is anticipated that these organisations will deliver functions a-d from the list above.
- 9.3 As with all service areas, the high demand for funding and the focus on achieving a portfolio of complementary services means that services are recommended for funding at lower levels than requested and officers will need to agree with relevant revised targets and business plans with successful applicants.

- 9.3 In year 1, £380,000 of the budget is recommended to organisations to deliver the functions a-d above.
- 9.4 It is recommended that the remaining budget of £84,000 is allocated, as set out in para. 8.6 above, to realise the delivery of the remaining three functions.
- 9.5 A four year term of funding is recommended overall (October 2010 until September 2014) but with some services funded for a shorter term.
- 9.6 A summary of the projects recommended for funding is detailed in Appendix 2a. A summary of the assessment of each organisation which bid under this service area is detailed in Appendix 4a.

10. RECOMMENDATIONS: CHILDREN, YOUNG PEOPLE & FAMILIES (BUDGET: £740K)

- 10.1 This service area received the highest number of funding applications. Children's Services sub-categorised the applications based on current service mapping:
- Early Years
 - 5-13s
 - Youth
 - Family Support
 - BME, disability or other specialist support
 - Therapeutic
- 10.2 A complementary cluster of services was sought – which would fit well with existing provision and enhance the overall offer to Hammersmith & Fulham families.
- 10.3 A good number of high quality applications were assessed and in light of the high demand for funding and strong competition, assessing officers focused on achieving a portfolio of complementary services across the spectrum of categories detailed above. As with other service areas, this means that services are recommended for funding at lower levels than requested and officers will need to agree revised targets and business plans with successful applicants.
- 10.4 Fifteen services are recommended for funding, all for a two year term (October 2010 until September 2012). In year 1, £578,000 of the budget would be allocated, with the balance of the budget to be allocated as set out in para. 8.6 above.
- 10.5 A summary of the projects recommended for funding is detailed in Appendix 2b. A summary of the assessment of each organisation which bid under this service area is detailed in Appendix 4b.

11. RECOMMENDATIONS: ECONOMIC WELLBEING & OPPORTUNITY (BUDGET: £870K)

- 11.1 The specification sought to integrate services helping residents to secure employment and skills training with social welfare legal advice services in an effort to improve responses to tackling worklessness. In addition, greater emphasis was placed on increasing financial capability and debt management support.
- 11.2 This was a highly oversubscribed service area which reflected the vast 3rd sector interest in service provision in this area and the current recession's impact on communities. A good number of high quality applications were assessed, and in light of the high demand for funding and strong competition officers focused on achieving a portfolio of complementary services. This meant that some services are recommended for funding at lower levels than requested and officers will need to agree with relevant applicant organisations revised targets and business plans.
- 11.3 Six services are recommended for funding, all for a two year term (October 10 until September 12), and the full budget for this service area is recommended for allocation.
- 11.4 The proposed investments in the six organisations would offer:
- Comprehensive generalist legal advice from a single agency across the borough, with additional specialist advice from other providers.
 - A smaller number, but better resourced, range of employment support services, that are likely to have greater impact on the employment prospects of residents.
- 11.5 An addendum to the service specification set out the Council's wish to outsource its in-house legal advice service: SBAC Shepherds Bush Advice Centre based in Advice & Employment Shepherds Bush. However, no bid satisfactorily met the addendum criteria and officers propose to refresh this service alongside a review of other in-house services; Employment Ladder and the Work Zone. The SBAC budget therefore does not form part of the 3rd Sector Investment Fund.
- 11.6 The 3rd Sector Investment Fund currently funds a number of ongoing activities which deliver Business Partnerships & Enterprise objectives, to which the Council continues to be committed. It is recommended that this funding continues, with a review of this committed spend undertaken within the next 12 months, with the business case presented to the Cabinet Member and relevant Director for continuation of this investment.
- 11.7 A summary of the projects recommended for funding is detailed in Appendix 2c. A summary of the assessment of each organisation which bid under this service area is detailed in Appendix 4c.

12. RECOMMENDATIONS: HEALTH & WELLBEING (OLDER PEOPLE) (BUDGET £518K)

- 12.1 Thirteen applications were received for this service area, proposing a range of services including befriending, lunch clubs, practical support and targeted support to vulnerable communities. The Council is seeking to achieve a broad range of interventions that support and promote older people's wellbeing and independence.
- 12.3 As part of Home Care & Housing Related Support commissioning, the specification also set out two specific functions that were sought - "Watching Brief" and "Connecting Communities" services.
- 12.4 No single specific applications were received to deliver these two services; however, elements of both services appear in a number of applications and it is likely the outcomes sought for these 2 will be achieved.
- 12.5 This report recommends that nine organisations are offered funding, with the entire budget for this service recommended for allocation.
- 12.6 It is proposed that all recommended services are offered funding for a three year term (October 10 until September 13), at which point this service area will be combined with the Health & Wellbeing (adults) service area, and tendered jointly.
- 12.7 A summary of projects recommended for funding is detailed in Appendix 2d. A summary of the assessments of each organisation which bid under this service area is detailed in Appendix 4d.

13. EQUALITIES IMPACT ASSESSMENT

- 13.1 An Equalities Impact Assessment was conducted individually for each service area, and one overarching EqIA.
- 13.2 Statutory Equality Duties are as follows:
Race Relations Act 1976 s 71(1) – Specified authorities: general statutory duty. Every body or other person specified in Schedule 1A or of a description falling within that Schedule shall, in carrying out its functions, have due regard to the need:
(a) to eliminate unlawful racial discrimination; and
(b) to promote equality of opportunity and good relations between persons of different racial groups.
- Sex Discrimination Act 1975 s 76A(1) – Public authorities: general statutory duty. A public authority shall in carrying out its functions have due regard to the need:
(a) to eliminate unlawful discrimination and harassment, and
(b) to promote equality of opportunity between men and women.

Disability Discrimination Act 1995 s 49A(1) – General duty. Every public authority shall in carrying out its functions have due regard to:

- (a) the need to eliminate discrimination that is unlawful under this Act;
- (b) the need to eliminate harassment of disabled persons that is related to their disabilities;
- (c) the need to promote equality of opportunity between disabled persons and other persons;
- (d) the need to take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons;
- (e) the need to promote positive attitudes towards disabled persons; and
- (f) the need to encourage participation by disabled persons in public life

13.3 Although the Council's duty is to consider Race, Gender and Disability as part of an equalities impact assessment, officers gave broader consideration to socio-economic factors of the services recommended for funding, to ensure the best possible provision of services to local residents.

13.4 As part of the application form, organisations were required to profile who their anticipated service users would be. Information was requested regarding users':

- Ethnicity
- Age
- Gender
- Sexual orientation
- Disability (physical, mental, sensory impairment, learning difficulty, long term health condition, none)
- Faith
- Location (by ward)
- Other factors such as: single household; low income, single parent family; carers; substance misuse; homeless; work but do not live in the borough etc.

13.5 Officers compared the user profiles across Race, Gender and Disability for all applicants, both recommended and not recommended, to identify if any particular impact would result from the range of services recommended. Officers also considered the impact of cessation of services, currently funded under the investment fund, that are not recommended for funding in this report, or did not apply for funding.

13.6 The broader, socio-economic categories of user profiles for recommended applications were then compared to ascertain if any particular sections of residents would be adversely affected, or not identified as potential beneficiaries.

13.7 It was not felt that any section of the community would be particularly disadvantaged should the recommendations in this report be agreed, and all sections specified under the equalities duties are expected to benefit to some extent. A good span of beneficiaries is covered by the clusters of services being tendered, with profiles of target beneficiaries reflecting the known diversity factors of the borough's population. Appendices 9 – 9d detail the expected impact, positive as well as negative, for all funding recommendations made.

- 13.8 Race: The profile of potential beneficiaries of services across Infrastructure, Children, Young People & Families and Economic Wellbeing broadly matches the borough profile. No negative impact has been identified.
- Under the older people's Health & Wellbeing specification, four services which will target particular communities are recommended for funding, three of which will deliver services to the borough's three main BME communities.
 - In considering all services being recommended under this specification, no adverse impact has been identified for any particular BME community.
- 13.9 Disability: applications for specific services to disabled people were received under the Economic Wellbeing & Opportunity specification. One was re-categorised as better meeting the Children, Young People & Families specification. Although these services are not recommended for funding – the cluster of services that are recommended also include disabled people as target beneficiaries.
- The recommendations for services to be funded under Economic Wellbeing & Opportunity will result in an existing welfare benefits service and employment services for disabled people being no longer funded by the Council, although the organisation is also funded from other sources to provide welfare benefits advice. It is likely that disabled people may experience a negative impact, as there will no longer be the same level of employment and welfare benefits advice provided exclusively to disabled residents.
 - Employment services aimed at people with mental health needs: no bids were received for targeted employment services for people with mental health needs. This includes the currently funded service that provides employment support services to this target group. It is likely that people with mental health needs will be adversely impacted when funding for this service is no longer provided by the Council from September 2010.
- 13.10 Gender All recommended services are likely to provide appropriate levels of support to male and female beneficiaries which is reflective of the borough profile. It is anticipated that a number of services will appropriately have a higher take up by gender (e.g. domestic abuse services).
- 13.11 All successful organisations will be expected to meet targets regarding delivering services to targeted communities, and closely monitored to ensure these targets are met. Organisations will be required to address issues of BME, disabled or particular communities not accessing the services provided.
- 13.12 It is considered good practice to invite external input into an Equalities Impact Assessment, particularly in relation to a decision which has the potential to result in a significant shift in local services and funding. To ensure some external input into the Equalities Impact Assessment, colleagues from the London Equalities Officers Network were invited to comment on the EqIA, and to comment on the robustness of the EqIA findings. The Chair of the Network has reviewed the report and the equalities impact assessment and concluded that the impact assessment is sufficiently robust, and that negative and positive impacts have been appropriately identified.

14. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 14.1 The 3rd sector investment budget for 2010/11 is £4,401,699.
- 14.2 Grant allocations from the previous Cabinet report dated September 2009 allocated £2,699,686 and this award report recommends further allocations for 2010/11 of £1,296,000. A further £247,280 will be made in small grants in year. The total allocation is £4,202,966.
- 14.3 The difference between budget and grant allocations is £158,733, which will contribute towards efficiency savings. Further indicative savings on expenditure are planned for 2011/12 and 2012/13 of £284,772 and £257,481 respectively as detailed in Appendix 1 of the report. Total indicative efficiency savings are £700,791 (or 16% of budget). These indicative savings will be incorporated into the departmental and corporate MTFs process for approval.
- 14.4 Indicative funding allocations for 2011/12 to 2013/14 are summarised in appendix 1. These are currently with anticipated budgets (reduction of 16%). These will be subject to the Council annual budget setting procedures.
- 14.5 All contracts will stipulate that services are contracted for as long as the funding is available. Should funding be not available during the lifetime of the contract, a notice period will be given to the organisation that funding will cease.

15. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

- 15.1 The Council's power to award the funding recommended in the report is contained in s.2 of the Local Government Act 2000 which allows the Council to do anything, including the provision of financial assistance, which it considers likely to promote the economic, environmental or social well being of the area. In exercising this power, Cabinet must have regard to the Community Strategy.
- 15.2 Officers are of the view that the organisations recommended for funding are likely to contribute in a variety of ways to the economic, environmental and social well being of the borough and that the recommended funding is consistent with the Community Strategy.
- 15.3 Cabinet is also required to consider the general equality duties to have due regard to the need to eliminate unlawful discrimination and to promote equality of opportunity and good relations between the protected groups and society at large. These duties are dealt with in detail at paragraph 13 above and in the attached equalities impact assessments and should be carefully considered.
- 15.4 In awarding funding the Council is obliged to follow a fair and transparent process. The process followed is set out in the body of the report and officers are of the view that it has been carried out in a fair and transparent manner.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	3 rd Sector Strategy	Sue Spiller ext 2483	CSD, Glenthorne Rd
2.	3SIF applications	Sue Spiller ext 2483	CSD, Glenthorne Rd
3.	3SIF application assessments	Sue Spiller ext 2483	CSD, Glenthorne Rd
4.	3SIF Equalities Impact Assessment	Sue Spiller ext 2483	CSD, Glenthorne Road

CONTACT OFFICER:	NAME: Sue Spiller EXT: 2483
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Appendices:

1:	3SIF budget
2a:	Recommendations: Infrastructure services
2b:	Recommendations: Children, Young People & Families
2c:	Recommendations: Economic Wellbeing & Opportunity
2d:	Recommendations: Health & Wellbeing (older people)
3:	All applicants and recommendations
4a:	Assessments summary: Infrastructure
4b:	Assessments summary: Children, Young People & Families
4c:	Assessments summary: Economic Wellbeing & Opportunity
4d:	Assessments summary: Health & Wellbeing (older people)
5a:	Infrastructure service specification
5b:	Children, Young People & Families service specification
5c:	Economic Wellbeing & Opportunity service specification
5d:	Health & Wellbeing (older people) service specification
6:	3SIF application form
7:	3SIF Guidance Notes
8:	3SIF FAQ
9:	Equalities Impact Assessment
9a:	Equalities Impact Assessment: Infrastructure
9b:	Equalities Impact Assessment: Children, Young People & Families
9c:	Equalities Impact Assessment: Economic Wellbeing & Opportunity
9d:	Equalities Impact Assessment: Health & Wellbeing (older people)

Appendix 1: Budget

Budget	2008-09	2009-10	2010-11
Investment Fund	£4,060,100	£4,136,300	£4,050,626
Investment Fund - HRA contribution	£107,803	£107,803	£107,803
Coach Vouchers	£23,000	£25,900	£26,418
Fast Track	£300,000	£212,600	£216,852
subtotal	£4,490,903	£4,482,603	£4,401,699

Efficiencies: find 16% savings across each service area.

Round 1 areas: find this over 3 years: 5% 10-11; 6% 11-12; 5% 12-13
Round 2 areas: find this over 2 years: 8% 11-12; 8% 12-13

Allocation to service areas:	allocation	starting position	2010-11	2011-12	2012-13	2013-14	savings target
Infrastructure	11.1%	£488,589	£464,159	£434,844	£410,414	£410,414	£78,174.17
Children, Young People & Families	17.7%	£779,101	£740,146	£693,400	£654,445	£654,445	£124,656.12
Economic Wellbeing & Opportunity	20.8%	£915,553	£869,776	£814,843	£769,065	£769,065	£146,488.54
Health & Wellbeing (OP)	12.4%	£545,811	£518,520	£485,772	£458,481	£458,481	£87,329.71
Health & Wellbeing (adults)	6.0%	£264,102	£264,102	£242,974	£221,846	£221,846	£42,256.31
Safer Communities	8.0%	£352,136	£352,136	£323,965	£295,794	£295,794	£56,341.75
Leisure & Recreation	11.0%	£484,187	£484,187	£445,452	£406,717	£406,717	£77,469.90
Environment & Community Transport	3.5%	£154,059	£154,059	£141,735	£129,410	£129,410	£24,649.51
Housing & Homelessness prevention	4.0%	£176,068	£176,068	£161,983	£147,897	£147,897	£28,170.87
Coach vouchers	0.5%	£19,808	£19,808	£18,223	£16,638	£16,638	£3,169.22
Fast Track Small Grants	5.0%	£220,085	£200,000	£195,000	£190,000	£190,000	£32,085.00
BUDGET:		£4,399,498	£4,242,961	£3,958,189	£3,700,707	£3,700,707	£700,791.11
savings:			£158,738	£284,772	£257,481		

Appendix 2a
Infrastructure

Organisation	Project name	Recommend	Year 1 (Oct 10 - Sept 11)		Year 2 (Oct 11 - Sept 12)		Year 3 (Oct 12 - Sept 13)		Year 4 (Oct 13 - Sept 14)		Total		
			Budget	Requeste d	Budget	request	recommen d	request	recommen d	request	recommen d	total requested	total recommended
CaVSA	3rd Sector Fundraisin	yes	£50,000	£464,159	£42,000	£51,000	£42,000	£52,020	£42,000	£53,060	£42,000	£206,080	£168,000
CaVSA	Core Costs	yes	£141,332	£120,000	£145,159	£114,000	£147,042	£149,983	£149,983	£149,983	£110,000	£583,516	£454,000
Community Accountancy Self Help (CA)	Community Accounta	yes	£52,000	£40,000	£52,000	£40,000	£53,000	£40,000	£54,000	£40,000	£40,000	£211,000	£160,000
H&F Volunteer Centre	HFVC Volunteer Infra	yes	£170,454	£120,000	£172,159	£114,000	£173,880	£175,619	£175,619	£175,619	£110,000	£692,112	£454,000
HAFAD (Hammersmith & Fulham Actio)	Active Citizens	yes	£78,985	£10,000	£79,774	£9,500	£80,572	£0	£81,378	£0	£0	£320,709	£19,500
Urban Partnership Group	Urban Futures - Infra	yes	£100,000	£48,000	£100,000	£45,600	£100,000	£100,000	£100,000	£100,000	£43,320	£400,000	£180,240
Retender: social enterprise support	Retender: BME/Refugee voice/network		n/a	£20,000	n/a	£15,000	n/a	n/a	n/a	n/a	£0	n/a	£50,000
Retender: premises support	Retender: social enterprise support		n/a	£32,000	n/a	£30,000	n/a	n/a	n/a	n/a	£30,000	n/a	£122,000
	Retender: premises support		n/a	£464,000	n/a	£32,000	n/a	£25,000	n/a	n/a	£0	n/a	£77,000
	variance			£159		-£256		£94			£375,320	£2,413,417	£1,684,740
													£35,094

Organisation	Project name	Recommend	Request yr 1	total requested	comments
Bishop Creighton House	Community Centre	no	£70,868	£294,281	Not recommended for funding
CaVSA	H&F Supplementary	no	£25,000	£103,040	Not recommended for funding
CaVSA	3rd Sector Hubs Proj	no	£50,000	£121,200	Not recommended for funding
CITAS	CITAS H&F Commun	no	£60,776	£179,218	Not recommended for funding
Firsthand Ltd	Firsthand Limited	no	£35,000	£140,000	Not recommended for funding
Grove Neighbourhood Centre	Provision of a commu	no	£20,000	£81,200	Not recommended for funding
H&F BME	active BME Commun	no	£37,588	£154,815	Not recommended for funding
H&F Refugee Forum	HFRF are here to hel	no	£33,000	£66,990	Not recommended for funding
Harmony Community Day Nursery	Harmony Community	no	£68,949	£284,180	Not recommended for funding
Minaret Community Centre	"Moving On", "Minare	no	£81,758	£145,580	Not recommended for funding
Play Association H&F	Play Network Infrastr	no	£38,000	£158,977	Not recommended for funding
Pre-school Learning Alliance	Hammersmith & Fulh	no	£67,055	£275,924	Not recommended for funding
Standing Together Against Domestic Violence	Further Steps in Help	no	£16,600	£33,500	Not recommended for funding
Tendis Ltd.	Community Hub North	no	£100,274	£399,168	Not recommended for funding
The Townmead Youth Club at St Michael	The Townmead Centri	no	£6,480	£27,720	Not recommended for funding

Children, Young People & Families

Organisation	Project name	Recommendation	Year 1 10 - Sept 11		Year 2 11 - Sept 12		Year 3 12 - Sept 13		Year 4 (Oct 13 - Sept 14)		Total	
			Budget	Request	Budget	Request	Budget	Request	Budget	Request	Request	Recommend
Banooda Aid Foundation (BAF)	The First Step - A project	yes	£29,949	£16,000	£30,038	£15,040	£30,639	£0	£31,252	£121,877	£31,040	
Barnardo's (SEone Service)	Barnardo's SEone Service	yes	£60,851	£55,000	£62,067	£51,700	£63,308	£0	£64,574	£250,800	£106,700	
Brunswick Club, The	Brunswick Juniors	yes	£36,551	£20,000	£37,117	£18,800	£37,688	£0	£38,265	£149,621	£38,800	
Brunswick Club, The	Motivate	yes	£22,213	£22,000	£22,078	£20,680	£23,280	£0	£24,452	£92,023	£42,680	
Catholic Children's Society, The	School Play Therapy Set	yes	£27,496	£10,000	£25,013	£9,400	£25,287	£0	£25,565	£103,361	£19,400	
Challenge Network, The	The Challenge 2010 - H&F	yes	£112,500	£112,500	£112,500	£56,400	£0	£0	£0	£225,000	£168,900	
Doorstep Library Network, The	The Doorstep Library Network	yes	£63,532	£40,000	£63,118	£37,600	£61,554	£0	£67,139	£255,343	£77,600	
Family Action	Family Action H&F Family	yes	£110,000	£50,000	£112,750	£47,000	£115,569	£0	£118,458	£456,777	£97,000	
H&F Mencap	H&F Mencap "Parent/Ca	yes	£66,330	£40,000	£67,657	£37,600	£69,010	£0	£70,390	£273,387	£77,600	
H&F Urban Studies Centre	H&F Urban Studies Cent	yes	£57,565	£15,000	£58,716	£14,100	£59,891	£0	£61,088	£237,260	£29,100	
QPR in the Community Trust	White City Rangers	yes	£84,152	£40,000	£80,877	£37,600	£0	£0	£0	£165,029	£77,600	
Sands End Associated Project	Sands End Associated P	yes	£152,819	£50,000	£154,246	£47,000	£157,332	£0	£160,478	£624,875	£97,000	
Standing Together Against Domestic Violence, Child	Standing Together Against Domestic Violence, Child	yes	£34,000	£30,000	£34,000	£28,200	£0	£0	£0	£68,000	£58,200	
Urban Partnership Group	Urban Futures - Parentin	yes	£100,000	£30,000	£95,000	£28,200	£80,000	£0	£70,000	£345,000	£58,200	
West London Action for Children	West London Action for Children	yes	£53,444	£45,000	£61,721	£42,300	£63,801	£0	£64,679	£243,645	£87,300	
			£575,500	£575,500	£491,620	£491,620	£0	£0	£0	£1,067,120	£1,067,120	

variance: £164,646

Organisation	Project	Recommend	Requested (year 1)	Total requested	Comments
Active Planet	Project Engage	no	£44,210	£182,238	not recommended for funding
Alghan Council UK	Afghan Family and Child	no	£34,050	£117,845	not recommended for funding
Albert & Friends Instant Circuit	PAL	no	£60,000	£120,000	not recommended for funding
Breakaway Holiday Project	Breakaway Family Supp	no	£18,000	£73,087	not recommended for funding
Community Advocacy Services		no	£84,670	£364,380	not recommended for funding
Gold Seal Project, The	Music for all	no	£26,500	£110,200	not recommended for funding
Hammersmith Community Gal	PLAY & GROW ~ A Fant	no	£27,500	£110,000	not recommended for funding
HAFAD	Agenda 4 Youth Transitit	no	£41,890	£170,090	not recommended for funding
H&F Volunteer Centre	Youth Unit	no	£121,569	£494,379	not recommended for funding
Horn of Africa Group, The	"Linking Up" Project - he	no	£60,000	£240,000	not recommended for funding
LEC ROTALEC Ltd.	Life Education for all prin	no	£27,600	£145,238	not recommended for funding
Notting Hill Housing Trust	Choices	no	£41,686	£254,454	not recommended for funding
Outside Chance	"You Don't Know Who Y	no	£14,864	£61,264	not recommended for funding
Play Association H&F	Holiday Fun	no	£16,000	£64,967	not recommended for funding
Pre School Learning Alliance	PSLA Sub Committee	no	£96,163	£397,297	not recommended for funding
Shepherds Bush Families Pro	After School and Holiday	no	£69,641	£135,679	not recommended for funding
Sir John Lillie Playcentre	Sir John Lillie Playcentre	no	£15,430	£62,590	not recommended for funding
Townmead Youth Club at St.M	The Townmead	no	£99,380	£355,518	not recommended for funding
Vince Hines Foundation, The	Community Support Proj	no	£53,849	£215,396	not recommended for funding
Vital Regeneration	Studio + Hammersmith &	no	£33,189	£66,378	not recommended for funding

(submitted under Econ WB & Opp)

Appendix 2c
Economic Wellbeing & Opportunity

Organisation	Project name	recommend	Year 1 (Oct 10 - Sept 11)		Year 2 11 - Sept 12)		Year 3 (Oct 12 - Sept 13)		Year 4 (Oct 13 - Sept 14)		Total	
			Budget request	£869,776 recommend	Budget request	£814,843 recommend	Budget request	£769,065 recommend	Budget request	£769,065 recommend		
Fulham Legal Advice Centre	FLAC	yes	£65,000	£32,500	£65,000	£32,500	£68,000	£68,000	£0	£0	£266,000	£65,000
H&F Citizens Advice Bureau	H&F CAB: Core Services	yes	£532,526	£318,263	£565,231	£318,263	£578,147	£592,391	£0	£0	£2,288,295	£636,526
H&F Credit Union	H&F Credit Union	yes	£45,000	£31,500	£18,000	£18,000	£18,270	£18,544	£0	£0	£99,814	£49,500
St Paul's Centre, The	Spears	yes	£213,436	£149,500	£232,613	£149,500	£237,265	£242,011	£0	£0	£925,325	£299,000
Tendis Ltd	Workladder	yes	£257,306	£180,000	£286,904	£180,000	£292,216	£290,786	£0	£0	£1,127,212	£360,000
Third Age Foundation	Opportunities for Older People	yes	£60,000	£30,000	£60,000	£30,000	£60,000	£60,000	£0	£0	£240,000	£60,000
ESF	Committed spend		£50,000	£50,000	£0	£0	£0	£0	£0	£0	£50,000	£50,000
Business Partnerships and Enterprise			n/a	£78,013	n/a	£86,580	n/a	n/a	n/a	£0	n/a	£164,593
			£869,776		£814,843		£814,843		£0		£0	
			uncommitted									

Organisation	Project name	recommend	amount requested (yr 1)	total requested	comments
Breakthrough Deaf and Hearing	H&F Deaf Advice Service	no	£60,000	£251,020	Not recommended for funding
East European Advice Centre	East European Advice Centre	no	£29,124	£118,151	Not recommended for funding
H&F Citizens Advice Bureau	AESB Delivery	no	£267,131	£1,106,470	Not recommended for funding
H & F Community Law Centre	Homelessness Prevention	no	£104,014	£432,888	Not recommended for funding
H&F Volunteer Centre	People into Employment	no	£81,151	£334,473	Not recommended for funding
HAFAD (Hammersmith & Fulham)	Economic Inclusion	no	£98,127	£398,436	Not recommended for funding
HAFAD (Hammersmith & Fulham)	Unlocking Potential	no	£65,953	£269,741	Not recommended for funding
HAFAD (Hammersmith & Fulham)	Agenda for Youth Transition	no	£41,890	£170,090	Not recommended under this specification
Iranian Association	Training & Employability	no	£25,000	£102,273	Not recommended for funding
Notting Hill Housing Trust	Hammersmith & Fulham	no	£73,256	£445,577	Not recommended for funding
Tendis Ltd	Work Zone - Virtual Hub	no	£48,375	£139,237	Not recommended for funding
Threshold Centre Ltd	Threshold Housing Advice	no	£139,000	£572,904	Not recommended for funding
Upper Room (St Saviour's with Urban Partnership Group)	SUR4Jobs Skilled, Ready, Work-Stepped	no	£42,926	£174,298	Not recommended for funding
West & North West London Vief	Employment & Advice	no	£150,000	£540,000	Not recommended for funding
		no	£20,000	£40,000	Not recommended for funding

Appendix 2d

Health & Wellbeing (older people)

Organisation	Project name	Recommend	Year 1 (Oct 10 - Sept 11)		Year 2 (Oct 11 - Sept 12)		Year 3 12 - Sept 13)		Year 4 (Oct 13 - Sept 14)		Total	
			Budget	Request	Budget	Request	Budget	Request	Budget	Request	request	recommend
			£518,520	£170,000	£485,772	£159,800	£458,481	£296,252	£306,492	£458,481	£306,492	£0
Age Concern H&F	Age Concern H&F	yes	£258,467	£286,374	£159,800	£296,252	£306,492	£151,810	£306,492	£0	£1,147,585	£481,610
Alzheimer's Society	H&F Dementia Sui	yes	£43,102	£43,533	£35,720	£43,968	£44,408	£33,934	£44,408	£0	£175,011	£107,654
Asian Health Agency, The	Shanti Luncheon &	yes	£34,633	£35,099	£26,320	£34,619	£34,593	£25,004	£34,593	£0	£138,944	£79,324
Bishop Creighton House	Homeline	yes	£85,616	£87,757	£70,500	£89,951	£92,199	£66,975	£92,199	£0	£355,523	£212,475
Fulham Good Neighbour Sel	Fulham Good Neig	yes	£62,000	£62,000	£35,720	£63,000	£63,000	£33,934	£63,000	£0	£250,000	£107,654
Irish Support & Advice Serv	Active Ageing Minc	yes	£55,299	£55,774	£35,720	£56,495	£57,226	£33,934	£57,226	£0	£224,794	£107,654
Nubian Life Resource Centr	Nubian Life's SHIP	yes	£96,789	£98,725	£54,520	£101,687	£105,754	£51,794	£105,754	£0	£402,955	£164,314
Urban Partnership Group	Urban Elders Proj	yes	£50,000	£50,000	£45,120	£50,000	£50,000	£42,864	£50,000	£0	£200,000	£135,984
West & North West London	Befriending - north	yes	£36,000	£0	£22,352	£0	£0	£18,232	£0	£0	£36,000	£66,104
	variance		£721,906	£719,262	£485,772	£735,972	£753,672	£458,481	£753,672	£0	£2,930,812	£1,462,773
			£0	£0	£0	£0	£0	£0	£0	£0	£0	£0

Organisation	Project name	Recommend	Request (yr 1)	Total requested	Comments
Bosnia and Herzegovina Col	LEHA (Local Elder	no	£30,990	£63,254	Not recommended for funding
H&F Community Transport P	Voucher Scheme	no	£32,000	£131,889	Not recommended for funding
Rampage	Rampage Holiday	no	£16,320	£66,765	Not recommended for funding
Staying Put Services	Staying Put Serv	no	£129,622	£261,267	Not recommended for funding

Appendix 3: all applicants

Organisation	Project name	Service area	Recommended
1 Active Planet	Project Engage	Children, Young People & Families	no
2 Afghan Council UK	Afghan Family and Children Empowerment Project (AFCEP)	Children, Young People & Families	no
3 Age Concern H&F	Age Concern H&F	Health & Wellbeing (older people)	yes
4 Albert & Friends Instant Circus	PAL	Children, Young People & Families	no
5 Alzheimer's Society	H&F Dementia Support Service	Health & Wellbeing (older people)	yes
6 Asian Health Agency, The	Shanti Luncheon & Wellness Service	Health & Wellbeing (older people)	yes
7 Banooda Aid Foundation (BAF)	The First Step - A project for Somali youths.	Children, Young People & Families	yes
8 Barnardo's (SEone Service)	Barnardo's SEone Service	Children, Young People & Families	yes
9 Bishop Creighton House	Homeline	Health & Wellbeing (older people)	yes
10 Bishop Creighton House	Community Centre	Infrastructure	no
11 Bosnia and Herzegovina Community Advice Centre	LEHA (Local Elderly Healty Active)	Health & Wellbeing (older people)	no
12 Breakaway Holiday Project	Breakaway Family Support Scheme	Children, Young People & Families	no
13 Brunswick Club, The	H&F Deaf Advice Service	Economic Wellbeing & Opportunity	no
14 Catholic Children's Society, The	Motivate	Children, Young People & Families	yes
15 CaVSA	School Play Therapy Service	Children, Young People & Families	yes
CaVSA	Core Costs	Infrastructure	yes
CaVSA	H&F Supplementary Schools project	Infrastructure	no
CaVSA	3rd Sector Hubs Project	Infrastructure	no
CaVSA	3rd Sector Fundraising project	Infrastructure	yes
16 Challenge Network, The	The Challenge 2010 - Hammersmith & Fulham	Children, Young People & Families	yes
17 CITAS	CITAS H&F Community Advocacy (HAFCA)	Health & Wellbeing (older people)	no
18 Community Accountancy Self Help (CASH)	Community Accountancy Self Help (CASH)	Infrastructure	yes
19 Community Advocacy Services (CAS)	Supporting Hammersmiths Children & Parents	Children, Young People & Families	no
20 Doorstep Library Network, The	The Doorstep Library Network	Children, Young People & Families	yes
21 East European Advice Centre	East European Advice Centre	Economic Wellbeing & Opportunity	no
22 Family Action	Family Action H&F Family Support	Children, Young People & Families	yes
23 Firstrand Ltd	Firstrand Limited	Infrastructure	no
24 Fulham Good Neighbour Service	Fulham Good Neighbour Service	Health & Wellbeing (older people)	yes
25 Fulham Legal Advice Centre	FLAC	Economic Wellbeing & Opportunity	yes
26 Gold Seal Project, The	Music for all	Children, Young People & Families	no
27 Grove Neighbourhood Centre	Provision of a community centre	Infrastructure	no
28 H&F BME	Active BME Community Cohesion & Development Project	Infrastructure	no
29 H&F Citizens Advice Bureau	AESB Delivery	Economic Wellbeing & Opportunity	no
H&F Citizens Advice Bureau	H&F CAB: Core Services	Economic Wellbeing & Opportunity	yes

30	H&F Community Law Centre	Homelessness Prevention and Employment Sustaina	Economic Wellbeing & Opportunity	no
31	H&F Community Transport Project	Voucher Scheme	Health & Wellbeing (older people)	no
32	H&F Credit Union	H&F Credit Union	Economic Wellbeing & Opportunity	yes
33	H&F Mencap	H&F Mencap "Parent/Carer Advocacy and Participat	Children, Young People & Families	yes
34	H&F Refugee Forum	HFRF are here to help	Infrastructure	no
35	H&F Urban Studies Centre	H&F Urban Studies Centre	Children, Young People & Families	yes
36	H&F Volunteer Centre	People into Employment, Training & Education	Economic Wellbeing & Opportunity	no
	H&F Volunteer Centre	Youth Unltd	Children, Young People & Families	no
	H&F Volunteer Centre	HFVC Volunteer Infrastructure	Infrastructure	yes
37	HAFAD (Hammersmith & Fulham Action on Disal	Economic Inclusion	Economic Wellbeing & Opportunity	no
	HAFAD (Hammersmith & Fulham Action on Disal	Unlocking Potential	Economic Wellbeing & Opportunity	no
	HAFAD (Hammersmith & Fulham Action on Disal	Agenda for Youth Transition Project	Economic Wellbeing & Opportunity	no
	HAFAD (Hammersmith & Fulham Action on Disal	Active Citizens	Infrastructure	yes
38	Hammersmith Community Gardens Association	PLAY & GROW ~ A Family Learning Project	Children, Young People & Families	no
39	Harmony Community Day Nursery		Infrastructure	no
40	Horn of Africa Group, The	"Linking Up" Project - helping families achieve a brig	Children, Young People & Families	no
41	Iranian Association	Training & Employability Support Project	Economic Wellbeing & Opportunity	no
42	Irish Support & Advice Service	Active Ageing Mind & Body Pensioner Services	Health & Wellbeing (older people)	yes
43	LEC ROTALEC Ltd.	Life Education for all primary schools in H&F	Children, Young People & Families	no
44	Minaret Community Centre	"Moving On", "Minaret Health", "Hurbad ICT"	Infrastructure	no
45	Notting Hill Housing Trust	Hammersmith & Fulham In2Work	Economic Wellbeing & Opportunity	no
46	Notting Hill Housing Trust	Choices	Children, Young People & Families	no
47	Nubian Life Resource Centre Ltd	Nubian Life's SHIP (Support Health Independence P	Health & Wellbeing (older people)	yes
48	Outside Chance	"You Don't Know Who You're Dealing With"	Children, Young People & Families	no
49	Play Association H&F	Holiday Fun	Children, Young People & Families	no
	Play Association H&F	Play Network Infrastructure Support	Infrastructure	no
	Pre-school Learning Alliance	Hammersmith & Fulham sub-committee of Pre-School	Infrastructure	no
50	QPR in the Community Trust	Hammersmith & Fulham Sub-committee of the Pre-s	Children, Young People & Families	no
51	Rampage	White City Rangers	Children, Young People & Families	yes
52	Sands End Associated Projects In Action (SEAPI)	Rampage Holiday Project	Health & Wellbeing (older people)	no
53	Shepherds Bush Families Project and Children's	Sands End Associated Projects in Action (SEAPIA)	Children, Young People & Families	yes
54	Sir John Lillie Playcentre	After School and Holiday Project	Children, Young People & Families	no
55	St Paul's Centre, The	Sir John Lillie Playcentre Workshop Project	Children, Young People & Families	no
56	Standing Together Against Domestic Violence	Spear	Economic Wellbeing & Opportunity	yes
57	Standing Together Against Domestic Violence	Domestic Violence, Children & Youth Project	Children, Young People & Families	yes
58	Tendis Ltd	Further Steps in Help Seeking project	Infrastructure	no
	Tendis Ltd	Staying Put Services (Healthy Lifestyles)	Health & Wellbeing (older people)	no
	Tendis Ltd	Workladder	Economic Wellbeing & Opportunity	yes
	Tendis Ltd	Work Zone - Virtual Hub	Economic Wellbeing & Opportunity	no
	The Brunswick Club	Community Hub	Infrastructure	no
	The Brunswick Club	Brunswick Juniors	Children, Young People & Families	yes

60	Third Age Foundation	Opportunities for Older People Skills (OOPS)	Economic Wellbeing & Opportunity	yes
61	Threshold Centre Ltd	Threshold Housing Advice (Hammersmith Centre)	Economic Wellbeing & Opportunity	no
62	Townmead Youth Club at St Michael's Centre	The Townmead	Children, Young People & Families	no
	Townmead Youth Club at St Michael's Centre	The Townmead Centre Management	Infrastructure	no
63	Upper Room (St Saviour's with St Mary's)	UR4Jobs	Economic Wellbeing & Opportunity	no
64	Urban Partnership Group	Skilled, Ready, Work-Steady	Economic Wellbeing & Opportunity	no
	Urban Partnership Group	Urban Elders Project	Health & Wellbeing (older people)	yes
	Urban Partnership Group	Urban Futures - Parenting Programme (incorporating	Children, Young People & Families	yes
	Urban Partnership Group	Urban Futures - Infrastructure Services	Infrastructure	yes
65	Vince Hines Foundation, The	Community Support Project	Children, Young People & Families	no
66	Vital Regeneration	Studio + Hammersmith & Fulham	Children, Young People & Families	no
67	W&NW London Vietnamese Association	Employment & Advice	Economic Wellbeing & Opportunity	no
	W&NW London Vietnamese Association	Vietnamese & Chinese Elderly Project	Health & Wellbeing (older people)	yes
68	West London Action for Children	West London Action for Children Counselling and Th	Children, Young People & Families	yes

Rejected applications

Advance
Caring for Carers
Community Education Forum
Broadway London
City Mission Community Project

Infrastructure service applications

Organisation	Service summary	Comments	Recommendation
Bishop Creighton House (Community Centre) This service offer is not recommended for funding	Funding sought to enable BCH to provide a Community Centre resource for local organisations and also offer capacity building support to organisations.	The application does not clearly set out the evidence base for the need for the service and the outcomes proposed are specific to services provided by the organisation rather than aligned with infrastructure specification outcomes. It is not clear where the resources would come from to facilitate the delivery of the project plan. Given the high level of competition for funding, other applications were given higher priority.	£0
CASH This service offer is recommended for funding	Funding sought to provide a matrix of financial capacity building support to the 3 rd sector including: accredited training for volunteers, finance workers treasurers and trustees. One to one coaching and financial health checks.	A robust application which clearly details the value of the service to the targeted client group. Strong evidence of need reflected in the planned activities and a clear need within the sector for targeted support to enable organisations to improve their financial management skills and abilities. This activity is considered a priority in terms of infrastructure support to the sector and this service is recommended for funding without reduction in the funding level recommended for a 4 year term.	Yr 1: £40k Yr 2: £40k Yr 3: £40k Yr 4: £40k Total: £160,000
CaVSA (Core Services) This service offer is recommended for funding	Funding sought to increase 3 rd Sector organisation's influence, building networks and partnerships and developing CaVSA's internal management and quality assurance systems.	The application has a number of strengths as it clearly meets the outcomes as outlined in the infrastructure service specification. It is able to demonstrate how, if funded, it will support the 3 rd sector by meeting the needs it has identified in the application. The application is recommended for funding although due to high competition and limited funds the offer will be below the amount requested.	Yr 1: £120,000 Yr 2: £114,000 Yr 3: £110,000 Yr 4: £110,000 Total: £454,000
CaVSA (Fundraising Project)	Funding sought to support frontline 3rd sector organisations to be more	This is a highly valued service which meets the outcomes as set out in the infrastructure specification. The priority is for infrastructure organisations to be able to understand the	Yr 1: £42,000 Yr 2: £42,000 Yr 3: £42,000

Appendix 4a: assessment summary, Infrastructure

<p>This service offer is recommended for funding</p>	<p>sustainable through income generation and the effective management, monitoring and use of any resources secured.</p>	<p>challenges and support the needs of emerging, small and medium sized voluntary organisations rather than commission single issue services. This project meets this need. The application is recommended for funding although due to high competition and limited funds the offer will be below the amount requested.</p>	<p>Yr 4: £42,000 Total: 168,000</p>
<p>CaVSA (Supplementary School Project) This service offer is not recommended for funding</p>	<p>Funding sought to develop the network of Hammersmith & Fulham Supplementary Schools into a self sustaining partnership over 4 years.</p>	<p>The bid does not clearly evidence how the project meets the infrastructure service specification. The application lacked clarity, and outcomes of the service were not clearly considered. Given the high competition for funding, other applications were given higher priority for funding.</p>	<p>£0</p>
<p>CaVSA (Hubs Project) This service offer is not recommended for funding</p>	<p>Funding sought to work with the 3rd sector to strengthen local communities and achieve better value for money through the provision of high quality, affordable and sustainable premises and back office resources. The bid included the proposal to manage a 3rd sector hub in the north of the borough.</p>	<p>The application does not sufficiently evidence the need for this project. A number of proposed activities should have been delivered with existing funding. With regards to management of 3rd sector hubs – this resource is not yet available and if the council decides to have the site externally managed, this contract will be subject to a separate commissioning process. Given the high competition for funding, other applications were given higher priority for funding.</p>	<p>£0</p>
<p>CITAS This service offer is not recommended for funding</p>	<p>Funding sought to support vulnerable BME communities for whom English is a second language to make informed choices on health, social care and education.</p>	<p>The organisation is primarily an interpreting and translation service, and the outcomes proposed are not reflective of the outcomes sought for the 3rd sector as a whole. The organisation did not demonstrate the skills and capacity to deliver the proposed services, and it was felt that the application did not consider existing statutory and 3rd sector agencies and organisations</p>	<p>£0</p>

		delivering similar services. Given the high level of applications received, other services were considered a higher priority for funding.	
FirstHand This service offer is not recommended for funding	Funding sought to manage the Fatima Centre on the White City Estate and undertake some community development activities.	The application did not evidence the need for the project. The project delivery plan lacks clarity and focus and it was not evident that the outcomes as set out in the infrastructure service specification would be met. Given the high level of applications received, other services were considered a higher priority for funding	£0
Grove Neighbourhood Centre	Funding sought to run the community centre	Incomplete application with significant portions of information missing. Not progressed to stage 2 assessment and not recommended for funding.	£0
H&F BME Network This service offer is not recommended for funding	Funding sought to enable BME community groups to have a stronger voice and enjoy increased representation at decision making levels.	The organisation has not taken in to consideration similar capacity building and training schemes already operating in the borough and if funded would duplicate existing services provided by infrastructure organisations such as business planning, fundraising and staff training. There is no reference as to how the network would work with other key organisations in the borough. Given the high level of applications received, other services were considered a higher priority for funding. The council will seek to re-tender a “voice network” function for the sector.	£0
H&F Refugee Forum This service offer is not recommended for funding	Funding sought to provide capacity building and information support to refugee community organisations in the borough.	The project had not taken in to consideration similar capacity building and training schemes already operating in the borough and if funded would duplicate existing services provided by infrastructure organisations such as business planning, fundraising and staff training. The outcomes detailed in the bid are not adequately supported by the activities set out in the project plan. There is no reference as to how forum would work with other key organisations in the Borough such as Hammersmith and Fulham BME Network. Given the high level of applications received, other services were considered a higher priority for funding.	£0

<p>H&F Volunteer Centre</p> <p>This service offer is recommended for funding</p>	<p>Funding sought for office costs and a contribution towards core staff salary costs which will enable H&F Volunteer Centre to provide support and training to volunteers and organisations interested in recruiting volunteers.</p>	<p>The application outlines a key service in the borough. The project provides critical services for residents and organisations which meets the outcomes as set out in the infrastructure service specification. The application is recommended for funding although due to high competition and limited funds the offer will be below the amount requested.</p>	<p>Yr 1: £120,000 Yr 2: £114,000 Yr 3: £110,000 Yr 4: £110,000 Total: £454,000</p>
<p>HAFAD (Active Citizens)</p> <p>This service offer is recommended for funding</p>	<p>Funding sought to increase take up of the organisations existing services by Deaf people including community activities, outreach, a structured volunteer programme and involvement in training and in influencing.</p>	<p>Although the project does not fully satisfy the infrastructure service specification, the element of the service to provide outreach to local deaf residents through a partner agency does add value to the wider infrastructure needs of the borough. The organisation is therefore recommended for funding for this element only.</p>	<p>Yr 1: £10,000 Yr 2: £9,500 Total: £19,500</p>
<p>Harmony Community Day Nursery</p> <p>This service offer is not recommended for funding</p>	<p>Funding sought to establish and facilitate a network assisting child care providers in the Borough to become social enterprises.</p>	<p>Whilst support to enable local organisations to establish social enterprise functions is recognised as a gap in the overall infrastructure provision in the borough, the proposed project is too limited in its scope as only child care providers/organisations would be supported. The organisation does not evidence its claimed expertise in developing social enterprise. There is a need for social enterprise support in the Borough but support should be available to the whole 3rd sector.</p>	<p>£0</p>
<p>Minaret Community Centre</p> <p>This service offer is not recommended</p>	<p>Funding sought to deliver n 3 projects from the Minaret centre.</p>	<p>incomplete application. Not progressed to stage 2 assessment and not recommended for funding.</p>	<p>£0</p>

for funding			
Play Association H&F (Play Network Infrastructure Support) This service offer is not recommended for funding	Funding sought to support play providers and other related organisations to develop capacity both individually and as a group as well as developing consortia where appropriate.	The project has not taken in to consideration similar capacity building and training schemes already operating in the Borough and does not meet the outcomes outlined in the Infrastructure service specification. Given the high level of applications received, other services were considered a higher priority for funding.	£0
Pre-School Learning Alliance This service offer is not recommended for funding	Funding sought to establish a network to build capacity and strengthen groups providing pre-school learning opportunities to children in the Borough.	The project had not taken in to consideration similar capacity building and training schemes already operating in the Borough and if funded would duplicate existing services provided by infrastructure organisations such as business planning, fundraising and staff training. The needs identified in the bid are not reflected in the project's outcomes or delivery plan and for these reasons, and the high level of applications received, other services were considered a higher priority for funding.	£0
Standing Together Against Domestic Violence This service offer is not recommended for funding	Funding sought to improve the skills of 3rd Sector staff and volunteers to improve local services to meet the needs of survivors of domestic abuse.	The application has a number of strengths however, the service proposed does not build the capacity of 3 rd sector organisations as set out in the infrastructure service specification. The organisation will be advised to resubmit under Safer Communities specification during 2010 – 2011. Given the high level of applications received, other services were considered a higher priority for funding.	£0
Tendis Ltd.	Funding sought to provide	The organisation seeks to establish a building based centre for	£0

Appendix 4a: assessment summary, Infrastructure

<p>(Community Hub)</p> <p>This service offer is not recommended for funding</p>	<p>premises management services to enable the development of a Economic Wellbeing hub in the north of the borough.</p>	<p>employment and advice services in the borough. However, the proposed service would not complement the current WorkZone model of employment and training provision in the borough. The application did not demonstrate the need for a specific, building based centre for economic wellbeing, and did not clearly meet the outcomes as set out in the service specification. Given the high level of applications received, other services were considered a higher priority for funding.</p>	
<p>Townmead Youth Club at St Michaels (The Townmead Centre Management)</p>	<p>Funding sought for management and running costs of the centre.</p>	<p>INELIGIBLE: incomplete application</p>	<p>£0</p>
<p>Urban Partnership Group (Urban Futures)</p> <p>This service offer is recommended for funding</p>	<p>Funding sought to continue the development of the Masbro Centre as a community 'anchor' centre, develop two new neighbourhood regeneration hubs, at the Opportunities Centre and 363 North End Road and run a CRB checking service.</p>	<p>The business case for supporting the development of the Masbro Centre is particularly strong as it meets the needs for community centre provision in the Borough. The remaining strands of the bid do not provide sufficient evidence with which to recommend funding. One strand runs at a loss and the need for 'regeneration' hubs is not adequately defined, nor identified as a priority for the council. Funds is recommended to contribute to the Masbro Centre element of the application.</p>	<p>Yr 1: £48,000 Yr 2: £45,600 Yr 3: £43,230 Yr 4: £43,320 Total: £180,240</p>

3SIF Assessment Summary - Children, Young People & Families

Organisation	Applicant's Project Summary	Assessor's Comments	Recommendations
<p>Active Planet</p> <p>This service is not recommended for funding</p>	<p>To provide accessible and varied out-of-school and holiday activities across the borough to children and young people, including those from priority groups</p>	<p>Active Planet's joint proposal with Phoenix School for a Sports Scheme Coordinator seeks to increase accessible and varied out-of-school and holiday activities across the borough to children and young people, including those from priority groups.</p> <p>The proposal meets the requirements of the service specification. However, given that there is already existing provision in this part of the borough, and in light of high demand for funding, other applications were given higher priority for funding.</p>	<p>£0</p>
<p>Afghan Council UK</p> <p>This service is not recommended for funding</p>	<p>Practical support to Afghan families.</p>	<p>The service provided by the Afghan Council UK is acknowledged as an asset to the borough's Afghan residents. However, the business case for funding was insufficient particularly in light of competition and limited funds. Other proposals had a closer fit to the service specification and were viewed as higher priorities for funding. Officers suggest that the Afghan Council UK makes links with the LBHF Parenting Coordinator service to access culturally specific parenting support programmes / training for its client base. Given the high level of applications received, other services were considered a higher priority for funding.</p>	<p>£0</p>
<p>Albert & Friends Instant Circus</p> <p>This service is not recommended for funding</p>	<p>A 4 year Physical Arts Live (PAL) project to deliver physical arts programme for children, young people and families using circus skills and games.</p>	<p>AFIC's "Physical Arts Live" (PAL) proposal seeks funding for 2 full-time workers to deliver curriculum-based circus skills training in primary, secondary and special schools in identified areas of need, plus annual holiday schemes. Whilst the high-quality and uniqueness of AFIC's local extended schools programmes is widely acknowledged, this application is weak in demonstrating long-term impact on its client group, and there is a heavy reliance on Council funding to make the project financially viable. Therefore in light of competition and limited funds, the services proposed in other applications were viewed as higher priorities for funding.</p>	<p>£0</p>

Appendix 4b: Assessment summary C, YP&F

Organisation	Applicant's Project Summary	Assessor's Comments	Recommendations
<p>Banooda Aid Foundation</p> <p>This service is recommended for funding</p>	<p>Supporting Somali children and families through physical activity sessions and 1-2-1 support</p>	<p>The Banooda Aid Foundation's application clearly demonstrates a track record of community engagement with vulnerable groups in deprived wards, and successful partnerships with a wide range of statutory and community partners. Their plan to offer accessible youth and parenting programmes delivered by volunteers to high-need families, and thereby improve the access of these families to mainstream services satisfies the specification outcomes, as well as offering demonstrable added value / match funding. The application is therefore recommended for funding although at a lower level than requested owing to limited funds and the level of competition.</p>	<p>Yr 1 £16,000</p> <p>Yr 2 £15,040</p> <p>Total £31,040</p>
<p>Barnardos SEOne Service</p> <p>This service is recommended for funding</p>	<p>1-2-1 work with c&yp experiencing sexual exploitation/abuse. Preventative group work in schools, training to professionals and advice/consultancy to professionals.</p>	<p>Barnardos application to provide intensive and highly specialised 1:1 casework for young people who are deemed at risk of sexual exploitation is seen as a high priority in Children's Services, where the costs of protecting such vulnerable young people in secure accommodation are very high. The project is currently commissioned by ChS Complex Needs and demonstrates positive outcomes for local young people and strong links with regional networks. The application also proposes to deliver preventative training to LBHF school staff and a consultancy service to other professionals on the issue of sexual exploitation. The application was assessed as high quality, excellent value-for-money and a strong fit with the service specification outcomes and it is therefore recommended for funding.</p>	<p>Yr 1 £55,000</p> <p>Yr 2 £51,700</p> <p>Total £106,700</p>
<p>Breakaway Holiday Project</p> <p>This service is not recommended for funding</p>	<p>Funding sought to deliver residential holiday scheme targeted at families with children (0-19) facing multiple disadvantage or crisis, including at risk of becoming 'looked after' by the Borough.</p>	<p>Breakaway's application requests funding towards a part-time worker to continue its programme of offering one-week low-cost holidays to 30 families per year experiencing multiple disadvantage and / or crisis. The proposal does not sufficiently meet the requirements of the service specification. The proposal appears overly-optimistic about what can be achieved within such a short-term intervention and does not satisfactorily demonstrate that long-term sustainable outcomes are attained by service users. Given the high level of applications</p>	<p>£0</p>

Organisation	Applicant's Project Summary	Assessor's Comments	Recommendations
		received, other services were considered a higher priority for funding	
Catholic Children's Society This service is recommended for funding	To offer play therapy in 3 local primary schools.	Currently funded to deliver play therapy services in 2 LBHF primary schools in areas of high need, this application seeks to expand the provision into 3 schools supporting 15 children per year, with additional match-funding from each school. The application is well-evidenced and a strong fit with the service specification. Although it is recognised that the play therapy brings significant benefits to the families who are able to access it, the fact that the service is school-led and not open-access reduces the potential for widespread impact across the borough. For this reason it is recommended to part-fund the project, with invitation for increased contribution from the 3 schools.	Yr 1 £10,000 Yr 2 £9,400 Total £19,400
Challenge Network This service is recommended for funding	Groups of young people are given the chance to take part in outward bound residential weeks, and then deliver community based projects.	This initiative cuts across a number of key areas within the service specification but with a particular emphasis on developing skills and confidence through volunteering activity in the community. The programme is targeted at 16 year olds. The model is robust and has a good track record. The organisation proposes to deliver an innovative project that is likely to deliver significant long-term benefits to high numbers of young people. Funding will enable local piloting of a national initiative, giving young people the chance to shape their own futures, while serving their neighbours and the wider community.	Yr 1 £112,500 Yr 2 £56,400 Total £168,900
Community Advocacy Services This service is not recommended for funding	To employ a home school liaison for the Somali community between schools, parents, Local Agencies and underachieving students plus a homework club in schools.	INELIGIBLE - key information not provided with the application.	£0

Organisation	Applicant's Project Summary	Assessor's Comments	Recommendations
<p>Doorstep Library Network</p> <p>This service is recommended for funding</p>	<p>Provide a universal service to low-income families with children aged 1 to 12 years old living on estates in deprived areas.</p>	<p>Doorstep have submitted a creative and well-written proposal which aims to tackle poverty by providing a home-visiting library and reading service for children aged up to 11 years and their families, located on estates of high need, mainly run by trained volunteers. The application meets a number of the service specification requirements particularly in relation to meeting the needs of hard-to-reach families, and promoting a family learning approach with benefits to parents and children. The application is therefore recommended for funding but a lower level given the limited funds available.</p>	<p>Yr 1 £40,000</p> <p>Yr 2 £37,600</p> <p>Total £77,600</p>
<p>Family Action</p> <p>This service is recommended for funding</p>	<p>To continue the work of Family Action's family support project.</p>	<p>The application has a key strength in terms of continuing the 1:1 parenting support work commissioned from Family Action by the NDC in recent years and rolling this service out borough-wide. The application demonstrates Family Action's national profile in engaging diverse client groups with complex needs, which effectively meets an identified need within our local family support provision. Funding is requested at a high level (£110k) and the application includes points of duplication with other applicants. It is therefore recommended for funding at a reduced level to provide 1:1 parenting support only. Links with complementary parenting support providers to be formally established within Service Level Agreement.</p>	<p>Yr 1 £50,000</p> <p>Yr 2 £47,000</p> <p>Total £97,000</p>
<p>Goldseal Project</p> <p>This service is not recommended for funding</p>	<p>To offer a range of free music technology workshops that allows young people at risk the chance to use music as a vehicle to engage, develop new skills and progress into further education and careers.</p>	<p>INELIGIBLE - key documentation not provided with the application.</p>	<p>£0</p>

Organisation	Applicant's Project Summary	Assessor's Comments	Recommendations
H&F MENCAP This service is recommended for funding	Network for parents and carers of disabled children to provide an opportunity to shape services. Advocacy role for parents of disabled people.	A complex application requesting funding for 2 separate existing posts, both supporting parents of disabled children - a well-used advocacy worker and the ParentsActive networking / user involvement project. The advocacy role has a good fit with the service specification outcomes, the ParentsActive role less so. However the impact of this project on the lives of a key vulnerable group is well demonstrated. Recommended for part-funding, with revised outcomes to be agreed with officers.	Yr 1 £40,000 Yr 2 £37,600 Total £77,600
H&F Urban Studies Centre This service is recommended for funding	Young people to learn about local urban environment, supporting schools to do environmental days, promoting healthy living and eating through workshops. Children's parliament to promote citizenship, debating project with teenagers.	The Urban Studies Centre is well recognised for its longstanding work delivering curriculum based environmental education and citizenship programmes in LBHF e.g. Children's Parliament. This application seeks to build on its current delivery including supporting schools to run environmental days, promoting healthy living/ eating through workshops and a new debating programme with young people. The project plan sets out proposals for delivery but there is not a clear correlation to all of the identified outcomes. It is therefore recommended that the application is part funded for the Children's Parliament element which meets the requirements of the specification.	Yr 1 £15,000 Yr 2 £14,100 Total £29,100
H&F Volunteer Centre This service is not recommended for funding	Training, volunteering and work experience placements	HFVC's application is ambitious and varied in its aims, seeking £121k funding for training, volunteering and work experience placements, plus delivery of sport activities, enterprise skills, events to raise awareness of opportunities in different industries and sexual health workshops. The proposal is written to a satisfactory standard and meets some specification outcomes but seems a closer fit with the Economic Wellbeing specification than Children's. Concerns are raised re: unclear numbers of beneficiaries over the range of programmes being offered, and some activities duplicating existing provision. The project is considered less value for money in comparison to alternative youth programmes, together with the high level of applications received, other services were considered a	£0

Organisation	Applicant's Project Summary	Assessor's Comments	Recommendations
<p>HAFAD (Agenda for Youth Transition)</p> <p>This service is not recommended for funding</p>	<p>The project will support young disabled people from 16yrs through their transition to adulthood, through support, training and skills development.</p>	<p>higher priority for funding.</p> <p>The organisation has a good track record of delivering quality services for young people. This application was submitted under the Economic Wellbeing service strand, and was assessed not to meet the criteria. It was also assessed under the Children, Young People & Families area. It is a good quality application and proposes a service model that could deliver positive outcomes for disabled young people and adults. However, key elements of the service proposed already exist elsewhere, e.g. Connexions, or existing HAFAD services funded through ChS Youth Funding. Given the high level of applications received, other services were considered a higher priority for funding.</p>	<p>£0</p>
<p>Hammersmith Community Gardens Association</p> <p>This service is not recommended for funding</p>	<p>Family learning around environmental issues, seeking to promote green space, gardening activities.</p>	<p>HCGA have applied to deliver family learning around environmental issues, seeking to promote green space, gardening activities. The application requests £27,500 per year towards staff costs, and the programme aims to engage 500 beneficiaries per year – targeted at areas of high need. The application is well written and demonstrates good local knowledge and a match with the service specification outcomes. There is some lack of clarity whether beneficiaries would be unique service users or repeat customers, and whether there is a strong enough link between activities and outcomes. Given that this project is working at the Tier 1 / 2 level and there is significant competition for funding, other services were considered a higher priority for funding.</p>	<p>£0</p>
<p>Horn of Africa</p> <p>This service is not recommended for funding</p>	<p>Employment of a young people link worker to engage and work with Somali families in the borough.</p>	<p>It is acknowledged that the Horn of Africa group has been established in the borough for a number of years and engages well with BMER communities particularly of Somali heritage. This application seeks to continue its outreach work with the Somali community, employing a young people's link worker to engage with schools and families across the borough. Concerns were raised regarding the over-ambitious targets within the application, and the potentially unworkable delivery model. Despite some strengths of the application</p>	<p>£0</p>

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		in evidencing and understanding the needs of the target population, other services were considered a higher priority for funding	
LEC ROTALEC Ltd This service is not recommended for funding	To provide a sports schemes co-ordinator, for out of school hours sporting activities.	INELIGIBLE - key documentation not provided with the application.	£0
Notting Hill Housing Trust This service is not recommended for funding	To empower young people from deprived areas and involve them in planning youth activities and delivery.	This application seeks to empower young people from LBHF and neighbouring boroughs by involving them in planning and delivering youth activities. NHHT has a track record in delivering innovative outreach programmes with a high level of youth involvement, and both these aspects are echoed in this proposal. There are concerns about duplication with other local organisations e.g. HF Volunteer Centre and those potentially funded under the Economic Well-being specification, and also the spread of beneficiaries including 30% who are non-borough residents. Overhead costs are high e.g. for marketing and publicity of the projects, and there is a lack of evidence regarding the long-term impact of the programme. Given the high level of applications received, other services were considered a higher priority for funding.	£0
Outside Chance This service is not recommended for funding	Expansion of current service provided in secondary schools into primary schools to dissuade young people getting involved in crime and ASB	Outside Chance have been delivering well-recognised and innovative crime prevention programmes London-wide for a number of years, and this proposal seeks to expand its current secondary school programme into LBHF primary schools, based on a recent local pilot. The application is well-written although assessors noted that outcomes are likely to better fit under the Safer Communities service	£0

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		area. There are concerns that the secondary model may not be appropriate for the younger age group, and that the organisation has not sufficiently addressed issues of capacity regarding programme delivery. Given the high level of applications received, other services were considered a higher priority for funding.	
Play Association H&F (Holiday Fun) This service is not recommended for funding	Manage and deliver outreach play schemes on estates during school holidays.	It is acknowledged that H&F Play Association has delivered services for several years. The application "Holiday Fun" proposes outreach play schemes during school holidays for children, which are free at the point of delivery, and targeted on estates of high need. The application does not articulate the outcomes the project would be seeking to achieve. There are also queries within the budget regarding a) match funding secured for "Holiday Fun" and b) how the funding for this service budget fits within the wider organisational budget as laid out in the Play Association's Infrastructure application (which has not been recommended for funding), which raises significant concerns regarding the viability of the project. For these reasons other applications were given higher priority for funding.	£0
Pre-School Learning Alliance This service is not recommended for funding	The development, promotion and sustainability of high quality affordable and flexible childcare in the Borough.	It is acknowledged that H&F PSLA has been a key community-based child-care provider through its pre-schools, parent/toddler groups and a mobile creche in the borough for many years. This application seeks to continue delivering the current range of services, providing a holistic approach to meeting diverse needs and addressing all ECM outcomes. However, the proposal fails to effectively evidence needs, describe SMART outcomes and define its beneficiaries clearly, and there is not a convincing explanation of the link between managing delivery and the role of performance monitoring in ongoing service development. The budgets are unclear and there are concerns about sustainability planning for the individual groups which are not addressed in the application. This project is not recommended for funding – however, as an interim arrangement ChS Early Years are	£0

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		able to provide 6 months funding up till March 2011, and beyond April 2011 there is potential via Sure Start funding to commission re-shaped PSLA services so that local child care sufficiency requirements continue to be met.	
QPR in the Community Trust This service is recommended for funding	To pilot a free multi sports activity night on Friday nights for teenagers in the White City estate for 42 weeks of the year.	This proposal meets the requirements of the specification to provide high quality activities leading to accreditation. The organisation has a good track record of achieving good outcomes. The project plan is robust and appropriate mechanisms are in place for quality assurance. The application is recommended to receive funding although in light of the competition and limited funds it is recommended that funding is at a lower level than requested – against which the organisation submit a revised budget and project plan	Yr 1 £40,000 Yr 2 £37,600 Total £77,600
Sands End Associated Projects in Action This service is recommended for funding	To provide an open access drop in for under 5's, an after school childcare service and Adventure project.	SEAPIA is well-recognised as a long-standing community organisation based in the South of the borough providing open access services for Under 5's and for children and young people aged 5-19 years (the Adventure project) in addition to its fee-paying after-school child care service. The application makes clear that the services provided are well-used by the local community, however there is a lack of evidence of recent consultation / research / evaluation with users, outcomes are poorly explained and there is minimal information about the impact of the activities on its clients. The project plan lacks ambition for the level of funding requested and the organisation does not have a strong track record of leveraging additional funding which is reflected in the proposed budget. The locality where the project is based is well served with under 5s provision, therefore this element of the application is not recommended for funding. The adventure project is primarily used by juniors (8 to 13s) not the youth age range (13-19s), therefore funding for the youth element of the service is not recommended. The supervised open access provision for the junior age range meets a local need and it is	Yr 1 £50,000 Yr 2 £47,000 Total: £97,000

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		therefore recommended that this element of the proposal is funded, with revised outcomes and outputs negotiated with the organisation in their service level agreement.	
<p>Shepherds Bush Families Project</p> <p>This service is not recommended for funding</p>	<p>To offer children commonality of experiences and a place to socialise and make friends in a safe, stimulating and welcoming space they can call their own.</p>	<p>SBFP is a well-established open access service providing support to families in housing need, and has recently become a children's centre. This application seeks to provide an after-school service for 5-13s and holiday programmes for families in housing need. However, there is alternative provision being developed locally in Addison and St Stephens schools, and the Children's Centre is also providing after school and holiday activities that could attract children age 5+. Given the high level of applications received, other services were considered a higher priority for funding.</p>	<p>£0</p>
<p>Sir John Lillie Play Centre</p> <p>This service is not recommended for funding</p>	<p>After school and holiday play scheme.</p>	<p>Sir John Lillie Play Centre's application seeks to employ a new part-time worker, thereby enabling it to continue its programme of high-quality after-school and holiday provision, whilst also providing 6 free places to vulnerable children. There was a lack of detail given about the allocation of these free places, and no link made between the places for vulnerable children and the service specification outcomes. The annual turnover of the Play Centre is substantial and given the high level of applications received, other services were considered a higher priority for funding.</p>	<p>£0</p>
<p>Standing Together Against Domestic Violence</p> <p>This service is recommended for funding</p>	<p>To coordinate and deliver a 2-pronged programme - awareness-raising about DV with teenagers and providing therapeutic interventions in partnership with DVIP for women and younger children affected by</p>	<p>STADV are a well-established strategic organisation based in LBHF with a national profile for expertise in the field of domestic violence policy. This application seeks to coordinate and deliver a 2-pronged programme - awareness-raising about DV with teenagers; and providing therapeutic interventions in partnership with DVIP for women and younger children affected by DV. The proposal is of high quality and relatively expensive, but its aims are to fill an identified gap in local service provision and to break the cycle of DV in its early stages. Concerns were raised at the expertise of STADV to deliver a</p>	<p>Yr 1 £30,000</p> <p>Yr 2 £28,200</p> <p>Total £58,200</p>

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	DV.	direct programme to service users, and the project will need to be clearly laid out and monitored via its SLA. The project is recommended for funding.	
The Brunswick Club (Juniors) This service is recommended for funding	Young people are provided with a variety of challenging and enjoyable physical, creative, social and educational activities.	This application meets the requirements of the service specification to deliver high quality activities for children aged 8-12 in area of high need. The organisation is well established and offers high-quality premises, leveraging in significant external funding to borough. Good evidence of user feedback on provision. It is therefore recommended for funding but at a lower level than requested in light of limited funding and competition. The organisation will be required to submit a revised project plan and budget.	Yr 1 £20,000 Yr 2 £ 18,800 Total £38,000
The Brunswick Club (Motivate) This service is recommended for funding	To employ a Youth Engagement Worker to work directly with young people, individually or in groups, helping them to identify the best route for their personal development, training, volunteering, and further education or work experience.	A good quality application identifying a clear area of need, seeking funding for Youth Engagement worker to work with 12-19s in North Fulham area, with a particular focus on young women, as current take-up of youth services is disproportionately low. The proposal meets the requirements of the service specification and demonstrates effective partnership working. This will provide much-needed outreach service within an area of deprivation, working with all communities and is therefore recommended for funding.	Yr 1 £22,000 Yr 2 £20,680 Total £42,680
Townmead Youth Club at St Michaels (The Townmead) This service is not recommended for	To offer a wide ranging educational, cultural, social, recreational and sporting activities	This proposal sets out a clearly identified need and a set of outcomes aligned to the service specification. However the organisation has no recent track record and there is a lack of detail in the project plan to convince of their ability to deliver the outcomes. Given this and the dependence of the proposal on additional support through the infrastructure strand, other applications were given higher priority for funding.	£0

Organisation	Applicant's Project Summary	Assessor's Comments	Recommendations
funding			
Urban Partnership Group This service is recommended for funding	Urban Futures parenting support	UPG is recognised as a key hub for a range of local service provision including a children's centre, the Parenting Coordinator service, an annual summer scheme and weekly youth club. Their application seeks to fund the annual summer play scheme and to enhance the current parenting programme with outreach workers facilitating targeted programmes in key local languages, and training volunteers to run these programmes. Concerns were raised regarding duplication of the nearby Council-run Addison summer scheme and possible duplication with their current delivery of the Parenting Coordinator service. Recommend funding towards Triple P and Strengthening Families Strengthening Communities programmes in areas of high need for hard-to-reach parents.	Yr 1 £30,000 Yr 2 £28,200 Total £58,200
Vince Hines Foundation This service is not recommended for funding	To engage marginalised communities particularly BME groups and to work with older teenagers and young adults by providing 1:1 support.	Vince Hines Foundation is a well-known local organisation seeking to engage marginalised communities, particularly BME groups. This application seeks to work with older teenagers and young adults by providing 1:1 support. There is a lack of clear evidence regarding need, current delivery and outcomes to be met which serves to weaken the application. There is also no identification of partner organisations and methods, or locations of delivery, or details of the 1:1 interventions to be delivered. Given that the application seeks to continue current delivery, these omissions raised concerns about service quality, and combined with the high level of applications received, other services were considered a higher priority for funding.	£0
Vital Regeneration	Offer young people training and work by using music	Vital Regeneration is a music based project which engages NEET young people in a number of London boroughs, and now seeks to	£0

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<p>This service is not recommended for funding</p>	<p>and events production to provide the 'creative hooks' in the educational programme within which literacy and numeracy are embedded.</p>	<p>expand its delivery in LBHF. The application was strong in its project planning but high in unit costs and gave little evidence of being able to work in partnership with local organisations. There were concerns that Vital's needs analysis did not match that understood by LBHF Connexions service, and there was the risk of duplication with some other similar providers delivering "soft skills" to young people. Given the high level of applications received, other services were considered a higher priority for funding.</p>	
<p>West London Action for Children</p> <p>This service is recommended for funding</p>	<p>To deliver a range of client-led interventions for children and parents.</p>	<p>WLAC are recognised as a key third sector group supporting statutory children's services to deliver a range of client-led interventions for children and parents in LBHF, and leveraging in significant external resources to the borough. This application requests additional funding to continue delivering the range of services, with the rationale that external trust funding has reduced due to the economic climate. The application demonstrates well WLACs expertise in delivering very effective services for some of the most vulnerable and complex families, and their enthusiasm to continue doing so. Some concerns were raised regarding the lack of detailed beneficiary information but overall the project was deemed worthy of funding because of its value for money and effectiveness in engaging service users with high levels of need.</p>	<p>Yr 1 £45,000</p> <p>Yr 2 £42,300</p> <p>Total £87,300</p>

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<p>Breakthrough Deaf & Hearing Integration</p> <p>This service is not recommended for funding.</p>	<p>IAG service for deaf and hard of hearing people in H&F.</p>	<p>The application lacked detail in key areas including the method of delivery of services i.e. training and job search, evidence of local need for the service and of the gaps in services to meet those needs. The cost of the service is high when compared with the number of beneficiaries. The business case for funding was not well developed particularly in light of competition and the limited funds available. For these reasons, other applications were given higher priority for funding.</p>	<p>£0</p>
<p>Eastern European Advice Centre</p> <p>This service is not recommended for funding.</p>	<p>Service for Eastern Europeans providing advice on welfare benefit, housing, debt management, routes into employment and access to health services.</p>	<p>The project aims to make a lasting difference through developing an integrated IAG service for the specified group of disadvantaged clients; however the application does not demonstrate fully the level of need among the targeted client group, namely Polish residents. The application did not demonstrate a close fit with the service specification and in light of competition and limited funds, the services proposed in other applications were viewed as higher priorities for funding.</p>	<p>£0</p>
<p>FLAC</p> <p>This service is recommended for funding.</p>	<p>Legal advice and representation in welfare law, employment, housing and debt management, together with identification and advice on any underlying cause.</p>	<p>Application meets specification criteria although further detail on achievements and project plan could be further developed. This application satisfactorily demonstrates a fit with the service specification requirements and the application is recommended for 3SIF. However competing priorities and demand on the budget has meant that a reduced offer of funding must be made. Officers are recommended a maximum funding level - to which the applicant must submit a revised budget and</p>	<p>Yr 1 £32,500 Yr 2 £32,500 Total £65,000</p>

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		service plan to the satisfaction of the Director CSD. In addition the funding offer is directed to support the evening advice service and this will need to be demonstrated in the revised budget and service plan.	
<p>H&F Citizens Advice Bureau (AESB delivery)</p> <p>This service is not recommended for funding.</p>	<p>Generalist and specialist level legal advice and information in welfare benefits, debt, employment and housing, to residents of the north of the borough - complementary to main base in Fulham.</p>	<p>Application lacks detail on how new service will outreach to local residents; develop current offer and integrate legal advice services with employment support services. Unclear how this service sits with the CAB core service application which proposes an expansion of the CAB core service to the same catchment i.e. residents in the north of the borough.</p> <p>The combined cost of this application and the CAB core services application exceed the total available of the annual 3SIF budget whilst the service outcomes and added value of this application are not well evidenced.</p>	<p>£0</p>
<p>H&F Citizens Advice Bureau (core services)</p> <p>This service is recommended for funding.</p>	<p>Generalist and specialist level legal advice and information, primarily in the social welfare law categories of welfare benefits, debt, employment and housing.</p>	<p>Well known service offering good range of legal advice services and representation accessible to the most vulnerable residents. The application proposes to expand the core service to all LBHF residents.</p> <p>This application satisfactorily demonstrates a fit with the specification requirements and the application is recommended for 3SIF. However, it is anticipated that this service will provide a satisfactory level of advice across social welfare, debt, employment and housing, together with targeted benefits advice to those most vulnerable. It is considered that the preventative aspect</p>	<p>Yr 1 £318,263 Yr 2 £318,263 Total £636,526</p>

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		<p>of this project would fit well with the council's priorities, in combination with the specialist legal advice available to residents, which is funded from other sources, including Legal Services Commission. Officers are recommending a maximum funding level - to which the applicant must submit a revised budget and service plan to the satisfaction of the Director of CSD.</p>	
<p>H&F Community Law Centre</p> <p>This service is recommended for funding.</p>	<p>Legal advice, assistance and legal representation at court and tribunal hearings aimed at residents to help sustain employment, reduce housing debt and arrears and to facilitate homelessness prevention.</p>	<p>The application sets out how it will meet the specification but there are areas where the targeting of the service to priority beneficiaries is unclear, and also how separation of services will be achieved, ensuring that 3SIF funding would only be used to fund the services that meet the specification outcomes.</p> <p>However, it is anticipated that other services recommended for funding will provide a satisfactory level of advice across social welfare, debt, employment and housing, together with targeted benefits advice to the most vulnerable. In addition, specialist legal advice funded from other sources, including Legal Services Commission is available to H&F residents.</p> <p>Competing priorities and demand on the budget has meant that other bids were viewed as stronger in terms of offering a broad, generic advice service, and therefore this application is not recommended for funding.</p>	<p>£0</p>
<p>H&F Credit Union</p>	<p>A community resource offering financial services for all sections of the community.</p>	<p>Bid details how service will actively work with partners in contact with residents in deprived areas. The demand for affordable borrowing is well made, access to</p>	<p>Yr 1 £31,500 Yr 2 £18,000 Total £49,500</p>

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This service is recommended for funding.		information to promote saving and encourage financial stability. Intended outcomes are SMART, are addressing identified and realised need and intended service fills a gap in existing services.	
H&F Volunteer Centre This service is not recommended for funding.	Initial assessment culminating in an Individual Learning Plan inc. IAG sessions, pre-employment workshops covering, vocational training to sustainable employment, or referral to other programmes, work experience & job search support.	Good network of training providers seems to be in place and strong link with the volunteering placement scheme of HFVC. Insufficient detail was provided regarding achievements, detail on employer engagement or employment opportunities secured in the past. Given the high level of applications received, other services were considered a higher priority for funding	£0
HAFAD (Economic Inclusion) This service is not recommended for funding.	Form Filling for Disability Living Allowance and Attendance Allowance, welfare benefits advice for people seeking benefits, appeals support – up to and including tribunal level; financial inclusion and money management workshops; referral of benefit recipients to Active Citizens enabling disabled people to volunteer, get involved with community activities and return to work	Case for employment support is not sufficiently robust, although stronger case was presented for form filling service. However the evidence base, smart targets and tangible outcomes were not sufficiently robust overall. The budget provided lacked clarity and it was not evident how growth in demand was predicted. Given the high level of competition for funding, other applications were given higher priority for funding.	£0

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<p>HAFAD (Agenda for Youth Transition)</p> <p>This service is not recommended for funding</p>	<p>The project will support young disabled people from 16yrs through their transition to adulthood, through support, training and skills development.</p>	<p>The project was not considered to meet the outcomes as set out in the service specification, but was referred for assessment under the Children, Young People & Families service area.</p>	<p>£0</p>
<p>HAFAD (Unlocking Potential)</p> <p>This service is not recommended for funding.</p>	<p>Work with employers to create vacancies for disabled people.</p>	<p>Application seeks support for initiatives to increase job opportunities for disabled residents; ring-fenced posts, trials and apprenticeship schemes. The business case for persuading employers to set aside jobs is not well defined. Given the high level of applications received, other services were considered a higher priority for funding</p>	<p>£0</p>
<p>Iranian Association</p> <p>This service is not recommended for funding.</p>	<p>2 20-week ITQ Level 2 courses. one-to-one advice, workshops to improve the trainees' employability skills, work placements/volunteering, apprenticeship and mentoring opportunities.</p>	<p>Lacking in ambition, considering the length of the project and amount of funding applied for, and the applications lacks robust information on partnership working, research undertaken and evaluating progress of beneficiaries after the project ends. Given the high level of applications received, other services were considered a higher priority for funding.</p>	<p>£0</p>

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<p>Notting Hill Housing Trust (H&F In 2 Work) This service is not recommended for funding.</p>	<p>Expand employment support services to all workless residents of the borough - particularly help for hard-to-reach communities and assist people into education, training or employment, plus refer to other services for legal advice and finance debt advice.</p>	<p>The outcomes in relation to IAG and signposting are not sufficiently robust and the beneficiary numbers appear low in relation to the costs. Given the high level of applications received, other services were considered a higher priority for funding.</p>	<p>£0</p>
<p>St Paul's Centre (Spear) This service is recommended for funding.</p>	<p>A six week pre-employment training programme for 16-24 year NEETs addressing the most common causes of underachievement with progression in education, employment or training.</p>	<p>Clear case for the service made and its benefits in tackling the needs outlined -high success rate makes a strong business case for funding this project, Costs are significant and these need to be fully considered not just in terms of benefit to users but in the context of the total budget available Project is an expansion of the current successful model and will specifically increase the number of beneficiaries by providing outreach services in the deprived areas in the north of the borough</p>	<p>Yr 1 £149,500 Yr 2 £149,500 Total £299,000</p>
<p>Tendis Ltd (Workladder) This service is recommended for funding.</p>	<p>Co-located with Advice and Employment Shepherds Bush to offer employability support with advice services including LBHF and HFCAB ensuring that complementary support to address barriers to sustainable employment.</p>	<p>The project will provide outreach services into the most deprived areas of the borough, particularly in the north of the borough such as the White City Estate and the Edward Woods Estate. Has good links to other complementary service providers through current co-location model with SBAC. The proposal would have benefited from being combined with the Workzone website proposal below as it is felt that Workladder is the 'delivery' of services that are contained within the web portal, and is therefore</p>	<p>Yr 1 £180,000 Yr 2 £180,000 Total £360,000</p>

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		<p>considered that it should be an integral part of this proposal.</p> <p>Recommended for funding though officers are recommended to set a maximum funding level below the amount requested for both applications - to which Tendis submits a revised budget and service plan to the satisfaction of members or DCSD.</p>	
<p>Tendis Ltd. (Workzone, Virtual Hub)</p> <p>This service is not recommended for funding.</p>	<p>workzoneonline.co.uk provides a bespoke, responsive, web based mechanism which ensures access to Westfield employment, training and complementary opportunities for residents and a highly effective recruitment resource for employers.</p>	<p>Application offered an innovative and creative approach to traditional employment support activities but difficult to assess as stand alone application, rather than as a key service in the main Tendis bid. Given the high level of applications received, other services were considered a higher priority for funding.</p>	<p>£0</p>
<p>Third Age Foundation</p> <p>This service is recommended for funding.</p>	<p>Age-specific training of accredited learning/training progressing into OCR accredited ICT Skills for Life/New CLAIT (Level 1)/CLAIT PLUS (Level 2) qualifications, IAG and Personal Development programmes</p>	<p>Good detail on need, beneficiaries and service benefits Needs to cultivate partnerships with other specialist employment/training providers in order to provide a full service to the 40+ age group. Likely to deliver accredited training successfully but this needs to lead to job opportunities in order to better meet the specification. Recommended to receive 3SIF support at a reduced level that requested for which the Third Age Foundation submits a revised budget and service plan to the satisfaction of the DCSD.</p>	<p>.</p> <p>Yr 1 £30,000 Yr 2 £30,000 Total £60,000</p>

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<p>Threshold Centre Ltd.</p> <p>This service is not recommended for funding.</p>	<p>Housing advice service for residents who are single/in households without dependent children and who are homeless/in housing need.</p>	<p>Application provides good detail on housing advice offer but does not set out sufficient or robust case for integrated employment support, financial inclusion advice and legal advice services. Whilst it is acknowledged that Threshold's advice service gives additionality to the Council's Housing Option's service, the application does not demonstrate well how it fits with the service specification. Other applicants better demonstrated service offers in line with the spec requirement and were prioritised above this bid.</p>	<p>£0</p>
<p>Upper Room</p> <p>This service is not recommended for funding.</p>	<p>Specialist Employment Support Service for migrant workers from Central & Eastern Europe.</p>	<p>The application does not set out clearly job outcomes and employment support services. The application was therefore difficult to assess against the specification as a result. For this reason, and in light of the high competition for funding, other service offers were awarded higher priority.</p>	<p>£0</p>
<p>Urban Partnership Group (Skilled, Ready, Work-Steady)</p> <p>This service is not recommended for funding.</p>	<p>Integrated programme of pre and post-employment support to disadvantaged LBHF residents; focussing on areas of high deprivation</p>	<p>Well charted success over 10 years and proven model of delivery based on cross-London best practice. However further detail needed on partnership working with complementary service providers, how stated outputs will be delivered and employer engagement.</p> <p>Lack of clear evidence that this approach will deliver tangible results or how it will make use of other co-ordination systems already in place in the borough. Given the high level of applications received, other services were considered a higher priority for funding.</p>	<p>£0</p>

Appendix 4c
3SIF Assessment Summary - Economic Wellbeing & Opportunities Service Area

Organisation	Applicant's Project Summary	Assessors' Comments	Recommendations
<p>West & Northwest London Vietnamese Assoc</p> <p>This service is not recommended for funding.</p>	<p>2 accredited ESOL classes for 2hr a day 2 days a week lasting a total of 35 weeks, help and advice on finding employment and accessing training for Vietnamese and Chinese adults who are long term unemployed, in receipt of welfare benefits and/or are on low income</p>	<p>The low number of beneficiaries would have limited impact on the economic wellbeing of the borough. Given the high level of applications received, other services were considered a higher priority for funding.</p>	<p>£0</p>

Applicant Organisation	Applicant's Project Summary	Assessors' Comments	Recommendations
<p>Age Concern H&F</p> <p>This service offer is recommended for funding.</p>	<p>The organisation proposed to deliver a service encompassing three main elements: Active Age (social and learning activities, plus lunch club and craft/activity groups); In Touch (watching brief), befriending and mutual support; Choice (escorted shopping, toenail cutting, Fifty Plus, IAG including benefits advice).</p>	<p>The value of the service offered by the Age Concern is widely acknowledged, as is their significant contribution to the wellbeing of the borough's residents. Whilst some areas of the application lacked clarity, the service is judged as likely to deliver the specification outcomes, including the Connecting Communities element of the specification, and provide a good quality service to local residents. Some elements of the service are expected to be self funding (lunch clubs, Fifty Plus, toenail cutting) and funding is not recommended for these activities. Funding is recommended for this organisation, in particular, the council wishes to focus funding on the In Touch element of the service</p>	<p>Yr 1 £170,000 Yr 2 £159,800 Yr 3 £151,810 Total £481,610</p>
<p>Alzheimer's Society</p> <p>This service offer is recommended for funding.</p>	<p>Funding is sought for a dementia support worker to provide 1-2-1 support to users and carers.</p>	<p>The service would meet an identified gap in local provision, and is likely to deliver the specification outcomes. The application demonstrated good consideration of how the service will support the delivery of national Dementia and local Carers' Support strategies. The service is recommended for funding, and in addition, the council will explore with NHS H&F how this service might be further supported.</p>	<p>Yr 1 £38,000 Yr 2 £35,720 Yr 3 £33,934 Total £107,654</p>
<p>Asian Health Agency, The (Shanti)</p> <p>This service offer is recommended for funding</p>	<p>Funding sought to provide a Lunch and Wellness service, encompassing a lunch club and health promotion activities.</p>	<p>The Asian Health Agency provides valuable support to vulnerable local residents. The service proposed has a range of positive outcomes, although there are some concerns regarding the numbers of beneficiaries and capacity of the service to deliver all of the suggested activities. The service is likely to deliver a number of the specification outcomes, and anticipates the service will develop as a social enterprise. Funding for the service is recommended.</p>	<p>Yr 1 £28,000 Yr 2 £26,320 Yr 3 £25,004 Total £79,324</p>
<p>Bishop Creighton</p>	<p>Funding sought for Homeline service. Telephone weekday</p>	<p>The council acknowledges Homeline as a well established and effective service which supports a</p>	<p>Yr 1 £75,000 Yr 2 £70,500</p>

<p>House (Homeline service)</p> <p>This service offer is recommended for funding.</p>	<p>befriending service, plus casework for individuals for low level support (form filling, advocacy etc.)</p>	<p>vulnerable client group. There are some concerns regarding the limited capacity of the service, and the organisation will be requested to consider how more users could be supported. The service meets the elements of the “watching brief” section of the service specification and is likely to deliver a number of the specification outcomes. The service is recommend for funding on condition of increasing beneficiary numbers and consideration of how capacity can be further increased within same envelope of resources.</p>	<p>Yr 3 £66,975 Total £212,475</p>
<p>Bosnia & Herzegovina Community Advice</p> <p>This service offer is not recommended for funding.</p>	<p>Funding sought to deliver outreach information, advice and guidance service to local residents of West Balkan origin.</p>	<p>A well considered application that would support a vulnerable client group. The application proposed to recruit additional members of staff to expand the current service funded by Big Lottery. However, given the limited number of beneficiaries, and that support to this community is provided through Lottery funding, the services proposed in other applications were viewed as higher priorities for funding.</p>	<p>£0</p>
<p>Fulham Good Neighbours</p> <p>This service offer is recommended for funding</p>	<p>Funding sought to continue the organisation’s existing service, which provides befriending, practical support and information, advice and guidance for residents in the south of the borough.</p>	<p>The organisation’s track record in delivering effective support is acknowledged. The application lacked detail in terms of how monitoring and evidencing the impact of the service. However, assessors judged that the specification outcomes were likely to be achieved, including the Watching Brief element of the specification, and that the service offers very good value for money. The service is recommended for funding.</p>	<p>Yr 1 £38,000 Yr 2 £35,720 Yr 3 £33,934 Total £107,654</p>
<p>H&F Community Transport Project</p> <p>This service is not</p>	<p>Funding sought to deliver a local coach voucher scheme, currently provided by Community Investment</p>	<p>Incomplete application and did not supply adequate supporting documentation. Given the high level of applications received, other services were considered a higher priority for funding.</p>	<p>£0</p>

recommended for funding			
Irish Support & Advice Service This service offer is recommended for funding	Funding sought for a community co-ordinator to support Irish elders.	The council acknowledges the need for services to support 1 st generation Irish elders. The organisation demonstrated good evidence of needs of the older Irish community and how outcomes will be measured and evidenced. The application was judged as likely to achieve the specification outcomes, including the Connecting Communities element of the specification. Funding is recommended to target support to 1 st generation Irish elders who are not engaged with mainstream services, although it is not anticipated that this will be a long term need, as the population of 1 st generation Irish older residents declines.	Yr 1 £38,000 Yr 2 £35,720 Yr 3 £33,934 Total £107,654
Nubian Life Resource Centre This service offer is recommended for funding	Funding sought to deliver a comprehensive service with 6 key strands: economic wellbeing; advice and info; nutrition/health checks; lifelong learning; social engagement and transport.	The council acknowledges the high quality service delivered by this organisation to African, African-Caribbean elders. The proposed service is likely to deliver the intended outcomes, including the Connecting Communities element of the service specification and deliver improved health and wellbeing for service users. The service is recommended for funding, although assessors concluded that some of the proposed activities should be self funding or could be funded through alternative sources (lunch club, Expert Patients).	Yr 1 £58,000 Yr 2 £54,520 Yr 3 £51,794 Total £164,314
Rampage This service offer is not recommended for funding.	Funding sought to continue the holiday project for older people and their carers.	This bid details the value of the service to a vulnerable client group. However, the application did not demonstrate a close fit with the service specification and in light of competition and limited funds, the services proposed in other applications were viewed as higher priorities for funding.	£0

<p>Staying Put</p> <p>This service offer is not recommended for funding.</p>	<p>Funding sought to deliver Healthy Lifestyles and Practical Support services, including: exercise, range of healthy eating/lifestyle groups, befriending and small jobs service.</p>	<p>The application did not clearly set out the need for this service, nor set the proposed service in the context of existing provision for local older people. Whilst this is a satisfactory application it is not considered the strongest in terms of the services it will deliver, therefore given the limited amount of resources available, other applications were given higher priority for funding.</p>	<p>£0</p>
<p>Urban Partnership Group (Urban Elders Project)</p> <p>This service offer is recommended for funding</p>	<p>Funding sought to develop the current Masbro elders project, offering befriending, home support, events and leisure activities.</p>	<p>Assessors concluded the service is likely to deliver a number of the specification outcomes, as well as contributing to the delivery of Connecting Communities element of the specification. The organisation has presented a well considered application, including good plans to evaluate the service although more work is required to focus the outcomes that the project will deliver, and to identify the isolation indicators of service users. The service is recommended for funding.</p>	<p>Yr 1 £48,000 Yr 2 £45,120 Yr 3 £42,864 Total £135,984</p>
<p>W&NWL Vietnamese Association</p> <p>This service offer is recommended for funding</p>	<p>Funding sought to deliver broad support services to Chinese and Vietnamese elders.</p>	<p>The application lacked detail on the project plan, but the proposed activities are likely to deliver the outcomes to a particular community, with no evident support services available to them locally. Consideration given to the impact should low level support not be available to this community. Funding is recommended, but to be strongly tapered over a three year term, with the expectation that the organisation will seek alternative funding sources to continue to support this community in the future.</p>	<p>Yr 1 £25,520 Yr 2 £22,352 Yr 3 £18,232 Total £66,104</p>

LBHF 3rd Sector Investment Fund Service Specification: Infrastructure: Building Capacity and Strengthening Communities

1. Introduction

The Council's vision, as articulated in the Community Strategy, is to work with partners to create a borough of opportunity for all and to deliver high quality, value for money services. There is a focus on putting in place key "building blocks of opportunity", which will enable all local people to have a real stake in the borough and share in its growing prosperity.

Under the Infrastructure specification, we have identified two main themes in which the sector can work with local organisations and communities to achieve this and we are proposing to fund projects which deliver outcomes under either or both of these themes.

Please note that the funding available for infrastructure support is limited and we have therefore decided to focus on funding the broad core costs of an organisation with the expectation that organisations will lever in substantial levels of external funding as well as generate their own income in order to run various projects. The two themes are as follows:

Theme 1 Infrastructure: Building Organisational Capacity

Section 3b of the specification sets out the outcomes the Council is seeking in order to strengthen 3rd sector organisations so that they can deliver long term benefits to local residents. In order to build a strong, sustainable and diverse 3rd sector capable of delivering effective, value-for-money and good quality services, we need to fund organisations providing infrastructure support, ie. organisations that provide capacity building support to other organisations through the provision of information, advice, training and other activities, including the development of networks, partnerships, advocacy and campaigning activities.

Theme 2 Infrastructure: Strengthening Local Communities

Section 3c of the specification sets out the outcomes the council is seeking in order to strengthen local communities and enable all local people to have a real stake in and to promote community cohesion and neighbourhood renewal through the provision of local community resources such as hubs, community centres, forums and networks which support local people and projects. (By hubs we mean places or spaces that generate community or neighbourhood activity)

2. The local 3rd sector – the need for infrastructure support

There are over 900 3rd sector organisations in Hammersmith & Fulham, including community, voluntary, social enterprise and other not for profit organisations. Of these, around 300 groups a year receive direct support from the Council through funding or premises. Most rely heavily on funding from external sources.

With increasing opportunities for 3rd sector organisations to tender for service contracts, and the need to meet increased quality assurance requirements, whilst at the same time facing increased competition for less funding due to the current recession, organisations providing infrastructure support play a vital role in ensuring that the local sector is well placed to secure funding and deliver high quality, value for money services.

On a neighbourhood level, there is a need for neighbourhood based organisations to play a range of roles in the community:

- To provide a place to meet and for community activities to take place - to provide access to start up premises, office space and meeting space
- To support and promote the growth of the wider community sector - to support other community sector organisations and operate as a platform for community activity
- To provide services – in particular preventative services to vulnerable people which reduce the demands on the public sector
- To provide advocacy and voice for the community - to facilitate wider community forums and networks, to act as an intermediate between external agencies and grassroots activity and to negotiate on behalf of the local community sector
- To stimulate community involvement and activity - to generate wealth for communities, to contribute to wealth creation in an area by investing in the personal development of individuals, which can connect people to the labour market and by improving benefit take-up and reducing outgoings through advocacy and advice

There is an expectation that services provided under the Infrastructure service specification will provide outcomes which will be developed, managed and delivered within a framework consisting of local and national guidance documents and in line with relevant priorities as follows:

- The priorities outlined in the 3rd Sector Strategy which are based on delivering Council's priorities as set out in the Community Strategy and Local Area Agreement, particularly the expectation that services offer high quality, value for money services to the most vulnerable in our community
- The ChangeUp Local infrastructure Plan and ChangeUp 2008 -11 workplan
- National strategies and policies including: The Role of the VCS in Service Delivery: A Cross Cutting Review 2002, The Future Role of the Third Sector in Social and Economic Regeneration 2007, Firm Foundations (Home Office 2004)
- There is also an expectation that organisations will work towards minimising the environmental impact of their organisation on the wider community, as outlined in papers such as Greening the Third Sector (City Bridge Trust 2007)
- There is an expectation that organisations applying for funding under this specification will be working within a Quality Assurance framework such as PQASSO or Matrix and within an equal opportunities framework

3. Outcomes sought under the Infrastructure specification

We anticipate a high demand for funding under this service specification and will therefore be unable to directly fund all of the outcomes that 3rd sector Infrastructure organisations will be delivering on.

Under this specification we have identified three groups of outcomes as follows:

- Outcomes for all infrastructure organisations seeking funding (section 3a)
- Outcomes: Building Capacity (section 3b)
- Outcomes: Strengthening local communities (section 3c)

In order to ensure that funding from the 3rd Sector Investment Fund is maximised, all infrastructure organisations are expected to deliver the outcomes listed in section 3a. We also expect organisations to meet some of the outcomes from either section 3b or section 3c or from both.

As previously stated, in order to strategically utilise the 3rd Sector Investment Fund, the focus of our investment will be on core costs, with the expectation that infrastructure organisations will lever in additional resources through income generation, in order to achieve the direct service delivery outcomes for the sector.

It is important to emphasise that the overall funding from the council will be awarded on the basis that an organisation has the capacity to deliver the outcomes in section 3b and 3c as outlined below, even though the council may not be directly funding these outcomes.

3a. Organisational outcomes for infrastructure groups

All infrastructure organisations that are funded under this specification will be expected to achieve all of the following outcomes for their own organisations:

Sustainability	Improved long-term sustainability having adopted realistic and comprehensive business plans and fundraising strategies and maximised income from existing resources.
Leverage	Increased ability to use 3 rd Sector Investment funding to lever in further resources in order to provide direct services and deliver outcomes for local communities and organisations as listed under section 3b and 3c
Strategic working	Increased ability to influence, engage and work in partnership with other 3 rd Sector organisations, the council and its partners, on a wide range of activities which support the delivery of H&F priorities.
Quality and Good practice	Implementation and development of good practice models on a range of issues including quality assurance, equal opportunities and energy conservation as well as piloting and delivering accredited training on issues relevant to the sector.
Environmental practice	3 rd Sector Infrastructure organisations will adopt environmental policies which ensure that their organisations and the community facilities/premises they use have improved financial viability, use less energy, pollute less, create less waste and have a reduced contribution to climate change.

3b. Outcomes: Building Capacity

Infrastructure organisations are expected to deliver a range of outcomes for the local 3rd sector frontline organisations they support which focus on the three broad aims of sustainability, quality and value for money.

Through the 3rd Sector Investment Fund, we aim to ensure that these frontline organisations have access to comprehensive, consistent, sustainable, high quality support that will help them be more effective in delivering services and providing positive outcomes for local organisations and people. The type of support provided will include training, advice and information, representing 3rd sector interests, supporting networks and partnerships and sharing good practice.

We will therefore focus our investment on activities and services which deliver the following outcomes;

Sustainability	Planning and governance	3 rd Sector organisations are more sustainable having developed good governance and fundraising skills, adopted realistic and comprehensive business plans and fundraising strategies and raised increasing levels of funding from a range of sources including through social enterprise activities, rather than over dependence on investment support from the Council.
	Organisational skills	3 rd Sector organisations are stronger, more robust and effective with a highly effective staff, volunteer and management team who have increased knowledge and skills on key organisational tasks, including setting aims and objectives, planning and managing work, monitoring and evaluation, governance and legal responsibilities.
	Financial management	3 rd Sector organisations have improved financial systems and procedures, more fully understand fiduciary responsibilities and there is a reduced risk of fraud and financial mismanagement through the introduction of financial controls.
Quality Assurance	Quality	3 rd Sector organisations are more able to provide quality services to H&F residents and improved ability to assess, monitor and evaluate their work including having relevant Quality Assurance systems and monitoring, evaluation and review systems in place.
	Equalities	Improved ability of the 3 rd Sector to eliminate unlawful discrimination, to reflect and promote diversity and equality of opportunity and good relations between those of different communities, and to make a significant contribution to well functioning and cohesive communities
Value for Money	Resources	3 rd Sector organisations use resources more efficiently and are more cost-effective overall, including adopting ways of sharing resources. 3 rd Sector organisations have adopted environmental policies and practices which ensure that their organisations and the community facilities/premises they use have improved financial viability, use less energy, pollute less, create less waste and have a reduced contribution to climate change.
	Strategic working within the sector	There is more effective strategic networking and effective partnership throughout the sector, including better communication and collaboration, increased co-operation between organisations, sharing of knowledge and best practice.
	Strategic working with the statutory sector	A stronger and more sustainable 3 rd Sector, enabled to influence decision-making, engage and work in partnership with the council and its partners on a wide range of activities including service planning and consultations which benefit local residents.
	Volunteering	Increased volunteering activity with more 3 rd sector organisations able to recruit, support, develop and retain volunteers.

3c. Outcomes: Strengthening communities

We are aware that many communities are fragmented and that we need to build stronger neighbourhoods. We aim to support community resources such as community hubs, community centres, forums and networks which support local people and projects.

This could include both area based and communities of interest provision which address the needs of particular communities.

Inclusion	Increased community involvement, better community relationships and networks of socially excluded communities including those which are recently established. Bringing together area based communities and communities of interest from different races and faiths, generations and abilities, supporting and enabling more user led and self help groups to provide services and generally promoting a shared sense of belonging, connection and inclusion.
Improved Life Chances	More sustainable communities and increased opportunities for the most excluded, isolated and disadvantaged individuals and communities to improve their well-being and increase their life chances through increased access to services, access to volunteering opportunities and a wide range of learning leading on to accreditation, further training and employment.
Strengthened democracy and increased social capital	Strengthened democracy, with more active citizens from diverse backgrounds enabled to have a strong voice, to be able to contribute to the life of their communities and participate in civic activities including decision-making processes that affect the community.
Community Resources – centres and hubs	Increasing access and availability of good quality appropriate community resources for local people and local organisations, including access to multi use facilities incorporating meeting and activity spaces, desk space, office resources such as ICT and photocopier etc.
Community Resources – networks and fora	Increased opportunities available for local communities to become more strategic, have a voice, become stronger and to mobilise around issues of interest as well as more opportunities for joint working and engagement.

4. Types of activities that we may consider funding

Rather than use the 3rd Sector Investment Fund Infrastructure specification to focus on providing funding to organisations to fund their direct service delivery, we are particularly interested in funding the core costs, including overheads of infrastructure organisations which are able to show how they can lever in funding for a range of projects which will then provide the outcomes listed above. However it is up to organisations to determine in their application what they consider their core costs to be.

We may also consider funding some innovative direct service delivery projects, particularly where they are delivered in partnership with other organisations.

Apart from having comprehensive business plans and fundraising strategies which identify other match funding, the Council must be assured that the organisations funded

have the right systems in place for managing staff, budgets and performance and will therefore fund the following types of core costs:

- costs of co-ordinator
- costs of key staff
- administrative costs including running the management board
- audit costs
- fundraising and finance function
- quality assurance implementation
- health and safety
- ICT systems
- accommodation
- other core costs as determined by the organisation

The level of contribution by the council to “core costs” will vary, depending on the ability of individual organisations in being able to deliver the agreed outcomes. There will also be an expectation that a contribution towards core costs or overheads will be raised from other funders and that full cost recovery is adhered to when applying to other funders.

3rd Sector Investment Fund Service Specification

Children, Young People and Families

Introduction.

This service specification for the Children, Young People and Families allocation of the LBHF Investment Fund has been developed from an analysis of:

- The LBHF Children and Young People's Plan (CYPP) 2008-11
- The five CYPP Action Plans
- The eight Children's Services 2008/9 departmental priorities and related outcomes
- Two consultation workshops with local third sector groups (May and June 2009)
- Findings and recommendations from the 'Children's Third Sector Contribution Project' – research was undertaken in April / May 2009 amongst the 20 currently funded Children's Investment Fund projects, plus interviews with key LBHF and third sector personnel (final report published August 2009)

Hammersmith & Fulham's vision for children, young people and families

The Council's vision for children, young people and families is set out in the Children and Young People's Plan (CYPP) 2008-11. The CYPP was developed by Hammersmith & Fulham Children's Services, in cooperation with the Primary Care Trust, local hospital trusts, the police, and local 3rd sector groups. Children and young people, their parents and carers, and those who work with them, were also consulted during the development of the CYPP 2008-11. The same groups will be involved in the annual review of the Plan.

The CYPP outlines out how local agencies will work together to develop a complementary cluster of services that help young people achieve the five outcomes from the government's Every Child Matters green paper. The five outcomes are that children:

- Stay safe
- Be healthy
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being

Local Action Plans

Five local Action Plans addressing each of the ECM outcomes were developed to sit alongside the CYPP; these focus on statutory targets with little direct reference to 3rd sector provision, although there is widespread acknowledgement that the sector contributes greatly to the achievement of statutory objectives, especially at the preventative end.

Outcomes for the Children's Investment Fund 2010-2014

The 23 numbered outcomes listed in the five ECM outcome boxes below are derived from the summarised CYPP outcomes, and an analysis of the key service areas:

- a) where the third sector is currently delivering in LBHF, and
- b) where they could realistically be encouraged to expand delivery in LBHF.

The identified outcomes are broadly soft outcomes which cover a wide range of Tier 1 and 2 interventions. However the outcomes are flexible enough to be applied to complex / high needs interventions where local third sector organisations are already delivering, or are seeking to deliver, such services.

We expect applications to specify clearly whether the project will deliver interventions which are:

- Preventative in nature
- Providing early intervention services
- Targeted at a high need group, or
- A combination of the above

Creating a Borough of Opportunity by delivering high quality, value for money public services.

The wording of the listed outcomes does not specify particular client or vulnerability groups at whom services should be targeted. This is because LBHF has a huge range of third sector organisations, delivering specialised services to numerous community and need groups. An attempt to name particular need groups within the outcomes framework would result in a long, complex list of highly specialised outcomes.

Although the aim has been to establish an overall inclusive approach, the delivery of high-quality services to the most vulnerable remains a fundamental building block necessary to achieve the Borough of Opportunity vision, and it is the purpose of the Investment Fund to support this aim. Such vulnerable groups at whom the Children, Young People and Families Specification is targeted include:

- Children, young people and families living in geographical areas of high need within the borough (information indicating Income Deprivation Affecting Children is available within the Children and Young People's Plan on www.lbhf.gov.uk)
- Families on low incomes
- Disabled children and young people up to the age of 25 years and their families
- BMER groups including Eastern European communities
- Single parent families

It is our expectation that organisations will clearly describe in their applications:

- which groups their proposed services are targeted at
- which geographical ward(s) the beneficiaries will be residents of
- what benefits will be realised through the service being funded and
- how these benefits will be measured and evaluated

Delivering services to children and young people across all age groups.

We expect applications to clearly state the age group, or combination of age groups, that projects will be delivering to, in order that we can commission a fair distribution of services across all age groups. The age categories that should be used are:

- 0-5 year olds (and their families)
- 5-13 year olds (and their families)
- 13 – 19 year olds (and their families) – up to aged 25 years if young person is disabled

All applicants must show

- **an understanding of and commitment to the local safeguarding children agenda**
- **a strong commitment to partnership working which means participating in LBHF forums, training and networking events such as the Children's Third Sector Network, the Family Information Service directory and the Children's Workforce Development agenda**
- **a commitment to working in partnership in contributing to council statutory obligation**

The outcomes framework

	Outcomes sought
Be healthy	1. Children, young people and families are leading healthier lifestyles (including nutrition, healthy eating, physical activity, exercise etc)
	2. Children and young people have increased self-confidence and positive self-esteem
	3. Children and young people are more resilient and able to deal with challenging life events
	4. Children and young people are accessing appropriate health-related advice and information
	5. Children, young people and families are accessing specialist health services via signposting, referral and advocacy

	Outcomes sought
Stay safe	6. Families are accessing regular community based support at an early stage of need
	7. Families have increased protective factors.
	8. Parents are more confident in their parenting skills
	9. Children are knowledgeable about their environment and how to stay safe / feel safer
	10. Parents regularly access services which promote positive parenting

	Outcomes sought
Enjoy and achieve	11. Children and young people attend school regularly and enjoy learning.
	12. Children and young people benefit from taking part in high quality accessible activities in a safe environment during evenings, weekends and school holidays
	13. 0-5 year olds are accessing high quality early years provision
	14. Parents play an active role in supporting their child's learning and development
	15. Children, young people and families are supported during all periods of school / college transition (applies to disabled young people up to the age of 25)

	Outcomes sought
Make a positive contribution	16. Children and young people influence local decisions
	17. Children and young people contribute to service planning
	18. Children and young people are supported to stay out of trouble, by maintaining and developing positive life choices.
	19. Young people benefit from participating in volunteering programmes
	20. Children and young people have positive relationships with others and skills to build on them.

Priority 5	Outcomes sought
Achieve economic well-being	21. Young people are equipped with skills and experiences to reach their full potential
	22. Young people are supported to access Education, Employment and Training
	23. Families are supported to make the most of opportunities and make informed choices

London Borough of Hammersmith & Fulham 3rd Sector Investment Fund

Service Specification: Economic Wellbeing & Opportunity

1. Introduction

The LBHF Community Strategy and our “borough of opportunity” vision set out ambitious plans to deliver and influence more effective responses to the socio-economic challenges facing the borough. We particularly seek to foster more balanced, mixed income communities and address the vast disparities in economic opportunities and circumstance between the most deprived and wealthiest areas across the borough. Our focus is on raising educational attainment; widening housing and home ownership options, tackling welfare benefits dependency and unemployment.

2. Funding objectives

We recognise that the 3rd sector can play a key role in delivering productive and responsive value for money services and we wish to work in partnership with the sector in delivering shared outcomes. More specifically we acknowledge the importance and added value of impartial information, advice and guidance (IAG) and legal advice in civil law, financial capability & inclusion matters and IAG and training in delivering effective employment support services.

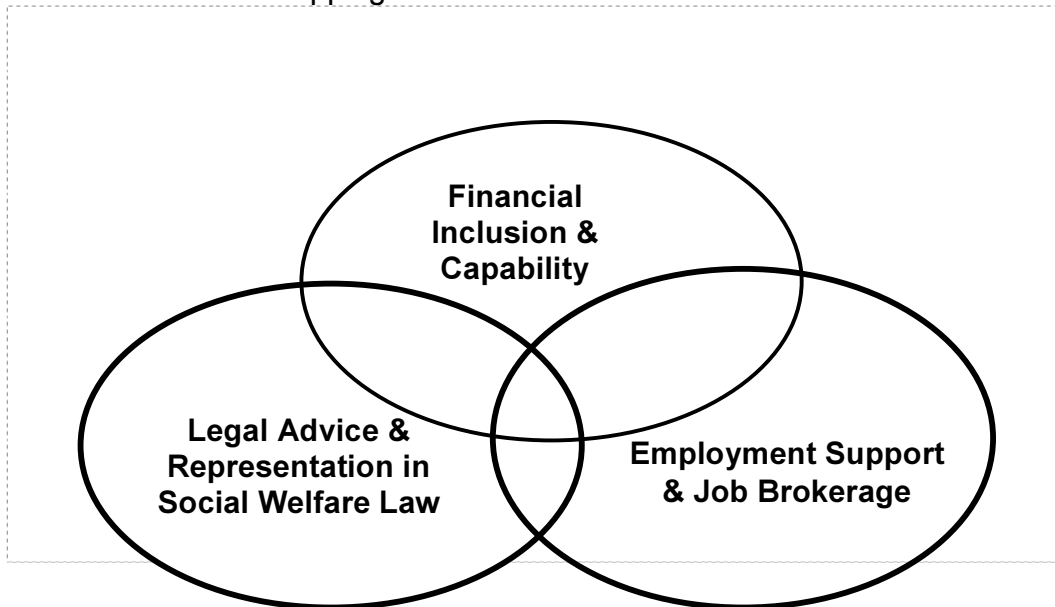
These services can improve the economic wellbeing and prosperity of our residents, help regenerate areas and ultimately communities by building the wealth, skills, opportunities and capacity of residents, particularly by:

- building **financial capacity and inclusion** so that residents take a more pro-active and informed part in improving their economic circumstance; including debt management, financial management, an improved awareness of how and when they will be ‘better off in work’
- motivating residents to consider **employment and training** opportunities as a route out of poverty and welfare benefits dependency by addressing **low skills attainment**, offering information, advice and guidance (IAG), support, **job search skills** and **pre-employment training** in order to assist residents into sustainable employment or training
- addressing **poor employability**, for example a lack of basic or job-specific skills, lack of recent work experience, personal and/or behavioural problems, record of offending
- promoting the individual’s **legal rights**, entitlements and access to redress as well as promoting the individual’s **legal and civic responsibilities**

- working harder and more smartly, in an integrated way, to tackle the underlying reasons why residents are unwilling or unable to come off welfare benefits: specifically
 - access to affordable local good quality **childcare**
 - **housing matters**: including helping to resolve housing problems; whether overcrowding, homelessness, securing new or permanent suitable social housing or understanding the availability of housing options and choices
 - Poor **health, wellbeing, vulnerability** and social care needs.

3. What we wish to fund

The Council wishes to commission 3rd Sector organisations which can deliver high quality, target-driven activities and interventions that meet these funding objectives. Funding will be offered in three overlapping areas:



3.1 Financial Inclusion & Capability

The Council seeks to increase financial inclusion and capability particularly among residents living in deprived areas as we move to an increasingly cashless future economy.

We are keen to work in partnerships to ensure more of our residents are financially included. We recognise that as financial products become more sophisticated, and the pace of economic, social and demographic change increases, it becomes more important for consumers to have the right skills and assurances in order to engage with financial services. However low levels of financial capability especially among young people are widespread.

We recognise that the inability, difficulty or reluctance of individuals to access appropriate, mainstream financial services leaves them exposed to:

- higher-interest credit and loans

- lack of insurance
- poor access to bank accounts
- Higher-cost utilities, which can lead to fuel poverty where more than 10% of household income is spent on fuel and
- debt, finance problems and often welfare benefits dependency.

The Council intends to play a key role in commissioning IAG and training services which increase the financial inclusion of all residents. We wish to fund work that increases the financial capability of residents particularly money management; budgeting and advice about choosing financial products; initiatives which increase financial inclusion and activities that prevent and reduce debt and its consequences.

With increasing levels of youth unemployment and NEETS in the borough as well as third generation unemployment in some entrenched communities we also wish to commission services aimed at school leavers and young people which embed financial management skills; benefits of vocational training and qualifications, a financially 'better off in work' ethos; and above all a better understanding of economic prosperity, opportunity and aspiration.

3.2 Employment Support & Job Brokerage

The Council wishes to commission employment support services in order to assist residents who are work ready with job search support and assist other unemployed residents to progress in to work or training with encouragement, support and skills development. We also want to support services which help people stay in work.

We want to ensure that good information advice and guidance is available to residents on these matters and consider the current pattern of provision fragmented and difficult to navigate through. So we are particularly keen to fund services and partnerships, with proven track records which are able to scale up their activities and achieve demonstrable outcomes.

We have developed the Work Zone partnership based in the new Shepherds Bush library as we are keen to use our influence to drive forward more transparent, cost effective and integrated services for both residents seeking employment and employers looking to recruit locally.

It is intended that any commissioned services will work with, rather than duplicate, existing provision particularly government funded services, as well as better connect work, training and volunteering as ways to improve economic wellbeing.

Services should clearly be able to demonstrate

- how they will tackle the challenges of working with entrenched communities clustered in geographical areas of the highest deprivation and unemployment in the borough.
- how their proposed activity will be responsive to the negative impacts of current economic downturn, including:
 - IAG for newly redundant job ready residents;
 - linking job seekers with career guidance services where users may need to re-skill or consider career paths;

- engaging with local initiatives dedicated to maximising employment opportunities; particularly the Council's successful Future Jobs Fund bid and any future in-borough FJF schemes (NB emerging 3rd sector and Council bid currently being developed)
- linking with apprenticeships, work experience, work trial schemes and volunteering opportunities

3.3 Legal Advice & Representation

The Council wishes to commission advice and legal advice services which provide information, advice and representation services, enabling residents to understand their legal and civil rights, responsibilities and entitlements.

We wish to fund generalist services which offer information, 'where to turn' advice and initial advice for all residents whether provided through websites, telephone, leaflet provision or drop in sessions etc on a range of civil law matters including welfare benefits, debt, housing, employment, consumer and community care.

However, as detailed in the funding objectives, we are particularly keen to draw together social welfare law advice, financial advice and employability support so that they more effectively tackle the barriers which prevent our unemployed residents from moving through a trajectory that takes them from unemployment into training and skills development and on to employment.

So we wish to focus our resources and efforts on specialist advice, case work and legal representation in the areas which can significantly help unemployed residents with their journey into employment. These priority services are debt advice and management, financial management and housing advice as well as employment rights advice which helps keep people in work.

Services will make demonstrable differences for the individual by:

- Managing debt and arrears, particularly rents, mortgage and council tax arrears through budget planning and secured negotiated agreements with creditors;
- Advising on housing law, offering housing options information, advice and guidance as well as preventing and reducing homelessness
- Advising on employment law to assist individuals who are in work or who are in dispute with their employer or past employer.
- Promoting the benefits of training, skills development, qualifications and employment, including advising on better off in work calculations, availability of in-work benefits and offering more seamless referral routes to employability support services
- Ensuring those who are unable to work (through age or disability) are empowered to secure the full range of entitlements available to them.

4. Service Outcomes

The Council wishes to harness the creativity and innovation of the 3rd Sector, by commissioning services on an outcomes basis, rather than a more prescriptive outputs model.

Applicant organisations will also be asked to include in their funding application how the outcomes of the services they are seeking funding for will be monitored and evaluated. However, the Council recognises that not all outcomes can be easily captured and evidenced, and a combination of outcomes for residents (qualitative information) and service outputs (quantitative information) is anticipated.

The services will:

- Empower local residents to better manage and control their finances and better manage or reduce their debts
- Enable residents to retain or maintain independence and control over their lives through better understanding and support of their rights and entitlements
- Contribute towards the increased economic activity rate of residents in Hammersmith and Fulham
- Contribute towards the reduction in the Borough’s unemployment rate
- Contribute towards the number of people moving off welfare benefits into sustained employment

Specific outcomes and outputs include:

Financial Inclusion & Capability	<p>Service users:</p> <ul style="list-style-type: none"> • will have demonstrable reductions in debts and arrears with debts wiped out highlighted and these can be quantified • will show a demonstrable increase in knowledge on financial matters and will have been supported and motivated to improve their financial circumstances. The number of training sessions, workshops, advice sessions etc can be quantified as well as the outcomes <p>In addition the service provider can demonstrate evidence and outcomes of partnership working including the number of users referred to other agencies, particularly those referred for further training or employability support and for housing options advice.</p> <p>Information, advice and guidance on financial inclusion matters will have been distributed, particularly in deprived areas and demonstrable improvements can be seen.</p>
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Employment Support & Job Brokerage	<p>Service Users:</p> <ul style="list-style-type: none"> ▪ will benefit from employability support advice and training which leads to applications for employment or training and the numbers can be quantified ▪ will sustain jobs (i.e. still in work 6 months after intervention/support) and this can be quantified • will achieve basic/functional skills and this can be quantified • Will achieve NVQ Level 2 qualification or equivalent and this can be quantified <p>In addition the service provider can demonstrate evidence and outcomes of partnership working including the number of users referred to other agencies, particularly those referred for further training or employability support and for housing options advice.</p> <p>Service Providers will be able to demonstrate evidence and outcomes of partnership work to draw in the links with work based learning particularly work experience, work trials and apprenticeships</p>
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Legal Advice & Representation	<p>Service users:</p> <ul style="list-style-type: none"> ▪ Will be able to access through websites, telephone, leaflets, attendance at group training workshops etc information, advice and guidance which will enable them to better enforce their rights and equally have an increased understanding of their responsibilities. The number of clients who benefit from information advice services can be evidenced. • Will be able to benefit from a caseworker and representation where the matter relates specifically to debt, financial management, housing, employment. The number of clients and the outcomes of the support can be evidenced. • who are unable to work due to disability or age are able to access the full entitlements available to them. This can be shown in cash terms • will have demonstrable reductions in debts and arrears with debts wiped out highlighted and these can be quantified • will benefit from representation services where gains in terms of awards or cases won can be demonstrated • will have their jobs safeguarded as a result of intervention and the numbers and outcomes can be quantified • The number of cases where homelessness has been prevented can be demonstrated. <p>In addition the service provider can demonstrate evidence and outcomes of partnership working including the number of users referred to other agencies, particularly those referred for further training or employability support and for housing options advice.</p>
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5. Organisational outcomes

The council expects all funded groups to ensure that broader organisational outcomes are also achieved in order for the sector to increase its sustainability, independency and contribute to a flourishing 3rd sector community. The outcomes we expect organisations to deliver are:

Sustainability	Organisations will have demonstrably improved long-term sustainability having adopted realistic and comprehensive business plans and fundraising strategies and maximised income from existing resources.
Leverage	Demonstrated increased ability to use 3 rd Sector Investment Fund investment to lever in further funding to the borough to further support local residents.
Strategic working	Evidenced ability to influence, engage and work in partnership with other 3 rd Sector organisations, the council and its partners, on a wide range of activities which support the delivery of H&F priorities
Good practice models	Organisations will implement, highlight and evidence good practice models on a range of issues including quality assurance and service models which could be promoted and shared across the sector.
Environmental practice	Organisations will evidence adoption of environmental policies which ensure that their organisations and the community facilities/premises they use have improved financial viability, use less energy, pollute less, create less waste and have a reduced contribution to climate change.

6. Service Model and Principles

7.

Successful organisations will be able to evidence acknowledged good practice in the service area and proven track records of achieving demonstrable outputs and outcomes.

We expect applicant organisations to be able to clearly demonstrate validation of the quality of their services, for example:

- as holders of the Legal Services Commission Quality Mark or social welfare contracts
- through good/excellent external evaluations, reviews or performance rating, Matrix accreditation
- good/high customer satisfaction over time (at least 2 years)
- membership of appropriate good practice/standards body
- Good/high funder satisfaction over time (at least 2 years).

We expect applicant organisations to be able to clearly evidence:

- research/intelligence led planning and target–setting
- consistent achievement of targets over time (at least 2 years),
- demonstrable results (in line with the funding objectives above)

The Council is therefore not intending to fund organisations which aim to diversify into advice and employment support services, as there are already a good number of successful local training and employment support services and legal advice services.

We wish to encourage consortia and partnerships which can offer significant large-scale solutions and interventions that are more cost efficient and have good impact and outcomes.

It is intended that the funding will complement the activities of existing funded programmes.

Successful organisations will be expected to work closely with the Regeneration & Housing Strategy division and the Enhanced Housing Options initiative.

LBHF 3rd Sector Investment Fund Service Specification Health and Wellbeing: Services for Older People

1. Introduction: Setting the Framework for a Healthy Borough

The Community Strategy sets out the Council's priorities in terms of setting the framework for a healthy borough. Residents want to live longer, healthier lives, and to enjoy a good quality of life throughout adulthood. We intend to promote healthy lifestyles across all sections of the community, and to:

- enable and support good health, independence and well-being;
- give people more control over the care and support that they receive;
- offer timely and convenient access to quality, cost effective support;
- proactively tackle health inequalities.

2. Context: The Health and Wellbeing of Hammersmith & Fulham's Older Residents

Being listened to and respected as an individual contributes to our sense of value and self-worth. Sadly, in our society the sense of 'having a voice' declines with age. In Hammersmith & Fulham we want to ensure that older people continue to be heard and that their personal wishes and preferences are central to the lifestyles they lead. Wellbeing is synonymous with person-centred support.

An important aspect of a 'good life' in old age is being part of a community where people care about and look out for each other, with an emphasis on mutual help and reciprocal relationships. We want our preventative services for older people to help create and harness such relationships.

The essence of ageing well is the ability to sustain inter-dependent lives and relationships that meet needs for intimacy, comfort, support, companionship and fun. Threats to life quality include not only bereavement and ill health, but 'daily hassles' and their cumulative impact.

Where older people live is of enormous importance. As people get frailer, their lives are increasingly affected by, and bounded within, their immediate physical and social environments. We want to commission a cluster of complementary community services that help build bridges between different environments.

Outreach and locality-based service models offer the potential to connect older people within their local area, to support ageing well and provide a significant bridge between communities and statutory services.

The council utilises a number of data sources to identify the needs of older residents and their carers across the borough. These include (but are not limited to) prevalence rates, health inequalities, census and deprivation statistics, Housing Needs Survey, Place Survey, service reviews and the Joint Strategic Needs Assessment (JSNA).

Research indicates that the borough has a disproportionate number of people living alone and over 85. This group of older people are considered to be at high risk of loss of independence, decline in health and wellbeing, and often not in contact with social

networks that could offer support. The prevalence of limiting long term conditions (often used as a proxy for physical disabilities, is highest amongst BME communities.

Census data informs us that Hammersmith & Fulham has the third lowest percentage of its population that provides any level of informal care. This means that a lot of the informal support mechanisms that may exist in other London boroughs and other parts of the country are missing in the borough. This correlates closely with the percentage of households that consist of just one person.

3. Preventative Services

The term “preventative services” covers a broad spectrum of services, as the aim is to prevent the health and social care needs of borough residents escalating or deteriorating. Prevention includes a broad spectrum of services, including those services that prevent the initial need for adult social care services, to services that prevent hospital admission, an increase in packages of care, or delay the need for residential, extra care housing or nursing home services.

Locally, Community Services Department has further clarified the definition of Prevention and Early Intervention into three categories:

Category	Detail	Provided through
<p><u>Primary Prevention/ Promoting Wellbeing</u> Aimed at people who have low or no particular social care needs or symptoms of illness.</p> <p>The focus is on maintaining independence, good health and promoting wellbeing.</p>	<p>Interventions might include:</p> <ul style="list-style-type: none"> ▪ Combating ageism and promoting independence ▪ Social networking opportunities ▪ Providing universal access to good quality information ▪ Supporting safer neighbourhoods ▪ Promoting health and active lifestyles ▪ Delivering practical advice and support 	<p>3rd sector organisations</p>
<p><u>Secondary Prevention/ Early Intervention</u> Aim to identify people at risk and to halt or slow down any deterioration, and actively seek to improve their situation</p>	<p>Interventions might include:</p> <ul style="list-style-type: none"> ▪ Screening and case finding to identify individuals at risk of specific health conditions or events (such as strokes, or falls) or those with low level social care needs 	<p>Competitively tendered or in-house adult social care/health service provision.</p>
<p><u>Tertiary Prevention</u> Aim to minimise disability or deterioration from established health conditions or complex social needs. The focus is on maximising people’s functioning and independence</p>	<p>Interventions might include:</p> <ul style="list-style-type: none"> • Rehabilitation/enablement services • Joint management of people with complex needs 	<p>Competitively tendered or in-house adult social care/health service provision</p>

4. What are we seeking to prevent?

For the purpose of this service specification: Health & Wellbeing: Services for Older People, the Council is seeking funding applications that will address primary prevention/promoting wellbeing objectives. A broader Health & Wellbeing Strategy will identify how statutory health and adult social care services can be reshaped to meet Secondary and Tertiary Prevention outcomes. This will include reviewing statutory provision in light of the introduction of Self Directed Support.

We anticipate that services for older people, funded through the 3rd Sector Investment Fund will target services to older people (65+) or their carers who:

- Live alone
- Have particular social, physical or emotional needs
- Live in isolated conditions or in deprived neighbourhoods
- Have no or few social networks to provide them with support
- May not eligible for adult social care services (though not exclusively)

5. What we will commission: Wellbeing Services

For the purpose of this service specification: Health & Wellbeing: Services for Older People, the council is seeking funding applications that will address wellbeing objectives. Wellbeing services can be defined as those services that, maintain independence and improve people's general emotional and physical wellbeing. These services incorporate a broad spectrum of interventions, ensuring that discrimination is tackled and that the barriers to older people having equal access to goods and services are addressed. They range across:

- **Neighbourhoods and communities** – that have a clear identity and vibrancy, which are safe to live in and where there is good 'cohesion' across the generations. Examples include fire safety awareness, support to address anti-social behaviour, victim support and crime prevention etc.
- **Information** about ways for people to maintain their independence or access support in order to do so. In addition to the simple provision of information, older people can benefit hugely from having help to 'navigate' around 'the system'. Joining up access routes and information systems is key to achieving a situation where "no door is the wrong door" for older people. Evidence suggests, that whilst there is clearly a need for good quality and well publicised websites, telephone contact centres, leaflets etc, there is a huge amount to be gained from actively seeking out people who could benefit from information and advice and delivering this face to face.
- Focus on promoting **healthy lifestyles** (including mental well-being, physical and emotional health). Examples include exercise classes, diet advice and awareness of risky lifestyles etc.
- Provision of **practical support** which provide a range of low cost practical, and sometimes emotional help. Examples include help with things like shopping, gardening, minor repairs and adaptations in the home etc.

6. Additional Defined Services

In addition to the wellbeing services above, the council is also seeking to commission two specific types of service to complement the network of *home support services*

available to older people in the borough. Home support services are being remodelled so that older people in need can access 'floating' housing-related support as well as homecare support (further details are available to download as part of the application pack). The types of service are:

- a) **Community Connecting Support** : Having a *natural* support network can have a positive impact on people's coping abilities and emotional wellbeing, and may also prevent people needing statutory services.
- The Council is seeking to commission community connecting support for older people, including those living in sheltered and extra care housing, who:
 - do not have natural support networks, and/or
 - want support to organise activities *themselves* that will bring older people together locally to generate friendship and combat isolation
 - 'Community connecting support' is defined here as support to connect older people with others in their local community, so that the relationships formed can be easily built on and sustained.
 - A key feature of the remodelled home support services is the locality focus. We want people to receive support from staff (or volunteers) who operate within a defined geographical area that is as small as possible so that:
 - Workers will know the local area and the resources in the local community
 - Workers will focus on building connections between *local* people
 - Workers spend as much time as possible in face to face contact with older people rather than travelling
 - We are suggesting a *minimum* of three areas – north, central and south of the borough – but providers can be approved to operate to smaller local neighbourhood areas (this is an aspect for providers to negotiate). The Council will wish to ensure that support is available to people across the borough. We are defining 'north, central and south' as comprising the following wards:
 - North: College Park and New Oak, Wormholt and White City, Shepherd's Bush Green, Askew, Addison
 - Central: Ravenscourt Park, Hammersmith Broadway, Avonmore and Brook Green, Fulham Reach, North End
 - South: Fulham Broadway, Munster, Parson's Green and Walham, Town, Sands End, Palace Riverside
- b) **Watching Brief**: This is a service for older people in the borough who would be eligible for, but do not wish to receive assistance from statutory home support services, but who are nevertheless extremely vulnerable. We are keen to ensure that their health and wellbeing is safeguarded by having regular daily contact with other people, coordinated through a third sector non-statutory service. To this end we wish to commission a service that fulfils a low key 'watching brief' and helps to keep people safe.
- The service will receive referrals and will not be expected to case-find people. Older people may live in any form of housing, including sheltered accommodation.
 - It is anticipated that 'regular contact' will be achieved through a variety of means, depending on the wishes and needs of the person, for example through daily phone calls, daily visits, making full use of communication technology available, etc. It is also expected that the provider will utilise the resources of the local community in providing some of the support, possibly developing a circle of support around some individuals. Supporters will need to:

- Encourage access to other services
- Undertake some practical tasks for the person
- Make judgements about when to refer on - the service will need to consider the provisions of the Mental Capacity Act and Hammersmith & Fulham's safeguarding adults procedures in delivery of support.

7. Primary outcomes sought

Outcomes refer to the impacts or end results of services on a person's life. Services should be person-centred and aim to achieve the goals and aspirations identified by service users under the outcome headings below.

The Council recognises that not all outcomes can be easily captured and evidenced, and for contract monitoring purposes, a combination of outcomes for residents (qualitative information) and service outputs (quantitative information) can be negotiated. The main outcomes that the Council is seeking the 3rd sector to deliver under the Health & Wellbeing: Services for Older People service specification include:

Theme	Outcome	Achieved through, for example:
Enjoying and Achieving	Remaining alert and active	<ul style="list-style-type: none"> • Participating in training and education • Participating in leisure activities • Participating in informal learning • Participating in volunteering
	Prevention of social isolation	<ul style="list-style-type: none"> • Establishing/maintaining contact with services or groups • Establishing/maintaining social contact with groups, friends or family (friendship networks or circles of support) • Accessing places of faith and worship • Accessing various transport and other forms of getting out and about
	Making a positive contribution	<ul style="list-style-type: none"> • Participating in volunteering or work-like activities • Supporting peers to participate in community activities • Involvement in service development and decision making • Being able to continue in caring role
	Increased choice and control	<ul style="list-style-type: none"> • Being listened to, respected and heard • Getting support in the way you want it • Being offered a choice of services/activities • Accessing information and advice to make informed choices • Managing risk in personal life
Being Healthy	Maintain/improve physical health	<ul style="list-style-type: none"> • Participating in physical activity • Accessing appropriate support and treatment • Staying mobile and active • Achieving healthy eating • Getting information about how to stay healthy
	Maintain/improve emotional health	<ul style="list-style-type: none"> • Increased motivation and confidence • Being respected and responded to as an individual with a unique history, wishes and preferences • Reducing anxiety by providing assistance with aspects of everyday life that can't be easily managed • Accessing appropriate support and treatment • Getting information

8. Additional outcomes

Applicant organisations are asked to also consider the additional outcomes their service users might enjoy from the themes below. These additional outcomes will be primarily commissioned through other 3rd Sector Fund service specifications - but may be part of the “added value” benefits your organisation will deliver through effective referrals, collaboration or partnerships with other service providers.

Theme	Outcome	Achieved through, for example
Staying Safe	Feeling safe at home	<ul style="list-style-type: none"> • Maintaining independence through technology or equipment • Accessing information and advice on falls/accidents • Personal safety measures in place • Accessing appropriate practical support to maintain accommodation in a good state of repair, order and cleanliness • Support around domestic abuse
	Feeling safer in the community	
Rights and freedoms	Freedom from discrimination and harassment	<ul style="list-style-type: none"> • Feeling safe from abuse and harassment • Equality of access to services (reduced discrimination) • Advice and information on rights and entitlements
Achieving Economic Wellbeing	Better manage finances – managed or reduced debt.	<ul style="list-style-type: none"> • Maintaining income • Managing debt • Increased financial capability
	maximised income and free from low income status	<ul style="list-style-type: none"> • Improved quality of life through accessing non-means tested benefits

9. Organisational outcomes

The council expects all funded groups to ensure that broader organisational outcomes are also achieved in order for the sector to increase its sustainability, independency and contribute to a flourishing 3rd sector community. The outcomes we expect organisations to deliver are:

Sustainability	Organisations will have demonstrably improved long-term sustainability having adopted realistic and comprehensive business plans and fundraising strategies and maximised income from existing resources.
Leverage	Demonstrated increased ability to use 3 rd Sector Investment Fund investment to lever in further funding to the borough to further support local residents.
Strategic working	Evidenced ability to influence, engage and work in partnership with other 3 rd Sector organisations, the council and its partners, on a wide range of activities which support the delivery of H&F priorities
Good practice models	Organisations will implement, highlight and evidence good practice models on a range of issues including quality assurance and service models which could be promoted and shared across the sector.
Environmental practice	Organisations will evidence adoption of environmental policies which ensure that their organisations and the community facilities/premises they use have improved financial viability, use less energy, pollute less, create less waste and have a reduced contribution to climate change.

10. Service model and principles

The Council does not wish to prescribe the type of services that could be delivered under this service specification, but instead seek services that will deliver the outcomes as set out above. However, a number of guiding principles must be followed:

Principle	Meaning	Example
Community Cohesion	Bringing communities together and enhancing integration,	sharing expectations, understanding and knowledge
Empowerment and involvement	Services are informed and shaped by users and residents.	older people in leadership roles, supported to participate in service development and decision-making processes.
Benefits to carers	Carers provided with the support needed to enable them to continue in their caring role.	Practical and emotional support services, including identifying carers who have not previously sought help or support.
Whole life approach	Service approaches that support users through different stages of their life, and support them through life events	Consideration given to the life events that impact older people – retirement, bereavement, changes in physical health, loss of confidence etc., but also to the positive impact of older age: opportunities for new activities and challenges and sharing of experiences and skills with others.
Safeguarding	CRB checks, Quality Assurance processes, clear supervision and training of staff and volunteers, accreditation, qualifications, monitoring etc	All services will need to have appropriate CRB checks for staff and volunteers, training and demonstrate a good understanding and implementation of safeguarding procedures.

The idea of outcomes and preventative services are still relatively new concepts for many organisations, but some useful guides and case studies are available across the UK.

One example that outlines some preventative services ideas has been produced by Age Concern UK: <http://www.ageconcern.org.uk/AgeConcern/bigq-preventioninpractice-report.asp>

LBHF 3RD SECTOR INVESTMENT FUND APPLICATION FORM

for funding commencing 1st October 2010

Important

To help you fill in this application form, please make sure you first read

- the eligibility criteria
- the relevant service specification
- the guidance notes

The application form must:

- (a) be typed in Arial 12 point font. Text boxes will automatically expand as you type. Please note that there are word limits that feature on some of the questions.
- (b) be submitted in hard (printed) and electronic formats, and
- (c) be answered in English

Please provide all answers on this form beneath each question, unless specifically instructed otherwise.

In order to be awarded funding it is essential that the questions are answered in full. Any omission or misrepresentation may lead to the rejection of your application. Where appropriate, supportive documentation must be included, and it should be clearly marked with the Applicant's name, the service specification name and cross-referenced to the question to which it refers. Failure to include such documentation may lead to your application being rejected.

We require an electronic (MS Word 1997-03) copy of your application to be e-mailed to: communityliason@lbhf.gov.uk.

A signed printed copy of your application form must also be posted or hand delivered to: Community Liaison, 4th Floor, 77 Glenthorne Road, London W6 0LJ

Both the electronic and printed copy of your application form and all supporting documentation must be received by the closing date:

Monday 30th November 2009 by 5pm

APPLICATIONS RECEIVED AFTER THIS TIME WILL NOT BE ACCEPTED

Please note, this fund has a minimum limit of £10,000 per year (i.e. £20,000 if 2 year funding is sought or £40,000 if 4 year funding is sought). If you are seeking funding of £10,000 or less please contact Community Liaison for information about Fast Track Small Grants.

Please complete:

Organisation name	
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This application form is set out under the following sections:

Section 1: Organisation details

- 1.1 Organisation name
- 1.2 Organisation address
- 1.3 Organisation contact
- 1.4 Aims of the organisation
- 1.5 Main activities of the organisation
- 1.6 Governing documentation / legal status
- 1.7 Organisation's governing body
- 1.8 Organisation's bank account
- 1.9 Organisation's accounts
- 1.10 Service Specifications applied for
- 1.11 Professional and Business Standing
- 1.12 Youth Services Approved Provider list

Section 2: About your project

- 2.1 How much funding is requested
- 2.2 Project name
- 2.3 Project summary
- 2.4 Project need
- 2.5 How you have identified needs
- 2.6 Project outcomes

Section 3: Achieving your outcomes and delivering your project

- 3.1 Project delivery method
- 3.2 Project delivery plan – service outcomes for year 1, year 2, year 3, year 4
- 3.3 Project delivery plan – organisation outcomes
- 3.4 Numbers of beneficiaries
- 3.5 Beneficiaries
- 3.6 Equal opportunities
- 3.7 Monitoring and evaluation – methods

Section 4: Budgets and Resources

- 4.1 Resources, policies and procedures
- 4.2 Project management
- 4.3 Budgets:
 - Budget A: Organisational budget: April 09 – September 2010
 - Budget B: Project budget: October 2010 – September 2012/14
 - Budget C: Organisational budget: October 2010 – September 2012/14
- 4.4 Value for money
- 4.5 Added value
- 4.6 Staffing structure
 - 4.6.1 Staff posts
 - 4.6.2 Staffing costs
- 4.7 Volunteer involvement in delivering your project
- 4.8 Management Committee profile
- 4.9 Probity

Section 5: Signatories and required documentation

- 5.1 Declaration
- 5.2 Required documentation
- 5.3 Closing date

Section 1: Organisation details

1.1 Organisation name:

1.2 Organisation address:	
Registered address, including postcode:	
Phone number:	
Email address:	
Website address (if applicable):	

1.3 Organisation contact	
Title:	
Forename:	
Surname:	
Position or job title:	
Address for correspondence (including postcode):	
Phone number:	
Email address:	

1.4 Aims of your organisation – please briefly outline below

1.5 Main activities of your organisation – please briefly summarise below

1.6 Your Governing document and legal status	
All organisations that receive LBHF funding must be not for profit organisations with a governing document such as a constitution	
Do you meet this requirement	Yes / No
Please identify whether you are a registered or unregistered charity, constituted community organisation etc	
Date established:	Month: Year:
Charity number:	Company number:
Other:	

1.7 Governing Body	
All organisations funded through the 3 rd Sector Investment Fund must have a robust management committee with at least 5 members and a strong local connection. At least one local resident should be on the management committee and an established local presence in the area. Alternatively there must be a local steering group with local representation together with a local presence in the area for at least 12 months. Evidence of this is required.	
Do you meet this requirement	Yes / No

1.8 Your Organisation’s bank account	
All organisations that receive LBHF funding must have a bank or building society account in the name of the organisation as shown on your governing document. Cheques and other withdrawals must be signed by at least two people who are not related to each other.	
Do you meet this requirement	Yes / No

1.9 Your Organisation’s accounts	
All organisations that receive LBHF funding must produce annual accounts or if the organisation is new, you must provide recent bank statements. You must include a copy of your most recent approved accounts (not more than 12 months old), signed and dated by your Chair, Secretary or Treasurer and by your auditor or independent examiner where appropriate. If the organisation is new, we require all of the original statements you have received from your	

bank or building society as well as an original letter from your bank or building society showing your account details and when the account was opened.	
Do you meet this requirement	Yes or No

1.10 Service specification(s)			
Under which of the council's service specifications are you applying? <i>(indicate with ✓ or X all that apply)</i>			
Health & Wellbeing (Older People)		Employment & Advice	
Children & Families		Infrastructure	
If you are applying under more than one service specification you must complete separate sections 2, 3 and 4 for each (not all questions are applicable in section 4, see "additional service specification area" form).			

1.11 Professional and Business Standing	
Do any of the following apply to your organisation, or to (any of) the director(s), partners, Management Committee members or proprietors?	Y or N
i. Is in a state of bankruptcy, insolvency, compulsory winding up, receivership, composition with creditors or subject to relevant proceedings	
ii. Has been convicted of a criminal offence related to business or professional conduct	
iii. Has committed an act of grave misconduct in the course of business	
iv. Has not fulfilled obligations related to payment of social security contributions?	
v. Has not fulfilled obligations related to payment of taxes	
vi. Is guilty of serious misrepresentation in supplying information	
vii. Is not in possession of relevant licences or membership of an appropriate organisation where required by law	
If you have answered yes to any of the above, please give details below, including what has been done to put things right.	

If you have answered yes to any of the questions under 1.11, please contact Community Liaison before proceeding further.

1.12 Youth Services "Approved Provider" list	
Please indicate whether you wish your application to also be used as an application to register as an Approved Provider for Youth services.	Yes or No

End of section 1

Section 2: About your project

2.1 How much funding is requested?

Year 1: £	Year 2: £	Year 3*: £	Year 4*: £
Total: £			

** if applicable*

2.2 Project name:

--

2.3 Project summary: (300 words maximum) Briefly and concisely describe your project and what you will spend the LBHF funding on if your application is successful.

--

2.4 Project need : (500 words).

Please describe the needs you are addressing, the needs of the beneficiaries, whether individuals or organisations. Also tell us about any existing services and how your project will add to them or fill in any gaps in terms of meeting needs.

--

2.5 How have you identified that need? (300 words).

Include details of how you have consulted with your beneficiaries and stakeholders, any research you have carried out and any other evidence you have gathered such as demographic or deprivation data.

--

2.6 Project outcomes:

We want to know what difference your project will make in terms of addressing the needs that you have identified, and what the outcomes of your project would be.

Your project should deliver the outcomes as outlined in the relevant service specification under which you are applying. **Using the service specification outcomes as a guide, please list the SMART outcomes that your project will be delivering – please refer to the guidance notes to help you answer this question.**

You may also include any further outcomes/benefits your project would deliver for Hammersmith & Fulham residents.

Please **do not** include the organisational outcomes of: Sustainability, Leverage, Strategic Working, Good Practice and Environmental Practice in this section.

Outcome 1:	
Outcome 2:	
Outcome 3:	
Outcome 4:	
Outcome 5:	
Outcome 6:	
Outcome 7:	

Outcome 8:	

Please add further outcomes as appropriate (use the tab key whilst in the last box of the table to add more rows).

End of section 2

Section 3: Achieving your outcomes and delivering your project

3.1 Project delivery method (guide - 1000 words)

Expanding on your answer at question 2.3 please describe the following :

- The detail of the project you will be delivering.
- Why you think your project is the best way to meet the need and bring about the proposed outcomes.
- How your project complements and supports existing activities and strategies, including local and national strategies.
- If other providers offer similar services, how you know that your proposal does not duplicate provision
- How you will engage users in the planning and delivery of your project
- Also if your project is able to demonstrate creativity and innovation, please describe how.

3.2 Project delivery plan

Please complete a project delivery plan on a year by year basis (Please provide a detailed plan for years one and two. A less detailed plan is acceptable for years 3 and 4.) This will be used for monitoring purposes.

Project Plan: Year 1

<u>Outcomes</u> (as identified in 2.6)	How will you <u>evidence</u> that this outcome has been achieved?	<u>Methods</u> Project activity/service delivery	<u>Targets and</u> <u>timescales</u>	How will you <u>monitor</u> and <u>evaluate</u> the activities?

Please add more rows as required (use the tab key whilst in the last box of the table to add more rows)

Project Plan: Year 2

<u>Outcomes</u> (as identified in 2.6)	How will you evidence that this outcome has been achieved?	<u>Methods</u> Project activity/service delivery	<u>Targets and</u> <u>timescales</u>	How will you <u>monitor</u> and <u>evaluate</u> the activities?

Please add more rows as required (use the tab key whilst in the last box of the table to add more rows)

Project Plan: Year 3

<u>Outcomes</u> (as identified in 2.6)	How will you <u>evidence</u> that this outcome has been achieved?	<u>Methods</u> Project activity/service delivery	<u>Targets and</u> <u>timescales</u>	How will you <u>monitor</u> and <u>evaluate</u> the activities?

Please add more rows as required (use the tab key whilst in the last box of the table to add more rows)

Project Plan: Year 4

<u>Outcomes</u> (as identified in 2.6)	How will you evidence that this outcome has been achieved?	<u>Methods</u> Project activity/service delivery	<u>Targets and</u> <u>timescales</u>	How will you <u>monitor</u> and <u>evaluate</u> your activities?

Please add more rows as required (use the tab key whilst in the last box of the table to add more rows)

3.3 Project Delivery Plan – Organisation Outcomes			
All organisations need to show how they will work towards achieving the following outcomes:			
Outcome	What activities will you undertake in order to achieve this outcome	Target dates	Monitoring and evaluation - how will success be measured
Sustainability			
Leverage			
Strategic Working/involvement in broader activities			
Good Practice			
Good Environmental Practice			

3.4 Numbers of beneficiaries	
Please estimate numbers of individuals or organisations* who will benefit from your project. This should be estimated for the duration of the entire project, not for each year.	
	number
How many individual people do you expect to benefit directly from your project?	
How many of these individuals are borough residents?	
How many organisations do you expect to benefit directly from your project?*	
How many of the beneficiary organisations are borough based?*	

(* if applying under the infrastructure service specification)

3.5 Beneficiaries: Please identify which communities and groups your service will target and estimate the percentage.			
3.5.1 Ethnic background			
White		Asian or Asian British	
• White British	%	• Indian	%
• White Irish	%	• Pakistani	%
• White Other	%	• Bangladeshi	%
		• Other Asian	%
Black or Black British		Other Ethnic group	%
• Caribbean	%	• Chinese	%
• African	%	• other (please specify below)	%
• Other Black or Black British	%		%
			%
Mixed ethnicity	%		%

3.5.2 Gender: do you anticipate a greater percentage of one more than the other?			
Male	%	Female	%

3.5.3 Disability: What percentage of your users are likely to be disabled people?			
Learning disability	%	Physical disability	%
Sensory impairment	%	Mental health need	%
Long term health condition	%	None (or disability not declared)	%

3.5.4 Age Groups: Which age groups will be the prime beneficiaries of your service?					
0-4	%	18+	%	50+	%
5-13	%	20-24	%	65+	%
14-19	%	25-49	%	75+	%
(25 if disabled)	%			85+	%

3.5.5 Other communities: will your service target any other specific groups or individuals?			
Single parent families	%	Unemployed individuals	%
Ex offenders	%	Single households	%
Low income households	%	Homeless individuals	%
Carers	%	Refugees	%
Victims of domestic abuse	%	Asylum seekers	%
Other (please specify below)	%	People who work but don't live in the borough	%

3.5.6 Faith: is your project of particular relevance to people of a specific faith? If yes, please describe the faith group/s that would benefit and estimate percentage of overall users:	yes / no
	%

3.5.7 Sexual orientation: Is your project directed at, or of particular relevance	yes / no

to certain people depending on their sexual orientation? If yes, please describe which groups and estimate percentage of overall users.	
	%

3.5.8 Location: will your service target beneficiaries from particular areas of the borough?		
Wards in the north of the borough	College Park & Old Oak	%
	Wormholt and White City	%
	Shepherds Bush Green	%
	Askew	%
Wards in the centre of the borough	Ravenscourt Park	%
	Hammersmith Broadway	%
	Addison	%
	Avonmore & Brook Green	%
Wards in the south of the borough	Fulham Reach	%
	North End	%
	Palace Riverside	%
	Munster	%
	Fulham Broadway	%
	Town	%
	Parsons Green & Walham	%
	Sands End	%

3.6 Equal opportunities
Tell us how the people or organisations that you are targeting will know that the project exists, will have access to your services and will be able to use the facilities and services provided? How does your project demonstrate your commitment to equality?

3.7 Monitoring and evaluation of your project
Expanding on the answer you gave in question 3.2 please explain how you will monitor and evaluate the overall project and know you have achieved what you have set out to do?
Please refer to the guidance notes for further information.

End of section 3

Section 4: Budgets and Resources

4.1 Resources: In this section we ask you to explain whether your organisation has the relevant resources, policies and procedures in place needed to deliver the proposed service.

i) What additional resources are available to enable you to deliver the project?

ii) Where will your project operate from? If your project will be delivered from a number of locations, please add further rows to give details of each.

Is the property from where you plan to deliver this project owned or leased/rented by your organisation?

(delete as appropriate)

Owned / Rented	If rented, outstanding rent/lease term:	years:	months:
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iii) Does the organisation have the relevant policies and procedures in place in order to deliver the project?

Please indicate that you have the policies detailed below. You do not need to send us these policies, but you may be asked to provide them at a later date.

Quality policy and Quality system relevant to this type of work?	yes / no
If yes, please give brief details but do not send the policy document at this stage	

Do you have a particular member of staff responsible for assuring quality?	
Staff training, development and supervision policies	
Code of conduct and discipline policies	
Grievance and staff representation policy	
Quality assurance (customer care)	
Health & Safety policy and procedures	
Complaints procedure	
Public liability insurance	
Professional indemnity insurance	
Confidentiality policy	
Financial procedures policy (including reserves policy)	
Volunteering policy	

iv. Policies that must be submitted as part of your application if relevant:	
Vulnerable adults/safeguarding policy	
Child protection/safeguarding policy	
Equal opportunities and diversity policy	

4.2 Project Management

i) How will you ensure that the project is delivered effectively and is well managed?

ii) If your proposal is submitted in partnership with other providers, please explain why this is considered beneficial, how you will work together to deliver the service and what role each organisation will have.

iii) How will you ensure that the people working on the project will have the relevant skills and knowledge? How will they be managed and supported? Please include staff and volunteers.

iv) How will you ensure that the budget is managed appropriately and effectively?

4.3 Budget - In this section we ask you to set out your finances (current and anticipated)		
Budget A – Current and anticipated budget until October 10		
Income <i>Please insert additional rows if required</i>	Apr 09 - Mar 10 £	April 10 to Sept 10 £
LBHF 3 rd Sector Investment Fund		
£ from other funders - please specify:-		
Fundraising e.g. events		
Income from service chargers		
Rent and hall lettings		
Membership fees		
Donations		
Bank Interest		
Other Income (please specify)		
Total Income		
Expenditure		
Revenue Costs		
Salaries, national insurance, pensions		
Freelance fees		
Recruitment		
Staff training		
Other staffing costs		
Accommodation costs		
Property/business rates		
Building Maintenance costs		
Insurance		
Utilities		
Communication costs		
Marketing & publicity		
Quality Assurance		
Monitoring & evaluation		
Professional and legal fees		
Volunteer expenses		
Training for beneficiaries		
Management expenses		
Other (please specify):		
Overheads		
Staff		
Accommodation		
Utilities		
Other (please specify)		
Capital costs (please specify)		
Total Expenditure		
Explanatory notes:		

Appendix 6 3SIF application form

Budget B - Project Budget October 2010 to September 2012 or September 2014 depending on whether 2 or 4 year funding is requested.

Complete the following table to show us your expected income, how much the project will cost and what you will spend the funding on.

Total Project Income						
Anticipated Income	Year 1 £	Year 2 £	Year 3 £	Year 4 £	Total for project	Is this income confirmed? y/n
<i>Please insert additional rows as required</i>						
LB Hammersmith & Fulham						
Other funders – please specify						
Fundraising e.g. events						
Income from service charges						
Rent and hall lettings						
Membership fees						
Donations						
Bank Interest						
Other income (please specify)						
Total						

Explanatory notes:

Appendix 6 3SIF application form

Total Project Costs							
Anticipated Expenditure <i>Please insert additional rows as required</i>	Year 1 £	Year 2 £	Year 3 £	Year 4 £	Total for project	Funding from Other Sources £	Amount requested from LBHF £
Staff costs:							
Salaries, national insurance, pensions							
Freelance fees							
Recruitment							
Staff training							
Staff travel / other staffing costs							
Accommodation rents							
Property/business rates							
Maintenance costs							
Insurance							
Utilities							
Communication costs							
Marketing & publicity							
Quality assurance							
Monitoring & Evaluation							
Professional and legal fees							
Volunteer costs							
Training for beneficiaries							
Management expenses							
Other (please specify)							
Overheads							
Staff							
Accommodation							
Utilities							
Other (please specify)							
Capital costs: (Please specify)							

Appendix 6 3SIF application form

Total Expenditure							
Explanatory notes:							

Appendix 6 3SIF application form

Budget C – Organisation Budget October 2010 to September 2012 or Sept 2014 depending on whether 2 or 4 year funding is requested.

Complete the following tables to show us your expected income, and how this will be allocated to run the organisation.

Total Organisational Income					
Anticipated Income <i>Please insert additional rows as required</i>	Year 1 £	Year 2 £	Year 3 £	Year 4 £	Total for organisation
LB Hammersmith & Fulham					
£ from other funders– please specify					
Fundraising e.g. events					
Income from service charges					
Rent and hall lettings					
Membership fees					
Donations					
Bank Interest					
Other income (please specify)					
Total anticipated Income:					

Appendix 6 3SIF application form

Total Organisation Costs							
Anticipated Expenditure <i>Please insert additional rows as required</i>	Year 1 £	Year 2 £	Year 3 £	Year 4 £	Total for Organisation	Funding from other sources £	Amount requested from LBHF £
Staff costs:							
Salaries, national insurance, pensions							
Freelance fees							
Recruitment							
Staff training							
Staff travel/other staff costs							
Accommodation rents							
Property/business rates							
Maintenance costs							
Insurance							
Utilities							
Communication costs							
Marketing & publicity							
Quality assurance							
Monitoring & Evaluation							
Professional and legal fees							
Volunteer costs							
Training for beneficiaries							
Management expenses							
Other (please specify)							
Overheads:							
Staff							
Accommodation							
Utilities							
Other (please specify)							
Capital costs:							
Other (Please specify)							

Appendix 6 3SIF application form

Total Expenditure							
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Explanatory notes:

4.4 Value for money - How does your project deliver value for money?
Please describe any efficiency measures which you have put into place over the last financial year or which you plan to? For example, what action are you taking to ensure that you are maximising the use of the premises, sharing back office functions etc.

4.5 Added value
Apart from the added value already identified in 3.3, how will council funding add or maximise the added value that your service or organisation offers.

4.6 Staffing structure
Please insert or attach a staff structure chart for your organisation, clearly identifying both new and existing posts.

4.6.1 Staff posts			
If successful, what staff positions will be paid for by this funding? Please give a breakdown below (or insert n/a if no staff will be funded from this funding).			
Job title(s):	Grade	What role and key duties will this post(s) undertake on the project?	Is this a new or existing post?

4.6.2 Staffing costs (one row per post – add more rows as needed)					
Job title	Hours per week	Annual salary for total hours worked £	Annual NI contribution £	Pension contribution £	Total requested for this post £

4.7 Volunteer involvement in delivering your project
Will volunteers be involved in delivering the project? If so, please give a breakdown of numbers, what they will contribute to the project and how much time they will give per week.
If the project will not use volunteers, please tell us why.

4.8 Management Committee Profile (Insert more rows if required)			
Name	Home address	Role (Chair, Secretary, Treasurer, trustee etc.)	Is this member a signatory? Y or N

4.9 Management Committee membership and representation
How does your Management Committee reflect the population of the borough and the profile of your service users. For example, how many male/female, BME or disabled people are members of the Management Committee and are any member of the Management Committee current or former users of your organisation's services?

4.10 Probity	
Any organisation failing to disclose relationships with others connected to the Council will be disqualified. Please delete as appropriate	
i. Is any officer, employee, consultant or Management Committee member of your organisation an employee or ex-employee of the council?	Yes / no
ii. Is any officer, employee, consultant or Management Committee member of your organisation connected to an employee of ex-employee of the Council?	Yes / no
iii. Is any officer, employee, consultant or Management Committee member of your organisation an elected member of the Council, or someone who has been an elected member of the Council in the last 4 years?	Yes / no
iv. Is any officer, employee, consultant or Management Committee member of your organisation related or otherwise connected with an elected member of the Council?	Yes / no
v. Is any officer, employee, consultant or Management Committee member of your organisation involved directly or indirectly in providing services to the Council?	Yes / no
vi. Is any officer, employee, consultant or Management Committee member of your organisation involved in any other organisations that may be interested in bidding for the Council's services under this tender process?	Yes / no
If you have answered yes to any of the questions above, please give full details below.	

End of section 4

Section 5: Declarations and supporting documentation		
5.1 Required documentation		Office Use Only
In order for your application to be considered you must submit with this application all of the following documentation. If you do not submit all the relevant documentation, your application will be at risk. The checklist will help you to check that you are sending us a fully completed application. Council officers will not follow up any missing documents. Please indicate (with X) which of the following documentation is enclosed with your application:		
Completed application form (submitted by email)		
Completed signed application form submitted by post or by hand		
Governance document e.g. constitution, memorandum or articles of association		
Evidence of local steering group and local presence in the borough for at least 12 months if no local residents are on the Management Committee		
Additional service areas sections 2, 3 and 4 for (if relevant)		
<ul style="list-style-type: none"> • Employment and Advice • Health & Wellbeing (Older People) • Children and Families • Infrastructure 		
Organisation Budget (Form A) (1 st April 09 – 30 th September 2010)		
Project budget (Form B) for each project and for each year, from Oct 2010		
Organisation Budget (Form C) for each year, from Oct 2010		
Staff structure chart		
Job descriptions for any posts to be funded		
Recent Annual Report		
Recent audited accounts, or if a new group, all bank or building society statements		
Bank details – copy of most recent bank statement		
A Business plan or a work programme for the organisation		
Fundraising strategy		
Equal Opportunities and Diversity Policy		
Child Protection/Safeguarding policy (if relevant)		
Vulnerable Adults Safeguarding policy (if relevant)		

5.2 Declaration
<p>We confirm that we are duly authorised to sign this declaration on behalf of the applicant organisation.</p> <p>We confirm that this application and the proposed project within it has been authorised by the management committee, governing body or board.</p> <p>We certify that the information given in this application is true and confirm that the enclosures are current, accurate and adopted and approved by our organisation.</p>

Signatory one - this must be the main contact named in section 1			
I understand that you may contact me during the assessment process and I confirm that I am authorised by the organisation for this purpose and that you may rely on any further information supplied to you by me.			
Title	Forenames (in full)	Surname	Position
Signature:			
Date:			
On behalf of (organisation name):			

Signatory two - This should be the Chair, Treasurer or Secretary on the governing body of your organisation. This person must be different to signatory one.			
I confirm that this application and the proposed project within it has been authorised by the management committee or other governing body and that the signatory above is duly authorised to provide any further information that may be required.			
Title	Forenames (in full)	Surname	Position
Signature:			
Date:			
On behalf of (organisation name):			
Home address, including postcode:			
Phone number (including area code):			
Email:			

5.3 Closing date:

We require both a paper, and an emailed copy (MS Word 97-2003) of your application form

**Both copies, and all supporting documentation must reach us by
5pm on 30th November 2009**

LATE APPLICATIONS WILL NOT BE ACCEPTED

5.4 Submitting your application:

Paper copy to be posted or hand delivered to:

Community Liaison
4th floor, 77 Glenthorne Road
London W9 0LJ

Emailed application form must be sent to: communityliaison@lbhf.gov.uk

We require your emailed application form to be submitted as a Microsoft Word document (1997-2003 edition). This will enable us to transfer information from your application into our assessment documentation, and if successful, into your contract and monitoring information.

Additional sections 2,3 and 4b

For organisations wishing to submit an application for services under two or more specifications, a separate section 2, 3 and 4b of this form is required for each. You can use the provided "additional sections 2,3 and 4b" document included in the application pack. The organisations name and details of the relevant service specification must be clearly marked.

Supporting documentation: can be sent by email and/or submitted with your paper application form. However, this must, as with the application form, be submitted by the closing date above.

Emailed application form and signatures

It is acceptable to submit an emailed application form without the signatures required at 5.3 as long as the paper copy submitted by hand or by post does include them.

LBHF 3rd Sector Investment Fund Application Form Guidance Notes

Introduction

These guidance notes have been designed to help organisations complete their application for funding from the 3rd Sector Investment Fund and to clarify the eligibility requirements. It is important that you read them very carefully.

Organisations should also refer to the council's website where further information can be found, including a regularly updated Frequently Asked Questions (FAQ) section.

www.lbhf.gov.uk/communityliaison

Section 1: Organisation details

1.1 Organisation name

Give the name shown in your governing document, for example your constitution or memorandum and articles, rather than any brand or operating name. This is the organisation that will receive the funding and sign the terms and conditions if the application is successful. It must therefore have the powers set out in its governing documents to deliver the project and accept the Council's terms and conditions.

1.2 Organisation address

The address given should be your registered address which we shall use to write to you. It is important that you provide the correct postcode, phone number, and preferably email address as well as a website address if you have one.

1.3 Organisation contact

This should be the lead person involved in your project application. They should be able to talk about your project in detail and be able to supply contact details for someone who has expertise on specific areas, if required. It is important that you provide the correct address, phone number and email address.

1.4 Aims of your organisation

What is your organisation set up to do? Please give a brief summary of the overall aims of your organisation, which are usually stated in your constitution.

1.5 Main activities of your organisation

What does your organisation actually do? Please briefly summarise the main services or activities that the organisation currently undertakes.

Please note that priority will be given to organisations that have been active in the borough for not less than 12 months

1.6 Your governing document and legal status

We need to confirm that your organisation is eligible to apply to this programme. The 3rd Sector Investment Fund is designed for not for profit organisations with a governing document, e.g. a constitution, set of rules or trust deed.

As a minimum requirement, the governing document needs to include the name of the group, its aims/purpose, objects, a dissolution clause and details of the management committee, signed by two committee members.

By 3rd sector organisations we mean:

- registered charities
- charitable or not-for-profit organisations
- community and voluntary organisations
- social enterprises – businesses where any surpluses are mainly re-invested for community benefit.

Funding is not available from the 3rd Sector Investment Fund for the following:

- individuals and sole traders
- statutory organisations
- profit-making organisations, except social enterprises as described above.

Please also tell us what the legal status of your organisation is. If your organisation has a company or charity registration number, enter it in the relevant box. If your organisation has any other registration number, please specify the number and what it refers to in the box marked 'other'. You may have more than one, in which case you should include them all. We may check your charitable status and your company registration with the relevant authorities.

Please also state when your organisation was established, giving the month and year.

1.7 Governing Body

Organisations funded by the 3rd Sector Investment Fund must have a robust management committee with a strong local connection. All organisations should ideally have a management committee of at least 5 members.

You need to complete the management committee profile form at 4.8 in the application form, giving details of your management committee. At least one of the members should be a local resident and ideally organisations should have been active in the borough for at least 12 months.

Alternatively, if your organisation does not have a management committee with a local representative, you need to provide evidence of a local steering group with local representation and in this case organisations must have been active in the borough for at least 12 months. You need to confirm whether you meet this requirement and insert or attach your evidence.

1.8 The organisation's bank or building society account

All organisations that receive funding from the Council must have a bank or building society account in the name of the organisation as shown on their governing document. You need to send us a copy of a recent bank statement showing your bank details.

Cheques must be signed by at least two people who are not related, at least one of which should be a management committee member. You need to confirm whether you meet this requirement.

1.9 Your organisation's accounts

We will not fund organisations that are in poor financial health so will require information on your current financial circumstances. We are therefore asking you to confirm whether you can meet the following financial requirements:

You must provide a copy of your most recent approved accounts, signed and dated by your chair, secretary or treasurer and by your auditor or independent examiner where appropriate.

The accounts you send us should not be more than 12 months old. However, we realise that this can be difficult if your organisation's financial year-end coincides with the period in which you are sending us your application. If this is the case send us your previous accounts and a copy of your most recent management accounts.

If you are a new organisation formed within the last year and do not yet have accounts, you must send us all original statements from your bank or building society statement with your application. The bank or building society statements must be original, or copies authenticated by your bank or building society with a stamp and signature as a "Certified true copy of the original". We will return the originals to you.

We also require an original letter from your bank or building society showing your account details and when the account was opened.

Please note that the Council will be undertaking a financial assessment, including establishing the applicant organisations credit rating from an external company contracted by the council to provide credit ratings for any potential provider of local authority services.

1.10 Service Specification(s)

Please identify which service specification/s you are applying to. If you are applying to more than one, although you only need to submit Sections 1 and 5 once, please complete Sections 2, 3 and 4 for each application to each service specification. Not all questions need to be completed for additional service areas. Please see "additional service specification area" form for completion.

1.11 Professional and Business Standing

The Public Contract Regulations 2006 Section 23 restricts the council entering into a contract with an organisation if any of the organisations directors, partners, Management Committee Members or proprietors fails to meet Professional and Business Standing requirements set out in the regulations. The relevant extract from the Public Contract Regulations 2006 is available in the application pack.

If you answer yes to any of the questions listed, please contact Community Liaison before proceeding further.

1.11 Applying to be an approved provider for youth services

Children's Services are planning to establish an approved list of suppliers for the provision of youth services later this year. Please indicate if you wish to apply to be registered on this list. For those organisations that do, the information from this application will be used to populate the approved provider application form. Children's Services will send this to you for verification and for any further information that may be required as part of the process for approving potential providers of youth services.

Section 2: About your project

2.1. Funding requested

Funding is available for either 2 or 4 years. Please tell us how much funding you are requesting from the 3rd Sector Investment Fund for each year as well as the total funding requested.

Funding will be awarded for either a two or four year term. Two year funding is more likely in the following circumstances:

- where longer term priorities for the service are not clear,
- where it is known that need or demand is likely to change during the funding term
- for piloting innovative services
- where wider interdependencies will impact the service area in the near future

Four year funding is more likely in the following circumstances;

- where longer term priorities are more certain
- where a service is already proven and recognised as achieving desired outcomes
- where wider interdependencies support a longer term funding approach

The minimum limit that you can apply for is £10,000 per annum.

You may need to apply to other funders to fund your proposal jointly with us and we encourage you to do this, as in most cases we will not be able to provide the total costs of your project.

2.2. Project name

We need a short relevant name for your project. We will use this title in any correspondence. It can be the same as the organisation name.

2.3. Project summary

Briefly describe your project, telling us its main aim and what it will achieve. Summarise the main services, activities or facilities the project will provide and where they will be located. This information will be used for the 3rd Sector Investment Fund Annual Report and should not be more than 300 words.

2.4. Project need

- Describe the specific needs of the individuals or organisations that you intend to support.
- Tell us about any existing services or organisations you know of which are providing similar services or seeking to address the needs you have identified.
- Explain what you feel are the gaps or problems with existing services seeking to meet these needs and
- Set out how your project will add to them or fill any gaps in the current range of services available.

2.5. How have you identified that need?

Please tell us how you identified the needs set out in 2.4. Include details of any consultation with your beneficiaries and stakeholders and how you ensured it was inclusive. Also include any research you have carried out and any other evidence you

have gathered, both internal and external, including any statistics such as demographic or deprivation data and evidence from strategic plans and policy documents that support the need for your project, whether on a local, regional or national level.

2.6. Project outcomes

Through the 3rd Sector Investment Fund, the Council is adopting an outcome based approach to funding. This means that we are more interested in the difference your project will make rather than the choice of activities undertaken. In this section you need to detail the outcomes that your project will be delivering – the actual changes that will come about as a direct result of your work.

Please firstly check the outcomes listed in the relevant service specification that you are applying to and consider which of these outcomes your project aims to achieve and then write them as SMART outcomes (specific, measurable, achievable, realistic and time-based) for your project.

Although you need to ensure that your proposed project outcomes meet the outcomes of the service specification you are applying to, you do not necessarily need to be seeking to deliver all of the outcomes. You should focus on those outcomes that you are confident that you can evidence you have achieved. You may also include any other outcomes and benefits you feel are relevant.

As a guide please list no more than eight outcomes

In order to make your project outcomes SMART you will need to include quantifiable information, for example dates by which changes will occur and numbers of beneficiaries, as well as what will change and how you will measure or capture those changes. Some of your project outcomes might happen quickly, while others may take longer and depend on other changes happening first, but they must be outcomes that will be achieved by the end of your project.

For more information on outcomes see the following;

- Big Lottery Fund guide ***Explaining the difference your project makes***, which is on their website at www.biglotteryfund.org.uk Search in the publications' section.
- ***Your project and it's outcomes*** which is on the Charities Evaluation Service website at www.ces-vol.org.uk. Search under monitoring and evaluation and find it under Outcomes Online section which also includes many practical examples.

Section 3: Achieving your outcomes and delivering your project

3.1. Project delivery method

In this section we are asking you to explain how the project will meet the identified need and bring about your proposed outcomes.

Please expand on the project summary (question 2.3) and give a detailed description of the overall aim of your project and the activities you will undertake. You should also include the likely outputs – i.e. the level of activity (e.g. a service for x hours per week, x weeks per year, how many users per session/week/year etc.)

Please note that we will not fund projects retrospectively, i.e. projects that have already started or been completed.

Tell us why your project is the best way to meet the need and bring about your proposed outcomes.

Please also describe how your project complements and supports existing activities and strategies including local and national strategies. Also if other providers offer similar services how you know that your proposal does not duplicate provision.

Involving residents and users is a key element of designing and delivering effective services. We will prioritise organisations which evidence that user involvement is part of their day to day activities, rather than an add-on activity. Please set out your organisation’s approach or policy to engaging with residents and users, and how you have, and will continue to involve them in planning and delivering your services.

We are interested in funding some projects which pilot new approaches to meeting needs or different ways of working. If your project is proposing to do this, please describe the innovative or creative elements of your project.

3.2. Project delivery plan – Service outcomes

We are asking you to complete the project delivery plan on a year by year basis, showing how you are going to meet the outcomes identified in 2.6.

Please submit a detailed plan for years 1 and 2. A less detailed plan for years 3 and 4 is acceptable.

- In the first column, please insert the outcomes identified in 2.6 which are relevant for that year.
- Organisations need to consider how they will know that the planned outcomes are being achieved. In the second column detail how you will do this.
- In the third column we are asking how you will achieve the outcomes by detailing the activities that you plan to undertake.
- In the fourth column, set out targets relevant to the activities and when you plan to achieve them.
- In the final column you need to detail how you will evaluate whether the project is achieving what it set out to do.

3.3. Project delivery plan – Organisation outcomes

All organisations, irrespective of service specification, will be expected to deliver the organisational outcomes as detailed below. It is anticipated that organisations will already be undertaking many of these activities, but to varying degrees. Organisations are asked to consider how they can expand or improve in these areas.

In this section you need to show how you will meet all five organisation outcomes which we are expecting all organisations funded by the 3rd Sector Investment Fund to achieve.

Organisation Outcome	Description
Sustainability	3 rd Sector organisations will have demonstrably improved long-term sustainability having adopted realistic and comprehensive business plans and fundraising strategies and maximised income from existing resources.
Leverage	The funding available from the 3 rd Sector Investment Fund is limited and we therefore expect all organisations applying for funding to use it to lever

	<p>in other funding including lottery, trust funding, European funding etc. The outcome you need to achieve is that your organisation is able to demonstrate increased ability to use the 3rd Sector Investment Fund to lever in further funding to provide direct services to local beneficiaries.</p>
<p>Strategic working and involvement in broader activities</p>	<p>The outcome will be that organisations will be able to evidence increased ability to influence, engage and work in partnership with other organisations, the council and its partners, on a wide range of activities which support the delivery of H&F priorities.</p> <p>As outlined in the 3rd Sector Strategy, the Council will ask funded organisations to monitor their broader contributions and activities that benefit local residents, including:</p> <ul style="list-style-type: none"> • identifying emerging needs and issues • participating in consultation activities • participating in service design processes • involved in collaborative and partnership working • disseminating information to residents and users • providing feedback to the council • signposting users to other providers and services <p>Many organisations already undertake these activities as part of their main activities. Organisations are asked to set out how they can evidence these activities and where appropriate, how you will expand on them if funded.</p>
<p>Good practice</p>	<p>We want the 3rd sector to continually raise standards of good practice. Under this outcome we are expecting all funded 3rd sector organisations to implement, highlight, share and evidence good practice models on a range of issues including quality assurance models, equal opportunities, diversity, service user involvement, as well as piloting and delivering accredited training for the sector on related issues and areas that they are experts in.</p>
<p>Good environmental practice</p>	<p>Organisations will evidence adoption of environmental policies which ensure that their organisations and the community facilities/premises they use have improved financial viability, use less energy, pollute less, create less waste and have a reduced contribution to climate change.</p>

When completing question 3.3:

- In the first column, you need to describe what activities you will undertake in order to achieve these outcomes,
- In the second column give any relevant target dates.
- In the final column you need to detail how you will monitor and evaluate whether you are achieving these outcomes.

3.4. Numbers of beneficiaries

Your project must benefit communities and residents in Hammersmith and Fulham. Please estimate the numbers of people who will benefit directly from your project and secondly, estimate how many are borough residents.

If your project will be providing services to organisations please estimate the numbers of organisations who will benefit and estimate how many are borough based and providing services to local residents.

3.5. Project beneficiaries

Tell us about the full range of people and/or organisations that will benefit from your project.

In this section we are asking you to identify which people or organisations you will target and estimate in terms of their ethnic background, gender, age, disability, faith, sexual orientation, etc. We would also like to know the wards where your beneficiaries are from.

In some cases it may be more difficult for projects delivering services to other organisations to give such detailed information on all of the questions, for example, it may be more appropriate to state how many older people's organisations your project will work with rather than trying to break it down into 65+, 75+ etc. But please try to answer this question as fully as possible.

3.6. Equal opportunities and diversity

We want to make sure that the fund is used to provide services to the people or organisations that need them most, and that services are available across communities.

Tell us how the full range of people or organisations that you are targeting will know that the project exists and be able to use the facilities and services provided. Explain how you will reach the full range of individuals and/or organisations you have identified in question 3.5.

Tell us how your project and organisation demonstrate your commitment to equality and diversity. Please note that you will need to demonstrate your commitment to equal opportunities and diversity throughout your project.

3.7. Monitoring and evaluation

The Council will expect funded organisations to provide regular feedback on whether the services and activities planned have been delivered and what difference the service has made to the lives of beneficiaries. Organisations should therefore consider:

- Monitoring – how will you collect data and information on a regular basis?
- Evaluation – how will you interpret the monitoring data and information to make judgements about the success, areas for improvement and overall achievements of the project?
- In this section you need to expand on the answer you gave in section 3.2 and explain what methods you will use to monitor and evaluate both the outputs (the services, activities and targets), as well as the outcomes (actual changes) that the project will deliver.
- Please describe how you will monitor and evaluate value for money considerations, the added value, how the project is being managed.
- We are particularly interested to know how you will obtain feedback from users and use this in the development of your services and activities.
- We also want to know whether you have identified the main risks involved in delivering the project and what steps you would take to manage them.
- Please describe what you will do with your findings, how it will be used internally and if relevant how you will share your learning with others.

Section 4 Budgets and Resources

4.1 Resources

In this section, we are asking you to explain whether your organisation has the necessary resources, practices and procedures in place to deliver the project.

- Firstly we need to know whether you have the right resources such as office space, meeting room space, equipment such as a ICT equipment etc.
- Secondly, please give details about the property that you will be delivering the project from, where it is located, whether it is owned, leased or rented. Also the outstanding rental or lease term where appropriate. In some cases a project will be delivered in more than one place. If so, tell us the locations for each delivery location.
- Thirdly we want to know how you will ensure that your services are delivered effectively and will be of high quality. You are asked to indicate what specific policies you have in place. However, these do not need to be submitted with your application.
- If applicable, Child Protection and Vulnerable Adult Safeguarding policies do have to be submitted with your application.
- All organisations are expected to have (and send it) an Equal Opportunities and diversity policy.

4.2 Project Management

In this section we want to know whether your organisation has the appropriate skills and knowledge, policies and practices to manage the project in key areas.

- Firstly, how you will ensure that the project is delivered effectively and is well managed. This might include (but is not limited to) relevant training and skills of managers and management committee members etc.
- Secondly, if you are applying on behalf of a partnership, list the organisations that are involved and describe their roles and responsibilities in the partnership. Explain how the partnership is organised and run and the advantages of working together. It is not a requirement that a formal partnership agreement is in place before submitting your application. However, we need evidence that all partners have agreed in principle to the partnership that is proposed. A written confirmation on the headed paper of each partner organisation, signed by the appropriate senior manager will suffice.

In the case of partnership projects, funding payments will be made to the lead organisation, who will be expected to make payments to other partners as required.

- Thirdly, how you will ensure that your staff or volunteers have the relevant skills and knowledge to carry out their work, describing how they will be managed and supported.
- Lastly we need to know how you will ensure that the budget is managed appropriately and effectively.

4.3 Project budget

We require you to complete three budgets as follows:

Budget A. As funding is not available until October 10, the current financial stability of applicants needs to be determined. Most organisations will already produce an annual budget running from April to March, so we are therefore asking you to complete a 12 month budget from April 2009 to March 2010 and a 6 month budget from April 2010 to September 2010.

Under income please specify other funding sources, giving names of other funders. Under expenditure, please add other relevant areas of expenditure where appropriate.

If you are applying under more than one service specification you only need to include one Budget A.

If you occupy LBHF premises but receive a rent subsidy, you must include the full market value rent of the premises in your budget, and set out in the explanatory note, the level of rent subsidy the organisation currently receives.

Budget B. We require your project budget for October 2010 to September 2012/14 (depending on whether you are requesting 2 or 4 year funding). Please include all costs associated with the project, even if you are not asking the council to fund the whole amount.

Please complete income table showing your expected or anticipated income, identifying other funders by name, amounts and detailing whether the funding is secured or not. During our assessment we may ask you to provide evidence of funding already secured and that earned income estimates are realistic.

Under the anticipated expenditure section please be specific about what you will spend the funding on in each year, calculate the total expenditure over the life of the project on each specific item and then identify which items will be covered by external sources of funding and which you want the 3rd Sector Investment Fund to cover.

In the explanation box at the bottom of Budget B tell us how you worked out your costs. Include any assumptions made on VAT and inflation. Tell us what your costs are based on, for example, quotations, estimates or experience from other projects. Also tell us how you have worked any overheads out that you are asking us to fund.

By overheads we mean the costs of employees, volunteers, equipment, space and services that partly support the project that you want us to fund, but also support your other work.

This may include a proportion of the salaries of managers and finance staff working on the project or a proportion of the rent, heating and lighting where you are asking us to fund new staff. We do not anticipate that this would exceed 10-12% of the total budget for the project.

We will not be funding major capital costs from this fund, but we will consider small items such as ICT equipment needed for a new post, for example.

Please note that if you are applying under more than one service specification then you need to complete a Budget B form for each service and be sure that your overheads are properly apportioned.

If you occupy LBHF premises but receive a rent subsidy, you must include the full market value rent of the premises needed for the project in your budget, and set out in the explanatory note, the level of rent subsidy the organisation currently receives.

Budget C. Here you need to show the predicted income and expenditure for the whole organisation over the life of the proposed project from October 2010 to September 2012 or September 2014 depending on whether you are requesting 2 or 4 year funding.

If you occupy LBHF premises but receive a rent subsidy, you must include the full market value rent of the premises in your budget, and set out in the explanatory note, the level of rent subsidy the organisation currently receives.

If you are applying under more than one service specification you only need to include one Budget C.

4.4 Value for money

We want to know whether the project you require funding for is good value for money. Please describe any efficiency measures which you have put in place over the last financial year in your organisation or any which you plan to put into place in the future. For example, what action are you taking to ensure that you are maximising the use of premises, sharing back office functions, cutting down on stationery costs etc.

4.5 Added value

We want to know how council funding will add or maximise the added value that your service or organisation, so here your organisation should demonstrate the added value they offer. This could include:

outcome value (including financial value):e.g.

- confirmed funding from other income streams at the start of the funding period, which H&F funding can optimise
- a resource which enables your organisation to deliver a service quickly and efficiently e.g. an owned minibus, or a long leases on premises where services can be delivered
- collaboration or partnerships with other organisations to maximise the outcomes and improve the overall offer for residents

activity value; e.g.

- your organisation can evidence its engagement and involvement of service users and residents in the design and delivery of its services
- a number of H&F residents volunteer and contribute to service delivery
- a number of Hammersmith & Fulham residents are employed, trained, taken on as apprentices or otherwise assisted into employment by your organisation
- other activities and services provided by your organisation (in addition to those activities funded by the Council) offer additional outcomes for service users

excellence value: e.g.

- your organisation offers a service which demonstrates a more flexible and responsive approach to users needs etc than private sector services
- your organisation is able to meet special needs or respond to niche interests because they have significant expertise
- your organisation contributes to the borough's social capital – helping to develop integrated, cohesive communities.

Please also identify any 'in kind' contributions. In-kind contributions are non-monetary contributions such as volunteer labour, gifts of materials, use of facilities and equipment.

To estimate a value of this type of contribution, you may need to come up with some reasonable way of assessing them. For example, the value of the equipment could be calculated using one of the following methods:

- identifying the cost of an item of comparable age and condition
- obtaining a valuation from an appropriately qualified source
- using a recognised information source such as a pricing guide for vehicles
- taking the original purchase price and applying normal depreciation rates.

4.6 Staffing Structure

Please insert or attach a staff structure chart for your organisation showing line management functions. Where you are applying for funding for a new post or posts, please make clear on the structure chart which are the new posts and which are the existing posts.

4.6.1 Staff posts

Please complete this section showing what staff posts will be paid for if you are successful, including their job title, grade, what role and key duties they will undertake and whether it is a new or existing post.

If you are employing more than one person on the project please complete the details for each post.

Please note that we would normally expect any new posts funded by the 3rd Sector Investment Fund to be externally advertised and recruited.

4.6.2 Staffing costs

Please complete staff details for each member of staff who will be employed with this funding including their job title, hours per week, annual salary for total hours worked, annual employers National Insurance contribution, any pension contribution. In the last column we want you to detail the total amount from the 3rd Sector Investment Fund being sought for this post.

For information on Employer National Insurance Contributions please refer to HM Revenue and Customs website www.hmrc.org.uk

4.7 Volunteers

Tell us if volunteers will be involved in delivering the project, and if so how many, what work they will undertake and how much time you expect them to give on a weekly basis.

Some groups may not use volunteers due to the nature of the service they provide or the users they support. If you are not planning to use volunteers in delivering your project, please tell us why.

4.8 Management Committee Profile

Using this table, please complete details for each member of your management committee. Please indicate in the last columns which of the management committee members are signatories for the organisation's bank account and cheques.

4.9 Management Committee membership and representation

We would like to know whether the Management Committee is representative of the borough, and/or of the users of your services. Please give details of the make up of your Management Committee, e.g.:

- By gender
- By age group
- By ethnicity
- By disability

Also please tell us if any of the Management Committee members are current or former users of your organisation's services.

4.10 Probity

It is often the case that employees of the Council and local elected members are active within local organisations. In many cases this is highly beneficial; however any connection to the Council must be declared in your application for funding.

Any organisation failing to disclose relationships with others connected to the Council will be disqualified.

Section 5: Declarations and supporting documentation

5.1 Required documentation

Complete the checklist to confirm that you have completed the application form and that you have sent us all the documents we require.

We require your application form to be submitted:

- in printed format – posted or hand delivered
- in electronic format, sent by email, and completed in Microsoft Word (1997-03 format). We understand that some organisations may not have the ability to insert the required signatures in the emailed application form. Therefore, it is acceptable that the emailed application does not include the required signatures, as long as the printed copy does.

Supporting documentation must be clearly marked with the Applicant's name, the service specification name and cross-referenced to the question to which it refers.

Business plan – we would expect this to be for the same time period you are requesting the funding for – either 2 or 4 years.

If you do not complete and attach all the relevant documentation your application will be at risk.

Please note – it is not anticipated that council officers will chase up missing documentation. If you are unsure about whether you should submit something, please contact Community Liaison well in advance of the closing date for advice.

5.2 Declaration

Please read the declaration carefully and ensure that an appropriate person signs each section of the form.

- Signatory one must be the main contact named in section 1 who is able to talk about the project and to supply any further information. The contact address is assumed to be that as set out at 1.3 in the application form.

- Signatory two should be the chair, treasurer or secretary on your governing body.

5.3 Closing date

Late applications will not be accepted. There will be absolutely no exceptions to this rule. Both paper and electronic copies must be received by 5pm on 30th November 2009 at the correct address (see below).

5.4 Submitting your application

The paper copy can be posted or hand delivered to
Community Liaison
4th Floor, Glenthorne Road
London W6 0LJ

The electronic version should be emailed to communityliaison@lbhf.gov.uk

Good luck with your application!

3rd Sector Investment Fund Frequently Asked Questions

Updated: 18th November 09

Important information

Please note: if you downloaded the application form and guidance on Monday 21st September or received a paper copy at the Infrastructure workshop on the same date, you will **not** have the final version and you need to download a new version or take the points listed below into consideration.

If you downloaded an application form after 9am Tuesday 22nd September, then you have the correct form so please go straight to the Q&A section below.

This has occurred because following the first workshop on 21st September a number of changes were made, as follows:

- Professional and Business Standing: question moved to Section 1
- Question 3.2 Project delivery plan: the last column on the Year 1– 4 project plan amended to “How will you monitor and evaluate your activities?”
- Question 4.1 iii) Policies and Procedures: expanded so that there is an opportunity for you to confirm which quality systems you have and to complete a checklist identifying which other policies and procedures you have.
- At 4.1 iv): we clarify the policies which you need to submit with your application.
- 4.3 Budget C: amended to ‘Total for Organisation’
- Question 4.7 Volunteering: amended to include ‘If the project will not use volunteers, please tell us why.’

Questions and Answers

Q. Can further information be given on what the Council is looking for in regard to “good environmental practice”, could you run a workshop on this?

This will be covered in the workshops provided by CaVSA in partnership with Community Liaison. There is also further information in the guidance notes, including useful websites on this subject.

Q. If we wish to submit a bid in partnership with other organisations, will we have to have a formal partnership agreement in place to submit with the application?

No. It will be sufficient to have an in principle agreement from the partners involved e.g. a letter from a senior manager on headed paper, agreeing that the information set out in the application is correct.

Q. If we submit a partnership bid, will the Council make payments to each partner separately?

No. The Council would make payments to the lead organisation and expect them to make the required payments to the partners.

Q. If we submit a partnership bid, would each organisation be expected to submit all the required documentation?

We will expect the lead organisation to submit all the required documentation before the closing date. During the assessment process, we may decide that we do require some, or all of the documents of the partner agencies. The lead agency will be responsible for ensuring this information is provided on request.

Q. Do all partners have to be 3rd Sector? Can a private company be involved in delivering our project?

In principle, the fund is for 3rd sector organisations, and therefore all partners should ideally be 3rd sector. The only exception would be if there were no 3rd sector organisations providing the service element that is needed to deliver the project.

Q. How much should we include in the budget over the next four years for inflation on salaries and on other general running costs such as utilities?

Organisations should consider what a reasonable level of increase might be over the period of the funding sought – particularly in light of the current economic climate, and should include details in the explanatory notes. In the past, organisations have taken the lead from the Council in terms of the inflationary increase for salaries. In 09-10 this is 1%.

Q. I worked for the Council about 5 years ago – do I need to declare this?

It is best to work on the assumption that everything should be declared.

Q. One of our trustees was made bankrupt about 10 years ago – does this need to be declared under question 1.11?

No – personal bankruptcy is not an issue. For individuals, it is professional or business misconduct that is key. If the organisation is or has faced insolvency or bankruptcy, that does need to be declared.

Q. I'm not sure which specification the project I'm proposing best fits under.

You need to consider which outcomes your project would deliver. However, if you are still uncertain, state in a covering letter that you have applied under specification x, but that this may also fit under specification y. Assessing officers are able to re-allocate to a different service specification if this would be appropriate.

Q. Will the council extend the closing date if there is a postal strike?

No. Organisations are advised to not rely on postal services if disruptions to the mail services are likely, but to instead use a courier or deliver their application by hand. Organisations should also bear in mind the delay in clearing post backlogs that the Royal Mail might encounter should industrial action take place.

Q. Can I email my application to you by 30th November at 5pm and bring in the hard copy the next day?

No. Both your hard copy and emailed application MUST be received by 5pm, 30th November. If we have not received BOTH copies by this time your application will be rejected.

Q. We are based in Council premises and have a 100% rent subsidy. How can we find out the full market rent value of our premises?

Contact thea.price@lbhf.gov.uk (3rd Sector Premises Officer) for details of the rent value of your premises. Make sure you include this in your budget section, clearly indicating that this is “support in kind”.

Q. What if some of our activities are funded under the other service areas that are being tendered next year – will this funding continue?

Yes, funding agreements for the service areas below will be extended until September 2011.

- Health & Wellbeing (adults) (this includes disability services, counselling and mental health)
- Safer Communities
- Environment & Community Transport
- Leisure & Recreation
- Housing/Home Improvement & homelessness prevention

Q. If our organisation is funded under the services to be re-tendered next year, can we apply for funding under the services areas being tendered now?

Organisations are welcome to apply for funding to deliver services that will deliver the outcomes sought. However, you should not be applying for funding for services that fall under the areas listed above UNLESS you are proposing new/additional activities which will specifically deliver the outcomes sought under this round of tendering.

Q. What if some of our service users have been relocated to another borough but continue to use our service?

LBHF funding is only to be used to benefit H&F residents. However, this would include residents (such as looked after children or older people in residential care) who have been placed outside the borough, but remain H&F residents.

Q. If we're proposing a project that will work with schools, how do we find out how many of the pupils are residents of the borough?

Children's Services collect data throughout the year on pupils at each school, and can provide you with information on the proportion of pupils of each local school who are H&F residents. Please contact christine.edwards@lbhf.gov.uk for this information.

Q. Can you tell us the budgets available for each service area?

The total budget for the 3rd Sector Investment Fund is £4.4 million. The indicative allocation across the areas being tendered is:

- | | |
|-------------------------------------|-----|
| • Infrastructure | 11% |
| • Economic Wellbeing & Opportunity | 20% |
| • Children, Young People & Families | 17% |
| • Health & Wellbeing (older people) | 12% |

Q. The council is also tendering their in-house advice service as part of tendering the 3rd sector investment fund. Is this to be funded from 3SIF or is it additional money?

This is additional money, but will eventually be added to 3SIF.

Q. The council previously funded advice services to people who worked in the borough, as well as to local residents. Is this still the case?

No. Funding is available specifically for services which benefit H&F residents.

Q. Can core funding or on-costs include the costs of a fundraiser?

We would not expect to resource a fundraiser post.

Q. It is difficult for us to know the long term outcomes in terms of health and wellbeing, when our services are preventative. How should we approach this in our application?

Outcomes and longer term impacts are different, and we fully appreciate that it is very difficult for individual organisations to capture longer term impacts of this nature. We are happy to consider a combination of outputs and service outcomes, for example:

- A service which aims to improve the health and wellbeing of older people might include a weekly fitness class.
- The longer term impact that we might expect is that participants physical health improves as a result.
- The service outcome would be that numbers of people attending increases, and that participants sustain their attendance, which can be evidenced and quantified.
- In order to begin to ascertain whether people's health is improving as a result of the activity, you might consider surveying all or some of the participants, to ask how they benefited from the class.

**Working together to create a borough of opportunity
Predictive Equality Impact Assessment (PEIA) (V.6)
FOR ALL COUNCIL DECISIONS ONLY**



Title of report or proposal:

3rd Sector Investment Fund

1. Describe in full the aims, objectives and purpose of the proposal, including desired outcomes:

Cabinet on 7th September 2009, agreed the 3rd Sector Strategy, which sets out the Council's commitment to providing funding and premises support to the local 3rd sector. Specifically, that report set out how the Council's main investment programme for the sector (The 3rd Sector Investment Fund), would be allocated. The 3rd Sector Strategy: Investment Plan sets out:

- Eligibility criteria for investment support
- A focus on outcomes and evidencing benefits to residents
- The proposed funding term
- The return on our investment – expected broader activities and outcomes

The Cabinet report also set out the council's intention to competitively tender the 3rd sector investment fund over a two year programme. The report set out the process by which the resources will be allocated, including clarifying the rationale for preserving the budget, setting clear criteria for funding and the process by which the Council determines the services and outcomes for residents that the resources should deliver.

The purpose of this report is to:

- 1 recommend the allocation of the 3rd Sector Investment Fund for the areas of:
 - Infrastructure
 - Children, Families & Young People
 - Economic Wellbeing & Opportunity
 - Health & Wellbeing (older people)
2. To recommend services for funding which will deliver the desired outcomes (as set out in the service specifications) and that particular communities and residents have access to the services they need.
3. To secure delegated authority to appropriate Directors to allocate the uncommitted budget where there was a lack of applications (or insufficient good quality applications) to deliver particular outcomes in service areas
4. To clarify the terms under which funding is offered – including an overall reduction of the 3SIF budget, and reduced funding year on year to funded organisations.

Department:

Community Services Department

Officer Responsible: **(to be completed by the report author)**

Sue Spiller: Sue.spiller@lbhf.gov.uk, tel: 020 8753 2483

Form and report MUST be checked and countersigned by the Opportunities Officer (Organisational Development)

Opportunities Officer: **(to be completed by the Opportunities Manager)**

Signed off by Carly Fry on 24th June 2010 Email PEIA@lbhf.gov.uk Tel 020 8753 2355

1. Who are the main people that this decision will affect?

All residents – but in particular: children, young people and families; older people; those in need of support in relation to employment, legal advice and financial capability.

The approach taken:

This commissioning process is seeking to tender services across the four areas listed above. As part of the assessment and recommendation process, officers have conducted a separate equalities impact assessment for each service area and the recommendations being put forward regarding allocation of funding towards particular services and organisations.

As part of the application process, organisations were requested to project the likely beneficiaries of their services. This included profiling by:

- Race
- Gender
- Age
- Disability (and type of disability)
- Faith
- Sexual orientation
- Location
- Socio-economic factors, including low income, single household, single parent, ex offender, etc.

Officers compared the user profiles across Race, Gender and Disability for all applicants, both recommended and not recommended, to identify if any particular impact would result from the range of services recommended. Officers also considered the impact of cessation of services, currently funded under the investment fund, that are not recommended for funding in this report.

The broader, socio-economic categories of user profiles for recommended applications were then compared to ascertain if any particular sections of residents would be adversely affected, or had not been identified as potential beneficiaries.

2. Identify the risks that could prevent the planned outcomes

The service specifications set out the particular outcomes that the council wishes to achieve through the 3rd Sector Investment Fund, and where particular communities or individuals should be the focus of projects funded by the council. The main risks to the delivery of the outcomes will be in the project delivery, and to some degree, the ability of organisations to evidence the outcomes that are proposed.

3. Could the proposal have a positive impact on a) race b) disability c) gender d) sexual orientation e) age f) belief system groups? (Please provide evidence e.g. user feedback, complaints, monitoring?)

All groups are expected to provide accessible, user friendly and responsive services that meet the needs of the clients, and deliver the outcomes as set out in the service specifications. Across the four service areas being tendered, it is anticipated that a high level of positive benefit will be delivered to local residents. All service providers will have targets to deliver, and be required to report on the beneficiaries of their services by race, disability, age and gender. It is more difficult to measure impact in terms of sexual orientation and belief system, as it is not anticipated that this level of user profiling will be undertaken by the majority of providers.

A good span of beneficiaries is covered by the clusters of services being recommended, with profiles of target beneficiaries reflecting the known diversity factors of the borough's population. All providers will be required to provide evidence of complaints and customer feedback as part of their quarterly monitoring returns.

4. Could the proposal have a differential negative impact on a) race b) disability c) gender d) sexual orientation e) age f) belief system groups?

Race: The profile of potential beneficiaries of services across the four service areas broadly matches the borough profile. However, the recommendation will result in the cessation of a number of currently funded community specific services, including to Bengali children in the north of the borough, Eastern European working age adults needing support to access welfare benefits and employment. Whilst users of these services will continue to have access to generic high quality services, there is likely to be a negative impact that a community specific service is no longer available to them.

Disability: applications for specific services to disabled people were received under the Economic Wellbeing & Opportunity specification. One was re-categorised as better meeting the Children, Young People & Families specification. Although these services are not recommended for funding – the cluster of services that are recommended also include disabled people as target beneficiaries.

The recommendations for services to be funded under Economic Wellbeing & Opportunity will result in existing welfare benefits service and employment services for disabled people being no longer funded by the council, although the organisation is also funded from other sources to provide welfare benefits advice. It is likely that disabled people may experience a negative impact, as there will no longer be the same level of employment and welfare benefits advice provided specifically to disabled residents.

Employment services aimed at people with mental health needs: no bids were received for targeted employment services for people with mental health needs. This includes the currently funded service that provides employment support services to people with mental health needs. It is likely that people with mental health needs will be adversely impacted when funding for this service is no longer provided by the council from September 2010.

Gender All recommended services are likely to provide appropriate levels of support to male and female beneficiaries which is reflective of the borough profile.

5. Could the proposal have any differential impact (either positive, negative or neutral) on the health outcomes of the local population? Please provide details.

It is anticipated that the services recommended for funding will deliver a range of positive benefits on the health outcomes of the local population. In particular, the specifications for Health & Wellbeing (older people) and Children, Young People & Families include a number of health related outcomes, that a number of organisations are proposing to deliver.

No negative impact has been identified.

6. Can any differential negative impact of the decision be justified?

As all providers will be expected to deliver services that are accessible to all borough residents (with the exception of those that are community specific). As the cluster of services recommended are proposing to deliver services to a broad spectrum of users, with specific targets for reaching disabled, BME, specific age, gender, location or socio-economic determinant communities, it is anticipated that a good level of service will be available to local residents, and that negative impact will be thus addressed.

7. If you have undertaken any internal/ external research or consultation(s) please list these below:

Consultation took place with 3rd sector organisations in 2009 on the service specifications for the four service areas being tendered. One session was held to introduce all service specifications, with a further separate workshop on each:

- 19th May 09 – all specifications

- 20th May – Economic Wellbeing & Opportunity
- 20th May – Health & Wellbeing (older people)
- 21st May – Infrastructure
- 28th May – Children, Young People & Families

A briefing session on each service specification was held during week commencing 21st September 09, to launch the fund and outline the service specification and application form to interested organisations.

A further briefing session on each service area, including a workshop session on outcomes, were held

- 22nd October - Children, Young People and Families
- 22nd October - Economic Wellbeing & Opportunity
- 3rd November - Infrastructure
- 3rd November - Health and Wellbeing (older people)

8. Do you need to undertake any further consultation? If so, what and with whom?

no

9. If any differential negative impact is predicted, what actions are you planning to implement which would help lessen any adverse impact? Please give details.

Close monitoring of funded organisations to ensure that organisations are delivering services to specific communities. Monitoring data will identify the proportion of services being taken up by users from different communities. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance.

PLEASE EMAIL COMPLETED FORM TO PEIA@lbhf.gov.uk

**Contact: Equalities & Diversity Officer, 020 8753 3430
London Borough of Hammersmith & Fulham**

3rd Sector Investment Fund: Infrastructure PEIA

1. IMPACT ON RACE, DISABILITY AND GENDER

Area 1a: RACE

Positive Impact: All organisations are expected to ensure they promote fair access and that the service meets the needs of all communities. Fundraising, management and governance support are generic 3rd sector needs which will be met by the infrastructure services commissioned. The priority is for infrastructure organisations to be able to understand the challenges and support the needs of emerging, small and medium sized voluntary organisations rather than commission single issue services.

Service users will be primarily from White British, White other and African and other black communities. This mirrors the LBHF profile, the largest sub groups in the borough being white and people of black ethnic origin. The number of service users from other ethnic backgrounds is lower although this also reflects the numbers in the borough.

Although the need for specific single issue capacity building and advice and guidance services has not been identified as a priority, the need for a Black, Asian, Minority Ethnic and Refugee 'voice' network has been. The need for a 3rd Sector premises support service has been recognised by the Council as a short term priority. The service will complement the 3rd Sector Premises Plan and the development of 3rd sector hubs in the Borough. The service will be commissioned for a maximum of two years.

Negative impact: Organisations will disproportionately target White British communities with other communities not being targeted to the same extent. A generic fundraising service may not have the skills and knowledge necessary to support BME/refugee groups as the needs could be different in these communities.

The generic services commissioned may not have the capacity or the skills to represent the BAMER community. Although many of the issues facing BAMER 3rd sector groups are the same as mainstream organisations they differ when focussing on representation, voice and advocacy. By not funding a BAMER network the Borough risks marginalising a large number of residents.

How negative impact will be addressed:** Service Level Agreements will ensure that services are targeted equitably. Organisations will be monitored regularly and will be expected to illustrate that they have targeted under represented groups. All organisations have comprehensive equal opportunities policies. A BAMER 'voice' network will be commissioned (see below for further details).

By recognising the need for a BAMER 'voice' network, the Council is prepared to tender a network with the remit of sharing information relevant to BAMER communities. The network will be responsible for representing BAMER communities in discussions with the Council and PCT on matters of policy. The network will be designed to complement the H&F Community Relations Group.

Organisations will need to demonstrate how they have considered language and cultural barriers to service uptake, and how these barriers have been addressed effectively. Monitoring data will identify the proportion of services being taken up by users from different racial backgrounds. Where there appears to be a discrepancy between expected service take up (considering nature of service) in comparison with the borough profile, organisations will be given improvement targets to address the imbalance.

Organisations recommended for funding – impact on RACE			
Organisation	Positive impact	Negative impact	Actions
CaVSA Core	High - Funding the core costs of CaVSA enables the organisation to deliver its key services to the whole sector. Without this service the 3 rd sector would have no borough based independent support. The organisation is open to all communities and funding the core costs will enable CaVSA to offer the opportunity for emerging and small BAMER organisations to receive free advice and information.	Low	see above*
CaVSA 3 rd Sector Fundraising Project	High - Fundraising support is a generic 3 rd sector need which will be met by the commissioning of this service. A Council priority is for infrastructure organisations to be able to understand the challenges and support needs of emerging, small and medium sized voluntary organisations rather than commissioning single issue services. Service users will be primarily from White British, White other and African and other black communities. This mirrors the LBHF profile. The number of service users from other ethnic backgrounds is lower although this also reflects numbers in the borough.	Medium - Although there are smaller numbers of communities from Asia in the borough (including Bangladeshi, Chinese, Pakistani and Indian communities) the organisation does not currently target organisations from these smaller ethnic communities. A generic fundraising service may not have the skills and knowledge necessary to support BME/refugee groups as the needs could be different in these communities.	Possibly the greatest challenge facing emerging, small and medium (and large) 3 rd Sector organisations to ensure financial sustainability, this is not a BME specific challenge but one that is felt across the sector. A generic fundraising service will ensure all organisations receive the information and support they need.
Community Accountancy Self Help	High - Accountancy support is a generic 3 rd sector need which will be met by the commissioning of this service. 3 rd sector organisations in the borough regardless of size and focus need to understand how to ensure the financial wellbeing of their organisation. The provision of this service mirrors the borough profile with the majority of service users coming from White (British, Irish, other) and African and 'black other' groups. The service will also be targeted at other communities including Asian and	Low - The capacity of BAMER organisations may be lower than those of host communities due to a language barrier and a lack of understanding regarding the structure and processes needed in a UK setting. A generic accountancy service may not have the knowledge and skills to manage the challenges of working with organisations from	see above*

	other although these numbers are much smaller in order to reflect the borough profile.	different backgrounds.	
H&F Volunteer Centre	High - This organisation offers specific training, placement and support schemes for volunteers. The service is available to all communities but users will be primarily from White British, White other and black communities. This mirrors the LBHF profile. The number of service users from other ethnic backgrounds is low although this also reflects numbers in the borough.	Low	see above*
HAFAD (Active Citizens)	High - This organisation specifically supports disabled people. Their current services are available to all deaf and hard of hearing residents but this project will increase uptake by deaf users. Service users will be primarily from White British, White other and black communities. This mirrors the LBHF profile.	Low	see above*
Urban Partnership Group (Urban Futures)	High - The Community Centre is a key community resource in this area of the borough and offers activities and services to all residents. The provision of this service mirrors the borough profile with the majority of service users coming from White (British, Irish, other) and African and 'black other' groups. The service will also be targeted at other communities including Asian and 'other' although these numbers are much smaller which reflects the borough profile.	Low	see above*

Organisations NOT recommended for funding – impact on RACE

Organisation	Positive impact	Negative impact	Actions
Bishop Creighton House (Community Centre)	Low	Low - The organisation will not be funded by LBHF to employ staff to manage the community centre. This may result in a negative impact for BAMER and generic organisations which access the centre in terms of their ability to access space to deliver their services	None. There are a number of community spaces which can be hired in the south of the borough although BCH's provision of community space is not expected to be adversely affected by the lack of infrastructure funding.
CITAS	Low	Low - Residents from BAMER communities will not be able to access the support offered regarding health, education and employment leading to uninformed choices being made.	None. There are other organisations in the Borough who provide specific information and advocacy regarding health, education and employment.

CaVSA H&F Supplementary Schools Project	Low	Moderate - The network members (most from BAMER communities) may not be able to access the same level of support to assist the development of their services. This may result in a negative impact on service, including those from BME communities, particular in regard to service quality.	Generic organisational support will still be available from CaVSA
CaVSA 3 rd Sector Hubs Project	Low	Low - may have an impact on the level of support available to organisations, including BME, to assist them with premises issues.	Signposting via CaVSA website to generic and pan-London premises support services. The council proposes to retender premises support services to the 3 rd sector
Firsthand Ltd	Low	Medium – Cessation of current funding may have an impact on the ability of the organisation to run the community centre. This is likely to have an impact on service users from African and other black communities (61% of current users).	None. The organisation is not dependent on funding from LBHF and is able to raise funds through room hire and leasing office space. There are a number of alternative community spaces that BME organisations can access in the area.
Grove Neighbourhood Centre	Low	Low - The community centre would no longer be funded by LBHF, possibly resulting in staff reductions. This may have an impact the type and amount of services which are run from the site but it is not anticipated that this will have a disproportionate impact on BME communities.	None. The organisation is not dependent on funding from LBHF. It is able to raise its own funds through room hire and leasing office space which will enable it to continue to offer services.
H&F BME	Low	Low - Service users are 100% from BAMER communities, however, the service is not currently funded through the 3 rd Sector Investment Fund. Likely impact is that organisations are not offered an increased level of support.	The Council recognises the need for a BAMER 'voice' network which will encourage BAME and refugee organisations to work together in order to influence policy, advocate and share information on the key issues facing BAMER groups. The Council is therefore committed to commissioning this service. The network will not have a capacity building or fundraising function as this will be provided by CaVSA and CASH ensuring that there is no duplication.
H&F Refugee Forum	Low	Low - Service users are 100% from refugee communities. Cessation of funding this service may result in negative impact for BME/Refugee organisations who have had access to specific support in the past. .	
Harmony Community	Low	Low - The organisation will not be able to support 10 voluntary sector and early years' childcare	The Council will commission a service to work with groups to explore the possibility of developing social

Day Nursery		providers to become social enterprises. Current users of the service are predominantly White British (48%) with the second largest user group is African (18%).	enterprise activities. The service will be generic, responsible for working with all 3 rd sector groups including childcare providers.
Minaret Community Centre	Low	Low - The client base is 70% African and predominantly serves the Somali community. Without this service Somali communities may struggle to receive support and guidance.	None. The documented numbers of Somali residents in the Borough is 1,200 and there is thought to be over 12 Somali organisations in the Borough working to support them, this suggests that support is available to the community should this service not be available.
Play Association H&F (Play Network Infrastructure Support)	Low	Moderate - Independent play groups may not receive the support necessary for them to thrive. The largest user groups are African (28%) and white British (16%). Cessation of funding to this service is likely to have a negative impact on play provision services that support BME communities.	None. The organisation is not reliant on Council support as it receives external funding. The groups which access the Play Association could benefit from working with a generic support organisation funded by the borough in order to build capacity and facilitate consortia. The Councils decision not to fund this organisation does not prevent the play groups from functioning.
Pre-School Learning Alliance	Low	Low - Independent pre-school learning groups may not receive the support needed for them to thrive. The largest user groups are white British (32%) and other (24%).	None. The organisation is not reliant on Council support as it receives external funding and is able to raise its own revenue through service charges. The groups which access the Pre-School Learning Alliance could benefit from working with a generic support organisation funded by the borough in order to build capacity and facilitate consortia. The Councils decision not to fund the organisation does not prevent pre-school learning groups from functioning.
Standing Together Against Domestic Violence	Low	Moderate - The project would work with 80% BAMER communities. The specific and sensitive nature of the service could mean that 3 rd sector organisations do not access other Domestic Violence information services. This project is the	None. DV support, information and referral systems continue to be available in the borough. The organisation will be encouraged to apply under a more appropriate service area in the next Investment fund round.

		only opportunity offered to small BAMER organisations wanting to improve their response and understanding of DV.	
Tendis Ltd (Community Hub)	Low	Low - The employment centre would work with white British (17%), white other (16%) and Black other (27%) residents from the Borough. By not funding the service these residents may not access any other forms of employment support or training.	None. The opportunities for residents from all communities to access employment support, particularly in the north of the Borough are not restricted to this employment centre. There are a number of initiatives available to BAMER and host communities in the Borough which meet employment support needs.
The Townmead Youth Club at St Michaels	Low	Low - The organisation will not be funded to deliver administrative and cleaning functions at the centre. This may have an impact on the centre's operational ability, but is not considered to have a significant impact on the provision of youth activities.	None.

Area 1b: DISABILITY

Positive impact: All successful applicants are expected to demonstrate their commitment to equalities including how services will be accessible to people who are disabled. Four of the six projects work with all types of disability listed. One organisation works solely with people who are disabled. People with long term conditions receive the largest amount of support from the Infrastructure services and people with learning disabilities the second. Five of the six organisations provide generic services and it is potentially beneficial for disabled people to have the opportunity to use mainstream services. The portfolio of services which have not been recommended differ in their commitment to supporting individuals and organisations with disability. Some have a strong commitment, others do not.

Negative impact: The absence of choice of specialist services may lead to disability organisations not having their needs fully met (e.g. sign language, accessibility of buildings).

How negative impact will be addressed*: Service level agreements will stress the importance of accommodating all 3rd sector organisations, residents and their needs, if necessary by co-operating with other specialist services to ensure outreach and referral of people to mainstream services. The organisations which have been recommended for funding all possess and adhere to equal opportunities policies. Organisations will need to demonstrate how they have considered disability barriers to service uptake, and how these barriers have been effectively addressed. Monitoring data will identify the proportion of services being taken up by disabled users.

Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance

Organisations recommended for funding – impact on DISABILITY

Organisation	Positive Impact	Negative Impact	Actions
CaVSA Core	High - Funding the organisation allows it to provide services which can be accessed by disability organisations, including fundraising support, networking opportunities and training.	Low - The services offered are generic and therefore may not be able to tailor to the needs of disability organisations. CaVSA's head office is not accessible.	See above*. CaVSA will be encouraged to hold meetings/outreach sessions in fully accessible premises and if looking for future office accommodation will be required to ensure it is fully accessible.
CaVSA 3 rd Sector Fundraising Project	High - As the project offers generic services it will assist disability organisations with fundraising and governance support.	Low - Disability organisations feel that the support they need is specific which can not be met by generic fundraising services	See above *
Community Accountancy Self Help	High - As the project offers generic services it will assist disability organisations with accountancy support. CASH demonstrates that it works with people who consider themselves to have learning disabilities, sensory impairments, long term conditions, physical disabilities and mental health issues.	Low – Specific financial services have not been identified as required for organisations delivering services to disabled people.	See above *
H&F Volunteer Centre	High - Funding the organisation allows it to provide services which can be accessed by disabled residents.	Medium - A generic volunteering organisation may not have a full understanding of the issues facing disabled people who want to volunteer, and may not have the skills or knowledge needed to support organisations to take on disabled volunteers.	The organisation will be monitored to ensure that its services are fully accessible. The organisation will be encouraged to link with specialist services in order to receive advice and support on the needs of disabled volunteers. The organisation will be expected to evidence how it is making its services accessible, relevant and attractive to disabled residents and disability organisations.
HAFAD	High - This is a specialist disability	Low – the organisation has not	The organisation will be required to provide

(Active Citizens)	organisation funded in this instance to increase take-up of services by deaf residents.	demonstrated how it will improve its existing service provision to better meet the needs of deaf residents.	evidence of increased take-up of its services by deaf residents.
Urban Partnership Group (Urban Futures)	High - The community centre is accessible and offers activities and space to meet to all residents and community organisations.	Low	See above*
Organisations NOT recommended for funding – impact on DISABILITY			
Organisation	Positive impact	Negative impact	Action
Bishop Creighton House (Community Centre)	Low	Low - Only 5% of service users identify themselves as disabled.	Other services in the borough are well placed to support disabled people and there are a number of fully accessible community centres in near-by Fulham and other parts of the borough.
CITAS	Low	Low - 60% of service users likely to be disabled (mainly long term health condition). Service users will not be able to access health advice or make informed choices regarding their health and well being.	None. There are a number of specialised agencies in the borough which have the skills and capacity necessary to support disabled people to make informed choices regarding their health and well being.
CaVSA H&F Supplementary Schools Project	Low	Low - 18% of users are expected to be disabled.	None. Whilst the Council recognises the good work carried out by supplementary school's there are a number of specialised agencies in the borough which have the skills and capacity necessary to support disabled children and young people to make informed choices regarding their education.
CaVSA 3 rd Sector Hubs Project	Low	Low - 18% of users are expected to be disabled. Likely impact will be that disability organisations will not be able to access support with looking for premises and could therefore struggle with the legal and financial issues raised when looking for and managing	A number of national and pan London organisations exist to offer support with 3 rd sector premises issues. The number of organisations accessing the current service does not suggest that demand is high for premises support and information.

		property. Cessation of funding to this service is likely to have a negative impact on premises support for disability organisations, but not disproportionate to generic organisations.	The council intends to retender for a premises support function for a short term basis.
Firsthand Ltd	Low	Low - 18% of service users identify themselves as disabled. Cessation of funding to this service is likely to have a negative impact on the availability of community space available to residents who identify themselves as being disabled.	The organisation is not dependent on funding from LBHF. It is able to raise its own funds through room hire and leasing office space. It is funded by external funders. There are a number of alternative community spaces that can be hired locally.
Grove Neighbourhood Centre	Low	Low - 80% of service users identify themselves as disabled. Cessation of funding is likely to have an impact on the running of the centre and the type and amount of services which are run from the site. This is likely to result in a negative impact on the availability of community space available to disability organisations and disabled residents.	The organisation is not dependent on funding from LBHF. It is able to raise its own funds through room hire and leasing office space. The provision of accessible services and spaces should not be adversely affected.
H&F BME	Low	Low - 0% of service users identify themselves as disabled	The Council recognises the need for a BAMER 'voice' network which will encourage BAME and refugee organisations to work together in order to influence policy, advocate and share information on the key issues facing BAMER groups. This would include disabled people from BAMER communities. The Council is therefore committed to commissioning this service. The network will not have a capacity building or fundraising function as this will be provided by CaVSA and CASH ensuring that there is no duplication.
H&F Refugee Forum	Low	Low – Not proposing to target disability groups as part of their service provision. Cessation of this service may have a negative impact on disabled service users.	
Harmony Community	Low	Low – No proposing to target disability groups as part of their service provision.	See above*

Day Nursery		Cessation of this service may have a negative impact on disabled service users.	
Minaret Community Centre	Low	Low - 16% of service users identify themselves as having some form of disability.	None. The documented numbers of Somali residents in the Borough is 1,200 and there is thought to be over 12 Somali organisations in the borough working to support them, this suggests that support is available to the community should this service not be available.
Play Association H&F (Play Network Infrastructure Support)	Low	Low - 50% of service users identify themselves as having some form of disability. Cessation of this service may have a negative impact on disabled service users.	The groups which access the Play Association could benefit from working with a generic support organisation funded by the Borough in order to build capacity and facilitate consortia, if this is not appropriate there are specialised disability organisations in the Borough which could offer support. The Councils decision not to fund the organisation does not stop the play groups from functioning.
Pre-School Learning Alliance	Low	Low - Only 18% of service users define themselves as being disabled. Independent pre-school learning groups may not receive the support necessary for them to thrive. Cessation of this service may have a negative impact on disabled service users.	The organisation is not reliant on Council support as it receives external funding and is able to raise its own revenue through service charging. The Councils decision not to fund the organisation does not stop the pre-school learning groups from functioning.
Standing Together Against Domestic Violence	Low	Low - 0% of service users identified as likely to be disabled people. Cessation of this service may have a negative impact on disabled service users.	None. See above*
Tendis Ltd (Community Hub)	Low	Low - 18% of service users are likely to be disabled people.	None. The opportunities for residents from all communities to access employment support, particularly in the north of the borough are not restricted to this employment centre. Services commissioned through the Economic Wellbeing

			<p>service area will include targets to provide employment support to disabled people.</p> <p>The application does not fit under the Infrastructure theme as the project is focussed on employment support with little or no focus on running the premises as a community centre open to the whole community.</p>
The Townmead Youth Club at St Michaels	Low	Low - Only 0.6% of service users identify themselves as disabled.	None. See above*

Area 1c: Gender

Positive impact: All services funded through the Infrastructure strand are generic and are not gender specific. This ensures equality of access across the suite of funded services. The Council has not identified the need for single issue support services as this can be divisive and a drain on resources. Instead a portfolio of services will be funded which offers comprehensive generic support to the 3rd sector and Borough residents. Generally, more women use most of the recommended services, which indicates that their needs are being met.

Negative impact: Generic services may not be able to manage or understand the sensitive nature of the work carried out by gender specific organisations. The portfolio of projects would have delivered services to a higher percentage of women than men with one organisation delivering only to women. Although women use the majority of services more frequently than men, in most cases there are suitable alternatives or little impact if the projects are not funded.

How negative impact will be addressed*: Service level agreements for funded groups will stress the importance of accommodating all residents and their needs, if necessary by co-operating with other specialist services. Organisations will need to demonstrate how they have considered gender barriers to service uptake, and how these barriers have been effectively addressed. Monitoring data will identify the proportion of services being taken up by users of different genders. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance.

Organisations recommended for funding – impact on GENDER

Organisation	Positive Impact	Negative Impact	Actions
CaVSA Core	High - Funding the organisation allows it to provide services which can be accessed by all residents regardless of	Low - The organisation is not ensuring that support services are targeted to male oriented	The Service Level Agreement will set out what is expected of the organisation and a commitment to ensuring equality of access

	gender. Services are not targeted and users are currently predominately female (75%).	organisations	will be included. The Council will request evidence detailing how the services provided are ensuring equal access.
CaVSA 3 rd Sector Fundraising Project	High - The service is generic and is open to all 3 rd sector organisations regardless of gender.	High - The service is disproportionately focussed at men with only 3% of service users likely to be female. The service may not be attractive or relevant to women led organisations, which is reflected in the number of users.	See above*. The Council will expect a significant change in the numbers of female service users requiring evidence of the measures that have been taken by the service to attract more women.
Community Accountancy Self Help	High - The service is not gender specific and attracts a roughly even mix of men (45%) and women (55%) users	Low	None
H&F Volunteer Centre	High - The service is not gender specific. If the organisation was approached by a gender specific group the organisation would ensure that the support that was provided was appropriate.	Low - 30% of service users are men	The Service Level Agreement will set out what is expected of the organisation and a commitment to ensuring equality of access will be included. The Council will request evidence detailing how the services provided are ensuring equal access.
HAFAD (Active Citizens)	High - The service is generic and is open to all residents who identify themselves as Deaf regardless of gender.	Low	None. However, monitoring requirements will include data on the impact of the service in increasing take up of services by Deaf female residents.
Urban Partnership Group (Urban Futures)	High - The service is not gender specific. If the organisation was approached by a gender specific group the organisation would ensure that the support which was provided was appropriate.	Low	The Service Level Agreement will set out what is expected of the organisation and a commitment to ensuring equality of access will be included. The Council will request evidence detailing how the services provided are ensuring equal access.

Organisations NOT recommended for funding – impact on GENDER

Organisation	Positive impact	Negative impact	Action
Bishop Creighton	Low	Low - Women are disproportionately served by this project (66%). Cessation of this service may have a	Other services in the Borough are available for hall and office hire and are not gender

House (Community Centre)		negative impact on male and female users.	specific.
CITAS	Low	Low - 65% of users projected to be female.	Health and wellbeing services are available in the Borough both to women and men from other agencies.
CaVSA H&F Supplementary Schools Project	Low	Low – projecting 75% of users would be female	None. See above*
CaVSA 3 rd Sector Hubs Project	Low	Low - Projecting a high take up of this service by women (75%). Cessation of this service may have a negative impact on male and female users.	A number of national and pan London organisations exist to offer support with 3 rd sector premises issues. They are generic and can be accessed by all groups regardless of gender.
Firsthand Ltd	Low	Low - Men (53%) access this service more frequently than women (47%). Cessation of this service may have a negative impact on male and female users.	The organisation is not dependent on funding from LBHF. It is able to raise its own funds through room hire and leasing office space. It is funded by external funders. There are a number of community spaces that can be hired in the fully accessible White City Community Centre (situated across the road from Firsthand).
Grove Neighbourhood Centre	Low	Low - Women are disproportionately served by this project (75%). Cessation of this service may have a negative impact on male and female users.	The organisation is not dependent on funding from LBHF. It is able to raise its own funds through room hire and leasing office space. There are a number of other community spaces in the Borough that could be used for activity spaces and service provision if needed.
H&F BME	Low	40% of service users are men and 60% women. Cessation of this service may have a negative impact on male and female users.	The organisation does not offer gender specific support so capacity building and financial support can be accessed from the

			generic 3 rd sector support organisations in the borough
H&F Refugee Forum	Low	Low – Not proposing to target specific gender organisations as part of their service provision. Cessation of this service may have a negative impact on male and female users.	The organisation does not offer gender specific support so support can be accessed from the generic 3 rd sector support organisations in the borough
Harmony Community Day Nursery	Low	Low - 100% of service users will be women who will be unable to access social enterprise support.	The Council recognises the importance of social enterprise so will commission a generic service to assist 3 rd sector organisations with diversification. This service will not be gender specific but will be available to all interested parties.
Minaret Community Centre	Low	Low - 40% of service users are men and 60% women.	The documented numbers of Somali residents in the Borough is 1,200 and there is thought to be over 12 Somali community organisations including a number of women only groups in the borough working to support them, this suggests that a satisfactory level of support is available to the community.
Play Association H&F (Play Network Infrastructure Support)	Low	Low - The organisation provides services equally to male and female users (50% / 50%). Cessation of this service may have a negative impact on male and female service users.	The groups which access the Play Association could benefit from working with a generic support organisation funded by the Borough in order to build capacity and facilitate consortia. The Councils decision not to fund the organisation does not restrict the play groups from functioning.
Pre-School Learning Alliance	Low	Low - The organisation provides services on a closely equal basis (49% male / 51% female). Cessation of this service may have a negative impact on male and female service users.	The organisation is not reliant on Council support as it receives external funding and is able to raise its own revenue through service charging. The Councils decision not to fund the

			organisation does not restrict the pre-school learning groups from functioning.
Standing Together Against Domestic Violence	Low	Medium - The organisation would provide services to 40% men and 60% women. Services are available in the Borough for victims of DV but there are currently no opportunities for organisations to learn how best to support their communities with DV issues. Men in particular would benefit from this service. Cessation of this service may have a negative impact on male and female service users.	None. See above*
Tendis Ltd (Community Hub)	Low	Low - 25% of service users will be men and 75% women	The opportunities for residents from all communities to access employment support, particularly in the north of the borough are not restricted to the funding of this employment centre. There are a number of initiatives available to communities regardless of gender in the borough which meet employment support needs.
The Townmead Youth Club at St Michaels	Low	Low - 59.1% of service users will be men and 40.9% women	It is not anticipated that the Council's decision will impact the capacity of the organisation to provide non gendered services.

1d. Additional areas

SEXUAL ORIENTATION	No applicants proposed that their service would specifically target or exclude individuals from LGBT communities.
AGE	Of the organisations recommended for funding there is a reasonable spread across age groups with the largest number of users falling in the 18 - 75 age range
BELIEF	No applicants proposed that their service would specifically target or exclude individuals from particular faith communities.
LOCATION	Figures provided by those organisations recommend for funding shows that services are likely to attract service users from all parts of the borough.

OTHER	

2. Could the proposal have any differential impact (either positive, negative or neutral) on the health outcomes of the local population? Please provide details

It is not anticipated that the proposal will have a negative impact on the health outcomes of the local population. Two successful applicants will run or have projects run from their premises which are designed to improve resident's health (HAFAD and Urban Partnership).

One unsuccessful applicant has applied for funding to run a health project as part of a community centre. The application does not fit with the Infrastructure service specification and there are a large number of Somali Community organisations and health care agencies already providing support, advice and information to the Somali and African communities. Two unsuccessful applicants who applied for funding to run community centres are able to raise their own independent revenue and it is expected that activities will still be able to run from the centres.

3. Please provide evidence e.g. user feedback, complaints, monitoring?

All organisations were required to demonstrate in their application how their service would be informed and shaped by user views. All organisations are required to have a complaints policy in place.

All organisations will monitored through a service level agreement, which will set out performance targets and outcomes expected. Monitoring information will include complaints and user feedback. Monitoring information will be required quarterly from each funded organisation.

4. Can any differential negative impact of the decision be justified?

There will be a negative impact in terms of a reduced number of organisations that will receive 3SIF support, but not in terms of equality and diversity or on the quality of support that LBHF residents will receive.

The need to provide an inclusive portfolio of support services within budgetary restrictions, together with the Council's Value for Money priority, has determined the need for an open and transparent bidding round which has reduced the number of funded organisations, whilst ensuring that all areas of the Infrastructure specification are delivered.

5. If you have undertaken any internal/ external research or consultation(s) please list these below:

Consultation undertaken on the draft service specification with a wide range of 3rd sector organisations during 2009. The outcomes set out in the specification were clearly articulated to the sector as part of the consultation, and in briefing sessions following the launch of the fund

6. Do you need to undertake any further consultation? If so, what and with whom?

No.

3SIF: Children, Young People & Families applications

1. IMPACT ON RACE, DISABILITY AND GENDER

Area 1a: RACE			
Positive Impact: All organisations recommended for funding are providing inclusive services to local residents of all ethnic backgrounds and provide service users figures to evidence this			
Negative impact: The reduced funding for supplementary schools targeting a particular ethnic community may lead to them not having their specific needs met (e.g. language, cultural customs)			
How negative impact will be addressed*: Service agreements will stress the importance of accommodating all residents and their needs, prioritising the most vulnerable, if necessary with the help of advice and interpreting services. Service outcomes for BMER groups will be monitored and discrepancies will be addressed as and when necessary.			
Organisations recommended for funding – impact on RACE			
Organisation	Positive impact	Negative impact	Actions
Banooda Aid Foundation	High – the project is targeted at Somali youth and families in Fulham who are not engaging with mainstream services.	low	see above*
Barnardos	Neutral – highly specialised service targeted at teenagers at risk of sexual exploitation, a proportionate number of whom are from BMER groups.	low	see above*
The Brunswick Club (Juniors) (Motivate)	High – BMER groups can and do access this service	low	see above*
Catholic Children’s Society	High – service based in W12 primary schools, high take up anticipated by BMER children	low	see above*
Challenge Network	Neutral – project targeted at a representative sample of young people in LBHF	low	see above*
Doorstep Library Network	High – based on housing estates of high need, targeted at families with low levels of literacy.	low	see above*
Family Action	High – service targeted at vulnerable families, anticipating high take up by BMER groups.	low	See above*

H&F Urban Studies Centre	Neutral – schools based universal programme, anticipate that beneficiaries will be reflective of borough profile	low	See above*
H&F Mencap	High – service for parents of disabled children, anticipating high take up by BMER groups.	low	See above*
QPR in the Community Trust	Neutral – open access youth activities. anticipate that beneficiaries will be reflective of borough profile	low	See above*
Sands End Associated Projects in Action	Neutral – open access activities for 8-13 year olds. Anticipate that beneficiaries will be reflective of ward profile.	low	See above*
Standing Together Against Domestic Violence	Neutral – anticipate that beneficiaries will be reflective of borough profile	low	See above*
Urban Partnership Group (Urban Futures Parenting Support)	High – parenting programmes targeted at BMER groups	low	See above*
West London Action for Children	Neutral anticipate that beneficiaries will be reflective of borough profile.	Low	See above*

Organisations NOT recommended for funding – impact on RACE

Organisation	Positive impact	Negative impact	Actions
Active Planet	Low	Moderate – the pilot scheme in 2009 attracted high numbers of BMER families. The lack of additional provision may have an impact on children and families who would have benefited.	see above*
Afghan Council UK	Low	High - Afghan residents will not have locally provided support available	Organisation to be provided with information to disseminate to users on LBHF Parenting Coordinator service in order to access culturally specific parenting support programmes/training for its client base.
Albert & Friends Instant	Low	Moderate – the lack of additional physical activity provision across the	Ensure organisations delivering physical activity programmes are publicising widely and targeting BME

Circus		borough – some targeted on housing estates during school holidays. Likely to have impact in terms of potentially less provision for some BME communities that there was previously, though not proportionately less for BME communities than for others. Cessation of this service may have a negative impact on BME service users	communities.
Breakaway Holiday Project	Low	Low – majority of projected users are White British, therefore limited impact on BMER community. Cessation of this service may have a negative impact on BME service users	Organisation to be provided with information on other support services available to disseminate to service users.
Community Advocacy Services	Low	High – 90% users from Black African community. Extra weekly classes at Fulham Primary school may not be available. Cessation of this service may have a negative impact on BME service users	Provide information on other supplementary schools to parents and students.
Community Education Forum	Low	High – Extra weekly classes at Henry Compton School may not be available. Cessation of this service may have a negative impact on BME service users.	As above (Late application, not accepted)
Goldseal Project	Low	Low – did not specify that their service would work with particular communities	none
Hammersmith Bengali Association (did not apply)	Low	High – Approx 60 Bangladeshi children may not be able to access supplementary school classes. Cessation of this service may have a	Users to be provided with information on other supplementary schools operating in the borough.

		negative impact on BME service users	
Hammersmith Community Gardens Association	Low	Low – the organisation (and others) provide a range of opportunities for gardening projects from all communities. Cessation of this service may have a negative impact on BME service users	none
HAFAD (Agenda 4 Youth)	Low	Moderate – number of users projected from BME communities	Ensure information available on other support services is available through Family Services directory (online)
H&F Volunteer Centre (Youth UnLtd)		Moderate - high proportion of African Caribbean users projected. Could be negative impact in terms of numbers of people supported to volunteer.	Existing and alternative volunteering opportunities exist in the borough. All orgs offering volunteering opportunities to be encouraged to target opportunities to BME communities.
Hestia Women's Aid (Did not apply)	Low	Low – Although service ongoing in the medium term	HWA to use current funding to extend provision until March 2011 – and to seek alternative funding beyond that date
Horn Of Africa Group	Low	Moderate – service proposes to deliver solely to African community. Not currently funded by LBHF. Range of other local provision for this community.	None
Lec Rotalec Ltd	Low	Moderate – currently funded by 3SIF. Service delivers to wide spectrum of communities, who may experience negative impact should this service no longer be available.	Information on other support services available in the borough to be provided for dissemination to existing users of this service.
Notting Hill House Trust	Low	Moderate - range of alternative provision in place to enable young people take part in activities.	As above
Outside Chance	Low	Low – expansion of current service into primary schools. No particular	None.

		disadvantage to BME community.	
Play Association H&F (Holiday Fun)	Low	Moderate – high number of users from BME communities projected, who may experience negative impact of less provision of play services. Cessation of this service may have a negative impact on BME service users	Ensure organisations are aware of other play provision in the borough in order to signpost and refer service users.
Pre School Learning Alliance	Low	Moderate – mostly white British service users. Existing service, no longer recommended for funding, but alternative funding sources from ChS identified. Cessation of this service may have a negative impact on BME service users	none
Shepherds Bush Families Project	Low	Moderate - open access support for mainly BMER families in housing need.	The organisation has received an increase in their Children's Centre funding, which should enable the provision to increase capacity.
Sir John Lillie Play Centre	Low	Moderate – beneficiaries include proportion of BME users. However, the service will continue without 3SIF investment.	None
Townmead Youth Club at St Michaels (The Townmead)	Low	Moderate – good level of BME users. However, alternative provision through The Bruswick is available. Cessation of this service may have a negative impact on BME service users	None
Vince Hines Foundation	Low	High – majority of users likely to be from BME communities. Not currently funded service.	None
Vital Regeneration	Low	Moderate – reasonable proportion of users from BME communities. Range of alternative provision is available.	None
Zimbabwe	Low	Moderate – ZWA Youth programme	Provide information on other support groups to parents and

<p>Women's Network (did not apply)</p>		<p>for at-risk BMER groups will not be available. However, recent monitoring indicated that the service was not supporting any group of young people consistently. Cessation of this service may have a negative impact on BME service users</p>	<p>users of the service, through Children's Family Services Directory.</p>
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Area 1b: DISABILITY

Positive impact: All organisations recommended for funding are providing inclusive services to local residents and provide service users figures to evidence this. The increase in funding for H&F MENCAP will strengthen services for the families of disabled children. There are an estimated 700 disabled children and young people living in H&F, about 2.3% of the total of under 18s (about 30,700). Therefore, a service uptake of 10% by disabled children can be considered to be a good result.

Negative impact: Specific services for disabled children commissioned separately by Children's Services. No negative impact identified.

*** How negative impact will be addressed:** Service agreements will stress the importance of accommodating all residents and their needs, prioritising the most vulnerable. Service access and outcomes for disabled children will be monitored and evaluated on an ongoing basis. Organisations will need to demonstrate how they have considered barriers to service uptake, and how these barriers have been effectively addressed. Monitoring data will identify the proportion of services being taken up by disabled people. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance

Organisations recommended for funding – impact on DISABILITY

Organisation	Positive Impact	Negative Impact	Actions
Banooda Aid Foundation	Low – not proposing to specifically target disabled children & Young People	Moderate – organisation needs to ensure it is accessible to disabled people	Targets to be built into service level agreement
Barnardos	High – 40% potential beneficiaries likely to be disabled people	Low	see above*
The Brunswick Club (Juniors) (Motivate)	Low – not proposing to specifically target disabled children & Young people	Moderate – disabled people not regular users of the service	Targets to be built into service level agreement
Catholic Children's Society	Moderate – 10% potential beneficiaries likely to be disabled people	low	see above*
Challenge Network	Low – 4% of potential beneficiaries likely to be disabled people	Low – disabled people may not be targeted users of this service	Targets to be built into service level agreement
Doorstep Library Network	Moderate – 12% of potential beneficiaries likely to be disabled people	Low	see above*
Family Action	High – 95% of potential beneficiaries likely to be disabled people. 70% mental health needs.	Low	see above*

H&F Urban Studies Centre	Moderate – 12% of potential beneficiaries likely to be disabled people.	Low	see above*
H&F Mencap	High – all beneficiaries are disabled people, or parents of disabled people.	Low	see above
QPR in the Community Trust	Moderate – 15% of potential beneficiaries are likely to be disabled people	Low	see above
Sands End Associated Projects in Action	Low – not proposing to specifically target disabled children & Young People	Moderate – organisation needs to ensure it is accessible to disabled people	see above
Standing Together Against Domestic Violence	Low – are not proposing to target disabled people as part of their service provision	Low – are not able to target users, as users are victims of DV.	Monitoring to include disability data, but specific target not required.
Urban Partnership Group (Urban Futures Parenting Support)	High – 40% of potential beneficiaries are likely to be disabled people – mostly mental health and LD	Low	see above
West London Action for Children	Moderate – 9% of potential beneficiaries are likely to be disabled people.	Low	see above
Organisations not recommended for funding – impact on DISABILITY			
Organisation	Positive impact	Negative impact	actions
Active Planet	Low	Low - 8% potential beneficiaries likely to be disabled	see above*
Afghan Council UK	Low	Low – 2% of users projected to be disabled people.	none
Albert & Friends Instant Circus	Low	Moderate – 12% of potential beneficiaries likely to be disabled people. Cessation or reduction of this service may have a negative impact on disabled service users where there is less physical activity provision for disabled children.	None. Range of alternative provision considered sufficient.
Breakaway Holiday Project	Low	Moderate to high – 32% of potential beneficiaries (though low in number) likely to be disabled people – therefore negative impact of family holiday support not available to disabled children. Cessation of this service may have a negative impact on disabled service users	Users to be signposted to other support services available in the borough.
Community	Low	Low – not proposing to target disabled children/families	None

Advocacy Services		as part of their service provision. Cessation of this service may have a negative impact on disabled service users.	
Community Education Forum	Low	Low – not proposing to target significant numbers of disabled children and families. Cessation of this service may have a negative impact on disabled service users.	None (Late application, not accepted)
Goldseal Project	Low	Potentially high – proposing to target 72% disabled service users. Service not currently funded by LBHF	Users to be signposted to other support services available in the borough.
Hammersmith Bengali Association (did not apply)	Low	Low – not proposing to target disabled children/families as part of their service provision. Cessation of this service may have a negative impact on disabled service users.	Users to be provided with information on other supplementary schools operating in the borough.
Hammersmith Community Gardens Association	Moderate	Moderate – 20% of potential beneficiaries are disabled. The organisation (and others) provide a range of opportunities for gardening projects from all communities. Cessation of this service may have a negative impact on disabled service users.	Other gardening opportunities available from this organisation and other organisations in the borough.
HAFAD (Agenda 4 Youth)	Moderate, high unit costs, better use of resources	High – all users likely to be disabled people; however key elements of the proposed service are already funded through Children’s Services (Connexions & Youth funding). Likely that disabled people will be negatively impacted as a result of not funding a specific targeted service	Other services to have specific targets regarding reaching disabled people in their contracts, to ensure all disabled people have access to support services.
H&F Volunteer Centre (Youth UnLtd)	Low	Moderate . 10% of potential beneficiaries are disabled service users. Possible impact of volunteering opportunities not being available to disabled young people.	Other services to have specific targets regarding reaching disabled people in their contracts, to ensure all disabled people have access to volunteering opportunities in the borough.

Hestia Women's Aid (Did not apply)	Low	Moderate – Although service ongoing in the medium term	HWA to use current funding to extend provision until March 2011 – and to seek alternative funding beyond that date
Horn Of Africa Group	Low	Low – not proposing to target disabled children/families as part of their service provision	None
Lec Rotalec Ltd	Low	Low – Organisation currently funded by 3SIF. 3% Service delivers to wide spectrum of communities, who may experience negative impact should this service no longer be available.	Information on other support services available in the borough to be provided for dissemination to existing users of this service.
Notting Hill Housing Trust	Low	Low – 7% of potential beneficiaries are disabled. Negative impact in enabling young people with disabilities to take part in delivering youth activities.	Other services to have specific targets regarding reaching disabled people in their contracts, to ensure all disabled people are given access to youth activities.
Outside Chance	Low	Low – not proposing to target significant numbers of disabled children and families	None
Play Association H&F (Holiday Fun)	Low	Low . 35% of potential beneficiaries are disabled children, but the organisation also provides specialist provision for disabled children at old Palace Playground site, which is not part of this application and funded separately through Children's Services.	Alternative provision provided by this organisation considered sufficient.
Pre School Learning Alliance	Low	Moderate – 18% of potential beneficiaries are disabled. Existing service, no longer recommended for funding, but alternative funding sources from ChS identified.	None. Alternative funding identified from ChS.
Shepherds Bush Families Project	Low	Moderate to High - 30% of potential beneficiaries are likely to be disabled people – mostly mental health needs	see above
Sir John Lillie Play Centre	Low	Low – 16% of potential beneficiaries are disabled, but service will continue after current 3SIF ends.	None
Townmead Youth Club at St	Low	Low – not proposing to target disabled children/families as part of their service provision. However, cessation of	None

Michaels (The Townmead)		this service may have a negative impact on disabled service users who would seek to use the service.	
Vince Hines Foundation	Low	Moderate to high – 35% of potential beneficiaries are disabled. Organisation is not currently funded by 3SIF.	None
Vital Regeneration	Low	Moderate – 20% of potential beneficiaries are disabled. Organisation currently not funded by 3SIF.	Other services to have specific targets regarding reaching disabled people in their contracts, to ensure all disabled people have access to activities that enhance 'Soft Skills'.
Zimbabwe Women's Network (did not apply)	Low	Low – not proposing to target disabled children/families as part of their service provision	None

1c Area: GENDER

Positive impact: The majority of family support and parenting services are accessed to a greater degree by female carers, and there has been an increase in funding in to this area. The funding of STADV to coordinate therapeutic services for children and non-abusing partners who have experienced Domestic Violence will improve outcomes for women. The “Motivate” funding for the Brunswick Club will provide dedicated outreach to young women in North Fulham. The high service uptake by female users/beneficiaries indicates that services meet their needs.

Negative impact: The increased allocation to youth-type projects (QPR, Brunswick, Banooda) will have the impact of increasing the relative available provision for young men.

How negative impact will be addressed: Service agreements will stress the importance of accommodating all residents and their needs, prioritising the most vulnerable. Service access and outcomes for gender will be monitored and evaluated on an ongoing basis.

Organisations recommended for funding – impact on GENDER

Organisation	Positive Impact	Negative Impact	Actions
Banooda Aid Foundation	Moderate – aiming to target 60% male and 40% female.	Low	None
Barnardos	High – 90% female which is appropriate for the type of service that they will be delivering.	Low	None
The Brunswick Club (Juniors) (Motivate)	Moderate – Higher take up of service anticipated by males which is to be expected for this type of activity.	Low – Lower take up of the service by females	The organisation will be expected to target potential beneficiaries, particularly female beneficiaries. specific targets regarding reaching female beneficiaries to be included in contract.
Catholic Children’s Society	Moderate – Equal representation of male and female service users.	Low	None
Challenge Network	Moderate – Equal representation of male and female service users.	Low	None
Doorstep Library Network	High – 70% female service users anticipated.	Low – 30% male service users anticipated .	Organisation to have specific targets in their contract regarding gender of service users.
Family Action	Moderate – 60% beneficiaries anticipated to be female.	Low – 40% beneficiaries anticipated to be male	Organisation to have specific targets in their contract regarding gender of

			service users.
H&F Urban Studies Centre	Moderate – Equal representation of male and female service users.	Low	None
H&F Mencap	High – 75% female beneficiaries anticipated, which is appropriate given the nature of the service provided	Low	None
QPR in the Community Trust	Moderate – 60% beneficiaries anticipated to be male	Low – 40% beneficiaries anticipated to be female.	Organisation to have specific targets in their contract regarding gender of service users.
Sands End Associated Projects In Action	High – 75% of beneficiaries will be from single parent households.	Low	None
Standing Together Against Domestic Violence	Moderate – to target male and female beneficiaries equally.	Low	None
Urban Partnership Group (Urban Futures Parenting Support)	High – 65% of anticipated beneficiaries to be female	Low – 35% of anticipated beneficiaries to be male, which is appropriate given the nature of the service	None
West London Action for Children	High – 80% of anticipated beneficiaries to be female	Low – 20% of anticipated beneficiaries to be male	Organisation to have specific targets in their contract regarding gender of service users.
Organisations not recommended for funding – impact on GENDER			
Organisation	Positive Impact	Negative Impact	Actions
Active Planet	Low	Low – service not anticipating targeting either gender. Decision to not fund not likely to have higher impact on either gender.	none
Afghan Council UK	Low	Low – did not demonstrate that significant numbers of users would be disabled people.	None
Albert & Friends Instant Circus	Low	Low – Service not anticipating targeting any particular gender. Cessation of this service may have a negative impact on both male and female	Information on other services available in the borough to be provided for dissemination to existing users of this

		service users	service.
Breakaway Holiday Project	Low	Moderate – service not targeted at either gender. Cessation of this service may have a negative impact on both male and female service users	Information on other services available in the borough to be provided for dissemination to existing users of this service.
Community Advocacy Services	Low	Low – service not targeted at either gender. Cessation of this service may have a negative impact on both male and female service users	Information on other services available in the borough to be provided for dissemination to existing users of this service.
Community Education Forum	Low	Low - service not targeted at either gender. Cessation of this service may have a negative impact on both male and female service users	Information on other services available in the borough to be provided for dissemination to existing users of this service. (Late application, not accepted)
Goldseal Project	Low	Low – service not targeted at either gender.	None
Hammersmith Bengali Association (did not apply)	Low	Moderate - Approx 60 Bangladeshi children may not be able to access supplementary school classes. No additional negative impact in regard to gender.	Users to be provided with information on other supplementary schools operating in the borough.
Hammersmith Community Gardens Association	Low	Low – relatively equitable level of service to male/female users anticipated. Cessation of this service may have a negative impact on both male and female service users	Information on other services available in the borough to be provided for dissemination to existing users of this service.
HAFAD (Agenda 4 Youth)	Low	Low – service not targeted at either gender.	None
H&F Volunteer Centre (Youth UnLtd)	Low	Moderate to high – 70% female service users.	None. Existing volunteering support programmes are available in the borough.
Hestia Women's Aid (did not apply)	Low	High - Children's support worker post no longer funded to support families living in DV refuges	HWA to use current funding to extend provision till March 2011 – and to seek alternative funding beyond that date
Horn Of Africa Group	Low	Low – relatively equitable level of service to male/female service users	none

Lec Rotalec Ltd	Low	Low – relatively equitable level of service to male/female users anticipated. Cessation of this service may have a negative impact on both male and female service users	Information on other services available in the borough to be provided for dissemination to existing users of this service.
Notting Hill House Trust	Low	Low – relatively equitable level of service to male and female users anticipated.	none
Outside Chance	Low	Low – relatively equitable level of service to male/female users anticipated	none
Play Association H&F (Holiday Fun)	Low	Low. The organisation also provides specialist provision for disabled children at old Palace Playground site, which is not part of this application and funded separately through Children’s Services. Cessation of this service may have a negative impact on both male and female service users	None
Pre School Learning Alliance	Low	Moderate – relatively equitable level of service to male/female users anticipated Cessation of this service may have a negative impact on both male and female service users, including reduced access to low-cost childcare in LBHF. In addition, PSLA provide 2x Fathers Parent & toddler groups which may no longer be available.	Children’s Services Early years funding to part-replace Investment Fund until March 2011. Dependent on central government funding, PSLA may be able to apply for future childcare tender in LBHF.
Shepherds Bush Families Project	Low	Moderate – 75% of beneficiaries are projected to be female	None
Sir John Lillie Play Centre	Low	Low – relatively equitable level of service to male and female users anticipated	None
Townmead Youth Club at St Michaels (The Townmead)	Low	Low – relatively equitable level of service to male and female users anticipated. Cessation of this service may have a negative impact on both male and female service users	Information on other services available in the borough to be provided for dissemination to existing users of this service.
Vince Hines Foundation	Low	Low – proposing 60% male beneficiaries, who may experience negative impact if this service is not available.	Information on other services available in the borough to be provided for dissemination to existing users of the organisation.

Vital Regeneration	Low	Low – relatively equitable level of service to male and female users anticipated	none
Zimbabwe Women’s Network (did not apply)	Low	Low – relatively equitable level of service to male and female users anticipated. Cessation of this service may have a negative impact on both male and female service users	Information on other services available in the borough to be provided for dissemination to existing users of this service.

1d. Additional areas

SEXUAL ORIENTATION	No applicants proposed that their service would specifically target or exclude individuals from LGBT communities.
AGE	Of the organisations recommended for funding there is a reasonable spread across age groups. All providers will be given specific targets to ensure residents from all age groups have access to appropriate support services.
BELIEF	No applicants proposed that their service would specifically target or exclude individuals from particular faith communities.
LOCATION	Figures provided by those organisations recommend for funding shows that services are likely to attract service users from all parts of the borough, with as expected, slightly higher numbers from wards with higher deprivation statistics.
OTHER	Economic: Potential loss of jobs of up to 60 childcare workers with PSLA no longer funded.

2. Could the proposal have any differential impact (either positive, negative or neutral) on the health outcomes of the local population? Please provide details.

Positive: Improving health outcomes for children, young people and families was an outcome set out in the service specification. It is anticipated that a number of services will contribute towards improving local health outcomes.

3. Please provide evidence e.g. user feedback, complaints, monitoring?

All organisations were required to demonstrate in their application how their service would be informed and shaped by user views. All organisations are required to have a complaints policy in place.

All organisations will be monitored through a service level agreement, which will set out performance targets and outcomes expected. Monitoring information will include complaints and user feedback. Monitoring information will be required quarterly from each funded

organisations.

4. Can any differential negative impact of the decision be justified?

As all organisations will need to demonstrate that their services are accessible to and being take up by a wide range of users from different communities, negative impact of a funding decision regarding one organisation will be off-set by the positive impacts of other services.

5. If you have undertaken any internal/ external research or consultation(s) please list these below:

Consultation undertaken on the draft service specification with a wide range of 3rd sector organisations during 2009. The outcomes set out in the specification were clearly articulated to the sector as part of the consultation, and in briefing sessions following the launch of the fund.

6. Do you need to undertake any further consultation? If so, what and with whom?

No

3SIF: Economic Wellbeing & Opportunity

1. IMPACT ON RACE, DISABILITY AND GENDER:

1a Area: RACE

Positive impact: All organisations recommended for funding are providing inclusive services to local residents of all ethnic backgrounds and required to provide service user figures to evidence this.

Negative impact: Possibly, the absence of specialist services targetting a particular ethnic community may lead to them not having very specific needs met (eg language, cultural customs)

How negative impact will be addressed: Through the provision of a portfolio of co-related initiatives that are accessible to all sectors of the community, race is already being addressed. Service agreements will stress the importance of accommodating all residents and their need, if necessary with the help of advice and interpreting services (eg CITAS), also, to overcome language barriers, residents will be referred to specialist ESOL provision within the borough including H & F Adult Learning & Skills Services (ALSS). Service outcomes for ethnic minorities will be monitored and discrepancies will be addressed if and when necessary

Organisations recommended for funding – impact on RACE

Organisation	Positive impact	negative impact	How negative impact will be addressed
Fulham Legal Advice Centre	high , many BAME service users are frequenting this service already	low	see above
H&F CAB (Core Services)	high , many BAME service users are frequenting this service already	low	see above
H&F Credit Union	high , many BAME service users are frequenting this service already	low	see above
St Paul's Centre (The)	high , many BAME service users are frequenting this service already	low	see above
Tendis Ltd (Work Ladder)	high , many BAME service users are frequenting this service already	low	see above
Third Age Foundation	moderate , about 70% of users are expected to be of a white ethnic background	low	see above, accessibility and uptake of services by BAME people will be monitored

Organisations not recommended for funding – impact on RACE

Organisation	Positive impact	negative impact	How negative impact will be addressed
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Breakthrough Deaf and Hearing Integration (deafPLUS)	n/a	n/a	n/a
East European Advice Centre	Moderate to low , not funding this organisation is likely to encourage its users to make better use of mainstream services, and will encourage the organisation to seek out alternative, more relevant funding sources	Moderate to low , as mainstream provision can cover some of the service users, and the organisation is unlikely to cease to exist as a result of no longer being funded by 3SIF. Cessation of this service may have a negative impact on BME service users.	monitor uptake of mainstream services by East European users, address complaints about insufficient support, should they arise
H&F CLC	low	moderate many BAME service users are frequenting this service already	see above. Residents will be able to access legal advice from other providers, but may be located in other boroughs
H&F Volunteer Centre (People into Employment)	n/a	n/a	n/a
HAFAD Economic Inclusion	n/a	n/a	n/a
HAFAD Unlocking Potential	n/a	n/a	n/a
HAFAD Agenda 4 Youth	n/a	n/a	n/a
Iranian Association	Moderate to low , not funding this organisation is likely to encourage its user to make better use of	Moderate to low , as mainstream provision can cover some of the service users, and the	address complaints about insufficient support, should they arise, redirect to alternative provision

	mainstream funding, and will encourage the organisation to seek out alternative funding sources	organisation is unlikely to cease to exist as a result of not being funded by 3SIF. Cessation of this service may have a negative impact on BME service users.	
Notting Hill Housing (H&F into Work)	Moderate to low , although this organisation does not specifically address the needs of any particular ethnic minority, it has high numbers of service users from such minorities; not funding this organisation is likely to encourage its users to make better use of mainstream funding, and will encourage the organisation to seek out alternative funding sources	Moderate to low , as mainstream provision can cover some of the service users, and the organisation is highly unlikely to cease to exist as a result of not being funded by 3SIF	monitor uptake of mainstream services by potential users, address complaints about insufficient support, should they arise
Tendis Ltd (Work Zone – Virtual Hub)	n/a	n/a	n/a
Threshold Centre Ltd	n/a	n/a	n/a
Upper Room (The)	Moderate to low , not funding this organisation is likely to encourage its users to make better use of mainstream funding, and will encourage the organisation to seek out alternative funding sources	Moderate to low , as mainstream provision can cover some of the service users, and the organisation is unlikely to cease to exist as a result of no longer being funded by 3SIF	monitor uptake of mainstream services by East European users, address complaints about insufficient support, should they arise
Urban Partnership Group (Skilled Ready,	n/a	n/a	n/a

Work Steady)			
W&NW London Vietnamese Association	Moderate , not funding this organisation is likely to encourage its user to make better use of mainstream funding, and will encourage the organisation to seek out alternative funding sources	Moderate , as many service users are particularly affected by lack of the English language, however, total numbers of people affected are quite small. Cessation of this service may have a negative impact on BME service users.	encourage mainstream services to promote themselves to this client group, encourage use of CITAS and other support/interpreting services

1b Area: DISABILITY

Positive impact: All organisations recommended for funding are offering inclusive services to local residents with disabilities. It is potentially beneficial for disabled people to have the opportunity to use mainstream services.

Negative impact: The absence of specialist services targetting different groups of disabled people with specific needs may lead to them not having these particular needs fully met (eg sign language, accessibility of buildings).

How negative impact will be addressed: Service agreements will stress the importance of accommodating all residents and their needs, if necessary by co-operating with other specialist services to ensure outreach to and referral of people to mainstream services. Service outcomes for disabled people will be monitored and shortcomings will be addressed as and when necessary.

Organisations recommended for funding – impact on DISABILITY

Organisation	Positive impact	negative impact	How negative impact will be addressed
Fulham Legal Advice Centre	no information, other than Equal Opportunities documents that commit organisation to accommodate disabled service users	may have low numbers of disabled service users	no data provided by organisation, but their Equal Opportunities documents holds them to accommodate disabled service users; service agreement needs to make collection of relevant monitoring information a higher priority than it appears to be now; if numbers of disabled users are very low, reasons need to be identified and improvement plans implemented
H&F CAB	high , service users with disabilities	low , if any	Service outcomes for disabled people will be

(Core Services)	are already using the service, and accommodationg their needs will be part of service agreement/monitoring		monitored and shortcomings will be addressed as and when necessary
H&F Credit Union	high , service users with disabilities are already using the service (particularly Long Term Conditions), and accommodationg their needs will be part of service agreement/monitoring	low , if any	Service outcomes for disabled people will be monitored and shortcomings will be addressed as and when necessary
St Paul's Centre (The)	No information, other than Equal Opportunities documents that commit organisation to accommodate disabled service users	may have low numbers of disabled service users	no data provided by organisation, but their Equal Opportunities documents holds them to accommodate disabled service users; service agreement needs to make collection of relevant monitoring information a higher priority than it appears top be now; if numbers of disabled users are very low, reasons need to be identified and solutions found
Tendis Ltd (Work Ladder)	Moderate , service users with disabilities are already using the service (particularly Long Term Conditions), but numbers are not very high. Promoting the service to disabled people and accommodating their needs will be part of service agreement/monitoring.	low , if any	Service outcomes for disabled people will be monitored and shortcomings will be addressed as and when necessary
Third Age Foundation	Not all user informaton available, some service users with disabilities are using the service. Collecting more information, promoting the service to disabled people and	number of service users frequenting the service may be lower than it is to be expected for the age group	Incomplete data provided by organisation, but their Equal Opportunities documents holds them to accommodate disabled service users; service agreement needs to make collection of relevant monitoring information

	accommodating their needs will be part of service agreement/monitoring.		a higher priority than it appears top be now; if numbers of disabled users are low, reasons need to be identified and solutions found. Service outcomes for disabled people will be monitored and shortcomings will be addressed as and when necessary.
Organisations not recommended for funding – impact on DISABILITY			
Organisation	Positive impact	negative impact	How negative impact will be addressed
Breakthrough Deaf and Hearing Integration (deafPLUS)	not funding this application is unlikely to have a positive impact on the deaf/hard of hearing people who would have benefitted from the proposed service; however, as proposed user numbers are small and potential unit costs very high, a more efficient use of limited resources is likely to benefit local disabled people; the use of mainstream services that provide for specialist needs is likely to promote inclusion	a small number of deaf/hard of hearing people will not receive a highly personalised supportive service	Service Agreements with mainstream service providers will need to ensure that needs of this user group are covered, if necessary with the help of BSL interpreters. Outcomes for the user group will be monitored.
East European Advice Centre	n/a	n/a	n/a
H&F CLC	low	low , unclear how many disabled people currently access the service. Service site not accessible to those with physical disability.	Disabled people will bew able to access generic advice services, including services in other parts of London, funded by other sources.
H&F Volunteer Centre (People into Employment)	n/a	n/a	n/a
HAFAD	not funding this application may	a number of disabled people will	Service Agreements with mainstream service

Economic Inclusion	not have positive impact on disabled people who would have benefitted from the proposed service; however, a more efficient use of limited resources is likely to benefit local disabled people; and the use of mainstream services is likely to promote inclusion	not receive a highly specialised supportive service	providers will need to ensure that needs of this user group are covered, if necessary by working with partnership with HAFAD, to make good use of existing expertise. Outcomes for the user group will be monitored. HAFAD is an organisation that already receives considerable amounts of other council funding.
HAFAD Unlocking Potential	This application was based on the idea to ringfence some available jobs for disabled people only, at the present state of the law this is not possible, therefore a more efficient use of limited resources is likely to benefit more local/disabled people	n/a , as the proposed service cannot be provided, regardless of funding situation	see above, as far as applicable
HAFAD Agenda 4 Youth (note: this application was also assessed by Children's Services)	this application proposed small user numbers and very high unit costs, a more efficient use of limited resources is likely to benefit local disabled people; the use of mainstream services is likely to promote inclusion	a number of disabled people will not receive a highly specialised supportive service	Service Agreements with mainstream service providers will need to ensure that needs of this user group are covered, if necessary by working with partnership with HAFAD, to make good use of existing expertise. Outcomes for the user group will be monitored.
Iranian Association	n/a	n/a	n/a
Notting Hill Housing (H&F into Work)	n/a	n/a	n/a
Tendis Ltd (Work Zone - Virtual Hub)	n/a	n/a	n/a

Threshold Centre Ltd	a more efficient use of limited resources is likely to benefit local disabled people; the use of mainstream services is likely to promote inclusion	some people with disabilities, particularly mental health issues, will not receive a highly specialised supportive service. Cessation of this service may have a negative impact on disabled service users.	Service Agreements with mainstream service providers will need to ensure that needs of this user group are covered, if necessary by working with partnership with Threshold, to make good use of existing expertise. Outcomes for the user group will be monitored.
Upper Room (The)	n/a	n/a	n/a
Urban Partnership Group (Skilled Ready, Work Steady)	n/a	n/a	n/a
W&NW London Vietnamese Association	n/a	n/a	n/a

1c Area: GENDER

Positive impact: The portfolio of recommended projects will deliver services to a higher percentage of women than men. There will be targeted support for lone parents (primarily women). Although fewer men chose to use these services, there are no barriers or restrictions that would prevent them to do so. Discrepancies in service uptake between men and women are linked to the nature of the service; ie targeted support for lone parents is likely to have more female beneficiaries.

Negative impact: none anticipated

How negative impact will be addressed: n/a

Organisations recommended for funding – impact on Gender

Organisation	Positive impact	negative impact	How negative impact will be addressed
Fulham Legal Advice Centre	high , even spread of male and female service users	none anticipated	n/a
H&F CAB (Core Services)	high , over 60 percent female service users	none anticipated	n/a
H&F Credit Union	high , over 60 percent female service users	none anticipated	n/a
St Paul's Centre	high , even spread of male and	none anticipated	n/a

(The)	female service users		
Tendis Ltd (Work Ladder)	high , even spread of male and female service users	none anticipated	n/a
Third Age Foundation	high , 60 percent female service users	none anticipated	n/a
Organisations not recommended for funding – impact on Gender			
Organisation	Positive impact	negative impact	How negative impact will be addressed
Breakthrough Deaf and Hearing Integration (deafPLUS)	none	as more female than male service user numbers are anticipated, more woman than men will potentially miss out as a result of the service not being funded	this portfolio of funded organisations (see above) actually benefits a very high proportion of female service users; this should limit the negative impact of some services that favour women not being funded
East European Advice Centre	none	none	n/a
H&F CLC	none	none anticipated – no particular disadvantage to either gender	n/a
H&F Volunteer Centre (People into Employment)	none	Low - as more female than male service user numbers are anticipated, more woman than men will potentially miss out as a result of the service not being funded. Cessation of this service may have a negative impact on both male and female service users.	this portfolio of funded organisations (see above) actually benefits a very high proportion of female service users; this should limit the negative impact of some services that favour women not being funded
HAFAD Economic Inclusion	none	none	n/a
HAFAD Unlocking Potential	none	none	n/a
HAFAD Agenda 4 Youth	none	none	n/a
Iranian Association	none	none	n/a

Notting Hill Housing (H&F into Work)	none	as more female than male service user numbers are anticipated, more woman than men will potentially miss out as a result of the service not being funded	this portfolio of funded organisations (see above) actually benefits a very high proportion of female service users; this should limit the negative impact of some services that favour women not being funded
Tendis (Work Zone - Virtual Hub)	none	n/a	n/a
Threshold Centre Ltd	none	none	n/a
Upper Room (The)	as considerably more male than female service user numbers are anticipated, few women will potentially miss out as a result of the service not being funded	a disproportionate number of men will potentially miss out as a result of the service not being funded	a number of potential user will be covered by mainstream services
Urban Partnership Group (Skilled Ready, Work Steady)	none	none	n/a
W&NW London Vietnamese Association	Low	Low - Cessation of this service may have a negative impact on a small number of both male and female service users.	n/a

1d Area: **SEXUAL ORIENTATION**

Positive impact: All organisations recommended for funding have an equal opportunities policy that stipulates inclusiveness and prohibits discrimination of people on grounds of sexual orientation.

Negative impact: The employment and advice services do not provide specialist services for people in relation to their sexual orientation.

How negative impact will be addressed: No evidence of need for specialist employment and advice services for people based on their sexual orientation.

Organisations recommended for funding – impact on Sexual Orientation			
Organisation	Positive impact	negative impact	How negative impact will be addressed
Fulham Legal Advice Centre	see above	none identified	see above
H&F CAB (Core Services)	see above	none identified	see above
H&F Credit Union	see above	none identified	see above
St Paul's Centre (The)	see above	none identified	see above
Tendis Ltd (Work Ladder)	see above	none identified	see above
Third Age Foundation	see above	none identified	see above
Organisations not recommended for funding – impact on Sexual Orientation			
Organisation	Positive impact	negative impact	How negative impact will be addressed
Breakthrough Deaf and Hearing Integration (deafPLUS)	see above	none identified	see above
East European Advice Centre	see above	none identified	see above
H&F CLC	see above	none identified	see above
H&F Volunteer Centre (People into work)	see above	none identified	see above
HAFAD Economic	see above	none identified	see above

Inclusion			
HAFAD Unlocking Potential	see above	none identified	see above
HAFAD Agenda 4 Youth	see above	none identified	see above
Iranian Association	see above	none identified	see above
Notting Hill Housing (H&F into Work)	see above	none identified	see above
Tendis Ltd (Work Zone – Virtual Hub)	see above	none identified	see above
Threshold Centre Ltd	see above	none identified	see above
Upper Room (The)	see above	none identified	see above
Urban Partnership Group (Skilled ready, work Steady)	see above	none identified	see above
W&NW London Vietnamese Association	see above	none identified	see above

1e Area: AGE			
Positive impact: Within the portfolio, special provision is recommended for a service that is targeted at workless individuals over the age of 45 (who are is now deemed to be at a disadvantage in the labour market), as well as a service for young people (under 25). All age groups visit the mainstream organisations, according to the information provided in the applications.			
Negative impact: none identified			
How negative impact will be addressed: n/a			
Organisations recommended for funding – impact on Age			
Organisation	Positive impact	negative impact	How negative impact will be addressed
Fulham Legal Advice Centre	high, good spread of service users across age ranges	none identified	n/a
H&F CAB (Core Services)	high, good spread of service users across age ranges	none identified	n/a
H&F Credit Union	high, good spread of service users across age ranges	none identified	n/a
St Paul's Centre (The)	high for under 25s	none identified	n/a
Tendis Ltd (Work Ladder)	high, good spread of service users across age ranges	none identified	n/a
Third Age Foundation	high for over 45s	none identified	n/a
Organisations not recommended for funding – impact on Age			
Organisation	Positive impact	negative impact	How negative impact will be addressed

Breakthrough Deaf and Hearing Integration (deafPLUS)	none	none	n/a
East European Advice Centre	none	none	n/a
H&F CLC	none	none	n/a
H&F Volunteer Centre (People into Work)	n/a	n/a	n/a
HAFAD Economic Inclusion	none	none	n/a
HAFAD Unlocking Potential	use of mainstream services is likely to promote inclusion	the majority of the potential beneficiaries would have been young people (14-19)	as it is not possible to fund this application (see reasons above under disability), mainstream services will need to be encouraged to assist young disabled people into work; this will be part of service agreements and outcomes for this client group will be monitored
HAFAD Agenda 4 Youth	use of mainstream services is likely to promote inclusion	the majority of the potential beneficiaries would have been young people (14-19)	as this application is not recommended for funding (see reasons above under disability), a range of mainstream services will need to be encouraged to assist young disabled people; this will be part of service agreements and outcomes for this client group will be monitored
Iranian Association	n/a	n/a	n/a
Notting Hill Housing (H&F People into	n/a	n/a	n/a

Employment)			
Tendis Ltd (Work Zone – Virtual Hub)	n/a	n/a	n/a
Threshold Centre Ltd	n/a	n/a	n/a
Upper Room (The)	n/a	n/a	n/a
Urban Partnership Group (Skilled ready, Work Steady)	n/a	n/a	n/a
W&NW London Vietnamese Association	n/a	n/a	n/a

1f Area: Belief

Positive impact: All organisations recommended for funding have an equal opportunities policy that stipulates inclusiveness and prohibits discrimination of people on grounds of faith or belief.

Negative impact: The employment and advice services do not provide specialist services for people in relation to their faith or belief.

How negative impact will be addressed: No evidence of need for specialist employment and advice services for people based on their faith or belief.

Organisations recommended for funding – impact on Belief

Organisation	Positive impact	negative impact	How negative impact will be addressed
Fulham Legal Advice Centre	see above	none identified	see above
H&F CAB (Core Services)	see above	none identified	see above
H&F Credit Union	see above	none identified	see above

St Paul's Centre (The)	see above	none identified	see above
Tendis Ltd (Work Ladder)	see above	none identified	see above
Third Age Foundation	see above	none identified	see above
Organisations not recommended for funding – impact on Belief			
Organisation	Positive impact	negative impact	How negative impact will be addressed
Breakthrough Deaf and Hearing Integration (deafPLUS)	see above	none identified	see above
East European Advice Centre	see above	none identified	see above
H&F CLC	see above	none identified	see above
H&F Volunteer Centre (People into Work)	see above	none identified	see above
HAFAD Economic Inclusion	see above	none identified	see above
HAFAD Unlocking Potential	see above	none identified	see above
HAFAD Agenda 4 Youth	see above	none identified	see above

Iranian Association	see above	none identified	see above
Notting Hill Housing (H&F into Work)	see above	none identified	see above
Tendis Ltd (Work Zone – Virtual Hub)	see above	none identified	see above
Threshold Centre Ltd	see above	none identified	see above
Upper Room (The)	see above	none identified	see above
Urban Partnership Group (Skilled Ready, Work Steady)	see above	none identified	see above
W&NW London Vietnamese Association	see above	none identified	see above

1f Area: Location

Positive impact: A range of services targetting the most deprived areas of the borough are recommended for funding under the Economic Wellbeing portfolio. Specifically there is provision for outreach employment support and training on the Edward Woods and White City Estates.

Negative impact: Affluent areas are covered by the mainstream, but not especially prioritised for service delivery. This could disadvantage a small number of people of low economic means who live in these areas.

How negative impact will be addressed: Continue to monitor uptake of services by users from different areas, monitor complaints and

address/resolve issues as and when they arise.

Organisations recommended for funding – impact on Location

Organisation	Positive impact	negative impact	How negative impact will be addressed
Fulham Legal Advice Centre	Moderate	low , if any	see above
H&F CAB Core Services)	high , boroughwide provision with special impact on deprived areas	none identified	n/a
H&F Credit Union	high , boroughwide provision with special impact on deprived areas	none identified	n/a
St Paul's Centre (The)	high , boroughwide provision with special impact on deprived areas	none identified	n/a
Tendis Ltd (Work Ladder)	high , boroughwide provision with special impact on deprived areas	none identified	n/a
Third Age Foundation	Moderate	none identified	n/a

Organisations not recommended for funding – impact on Location

Organisation	Positive impact	negative impact	How negative impact will be addressed
Breakthrough Deaf and Hearing Integration (deafPLUS)	n/a (not locality specific provision)	n/a	see above
East European Advice Centre	n/a (not locality specific provision)	n/a	see above
H&F CLC	Low (not locality specific provision)	n/a	n/a
H&F Volunteer Centre (People into Work)	n/a (not locality specific provision)	n/a	see above

HAFAD Economic Inclusion	n/a (not locality specific provision)	n/a	see above
HAFAD Unlocking Potential	n/a (not locality specific provision)	n/a	see above
HAFAD Agenda 4 Youth	n/a (not locality specific provision)	n/a	see above
Iranian Association	n/a (not locality specific provision)	n/a	see above
Notting Hill Housing (H&F into Work)	limited resources will be put to most efficient use	low , if any, as alternative services are open to users	see above
Tendis Ltd (Work Zone – Virtual Hub)	limited resources will be put to most efficient use	low , if any, as alternative services are open to users	see above
Threshold Centre Ltd	n/a (not locality specific provision)	n/a	see above
Upper Room (The)	limited resources will be put to most efficient use		see above

Urban Partnership Group (Skilled Ready, Work Steady)	limited resources will be put to most efficient use	low	see above
W&NW London Vietnamese Association	n/a (not locality specific provision)	n/a	see above

1G Area: Additional areas (Economic Wellbeing)

Positive impact: The Economic Wellbeing recommendations will have an overall positive impact for residents as they seek to address, in a coordinated way, the many issues that workless residents face in order to support them into employment or training.

Negative impact: None expected

How negative impact will be addressed: Provision is made for supporting residents with debt, low skills, lack of motivation and benefit dependency (including housing benefits) related concerns.

Organisations recommended for funding – impact on Economic Wellbeing

Organisation	Positive impact	negative impact	How negative impact will be addressed
Fulham Legal Advice Centre	high	none expected	n/a
H&F CAB (Core Services)	high	none expected	n/a
H&F Credit Union	high	none expected	n/a
St Paul's Centre (The)	high	none expected	n/a
Tendis Ltd (Work Ladder)	high	none expected	n/a
Third Age Foundation	high	none expected	n/a

Organisations not recommended for funding – impact on Economic Wellbeing

Breakthrough	as user numbers would be small	Low - a small number of people	Service Agreements with mainstream service
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Deaf and Hearing Integration (deafPLUS)	and unit costs very high, a more efficient use of limited resources is more likely to benefit local people;	will not receive a specialist support	providers will need to ensure that needs of this user group are covered, if necessary with the help of BSL interpreters. Outcomes for the user group will be monitored
East European Advice Centre	a more efficient use of limited resources is likely to benefit local people; the use of mainstream services likely to promote inclusion	Moderate - Cessation of funding this service may result in a negative impact to a number of Eastern European people who have had access to a specialised supportive service in the past.	Service Agreements with mainstream service providers will need to ensure that needs of this user group are covered, if necessary by working with partnership with EEAC, to make good use of existing expertise. Outcomes for the user group will be monitored.
H&F CLC	a more efficient use of limited resources is likely to benefit local people; the use of mainstream services likely to promote inclusion	Moderate - Cessation of funding this service may result in a negative impact to a number of people who have had access to advice from legally qualified services.	A good range of generic advice services will be provided in the borough, both those funded by 3SIF, and those resourced by other funders.
H&F Volunteer Centre (People into Work)	a more efficient use of limited resources is likely to benefit local people	Moderate - a number of people will not be able to access this service	potential user will need to be accommodated by the funded portfolio of services, as far as possible
HAFAD Economic Inclusion	a more efficient use of limited resources is likely to benefit local people; the use of mainstream services likely to promote inclusion	High - a number of disabled people will not receive a highly specialised supportive service	Service Agreements with mainstream service providers will need to ensure that needs of this user group are covered, if necessary by working with partnership with HAFAD, to make good use of existing expertise. Outcomes for the user group will be monitored.
HAFAD Unlocking Potential	This application was based on the idea to ringfence some available jobs for disabled people only, at the present stae of the law this is not possible, therefore a more	High - a number of disabled people will not receive a highly specialised supportive service	Service Agreements with mainstream service providers will need to ensure that needs of this user group are covered, if necessary by working with partnership with HAFAD, to make good use of existing expertise.

	efficient use of limited resources is likely to benefit more local disabled people		Outcomes for the user group will be monitored.
HAFAD Agenda 4 Youth	this application proposed small user numbers and very high unit costs, a more efficient use of limited resources is likely to benefit local disabled people; the use of mainstream services is likely to promote inclusion	High - a number of disabled people will not receive a highly specialised supportive service	Service Agreements with mainstream service providers will need to ensure that needs of this user group are covered, if necessary by working with partnership with HAFAD, to make good use of existing expertise. Outcomes for the user group will be monitored.
Iranian Association	this application proposed small user numbers and very high unit costs, a more efficient use of limited resources is likely to benefit more local people	Moderate – Cessation of funding this service may mean that a number of people will not be able to use a service that would improve their employability	potential user will need to be accommodated by the funded portfolio, this should be possible as numbers are small
Notting Hill Housing (H&F into Work)	a more efficient use of limited resources is likely to benefit local people; the use of mainstream services likely to promote inclusion	Moderate - a number of people will not be able to access this service	potential user will need to be accommodated by the funded portfolio of services
Tendis Ltd (Work Zone – Virtual Hub)	a more efficient use of limited resources is likely to benefit local people; the use of mainstream services likely to promote inclusion	Moderate - a number of people will not be able to access this service	potential user will need to be accommodated by the funded portfolio of services
Threshold Centre Ltd	a more efficient use of limited resources is likely to benefit local people; the use of mainstream services likely to promote inclusion	Moderate - a number of people will not be able to access this specialist advice	potential user will need to be accommodated by the funded portfolio of services
Upper Room (The)	a more efficient use of limited resources is likely to benefit local people; the use of mainstream	Moderate - a number of people will not be able to access this service	potential user will need to be accommodated by the funded portfolio of services

	services likely to promote inclusion		
Urban Partnership Group (Skilled Ready, Work Steady)	a more efficient use of limited resources is likely to benefit local people	Moderate - a number of people will not be able to access this service	potential user will need to be accommodated by the funded portfolio of services
W&NW London Vietnamese Association	a more efficient use of limited resources is likely to benefit local people; the use of mainstream services likely to promote inclusion	Moderate - a number of people will not be able to access this service	potential user will need to be accommodated by the funded portfolio of services

2. Could the proposal have any differential impact (either positive, negative or neutral) on the health outcomes of the local population? Please provide details.

Yes, positive – The initiatives that are recommended for support under the Economic Wellbeing specification will deliver a portfolio of services that is focussed on delivering employment support services to LBHF residents. It is designed to maximise the opportunities for work whilst acknowledging the barriers that some individuals face.

There is substantial research that shows that employment has a positive impact on health and wellbeing. In addition to providing a source of income, employment can improve mental, physical and social health. Employment provides a sense of identity, purpose, social contacts and an opportunity for personal growth. Research also shows that unemployed men have higher rates of smoking, alcohol consumption, psychoactive drug use and depression than their employed counterparts.

Access to appropriate and affordable advice services contributes to successful conflict resolution, this is likely to reduce stress levels and improve general health.

3. Please provide evidence e.g. user feedback, complaints, monitoring?

a) b) c) d) e) f)

Funding is not recommended for organisations that deliver services to only one specific group. The organisations recommended for funding have all indicated, on their funding applications, that they have outcome targets for minority and disabled beneficiaries. Therefore any direct adverse impact on any minority/disadvantaged group should be low or moderate. The spread across gender is is

well balanced, except in some cases where a higher uptake of services by one gender is to be expected (see lone parent support – likely to be beneficial to more women than men).

The recommendations do not include funding for community specific advice services e.g. targeted at ethnic minority communities or disabled residents for example and there may be some negative impact if these services cease. Officers assessed all applications against the agreed criteria and some community specific applications were weaker than other generic applications that also included provision for disadvantaged groups.

4. Can any differential negative impact of the decision be justified?

There will be a negative impact in terms of a reduced number of organisations that will receive 3SIF support, but not in terms of equality and diversity or on the quality of support that LBHF residents will receive.

The need to provide an inclusive portfolio of support services within budgetary restrictions, together with the Council's Value for Money priority, has determined the need for an open and transparent bidding round which has reduced the number of funded organisations, whilst ensuring that all areas of the Economic Wellbeing specification are delivered.

5. If you have undertaken any internal/ external research or consultation(s) please list these below:

Regular meetings with Commissioners and stakeholders. Consultation/briefing sessions with voluntary sector on service specifications prior to application process.

6. Do you need to undertake any further consultation? If so, what and with whom?

Continuous consultation with commissioners, stakeholders and voluntary sector, feedback from this funding round will inform improvements to next one.

3rd Sector Investment Fund: Health & Wellbeing Older People

1. IMPACT ON RACE, DISABILITY AND GENDER

1a Area: RACE

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of older residents from BME groups.

Negative impact: Possibly, the absence of specialist services targeting a particular ethnic community may lead to them not having very specific needs met (e.g. language, cultural customs)

How negative impact will be addressed: Service agreements will include a requirement (and in many cases a specific target) of targeting services to different communities in the borough. Organisations will need to demonstrate how they have considered language and cultural barriers to service uptake, and how these barriers have been effectively addressed. Monitoring data will identify the proportion of services being taken up by users from different racial backgrounds. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance.

Organisations recommended for funding – impact on RACE

Organisation	Positive Impact	Negative impact	How negative impact will be addressed
Age Concern H&F	High - Figures submitted with the application show that many BME service users will benefit from accessing this service. In addition many BME service users are already use the organisations services.	Low	see above
Alzheimer's Society	High – Target beneficiary data suggests that this service will offer support to users, reasonably reflecting the borough's profile.	Low	see above
Asian Health Agency (The Shanti)	High – This specialist BME service will and already does support older people predominantly from Asian communities.	Low	see above
Bishop Creighton House (Homeline)	High - Many BME service users are using this service already.	Low	see above
Fulham Good Neighbours	High - Many BME service users are already using this service	Low	see above

Service			
Irish Support and Advice Service	High – This specialist BME service will support the 1 st generation White Irish population. Although other services are accessible to this community, this service will be requested to specifically target first generation, single households.	Low	The SLA for organisation will ensure that the beneficiaries of this service are first generation, single households.
Nubian Life Resource Centre	High – This specialist BME service will provide specialist support to African, African-Caribbean community	Low	see above
Urban Partnership Group (Urban Elders)	High - Figures submitted with the application reasonably reflect the borough's profile and show that many BME service users will benefit from accessing this service.	Low	see above
W&NW London Vietnamese Association	High – This specialist BME service will and already does support older people Chinese and Vietnamese communities. No other specific support available in the borough.	Low	see above
Organisations not recommended for funding – impact on RACE			
Organisation	Positive Impact	Negative impact	How negative impact will be addressed
Bosnia and Herzegovina Community Advice Centre	Low	Moderate - older people from West Balkan region will not have an increase in the level of support available to them.	No action planned.
H&F Community Transport Service	Low	Low	none
Rampage	Low	Low	This service is currently funded under the Leisure & Recreation service specification, not older people.
Staying Put Services (Healthy Lifestyles)	Low	Low	none

1b Area: DISABILITY

Positive impact: All services recommended for funding are expected to be fully accessible. All services are expected to support service users to improve their physical and emotional wellbeing and to encourage healthy lifestyles. Services are expected to help reduce social isolation and increase access to social networks which is expected to have a positive effect on older people with disabilities, in particular.

Negative impact: none identified

How negative impact will be addressed: Service agreements will stress the importance of accommodating all residents and their need. Service outcomes for people disabilities will be monitored and discrepancies will be addressed as and when necessary. Monitoring data will identify the proportion of services being taken up by disabled residents. Where there appears to be a discrepancy between service take up by disabled people in comparison with the borough profile, organisations will be given improvement targets to address the imbalance.

Organisations recommended for funding – impact on DISABILITY

Organisation	Positive Impact	Negative impact	How negative impact will be addressed
Age Concern H&F	High – Figures submitted show that a high number of beneficiaries will be disabled people. 54% will have a long term condition. Many disabled service users use the organisations services already.	Low	see above
Alzheimer’s Society	High – 50% of this specialist service’s beneficiaries will have a mental health +disability. This service also provides support to the informal carers of this service user group.	Low	see above
Asian Health Agency (The) (Shanti)	High - Figures submitted show that a high number of beneficiaries will be people with various disabilities. 30% will have a long term condition, 30% a physical disability and 20% a mental health disability. Many disabled service users are frequenting this service already.	Low	see above
Bishop Creighton House	High - Figures submitted show that a high number of beneficiaries will be disabled people. 50% will have a long term condition and 40% a physical disability. Many disabled service users are frequenting this service already.	Low	see above
Fulham Good Neighbours Service	High - Figures submitted show that a high number of beneficiaries will be people with a physical disability. Many disabled service users are frequenting this service already.	Low	see above
Irish Support and	High - Figures submitted show that a high number of	Low	see above

Advice Service	beneficiaries will be people with various disabilities. 50% will have a long term condition and 35% a physical disability. Many disabled service users are frequenting this service already.		
Nubian Life Resource Centre	High - Figures submitted show that a high number of beneficiaries will be people with various disabilities. 60% will have a long term condition, 50% a physical disability and 45% a mental health disability. Many disabled service users are frequenting this service already.	Low	see above
Urban Partnership Group	High - Figures submitted show that a high number of beneficiaries will be people with various disabilities. 60% will have a long term condition, 70% a physical disability and 30% a mental health disability. Many disabled service users are frequenting this service already.	Low	see above
W&NW London Vietnamese Association	Low - Figures submitted show that some service users will be disabled. 10% will have a long term condition.	Low	.

Organisations not recommended for funding – impact on DISABILITY

Organisation	Positive impact	Negative impact	actions
Bosnia and Herzegovina Community Advice Centre	Low	Low - Moderate Although potential beneficiaries include a high proportion with physical disabilities or mental health needs, the organisation is currently funded by BIG lottery to provide this service, therefore consider impact to be low to moderate.	none
H&F Community Transport Service	Low	Low	none
Rampage	Low	Low – alternative services are available to support older people to arrange a holiday	none
Staying Put Services (Healthy	Low	Low	none

Lifestyles)		
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1c Area: GENDER

Positive impact: All organisations recommended for funding are expected to ensure that they promote fair access and that the services meet the needs of older residents, regardless of gender.

Negative impact: none identified

How negative impact will be addressed: Service agreements will stress the importance of accommodating all residents and their need, regardless of gender. Monitoring data will identify the proportion of services being taken up by male/female service users. Where there appears to be a discrepancy between service take up in comparison with the borough profile, organisations will be given improvement targets to address the imbalance, unless the nature of the service means that it is targetting specific needs (ie more women than men survive into old age, so services targetting over 75s are more likely to have a high number of female).

Organisations recommended for funding – impact on GENDER

Organisation	Positive impact	Negative impact	actions
Age Concern H&F	High - Figures provided to support this application that reasonably reflect the borough's profile.	Low	see above
Alzheimer's Society	High - Figures provided to support this application that reasonably reflect the borough's profile.	Low	see above
Asian Health Agency (The) (Shanti)	High - Figures provided to support this application that reasonably reflect the borough's profile.	Low	see above
Bishop Creighton House	High – 80% of beneficiaries will be female and 20% male.	Moderate – Only 20% of beneficiaries will be male.	The organisation will be expected to target potential beneficiaries and reflect the borough profile, particularly the 75+ age group.
Fulham Good Neighbours Service	High – 80% of beneficiaries will be female and 20% male.	Moderate – Only 20% of beneficiaries will be male.	See above
Irish Support and Advice Service	High – 60% of beneficiaries will be male and 40% will be female.	Low – 60% of beneficiaries will be male.	60% of beneficiaries will male, which is to be expected as this service will be targetting first generation, single households. Data suggests there is a higher proportion of

			single household males than in other community groups.
Nubian Life Resource Centre	High - Figures provided to support this application that reasonably reflect the borough's profile.	Low	see above
Urban Partnership Group (Urban Elders)	High - Figures provided to support this application that reasonably reflect the borough's profile.	Low	see above
W&NW London Vietnamese Association	High : the profile of service users suggests a good representation of male and female users, which reflects the borough profile.	Low	See above

Organisations not recommended for funding – impact on GENDER			
Organisation	Positive impact	Negative impact	actions
Bosnia and Herzegovina Community Advice Centre	Low	Low	The service is already funded by BIG lottery, therefore insufficient negative impact to justify funding an extension of the service.
H&F Community Transport Service	Low	Low	none
Rampage	Low	Low	This service is currently funded under Leisure & recreation Service area.
Staying Put Services (Healthy Lifestyles)	Low	Low	Sufficient range of alternative support to older people available in the borough.

1d. Additional areas	
SEXUAL ORIENTATION	No applicants proposed that their service would specifically target or exclude individuals from LGBT communities.
AGE	Of the organisations recommended for funding there is a reasonable spread across age groups, with, as expected the majority of beneficiaries falling in the 65+, 75+ and 85+ age groups. All providers will be given specific targets to ensure older residents from all age groups have access to appropriate support services.
BELIEF	No applicants proposed that their service would specifically target or exclude individuals from particular faith communities.
LOCATION	Figures provided by those organisations recommend for funding shows that services are likely to attract service users from all parts of the borough, with as expected, slightly higher numbers from wards with higher deprivation statistics.
OTHER	A number of the recommended organisations will also provide support to local carers – both older and adult age. These organisations will be required in their monitoring data, to provide information on the numbers of carers benefitting from their services.

2. Could the proposal have any differential impact (either positive, negative or neutral) on the health outcomes of the local population?

Positive impact	The portfolio of services recommended for funding will support older residents to: remain alert and active, establish/maintain social contacts (prevention of social isolation), make a positive contribution, have increased choice and control and maintain/improve their physical and emotional health. In addition to the primary outcomes outlined above, certain services will also support beneficiaries to: feel safe at home, feel safer in the community, feel safe from abuse and harassment, better manage their finances and free people from lower income status.
Negative impact	None identified

3. Please provide evidence e.g. user feedback, complaints, monitoring?

All organisations were required to demonstrate in their application how their service would be informed and shaped by user views. All organisations are required to have a complaints policy in place.

All organisations will be monitored through a service level agreement, which will set out performance targets and outcomes expected. Monitoring information will include complaints and user feedback. Monitoring information will be required quarterly from each funded organisation.

4. Can any differential negative impact of the decision be justified?

As all organisations will need to demonstrate that their services are accessible to and being taken up by a wide range of users from different communities, negative impact of a funding decision regarding one organisation will be off-set by the positive impacts of other services.

5. If you have undertaken any internal/ external research or consultation(s) please list these below:

Consultation undertaken on the draft service specification with a wide range of 3rd sector organisations during 2009. The outcomes set out in the specification were clearly articulated to the sector as part of the consultation, and in briefing sessions following the launch of the fund.

6. Do you need to undertake any further consultation? If so, what and with whom?

No



London Borough of Hammersmith & Fulham

Cabinet

15 JULY 2010

LEADER

Councillor Stephen Greenhalgh

FUNDING DRAWDOWN FOR CORPORATE ROLLOUT OF SMARTWORKING

Wards:
All

This report provides an update on the SmartWorking programme, presents a business case and requests funds for the next stage (Stage C).

CONTRIBUTORS

DENV
DFCS
Programme Manager
AD H&F Direct
ADLDS

HAS A PEIA BEEN COMPLETED? YES

Recommendations:

1. That progress of the programme to date is noted.
2. That approval is given for Stage C, the corporate rollout of SmartWorking, at a total cost of £2,120,846.
3. That approval is given to draw down an initial sum of £1,454,512 from the Invest to Save fund, specifically to pay for two key projects within the programme, namely Barclay House and Environment, as well as the required IT and telephony for Stage C.
4. That a report is submitted to Cabinet after the delivery of the Barclay House and Environment projects detailing progress made and outcomes achieved, and requesting a draw down of £666,334 for the remaining rollout of Stage C.
5. That it is noted that funding required for the removal costs associated with Stage C is requested when needed during the course of the programme.

- 6. That settlement of the dilapidations claim relating to the termination of the Barclay House lease is delegated to the Director of Environment and Director of Finance and Corporate Services.**

1. INTRODUCTION

1.1 This report presents the business case for the corporate rollout of SmartWorking and identifies the need to draw down an initial sum of £1,454,512 from the Invest to Save fund to deliver the required IT infrastructure and telephony for Stage C, as well as resources to deliver the first phase of projects, namely Barclay House project and Environment.

1.2 A report will be brought back to Cabinet after the completion of the first phase of projects describing the progress made and outcomes achieved, and requesting a further £666,334 to deliver the second phase of Stage C rollout projects. The total cost of the Stage C corporate rollout of SmartWorking is £2,120,846, delivering net cashable savings for the whole programme of £3.3m per annum from 2012/13.

1.3 Cashable savings (realised and proposed) include:

- The disposal of Riverview House saving £1.35m following the completion of Stage B of SmartWorking in February 2010.
- The disposal of Barclay House saving £675k per annum, including the SmartWorking of all impacted staff groups and the associated office moves.
- The SmartWorking of all staff (currently 2081) based in the main Council buildings to enable the organisation to exploit all opportunities to generate further potential savings of £679k per annum from a further reduced accommodation footprint (for example by sharing accommodation with the PCT or other partner organisations, for example assigning our lease in Cambridge House to a third party).
- Increased productivity for home and mobile workers, equating to a cashable saving of £780k per annum from 2012/13.
- A reduced number of desktop computers due to fewer desks across fewer main buildings leading to a saving of £125k per annum from 2011/12.

1.4 The business case does not include the costs and benefits of SmartWorking H&F Homes or the PCT.

2. BACKGROUND

2.1 SmartWorking is the Council's programme to manage the implementation of new ways of flexible working and to enable significant savings through the improved utilisation of Council office space. The programme is already delivering £1.35m in cashable savings per year following the exercise of the break clause to end the lease of Riverview House in February 2010. As well as accommodation benefits, the programme will also deliver substantial benefits in staff

motivation, productivity and service delivery, as well as contributing to attracting and retaining the best people at H&F.

- 2.2 The total projected spend for the programme was £3.944m over five years, enabling a projected saving of £8.9m over the same period.
- 2.3 Cabinet approved funding of £1.529m on 14 July 2008 for Stage A, to implement the required mobile IT infrastructure, the policies and procedures to support a SmartWorking organisation and to verify the business case assumptions about accommodation and productivity through pilots. Cabinet requested a report at the end of Stage A summarising the outcomes achieved and making the business case for funding the remaining programme of work.
- 2.4 In November 2009, Cabinet approved further funding of £673k for Stage B (from the £3.944 set aside), to SmartWork teams in Environment to enable the vacation of Riverview House to implement the break clause in February 2010. Following completion of Stages A and B, £1.7m remains of the original programme budget of £3.944.
- 2.5 This paper requests funding for Stage C, to rollout the required IT, telephony and programme resources to manage the SmartWorking of all staff located in the main Council buildings, to deliver annual net cashable benefits of £3.3m by 2012/13.

3. PROGRESS TO DATE (STAGES A & B)

- 3.1 Stage A - Enabling phase: To put in place the IT solutions needed to support SmartWorking and to test these with three pilot teams with different workstyle characteristics. Data from the pilot teams, which confirm the assumptions about productivity and accommodation, have formed an important input to developing the Stage C business case.
- 3.2 Stage A started in September 2008 and has achieved the following:
 - Implemented the SmartSpace to trial the 'office of the future'.
 - Implemented the IT infrastructure required for remote and flexible working including Lynx, NAC LAN and Openscape telephony.
 - Tested the solution with three pilot teams (CSD Occupational Therapy, FCS Corporate Anti Fraud and CSD Procurement) to evaluate the technology and confirm the business case assumptions.
 - Agreed SmartWorking HR & IT guidance and principles for SmartWorking.
 - Production of a business case for the corporate rollout of SmartWorking based on re-validation of workstyles for all managers and staff based in the main civic accommodation.

- 3.3 Stage B: SmartWorking 'Lite' - Environment & H&F Homes. This enabled a move out of Riverview House in time to take advantage of a lease break on 8th February 2010 with an estimated annual cashable saving of £1.35m. The restacking of Environment staff in the Town Hall Extension, from 4 floors to 3 and the move of H&F Homes into a single floor was achieved through a basic level of SmartWorking. This was achieved without any significant increase in mobile and home working. In addition to the hard cashable saving the following was achieved:
- The removal of managers' cellular offices.
 - The introduction of flexible desk sharing and some home working.
 - A new communication and collaboration system - Openscape, was trialled.
 - Physical storage was reduced by 50% and the number of workstations by 30%.
 - The seeds have been sown for the development of new ways of working.
- 3.4 Funds were managed to ensure that Stages A and B have both been delivered within the planned budgets of £1,528,805 and £673,332 respectively.

4. OUTCOMES FROM THE SMARTWORKING PILOTS

- 4.1 Pilots were delivered within CSD Occupational Therapy, FCS Corporate Anti Fraud Service (CAFS) and CSD Procurement to trial the mobile technology, evaluate the costs and benefits of SmartWorking and gather lessons learnt to inform the rollout approach to the rest of the organisation.
- 4.2 The teams were selected as they represented a cross section of the different workstyles. The pilots comprised the following numbers of people:
- CSD Occupational Therapy (21 people)
 - FCS Corporate Anti-Fraud (CAFS) (16 people)
 - CSD Procurement (24 people)
- 4.3 In summary, the pilots achieved the following benefits:
- Productivity:
 - Occupational Therapy experienced an increase in caseload handling of 20% year on year, attributable to mobile working.
 - CAFS achieved a like-for-like increase in investigations closed compared to the same period last year of 24% and agreed that a minimum of 5% of that increase could be attributed to SmartWorking.
 - It was not possible to measure an increase in productivity within Procurement, but it is recognised that plans to complete Care Home assessments on-site will deliver

increased productivity. In addition Procurement management acknowledges that working from home does convert travel time to work time thereby increasing efficient working time & overall productivity.

- Space reduction:
 - The number of desks across all pilot areas was reduced by 36% (equal to 24 workstations). Applying an average cost per workstation of £2,435, this equates to a potential saving of £58,440 per annum if the organisation was able to cash the saving through subletting.
 - Storage and filing was reduced by an average of 40%.
- Other benefits:
 - New office space allows a confidential working environment (CAFS).
 - Home working is good for work-life balance (CAFS).
 - Being able to work without paper means less travel time for visiting officers (CAFS).
 - Less cluttered, cleaner work environment (Procurement).
 - Home working good for thinking time and creativity (Procurement).

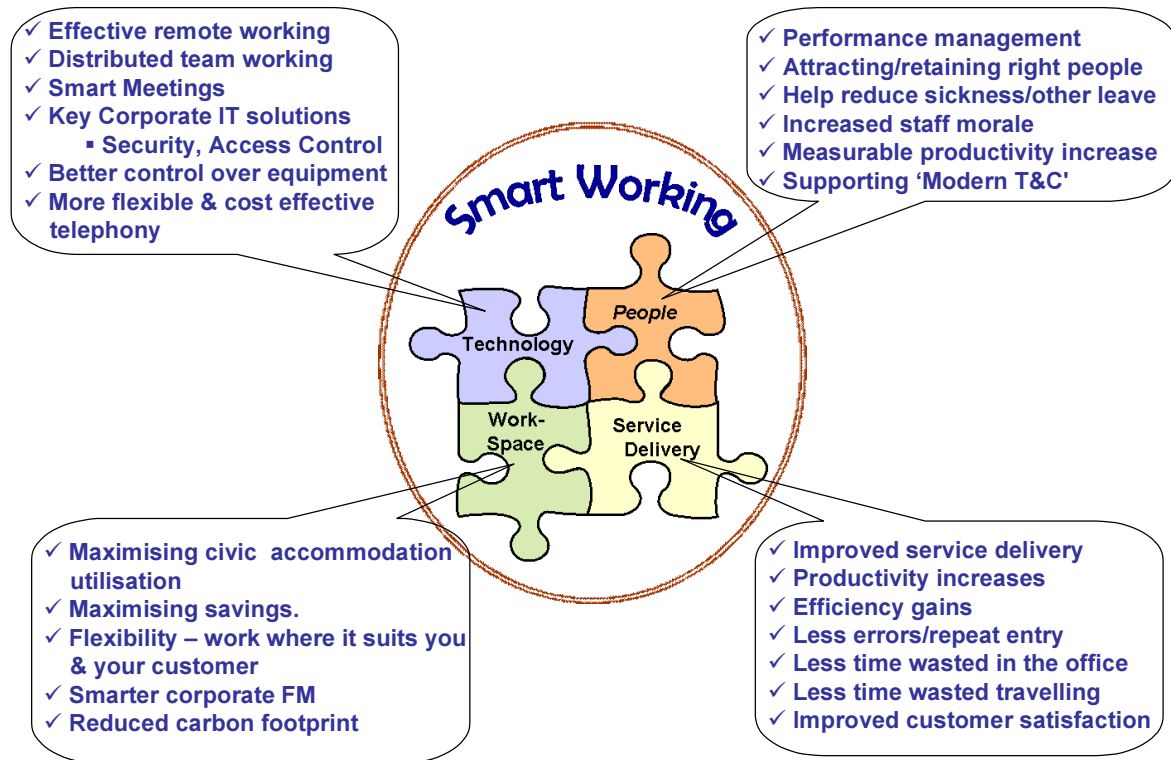
4.4 Due to there being only a small number of frequent home workers and no home or mobile workers in Procurement, it was felt that there were limited benefits for many members of the team. With respect to Occupational Therapy, feedback has been positive and it is felt that most staff see clear benefits for themselves and for clients. The Occupational Therapy team have enjoyed the pilot and want to continue.

5. STAGE C: CORPORATE ROLLOUT OF SMARTWORKING

5.1 The outcome from this next stage will be that new, smarter ways of working will be rolled out across 2081 staff based in the main Council buildings. The resulting contraction in office space requirements will enable the disposal of Barclay House in the near term saving £675k per annum. It will also prepare the organisation to be able to fully exploit every identified accommodation opportunity to generate savings, for example the possible disposal of Cambridge House and accommodating the PCT.

5.2 The full range of potential benefits from SmartWorking are shown in the diagram below, including cashable productivity savings of £780k per annum from 2012/13. It is recognised that all four elements of SmartWorking, including people, technology, service delivery and workspace/accommodation, must be considered together if the full range of benefits are to be delivered.

SmartWorking – Outcomes Across the Council



5.3 A revised rollout approach, programme organisation structure and toolkit have been developed and agreed following lessons learnt during Stage B. The standard approach will enable a more efficient and consistent rollout approach across the organisation. In order to achieve this the programme will:

- Develop the role of departmental managers in leading the adoption of SmartWorking with staff and driving the change to embrace new ways of working from within divisions.
- Ensure clear departmental ownership for the realisation of the non-accommodation benefits of SmartWorking.
- Project manage the SmartWorking of all staff impacted by the disposal of Barclay House by September 2011 and associated moves.
- Work closely with and align SmartWorking with other transformation programmes.

5.4 The approach to Stage C is based on providing SmartWorking support to all departments to enable them to achieve their space reduction targets for 2010/11. It is also based on aligning SmartWorking to the Accommodation Programme, to enable H&F to take advantage of leases for civic accommodation coming to an end resulting in hard cashable savings.

5.5 Stage C will involve two main streams of activity as described in the table below. In all projects, Department Leads (e.g. AD level) own and drive business changes and the realisation of benefits.

Projects	Description
Department-led SmartWorking projects (FCS, CSD, FCS, RSD, ENV) (All staff groups not impacted by Barclay House disposal and associated moves)	<ul style="list-style-type: none"> • A Department-based project manager coordinates delivery of each project with SmartWorking programme support including an Organisational Development Lead, HFBP Lead, B&PM. • A Department Lead champions SmartWorking, driving business changes with support from a locally appointed SmartWorking Implementation Team • SmartWorking programme provides SmartWorking approach, guidance and toolkit.
SmartWorking Team led project (for Barclay House lease expiry & associated moves)	<ul style="list-style-type: none"> • A SmartWorking project manager coordinates the project across all impacted staff groups with support from an HFBP Lead, OD Lead, B&PM. • Department Leads champion SmartWorking and drive the business changes with support from locally appointed SmartWorking Implementation Teams. • SmartWorking programme provides SmartWorking approach, guidance and toolkit.

5.6 On completion of the department-led and Barclay House projects, there will be an assessment of the potential and scope to implement further SmartWorking. A report summarising the outcomes achieved during Stage C and a business case to introduce further SmartWorking will be presented to Cabinet in March 2012.

5.7 The workstreams required to SmartWork the full scope of 2081 staff in Stage C are listed below. Ongoing annual support costs for new IT after the completion of Stage C total £281k.

#	Workstreams	Outcomes	Cost (£'000s)
1	Programme management, change and benefits management, programme officer	<ul style="list-style-type: none"> • Effective coordination of programme dependencies across external and internal suppliers • SmartWorking change engagement and communications delivered centrally saving departmental effort • All benefits (including productivity) tracked and reported to Programme Board • Assessment of further SmartWorking after the completion of Stage C 	£420
2	SmartWork Barclay House and all impacted staff groups	<ul style="list-style-type: none"> • Barclay House lease ends delivering £675k saving per annum. • Further opportunity arises when the lease ends on Cambridge House delivering a further £615k saving per annum. • Staff impacted by Barclay House move have ability to access IT and telephony from any building and from home. • Impacted managers able to work with dispersed teams 	£187
3	Department-led SmartWorking projects (ENV, CSD, RSD and FCS)	<ul style="list-style-type: none"> • Environment department moves from 3 to 2 floors in Town Hall Extension. • SmartWorking of staff groups not impacted by Barclay House move • Staff have ability to access IT and telephony from any building (& from home where appropriate). • Managers able to work with dispersed teams. 	£399
4	Project management for new SmartWorking IT infrastructure	<ul style="list-style-type: none"> • Project management for all infrastructure projects 	£17.5
5	New SmartWorking IT for Stage C	<ul style="list-style-type: none"> • IT & Openscape telephony to enable & support SmartWorking across the organisation. 	£1.098m
Total Stage C cost (2010/11 & 2011/12)			£2.121m

5.8 A further £50,109 will be required to meet the cost of network switch upgrades. Alongside the IT Strategy, a paper entitled "Getting the basics right" will seek this funding alongside funding for a number of other infrastructure projects.

6. FUNDING REQUEST: COSTS & BUSINESS CASE

- 6.1 Programme costs for Stage C are £2.121m over two years, comprising a total IT cost of £1.098m and programme resource costs of £1.023m. Following the end of Stage C the annual ongoing cost to departments will be £281k, largely made up of TCO costs of £243k and annual IT support costs of £40k.
- 6.2 The business case has been calculated based on the full cost of the programme, including Stages A, B, C and ongoing TCO and support costs to departments. This total cost comes to £5.167m, which delivers £10.7m cumulative net cashable benefit by 2014/15.
- 6.3 Cashable benefits have been identified as follows:
- Property cost savings through exercising the break clause in the lease for Riverview House, Barclay House and Cambridge House – Annual cashable savings of £2m from 2012/13, increasing to £2.38m in 2014/15. The SmartWorking programme has already delivered a £1.35m annual saving to H&F from exercising the break clause on Riverview House.
 - IT savings due to a reduced number of workstations achievable through SmartWorking equating to £125k per annum.
 - Further accommodation savings due to reduced office space requirements – By reducing departmental space requirements by at least 30%, SmartWorking will create an opportunity for the Accommodation Programme to release an annual cashable saving equal to £675k (from 2011/12) beyond those realised through the releasing of buildings due to leases expiring.
 - Increased productivity due to home and mobile working – Assuming only 30% of the productivity gain will be cashed this contributes an annual cashable saving of £780k from 2012/13. The remaining 70% is attributed to non-cashed productivity, equating to an annual non-cashable benefit of £1.8m from 2012/13.
- 6.4 The table below shows the expected best case return on investment for the programme (including Stages A, B and C). This therefore includes the cashable benefit from the disposal of Riverview House as well as the sunk cost of £2.2m for Stages A and B.

Return on investment (£'000s)

End of Stage C

		08-10	10/11	11/12	12/13	13/14	14/15	Total
Hard saving	Property costs saved from Riverview House	112.5	1,350	1,350	1,350	1,350	1,350	6,863
	Property costs savings from Barclay & Cambridge Houses	0	0	338	675	675	1,039	2,727
	IT savings due to reduced number of workstations	0	0	125	125	125	125	500
Requires realisation mgt	Further accommodation savings due to reduced office space requirement	0	0	679	679	679	679	2,718
	Cashable element of increased productivity (home & mobile working)	0	116	586	780	780	780	3,041
	Total cashable saving	112.5	1,466	3,078	3,609	3,609	3,973	15,849
	Total cost for Stages A & B	2,202						2,202
	SmartWorking programme Stage C costs		1,644	477				2,121
	Ongoing IT costs to departments (new due to SmartWorking)				39	39	39	117
	Ongoing IT costs to departments (TCO)				243	243	243	729
	Total cost to organisation	2,202	1,644	477	281	281	281	5,167
	Annual net cashable benefit	-2,090	-178	2,601	3,328	3,328	3,692	10,682
	Cumulative net cashable bens.	-2,090	-2,268	334	3,662	6,989	10,682	

6.4 A total of £2,120,846 is required to fund the SmartWorking programme during 2010/11 and 2011/12. This amount comprises the following. A full breakdown of costs is included in the appendix.

- £419,870 for programme management, central team delivery of change and communications, coordination of benefits tracking and delivery of an assessment for further SmartWorking following completion of Stage C.
- £186,567 to SmartWork all staff impacted by the move from Barclay House to enable its disposal and associated cashable benefit of £675k per annum.
- £81,901 to fully SmartWork Environment teams in the Town Hall Extension and enable them to move from 3 to 2 floors, freeing-up a floor to sub-let to another service or organisation.
- £105,601 to SmartWork Finance and Corporate Services to support senior managers achieve their space reduction targets for 2010/11.
- £105,601 to SmartWork Community Services Direct to support senior managers achieve their space reduction targets for 2010/11.
- £105,601 to SmartWork Resident Services Direct to support senior managers achieve their space reduction targets for 2010/11.
- £1,098,204 to pay for new IT and telephony required for this stage.
- £17,500 for IT infrastructure project management.
- Funding for removal and infrastructure costs relating to required moves for Stage C will be requested as needed during 2010/11 and 2011/12

7. RISK MANAGEMENT

- 7.1. Risks are identified and recorded on the programme risk register with mitigating actions and ownership assigned to named individuals to ensure the project is delivering expected financial, efficiency and operational service benefits. This register is managed by the programme manager and reviewed on a regular basis by the programme team. Where risks require escalation they are reviewed at programme board or where appropriate escalated through PMO to EMT and appropriate mitigating action taken where prudent to do so.
- 7.2 SmartWorking Stage C risk log is at Appendix C:

8. COMMENTS OF THE ASSISTANT DIRECTOR (BUILDING AND PROPERTY MANAGEMENT)

- 8.1 The Landlord will almost certainly serve a Schedule of Dilapidations (Barclay House) on the Council. This will set out the works required to put the building into good repair as required by the lease. The Council can either carry out the works itself or agree a financial sum to cover the costs of the works. The Council will instruct a specialist firm of Building Surveyors to undertake these negotiations on our behalf. It should however be noted that financial provision will need to be made to meet these costs which are likely to be substantial. A similar situation will occur when the lease comes to an end for Cambridge House.

9. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 9.1 This paper requests a draw down of £2.121 million from the Invest to Save fund in order to deliver the remainder of the original SmartWorking business case. This compares with an expected draw down for Stage C of £1.7m. The drawdown will be in two stages, for £1,454,512 and £666,334, with the second stage subject to further approval by Cabinet after the delivery of the Barclay House and Environment projects.
- 9.2 The additional Invest to Save draw down of £421k will enable full implementation of SmartWorking across the Council and will have an additional expected net benefit of £1.5m by 2014/15 compared with the original business case. These benefits will be closely monitored and progress regularly reported. Currently the Invest to Save fund has an uncommitted balance of approximately £1.5million and the additional draw down outlined above would reduce this to £1.079 million.

9.3 As outlined in paragraph 6.5 the SmartWorking business case makes certain assumptions regarding office space reductions and increased productivity. It should be noted that these savings will only be realised if office accommodation is sublet or properties are disposed of and managers make difficult decisions to reduce staff numbers as productivity increases. These need to be highlighted as risks and benefit realisation closely monitored in order to achieve the return on investment within the business case.

10. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

10.1 There are no direct legal implications for the purposes of this report.

11. COMMENTS OF THE ASSISTANT DIRECTOR PROCUREMENT

11.1 There are no procurement implications for the purposes of this report.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of holder of file/copy	Department/ Location
1.	Cabinet paper – Funding Request for the SmartWorking Programme. 14 th July 2008	Andrew Richards, SmartWorking Programme Manager, Ext 5989	SmartSpace / HTH
2.	Business Case for SmartWorking at H&F	Andrew Richards, SmartWorking Programme Manager, Ext 5989	SmartSpace / HTH
3.	Cabinet paper – Funding drawdown for the SmartWorking programme and removal expenses related to the decant of Riverview House	Andrew Richards, SmartWorking Programme Manager, Ext 5989	SmartSpace / HTH
4.	Business case for SmartWorking Stage C	Andrew Richards, SmartWorking Programme Manager, Ext 5989	SmartSpace / HTH
CONTACT OFFICERS:		NAME: John Collins EXT. 1544	
		NAME: Andrew Richards EXT. 5989	
		NAME: Graeme Trott EXT. 5050	

APPENDIX A

Stage C programme costs

One-off costs - Per user	10/11	11/12	Total
Openscape Team Licence	£144,161	£0	£144,161
Openscape Mobility (Licence)	£6,488	£0	£6,488
Openscape Outlook Plug In	£21,049	£0	£21,049
Openscape Training	£19,734	£0	£19,734
SmartWorking of laptops (NAC LAN / WIFI)	£65,520	£0	£65,520
Total	£256,951	£0	£256,951

Assumptions

All Open Office Workers: 444 * £77.05 = £34,210 All Flexible Ops Workers: 1001 * £77.05 = £77,127 All Frequent Hm Workers: 161 * £77.05 = £12,405 All Mobile Workers: 244 * £77.05 = £18,800 None for Field Workers All Home Workers: 21 * £77.05 = £1,618 Total = £144,161
All Frequent Hm Workers: 161 * £16.02 = £2,579 All Mobile Workers: 244 * £16.02 = £3,909 Total = £6,488
All Open Office Workers: 444 * £11.25 = £4,995 All Flexible Ops Workers: 1001 * £11.25 = £11,261 All Frequent Hm Workers: 161 * £11.25 = £1,811 All Mobile Workers: 244 * £11.25 = £2,745 None for Field Workers All Home Workers: 21 * £11.25 = £236 Total = £21,049
All Home Workers: 21 * £66 = £1,386 All Frequent Home Workers: 161 * £66 = £10,626 Departmental super-user training: 50 * £66 = £3,300 E-learning course development = £4,422 Total = £19,734
All Mobile Worker existing laptops to be WiFi & NAC LAN enabled Mobile Worker existing laptops: 122 * £210 = £25,620 + circa 50% of existing laptops: 190 * £210 = £39,900 Total = £65,520

One-off costs - Infrastructure

Roll Out of NAC LAN Servers for 300+ laptops	£7,500	£0	£7,500	Microsoft NAP Server infrastructure was implemented as part of Stage B to support up to 300 concurrent laptop connections. For Stage C, it is anticipated that the number of laptops connecting concurrently to the network will be more than 300 so two additional NAP servers will be required.
Appsense One-off cost & proof of concept	£185,209	£0	£185,209	A robust solution is required that will allow people to move between Power and Standard PCs, and laptops and keep the look and feel of their desktop customisation. All staff in-scope: 2081 = £144,488 3rd party implementation cost = £4,440 HFBP implementation days = £5,000 Server costs (VM & SQL VM) = £26,375 Reconfig logon scripts, group policies = £10,000 Subtract existing licences in TCO = £32,000 Cost of Appsense = £158,303 Proof of concept = £26,907 Total = £185,209
Connection Manager product investigation and software cost	£18,625	£0	£18,625	Connection Manager is a set of software applications which are installed on laptops or tablet PCs to enable users to select from options to connect to particular networks. This cost funds a pilot across 100 users. If the pilot is successful, Connection Manager will form part of standard SmartWorked laptop build.
WiFi one-off cost for sites and access points	£41,505	£0	£41,505	WiFi installation in main buildings as follows. Stages A & B included WiFi installations in Smart Space and THX (3rd, 4th, 5th & 6th floors) - Cambridge House = 2 Floors equipped with 2 Aps per floor - 145 King Street = 4th Floor only equipped with 2 Aps per floor - 77 Glenthorne Road = 2 Floors equipped with 2 Aps per floor. - HTHX 2nd Floor = 2 Aps on Floor 2
Manual Y one-off cost	£33,434	£0	£33,434	Create new WiFi service compliant with Manual Y (Government Connect compliance). Create new laptop image and recall 40 existing SmartWorked laptops for reconfiguration. Produce required documentation including user guide (security aspects, best practice and restrictions)
VNC Pilot	£3,600	0	£3,600	Product investigation & implementation to 100 permanent and frequent home workers. VNC will allow the service desk to remotely access a user's device over the internet without requiring the device to be connected to the corporate network. This will help the service desk with faster diagnosis and enable remote resolution to minimise disruption to home workers.
Total	£289,873	£0	£289,873	

Annual ongoing costs - Per user	10/11	11/12	Total	Assumptions
Openscape support	£20,806	£20,806	£41,611	All Open Office Workers: 444 * £11.12 = £4,937 All Flexible Ops Workers: 1001 * £11.12 = £11,131 All Frequent Hm Workers: 161 * £11.12 = £1,790 All Mobile Workers: 244 * £11.12 = £2,713 None for Field Workers All Home Workers: 21 * £11.12 = £234 Total = £20,806 per annum
Lynx	£82,940	£82,940	£165,880	Programme contributes following to dept. workstyle Lynx costs: 25% of Flexible Ops Workers: 255 * £220 = £56,100 25% of Frequent Hm Workers: 40 * £220 = £8,800 25% of Mobile Workers: 61 * £220 = £13,420 100% of Home Workers: 21 * £220 = £4,620 Total = £82,940
SmartWorking Lightweight Laptop	£91,012	£91,012	£182,024	Programme contributes following to dept. Mobile Worker costs: 50% of Mobile Workers: 122 * £746 = £91,012
3G	£29,280	£29,280	£58,560	Programme contributes following to dept. Mobile Worker costs: 50% of Mobile Workers: 122 * £746 = £91,012
Broadband at home	£9,000	£9,000	£18,000	In line with H&F policy, Programme contributes following to dept. Home Worker costs: 120% of Home Workers: 25 * £360 = £9,000
Home PC	£14,850	£14,850	£29,700	In line with H&F policy, Programme contributes following to dept. Home Worker costs: 120% of Home Workers: 25 * £594 = £14,850
TCO change of an existing laptop which has been SmartWorked	£4,336	£4,336	£8,672	Budget for increase in TCO for existing (122) Mobile Worker laptops that will be SmartWorked (ie. NAC LAN and WiFi enabled)
Total	£252,223	£252,223	£504,447	

Annual ongoing costs - Infrastructure

Appsense Annual ongoing cost		£0	£7,018
Connection Manager Annual Costs		£625	£625
WiFi annual ongoing costs		£8,446	£12,669
Cisco network switches for sites annual ongoing cost		£4,175	£4,175
Roll Out of NAC LAN Servers for 300+ laptops		£4,600	£4,600
Total		£17,846	£29,087

£7,018
£1,250
£21,115
£8,350
£9,200
£46,933

Annual support for Appsense (i.e. PC roaming)
Annual support for Connection Manager
Annual support for WiFi across main buildings (see one-off cost assumptions for WiFi)
Annual support for upgraded Cisco switches required across main buildings. Capital expenditure for these switch upgrades will be met by the Network Refresh programme ("Getting the basics right" paper). H&F require the following to ensure sites are ready for SmartWorking (NAC LAN & WiFi): - Cambridge House: 3 Cisco 3560 PoE Switches - 145 King Street: 4 Cisco 3560 PoE Switches - 77 Glenthorne Rd: 4 Cisco 3560 PoE Switches - Old Town Hall: 5 Cisco 3560 PoE Switches (one per wiring closet in Rooms 39, 48, 101, 120 & 316A - Town Hall Extension 2nd floor: 1 Cisco 3560 PoE Switch
Annual support for 2 additional Microsoft NAP servers (servers required to support increase in laptops beyond 300)

Programme team costs	10/11	11/12	Total	Assumptions
Programme Manager	£121,500	£72,662	£194,162	Full time Programme Manager: 2010/11: 180 days @ £675 = £121,500 2011/12: 220 days @ £330.28 = £72,662
Change and Benefits Manager	£72,000	£90,200	£162,200	80% FTE Managing Transformation Consultant: 2010/11: 144 days @ £500 = £72,000 2011/12: 176 days @ £512.50 = £90,200
Programme Support Officer	£37,728	£25,781	£63,509	Full time Programme Support Officer for 18 months. 2010/11: 180 days @ £209.60 = £37,728 2011/12: 120 days @ £214.84 = £25,781
HFBP Infrastructure Project Management	£17,500	£0	£17,500	35 PM days for Stage C infrastructure projects 35 days @ £500 = £17,500
Total			£437,370	
Barclay House project (SmartWorking-led)				
Project manager	£75,000	£0	£75,000	project 125 days @ £600 = £75,000
OD Lead	£33,750	£0	£33,750	60% FTE Senior Transformation Consultant for 25 week project
Property / FM lead	£19,817	£0	£19,817	1 B&PM FTE full time for 1 year (cross projects) 60 days @ £330.28 = £19,817
HFBP lead	£25,000	£0	£25,000	40% HFBP PM for 25 week project 50 days @ £500 = £25,000
HFBP analyst	£33,000	£0	£33,000	50% HFBP Technical Analyst for 25 week project 66 days @ £500 = £33,000
Total			£186,567	
Environment project (Department-led)				
Project manager	£22,800	£0	£22,800	50% FTE Dept. PM for 15 week project 38 days @ £600 = £22,800
OD Lead	£13,500	£0	£13,500	40% FTE Senior Transformation Consultant for 15 week project
Property / FM lead	£9,908	£1,693	£11,601	1 B&PM FTE full time for 1 year (cross projects) 2010/11 30 days @ £330.28 = £9,908 2011/12 5 days @ £338.54 = £1,693
HFBP lead	£15,000	£0	£15,000	40% HFBP PM for 15 week project 30 days @ £500 = £15,000
HFBP analyst	£19,000	£0	£19,000	HFBP Technical Analyst for 15 week project 38 days @ £500 = £19,000
Total			£81,901	
FCS project (Department-led)				
Project manager	£30,000	£0	£30,000	50% FTE Dept. PM for 20 week project 50 days @ £600 = £30,000
OD Lead	£18,000	£0	£18,000	40% FTE Senior Transformation Consultant for 20 week project
Property / FM lead	£9,908	£1,693	£11,601	1 B&PM FTE full time for 1 year (cross projects) 2010/11 30 days @ £330.28 = £9,908 2011/12 5 days @ £338.54 = £1,693
HFBP lead	£20,000	£0	£20,000	40% HFBP PM for 20 week project 40 days @ £500 = £20,000
HFBP analyst	£26,000	£0	£26,000	HFBP Technical Analyst for 20 week project 52 days @ £500 = £26,000
Total			£105,601	
CSD project (Department-led)				
Project manager	£30,000	£0	£30,000	50% FTE Dept. PM for 20 week project 50 days @ £600 = £30,000
OD Lead	£18,000	£0	£18,000	40% FTE Senior Transformation Consultant for 20 week project
Property / FM lead	£9,908	£1,693	£11,601	1 B&PM FTE full time for 1 year (cross projects) 2010/11 30 days @ £330.28 = £9,908 2011/12 5 days @ £338.54 = £1,693
HFBP lead	£20,000	£0	£20,000	40% HFBP PM for 20 week project 40 days @ £500 = £20,000
HFBP analyst	£26,000	£0	£26,000	HFBP Technical Analyst for 20 week project 52 days @ £500 = £26,000
Total			£105,601	

RSD project (Department-led)					
Project manager		£30,000	£0	£30,000	50% FTE Dept. PM for 20 week project 50 days @ £600 = £30,000
OD Lead		£18,000	£0	£18,000	40% FTE Senior Transformation Consultant for 20 week project
Property / FM lead		£9,908	£1,693	£11,601	1 B&PM FTE full time for 1 year (cross projects) 2010/11 30 days @ £330.28 = £9,908 2011/12 5 days @ £338.54 = £1,693
HFBP lead		£20,000	£0	£20,000	40% HFBP PM for 20 week project 40 days @ £500 = £20,000
HFBP analyst		£26,000	£0	£26,000	HFBP Technical Analyst for 20 week project 52 days @ £500 = £26,000
Total				£105,601	
Total		£827,228	£195,413	£1,022,642	

NOTE: All project costs have been included in 2010/11 but will fall over the two year life of Stage C in line with accommodation programme moves.

Cost summary

Total IT & Telephony one-off costs		£546,824	£0	£546,824
Total IT & Telephony annual ongoing costs		£270,069	£281,310	£551,380
Total Programme team costs		£827,228	£195,413	£1,022,642
Total Stage C IT & Programme team costs		£1,644,122	£476,724	£2,120,846

APPENDIX B

Summary of projected costs

Resource	Programme cost	% of total
H&F Officers	£315,191	15%
H&F Business Transformation	£263,450	12%
H&F total	£578,641	27%
HFBP staff	£247,500	11%
IT & Telephony equipment	£1,098,204	52%
HFBP total	£1,345,704	63%
External programme & project mgt support	£196,500	9%
SmartWorking Stage C cost	£2,120,846	

APPENDIX C

Stage C Business Case assumptions

No	Description
1	There is a requirement from departments to commit appropriate and timely implementation team resources for Barclay House and Department led projects
2	All proposed solutions will be assessed and approved by Health & Safety
3	In scope accommodation is main Civic Accommodation only (FM Category 1 list)
4	All accommodation costs are based on 2009/10 SLA cost estimates
5	The costs / benefits of any new Civic Centre are outside of the programme timescales and are therefore excluded from this business case
6	Benefits are shown as hard benefits through lease expiries or average costs per head across main civic accommodation
7	Hard cashable property savings, i.e. disposals, are shown as they are forecast to be achieved, i.e. Barclay House 09/11 & Cambridge House 08/14
8	Notional cashable savings have been modelled to reflect a lag in their realisation, i.e. 1st Year 0%, 2nd 100% and all subsequent years 100%
9	No costs are included for any dilapidation payments or early terminations of leases
10	Expected target productivity rate by workstyle as follows: Home based 20%; Mobile 20%; Field 0%; FHW 10%; FOW 0%; OOW 0%. (Based on internal / external case studies)
11	All productivity increase estimates are worked as 30% cashable / 70% non cashable. Non-cashable element attributed to improved customer experience
12	Productivity savings have been modelled to reflect a build up in their realisation, i.e. 1st Year 15%; 2nd Year 75%; 3rd Year 100% and subsequent years 100%
13	It is the department's responsibility to deliver the cashable productivity saving
14	It is the Accommodation Programme's responsibility to deliver the cashable property benefit
15	Capital funding for the upgrade of any network switches to enable SmartWorking has not been included in the Stage C business case. This work will be funded by the infrastructure programme and will be included in the paper "Getting the basics right", which will go to Cabinet Briefing on 21 st June 2010.
16	This business case excludes funding for Electronic Data Management, which will form an enabler for full SmartWorking within some service areas. SmartWorking will interface with the EDMS programme to ensure service requirements inform the EDMS programme roadmap
17	HFBP IT support processes form an important dependency for the programme to ensure users are supported effectively in a home and flexible working environment
18	Requirements for application publishing to Citrix are currently unknown. It is assumed that any costs for publishing applications to Citrix will not be met by the programme
19	The IT budget for Stage C to investigate Connection Manager tools covers the research and pilot with 100 users of a commercial product. Further costs to rollout Connection Manager will be met through TCO.
20	IT costs relating to moves will be funded separately.
21	IT costs relating to analysing, installing and publishing applications will be funded

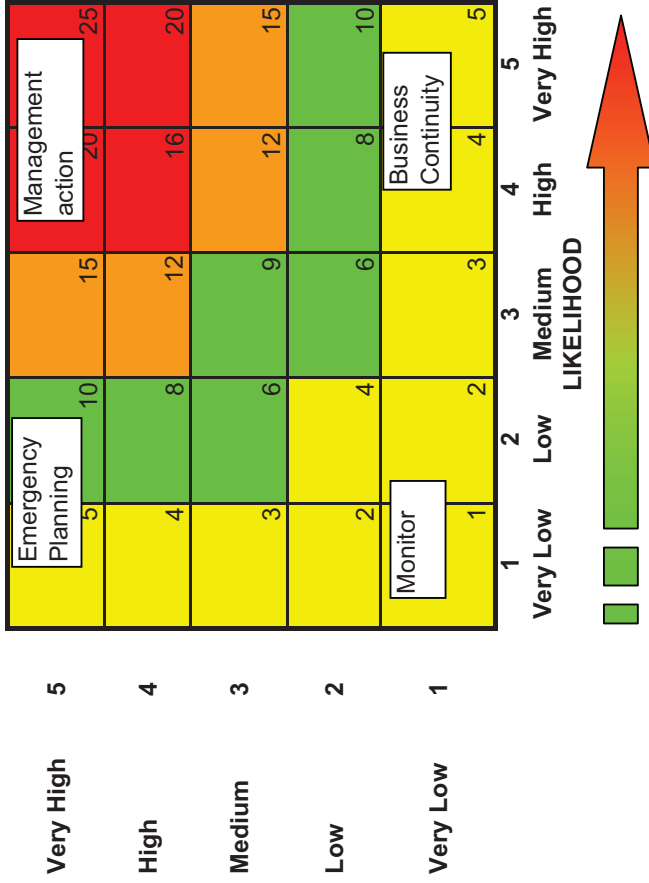
	separately.
22	Sites in scope for NAC LAN for Stage C include Cambridge House (2 floors), 145 King Street (1 floor – 4 th), 77 Glenthorn Road (2 floors) and Town Hall (3 floors)
23	Sites in scope for WiFi for Stage C include Cambridge House (2 floors), 145 King Street (1 floor – 4 th), 77 Glenthorn Road (2 floors) and the Town Hall Extension (1 floor – 2 nd)

Risk Log

Project Title	SmartWorking Programme - Stage C
Project Manager	Andrew Richards

Risk Number	Class of Risk	Risk Description	Consequence	Likelihood (1-5)	Impact (1-5)	Proposed Action	Exposure	Action By or Review Date	Owner	Escalate	Date Closed
SW-R-C0001	Economic	There is a risk that if TCO costs fall on departments this will form a disincentive to implement SmartWorking	Reduced uptake of SmartWorking enablers and therefore reduced benefits of SW across Council departments.	4	3	SmartWorking will make a contribution to TCO costs for SmartWorking devices during Stage C.	Green	31.5.10	Andrew Richards	No	
SW-R-C0002	Process	There is a risk that the Council's vision and objectives for SmartWorking are unclear and that this will impact the level and type of benefits achieved	The level and types of benefits achieved from SmartWorking will be impacted.	3	4	The original vision and objectives for SmartWorking will be communicated as part of the launch and rollout of Stage C. A mandate is being sought from the Programme Board to engage with the SmartWorking Stakeholder Group to reconfirm the	Green	31.5.10	Andrew Richards	No	
SW-R-C0003	Process	There is a risk that local cultural management and staff barriers and challenges to SmartWorking will not be effectively addressed during the Stage C rollout.	The required changes to working practices will not be implemented impacting the level of benefits achieved from the programme.	3	4	The Stage C approach is based on change being owned by departments with support from the Corporate team and OD. Department Leads and SWIT teams will form part of the programme team to ensure that an understanding of local issues informs	Amber	31.5.10	Department Leads	No	
SW-R-C0004	Process	There is a risk that it will not be possible to attribute the realisation of benefits to SmartWorking rather than other programmes.	SmartWorking is not recognised for the benefits it has contributed towards, impacting future investment in SW	2	3	A Benefits Realisation Strategy for SmartWorking is required and agreement with Corporate Efficiency as to how it will interface	Green	31.5.10	Andrew Richards	No	
SW-R-C0005	Political	There is a risk that the Council's move to a commissioning model will conflict with the programme and business case assumptions	The level of benefits anticipated in the business case will not be realised as the size and shape of the organisation will have changed. There is also an opportunity for reduced programme costs if the organisation shrinks.	4	2	Services undergoing market testing or being outsourced will be treated as out-of-scope in the business case. (Opportunity for lower IT costs through reduced scope will be exploited where possible)	Green	31.5.10	Andrew Richards	No	
SW-R-C0006	Economic	There is a risk that it is not possible to realise cashable benefits from the contraction of office space through sub-letting in the current market	Reduced notional accommodation benefits from office space contraction. This may also impact stakeholder buy-in to the need to contract office space. This may impact the ability of the programme to engage departments in SmartWorking (This will not impact the hard savings through building disposals - Barclay House & Cambridge)	4	4	Risk flagged to Sponsoring Group in Stage C business case. Accommodation programme to lead on identifying opportunities for partner organisations (e.g. PCT) to share Council office space.	Red	31.5.10	Maureen McDonald-Khan	Yes	
SW-R-C0007	Process	There is a risk that business as usual support from HFBP, HR and H&S will not be in place during full corporate rollout.	The level of benefits from the programme will be impacted as staff lack the organisational support to adopt the new workstyles. (e.g. HFBP homeworker support processes in place)	3	3	HR and H&S policies were developed during Stage A. Work is ongoing with HFBP to develop a Home Worker support SLA for Stage C. Further work includes agreeing support SLA for Onescapex.	Amber	31.5.10	Andrew Richards	No	
SW-R-C0008	Economic	There is a risk that there is a lack of capacity within departments to deliver the work required of the Department Lead and SWIT roles to SmartWork teams	Programme engagement approach undermined and team unable to gather and implement service requirements. Impacts effectiveness of implementation and consequent benefits	3	5	Departmental buy-in (i.e. sign-off) to the Stage C approach and roles and responsibilities will be gained early as part of Stage C business case engagement using role descriptions. Budget for project roles (HFBP, OD and Property / FM) has been included to provide necessary support to departments teams. Risk removed. SmartWorking productivity benefit will not be added to existing MTFS targets. Managers will be able to use the SW productivity benefit to contribute to achievement of their existing targets	Amber	31.5.10	Andrew Richards	No	
SW-R-C0005	Economic	There is a risk that the Departments will not deliver against any cashable Business Case productivity benefits i.e. reduced headcount	The level of benefits achieved from SmartWorking will be impacted.			Risk removed. SmartWorking productivity benefit will not be added to existing MTFS targets. Managers will be able to use the SW productivity benefit to contribute to achievement of their existing targets	Green	31.5.10	Department Leads	No	20.4.10
SW-R-C001	Technological	There is a risk of reduced flexibility of SmartWorked devices to connect to other networks as a result of meeting Government Connect WiFi compliance	A Gap analysis of Government Connect new security standard - Manual Y - has identified that LAN WiFi enabled devices must not connect to other ad-hoc networks such as home WiFi or 3G.	3	4	HFBP have negotiated with Government Connect who have granted HFBP verbal dispensation. This is on condition that connections to ad-hoc networks are managed and controlled. This has been included in the requirements to identify a Connection Manager tool for SmartWorked laptops during	Amber	31.5.10	Trevor Billington	No	
SW-R-C001	Technological	There is a risk that, because GC CoCo standards are constantly evolving, the current and planned WiFi infrastructure configuration may fail new GC standards in the future	A future project may be required or ongoing BAU cost risk to meet CoCo compliance standards.	2	4	HFBP to monitor GovConnect for changes to standards in the future and advise H&F in a timely manner in order to develop an appropriate response. GovConnect will need to take into account the Council's ability to finance changes to GC CoCo standards in the future.	Amber	31.5.10	Trevor Billington	No	
SW-R-C0011	Economic	There is a risk that competing priorities with other Transformation programmes (Lean, Customer Transformation and Slicker Business) causes capacity issues for programme and departmental change resources	Overload or competing priorities may cause Change Teams to disengage with SmartWorking threatening delivery and realisation of benefits	4	4	Programme managers within "Transforming the way we do business" will maintain effective communication with each other on plans and dependencies to ensure departmental and corporate resources are utilised effectively.	Red	31.5.2010	Nigel Pallace	Yes	
SW-R-C0011	Process	There is a risk that accommodation move decisions, including the PCT, will not be made until too late in Stage C	Delays to defining required projects for Stage C impacting timelines for Stage C and realisation of accommodation benefits (for example missed opportunity for rental income from PCT)	3	4	Work with BPM to ensure Options paper is completed as soon as possible. Flag to SRO to ensure options are discussed and a way forward is agreed with the PCT as soon as possible.	Amber	30.4.10	Nigel Pallace	Yes	
SW-R-C0014	Technological	There is a risk that the required IT roaming infrastructure to be delivered by the Workspace strategy will not be in place to support SmartWorking Stage C.	Increased resources required to make it possible for Standard PC users to log onto Power PCs and vice versa. Reduced ability to roam impacting desk sharing and vision for SmartWorking	3	4	HFBP are investigating suitability of Appsense to address requirement to enable people to roam. This solution will be consistent with the Workspace Strategy. Consultancy support has been engaged with Agilisys to develop IT & Telephony roadmap which meets the requirements of the transformation programmes.	Amber	31.5.10	Trevor Billington	Yes	
SW-R-C0015	Technological	There is a risk that there may be issues associated with Frequent Home Workers needing to use their own home PC and broadband, for example if a user's PC and / or broadband line has poor performance	Reduced productivity for impacted Frequent Home Workers and increased support calls for HFBP impacting the benefits realised from SmartWorking	3	2	Clear conditions for becoming a Frequent Home Worker need to be defined to ensure only those with appropriate home working conditions are able to work from home from a Health & Safety and IT perspective	Green	31.5.10	Trevor Billington	No	
SW-R-C0018	Technological	There is a risk that Government Connect might stipulate that all home workers, including frequent home workers, must use Council owned equipment to connect to the network to enforce security. Currently frequent home workers and any occasional home workers use home PCs to access the Corporate Network using Lynx.	An increased in workstation costs if all Frequent Home Workers need to be provided with a standard laptop.	3	4	The Council is negotiating strongly with GovConnect to reach a compromise which doesn't require the sole use of Council equipment. Options include: Accept risk: All frequent home workers provided with standard laptops: £191.3k (2yr cost) Reduce risk All frequent home workers requiring PC on a stick: £16.1k (one-off)	Green	31.5.10	Trevor Billington	No	
SW-R-C0017	Economic	There is a risk that a lack of resources will prevent the rollout of EDMS impacting the level of benefits of SmartWorking	Stage C will not be able to deliver the full extent of benefits from SmartWorking	4	4	Opportunities for EDMS will be identified during the Stage C rollout and resources secured via separate departmental business cases	Red	31.5.2010	Jackie Hudson	Yes	
SW-R-C0018	Technological	There is a risk that the IT required to be able to access any application from any PC, to be delivered by the Workspace strategy, will not be in place to support SmartWorking Stage C.	Increased resources required to analyse applications installed on Power PCs and where they need to be installed. Reduced ability to roam impacting desk sharing and vision for SmartWorking	4	5	HFBP are investigating suitability of Virtualisation software to address requirement to enable people to roam. This solution will be consistent with the eventual Workspace Strategy. Consultancy support has been engaged with Agilisys to develop IT & Telephony roadmap which meets the requirements of the transformation	Red	31.5.10	Trevor Billington	Yes	

Scoring illustration



Score	Key
16-25	High and very high risk - immediate management action
11-15	Medium risk - review of controls
6-10	Low risk - monitor and if escalates quickly check controls
1-5	Very low risk - monitor periodically

London Borough of Hammersmith and Fulham

Risk Log

- Does the status indicate whether action has been taken?
- Are the Project Risks uniquely identified, including to which product they refer?
- Is access to the Risk Log controlled?
- Is the Risk Log kept in a safe place?



London Borough of Hammersmith & Fulham

Cabinet

15 JULY 2010

**DEPUTY LEADER
(+ENVIRONMENT
AND ASSET
MANAGEMENT)**

*Councillor Nicholas
Botterill*

**EARLS COURT WEST KENSINGTON
OPPORTUNITY AREA: PREPARATION OF
SUPPLEMENTARY PLANNING DOCUMENT**

The opportunity area is proposed to include Earls Court Exhibition Centre with its car park in Seagrave Road, the Transport for London Lillie Bridge depot, the West Kensington and Gibbs Green estates and adjacent land. This report seeks approval for the additional cost and funding for the preparation of a Supplementary Planning Document (SPD) which will be produced jointly by Hammersmith & Fulham, the Royal Borough of Kensington & Chelsea, and the Greater London Authority. The SPD will provide planning guidance and will be prepared with full public consultation.

**Wards:
North End,
Fulham
Broadway**

CONTRIBUTORS

DENV
DFCS
ADLDS

Recommendation:

That approval is given to expenditure of up to £350K to meet additional costs for the preparation of a Supplementary Planning Document (to be carried out jointly with the Royal Borough of Kensington & Chelsea and the GLA), as set out in para. 3.2 of the report, the costs to be met:

- **either by Capital & Counties plc as part of a planning performance agreement;**
- **or, if funding from Capital & Counties is not confirmed, the Council's share of the additional costs (up to £175K) to be met from the S106 Agreement specified in the report.**

1. BACKGROUND

- 1.1 The emerging Local Development Frameworks (LDF) of this borough (Core Strategy preferred options) and the Royal Borough of Kensington & Chelsea (submitted Core Strategy) identify a major regeneration opportunity focused on the expected closure and redevelopment of the Earls Court exhibition centre after the 2012 Olympics. The H&F LDF preferred option is for a comprehensive approach to regeneration of the exhibition centre, the Transport for London Lillie Bridge depot, the West Kensington & Gibbs Green estates and adjacent land. The proposed revised London Plan identifies the broad area as an opportunity area. The opportunity area should also include the development of the Earls Court/Seagrave Road car and lorry park.
- 1.2 The Council has been collaborating with Capital & Counties plc (the owner and leaseholder of Earls Court) and Transport for London, in order to establish whether there is a basis for jointly carrying out a satisfactory comprehensive scheme that would meet the Council's objectives, in particular to provide improved housing and conditions for the estate residents.
- 1.3 Whether or not there is a joint scheme, there is a need for more detailed planning guidance against which any development (partial or comprehensive) can be considered. Therefore, the Council, Royal Borough and GLA are intending to jointly prepare a Supplementary Planning Document (SPD) to set out a planning framework and appropriate level of guidance. This report seeks approval for additional expenditure, for specialist consultants and other support, to complement a joint authority officer team.

2. SUPPLEMENTARY PLANNING DOCUMENT

- 2.1 An SPD is not a statement of policy. Its purpose is to provide a greater level of planning guidance than would be possible or appropriate in the LDF Core Strategy or strategic site policy. It will provide a planning framework against which any masterplan or planning applications can be considered. An SPD must be produced with appropriate public consultation but, unlike the Core Strategy, it is not subject to an independent inspector's examination.
- 2.2 The SPD will sit under the eventual policies set out in the two borough's LDFs. The Mayor of London will consider adopting the document as an Opportunity Area Planning Framework (OAPF).

Timetable

- 2.3 The timetable as attached envisages that the SPD will be completed and agreed by June 2011. It cannot be formally adopted by the boroughs until their LDF Core Strategy policies have been adopted (expected late 2011 for H&F).

Public consultation

- 2.4 Formal public consultation on a draft SPD will take place in January/February 2011. This will follow the expected period of consultation in autumn 2010 on the H&F LDF Core Strategy. There will be an early period of consultation on issues and opportunities from July 2010.

3. RESOURCES, COSTS AND FUNDING

- 3.1 The SPD is being prepared by a joint officer team of the three authorities based at Hammersmith. This reports to a Director-level joint planning board which will also oversee the handling of subsequent planning applications.
- 3.2 The existing joint authority officer team needs to be supported by additional specialist resources and advice (in-house and consultants) particularly in terms of aspects of urban design (and architectural illustration), shopping and office quantities and environmental issues. In addition, there is expected to be a need to appoint consultants to assess and verify the transport study currently being carried out by Capital & Counties plc. A budget estimated at up to £350K is recommended for additional costs beyond existing budgeted staff whose time is allocated to the SPD (estimated at £170K in the three authorities).
- 3.3 Capital & Counties has been requested to meet the expected full total cost of preparing the SPD which is estimated at £526K including existing staff costs. Officers understand that this is likely to be agreed. If this is agreed, it is proposed that this commitment will be incorporated in a planning performance agreement.
- 3.4 In the event that Capital & Counties do not agree to meet the additional SPD costs (£350K), or suitable terms are not agreed, these would be divided equally between the Council and RBKC. The Council's contribution of £175K could be met from the Fulham Broadway S106 Agreement. Cabinet (13/7/2009) approved the use of £200K as the Council's contribution to a transport study for Earls Court/West Kensington. The transport study is now being funded entirely by Capital

& Counties so these funds are not required for the original purpose and can be used as the Council's contribution to the SPD additional costs (including the cost of an assessment of Capital & Counties transport study).

4. RISK MANAGEMENT

- 4.1. This is not included in a Departmental or Corporate risk register. The project will be overseen by a joint director-level planning board set up with the Royal Borough of Kensington and Chelsea (RBK&C) and the GLA.

5. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 5.1 The report recommends the preparation of a Supplementary Planning Document (SPD) which will be produced jointly by Hammersmith & Fulham, the Royal Borough of Kensington & Chelsea, and the Greater London Authority. The SPD will provide planning guidance and will be prepared with full public consultation. It is currently estimated that the total cost of producing the SPD will be £526k, of which approximately £170k is estimated to be the staff costs of the three authorities involved.
- 5.2 A budget estimated at up to £350K is recommended for additional costs beyond existing budgeted staff
- 5.3 Subject to formal confirmation from Capital & Counties, it is proposed that this commitment will be incorporated in a planning performance agreement that will seek to recover the total cost of producing the document.
- 5.4 Should it not be possible to obtain formal agreement, then the Council and RBK&C will share the additional costs. The GLA is unable to contribute to fund this work. The estimated liability to the Council is approximately £175K and would be financed from appropriate S106 agreements.

6. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

- 6.1 This report does not raise any legal issues.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No.	Description of Background Papers	Name/Ext of hold of file/copy	Department/ Location
1.	LDF Core Strategy Preferred Options	Trevor Harvey	EnvD 3039
2.	Revised London Plan	Trevor Harvey	EnvD 3039
CONTACT OFFICER:		NAME: J. Whitwell EXT. 3393	



FORWARD PLAN OF KEY DECISIONS

Proposed to be made in the period July 2010 to October 2010

The following is a list of Key Decisions, as far as is known at this stage, which the Authority proposes to take in the period from July 2010 to October 2010.

KEY DECISIONS are those which are likely to result in one or more of the following:

- Any expenditure or savings which are significant, regarding the Council's budget for the service function to which the decision relates in excess of £100,000;
- Anything affecting communities living or working in an area comprising of two or more wards in the borough;
- Anything significantly affecting communities within one ward (where practicable);
- Anything affecting the budget and policy framework set by the Council.

The Forward Plan will be updated and published on the Council's website on a monthly basis. (New entries are highlighted in yellow).

NB: Key Decisions will generally be taken by the Executive at the Cabinet. The items on this Forward Plan are listed according to the date of the relevant decision-making meeting.

*If you have any queries on this Forward Plan, please contact
Katia Richardson on 020 8753 2368 or by e-mail to katia.richardson@lbhf.gov.uk*

Consultation

Each report carries a brief summary explaining its purpose, shows when the decision is expected to be made, background documents used to prepare the report, and the member of the executive responsible. Every effort has been made to identify target groups for consultation in each case. Any person/organisation not listed who would like to be consulted, or who would like more information on the proposed decision, is encouraged to get in touch with the relevant Councillor and contact details are provided at the end of this document.

Reports

Reports will be available on the Council's website (www.lbhf.org.uk) a minimum of 5 working days before the relevant meeting.

Decisions

All decisions taken by Cabinet may be implemented 5 working days after the relevant Cabinet meeting, unless called in by Councillors.

Making your Views Heard

You can comment on any of the items in this Forward Plan by contacting the officer shown in column 6. You can also submit a deputation to the Cabinet. Full details of how to do this (and the date by which a deputation must be submitted) are on the front sheet of each Cabinet agenda.

LONDON BOROUGH OF HAMMERSMITH & FULHAM: CABINET 2009/10

Leader:	Councillor Stephen Greenhalgh
Deputy Leader (+Environment and Asset Management):	Councillor Nicholas Botterill
Cabinet Member for Children's Services:	Councillor Helen Binmore
Cabinet Member for Community Care:	Councillor Joe Carlebach
Cabinet Member for Community Engagement:	Councillor Harry Phibbs
Cabinet Member for Housing:	Councillor Lucy Ivimy
Cabinet Member for Residents Services:	Councillor Greg Smith
Cabinet Member for Strategy:	Councillor Mark Loveday

Forward Plan No 98 (published 15 June 2010)

LIST OF KEY DECISIONS PROPOSED JULY 2010 TO OCTOBER 2010

Where the title bears the suffix (Exempt), the report for this proposed decision is likely to be exempt and full details cannot be published.

New entries are highlighted in yellow.

* All these decisions may be called in by Councillors; If a decision is called in, it will not be capable of implementation until a final decision is made.

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	15 Jul 2010	<p>3rd Sector Investment Fund Allocation</p> <p>This report sets out the proposed allocation of the 3rd Sector Investment Fund for the areas of:</p> <ul style="list-style-type: none"> * Infrastructure * Children, Families & Young People * Economic Wellbeing & Opportunity * Health & Wellbeing (older people) <p>Cabinet is asked to consider the recommendations regarding organisations to be awarded funding, the level of award and the term of funding to be offered.</p>	<p>Leader of the Council, Cabinet Member for Children's Services</p> <p>Ward(s): All Wards;</p>
	Reason: Expenditure more than £100,000		
Cabinet	15 Jul 2010	<p>Earls Court West Kensington Opportunity Area Supplementary Planning Document</p> <p>The opportunity area is proposed to include Earls Court Exhibition Centre with its car park in Seagrave Road, the Transport for London Lillie Bridge depot, the West Kensington and Gibbs Green estates and adjacent land. This report seeks approval for the cost and funding for the preparation of a Supplementary Planning Document (SPD) which will be produced jointly by Hammersmith</p>	<p>Deputy Leader (+Environment and Asset Management)</p> <p>Ward(s): Fulham Reach; North End;</p>
	Reason: Expenditure more than £100,000		
Cabinet	15 Jul 2010	<p>SmartWorking programme - Stage C</p> <p>To seek approval for the corporate rollout of SmartWorking following completion of Stage A and B. The report will summarise the outcomes achieved during Stages A and B, present an updated plan and business case and request detailed funding for the remainder of the programme.</p>	<p>Deputy Leader (+Environment and Asset Management)</p> <p>Ward(s): All Wards;</p>
	Reason: Expenditure more than £100,000		
Cabinet	2 Sep 2010	<p>Corporate Out of Service Review</p> <p>Delivery of efficiency savings and service improvements in relation to the Council's out of hours initial point(s) of contact - Duty officers.</p>	<p>Cabinet Member for Crime and Street Scene</p> <p>Ward(s): All Wards;</p>
	Reason: Expenditure more than £100,000		

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	2 Sep 2010	<p>Council's Corporate Plan 2010/13 & Executive Summary</p> <p>The corporate plan and its executive summary encapsulates the council's key priorities for improvement over the next 3 years. It is linked to the Local Area Agreement (LAA) and the national indicators. The plan has been developed from departmental plans following consultation with the Leader. Other Cabinet Members have been consulted by Directors concerning the departmental plans relevant to their portfolios. The plan will enable the council to monitor progress against key priorities.</p> <p>The Corporate plan and executive summary are available under separate cover.</p>	Leader of the Council
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet	2 Sep 2010	<p>Hostel improvement works</p> <p>Seeking to reinvest capital receipts from the hostel disposal programme to invest in the hostel stock in order to bring them up to a decent standard and to provide an additional 3 disabled units.</p>	Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): Askew; College Park and Old Oak; Fulham Broadway; North End; Wormholt and White City;
Cabinet	2 Sep 2010	<p>IT Strategy</p> <p>Seeking approval to the Council's IT Strategy 2010, covering 2010 to 2013, ensuring that the IT provision is aligned with the Council's key priorities and assists the achievement of the Council's value for money objectives</p>	Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	2 Sep 2010	<p>Parks Capital Improvement Programme</p> <p>This report seeks Cabinet approval for the parks capital programme for 2010/11.</p>	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	2 Sept 2010	<p>Playbuilder - Year 2</p> <p>To seek Member approval to deliver year 2 of the playbuilder programme delivering 12 new or refurbished play areas for 8-13 year olds. Outlines the sites and locations, consultation strategy and procurement process with the details of the costs and expected benefits.</p>	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): All Wards;

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	2 Sep 2010	Procurement of larger family sized accommodation Proposing that the Council, working in partnership with a registered social landlord, purchases up to 18 four bed properties both in and out of the borough to assist the Council's strategies in relation to relieving overcrowding and assisting in meeting urgent housing need.	Leader of the Council, Cabinet Member for Housing
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	2 Sep 2010	WLA Residential Care - Framework Agreement The WLA with involvement from 6 West London Boroughs, (Hillingdon, Hounslow, Brent, Ealing, Hammersmith and Fulham and Hounslow) have tendered for a framework agreement for residential care. Permission is sought to enter into an access agreement with the London Borough of Hillingdon (lead borough) in order to spot purchase placements in care homes.	Leader of the Council
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet	2 Sep 2010	Residents Services fees and charges review Proposed changes in Fees and Charges effective from 01 October 2010	Cabinet Member for Residents Services
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet Full Council	2 Sep 2010	Treasury Management Outturn Report 09-10 This report provides information on the Council's debt, borrowing and investment activity for the financial year ending 31st March 2010. The report is to note the borrowing and investment activity for the period 1st April 2009 to 31st March 2010.	Leader of the Council
	27 Oct 2010		Leader of the Council
	Reason: Expenditure more than £100,000		Ward(s): All Wards;
Cabinet	2 Sept 2010	William Parnell Park Improvement Project To undertake park-wide improvements including the introduction of play for all age groups and improvements to hard and soft landscaping. The Park is currently run down and in a state of disrepair.	Cabinet Member for Residents Services
	Reason: Expenditure more than £100,000		Ward(s): Sands End;
Cabinet	2 Sep 2010	Cycle training tender acceptance The Council's cycle training contracts have come up for renewal. This report sets out the arrangements for the tender and award of the new contract.	Deputy Leader (+Environment and Asset Management)
	Reason: Expenditure more than £100,000		Ward(s): All Wards;

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
Cabinet	2 Sep 2010	Building Regulations Charging Scheme Agreement is needed for the introduction of a replacement for the current Hammersmith and Fulham Building Regulations Charging Scheme from the 1st October 2010. The new charging scheme must be made before the 1st. October, 2010 at the latest.	Deputy Leader (+Environment and Asset Management)
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet	14 Oct 2010	Library Strategy 2009-14 progress Report and Next Steps Update for Members on progress against actions in Library Strategy 2009-14 and proposals for next steps to continue modernisation of library service.	Cabinet Member for Residents Services
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet	14 Oct 2010	World Class Financial Management Transformation Programme - Business Case This is the business case for the World Class Financial Management programme, which is part of the Council's Slicker Business transformation programme. This report is being presented to Cabinet for their consideration and approval.	Leader of the Council
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet Full Council	14 Oct 2010	Review of the Licensing Policy 2010 The Licensing Act requires a licensing authority to prepare, consult and publish a statement of its licensing policy every three years. The policy is due for review this year and has been prepared in accordance with the guidance issued under Section 182 of the Licensing Act 2003.	Cabinet Member for Residents Services
	27 Oct 2010		Cabinet Member for Residents Services
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet Full Council	14 Oct 2010	Sex Establishment Licensing Policy The adoption of a Sex Licensing Policy	Cabinet Member for Residents Services
	27 Oct 2010		Cabinet Member for Residents Services
	Reason: Affects more than 1 ward		Ward(s): All Wards;
Cabinet	14 Oct 2010	Match Day Parking Scheme Proposals for Zones South of the Talgarth Road	Deputy Leader (+Environment and Asset Management)

Decision to be Made by: (ie Council or Cabinet)	Date of Decision-Making Meeting and Reason	Proposed Key Decision	Lead Executive Councillor(s) and Wards Affected
	Reason: Expenditure more than £100,000	This report details two match day parking scheme proposals for 12 Controlled Parking Zones situated south of the Talgarth Road. The report details issues relating to the schemes and recommends a consultations in the 12 Zone area.	Ward(s): Fulham Broadway; Fulham Reach; North End; Parsons Green and Walham; Sands End; Town;
Cabinet	16 Dec 2010 Reason: Affects more than 1 ward	Consultation Transport Plan for Hammersmith & Fulham The Councils consultation Local Implementation Plan 2 in response to The Mayors Second Transport Strategy	Deputy Leader (+Environment and Asset Management) Ward(s): All Wards;

Agenda Item 8



London Borough of Hammersmith & Fulham

Cabinet

15 JULY 2010

SUMMARY OF OPEN DECISIONS TAKEN BY THE LEADER AND CABINET MEMBERS REPORTED TO CABINET FOR INFORMATION

CABINET MEMBER

LEADER

Councillor Stephen Greenhalgh

8.1 PUBLICATION OF PAYMENTS OF £500+ TO SUPPLIERS

The Secretary of State for Communities and Local Government has written to all Councils to recommend they publish items of spend over £500 – whether they are invitations to tender, contracts or the actual payments – all online. (See Appendix 1). The deadline is January 2011 and a Code of Practice will be issued in the autumn. However the expectation is that councils will do this sooner rather than wait for direction. The Royal Borough of Windsor and Maidenhead and the Greater London Authority already publish this data.

This report recommends the initial publication of suppliers and cumulative spend over £500 on a quarterly basis (See Appendix 2) and to work with Capital Ambition on a more detailed pan London supplier data system which allows detailed classification of spend and interactive functionality (similar to the model produced by Windsor and Maidenhead (See <http://www.spotlightonspend.org.uk/Lite/996/Royal+Borough+of+Windsor+and+Maidenhead/Suppliers>)

Decision taken by Cabinet Member on: 17 June 2010

1. That approval is given to the publication of suppliers payments over £500 on line on a quarterly basis (See Appendix 2 of the report).
2. That officers work with Capital Ambition to produce a more detailed pan London supplier data system which allows more detailed classification of spend and interactive functionality and complies with the forthcoming Code of Practice to be issued by the Government.

Wards: All

LEADER

Councillor Stephen Greenhalgh

8.2 CHANGE TO THE ALLOCATION OF CABINET PORTFOLIO RESPONSIBILITIES – 2012 OLYMPICS

Transferring portfolio responsibility for the 2012 Olympics (including the London Youth Games) from the Leader to the Cabinet Member for Residents Services.

Decision taken by Cabinet Member on: 17 June 2010

That approval be given to the transfer of portfolio responsibility for the 2012 Olympics (including the London Youth Games) from the Leader to the Cabinet Member for Residents Services.

Wards: All

**DEPUTY LEADER
(+ENVIRONMENT
AND ASSET
MANAGEMENT)**

*Councillor Nicholas
Botterill*

8.3 LOCAL TRANSPORT FUND

This report outlines the proposals to spend the £100k Local Transport Fund.

Decision taken by Cabinet Member on: 22 June 2010

That approval is given to the proposed allocation of funding totalling £100k as set out in paragraph 3.2 of the report.

Wards: All

**DEPUTY LEADER
(+ENVIRONMENT
AND ASSET
MANAGEMENT)**

*Councillor Nicholas
Botterill*

**8.4 TRANSPORT PLAN FOR HAMMERSMITH AND FULHAM
2011 TO 2014 – ACTION PLAN**

The transport plan for Hammersmith & Fulham forms the councils Local Implementation Plan (LIP2) to which all London Boroughs are statutorily required to complete.

This action plan details the deadlines set by TfL and how officers intend to meet them alongside meeting all the other requirements of developing a LIP such as consultation and the SEA.

Decision taken by Cabinet Member on: 22 June 2010

That approval be given to proceed with the transport plan for Hammersmith & Fulham as set out in the action plan in the report.

Wards: All

**CABINET MEMBER
FOR CHILDREN'S
SERVICES**

*Councillor Helen
Binmore*

**8.5 PROPOSED RE CONSTITUTION OF THE GOVERNING
BODY OF PHOENIX HIGH SCHOOL**

The report recommends that the new instrument of government for the Phoenix High School be made and come into effect from 1st July 2010.

Decision taken by Cabinet Member on: 21 June 2010

That the new instrument of governing for Phoenix High School,

as set out in Appendix B of the report, be approved.

Ward: Wormholt and White City

**CABINET MEMBER
RESIDENTS
SERVICES**

Councillor Greg Smith

**8.6 APPOINTMENT OF COUNCIL REPRESENTATIVES TO
OUTSIDE ORGANISATIONS – FULHAM PALACE TRUST**

This report records the decision of the Cabinet Member for Residents Services to appoint three representatives to the Fulham Palace Trust which falls within the scope of the Cabinet Members' executive portfolio.

Decision taken by Cabinet Member on: 24 June 2010

**To appoint Councillor Botterill, Councillor Stainton and
Councillor Law, for a period of four years until 31.05.2014.**

Wards: All