

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 15/07/2024

Subject: Third Sector Investment Fund Strategy Report

Report of: Councillor Rebecca Harvey, Cabinet Member for Social Inclusion and Community Safety

Report authors: Rebecca Richardson, Strategic Commissioner (Adult Social Care), Katharina Herrmann, Programme Lead

Responsible Director: Jacqui McShannon, Executive Director of People

SUMMARY

This strategy sets out the priorities and principles for the award of grants under the Third Sector Investment Fund (3SIF) round to be launched in 2024/25 and implemented in 25/26. It details the Council intention to strengthen its support for H&F's Voluntary & Community Sector (VCS) so we can better support our residents. The priorities and principles for the grants round have been drawn down from existing Council strategies and from working with the VCS. which have then been grouped under Hammersmith & Fulham Council values. Residents' views have been sought and will be factored in, with a focus on disabled residents. The priorities will help H&F to be a borough that is resilient to change and unprecedented circumstances.

The Council (in line with the public sector) is facing considerable demographic, legislative and financial pressures. It is important that this planned investment is delivered in a financially efficient and effective manner in line with the Council's values. Consequently, there will be an expectation that successful organisations will be able to showcase and demonstrate the outcomes being delivered (as set out in paragraph 35 of the report).

The Council will be investing up to £3.9m into our VCS to ensure that together we are able to improve the quality of life for our residents.

3SIF grants will be awarded under a select number of thematic areas as set out in the corporate plan as follows:

1. Building a better future for children & young people
2. Promoting healthier, longer and more independent living
3. Promoting fairness, equity, and inclusion across our borough (including supporting refugees and asylum seekers in the borough)
4. Preventing poverty and its impacts

5. Making H&F a great place in which to live, work and thrive – including for sports and culture.
6. Creating a safer and resilient borough for everyone
7. Tackling the climate emergency

RECOMMENDATIONS

That Cabinet Agrees:

1. To launch a Third Sector Investment Fund Round under the seven priority areas set out in this paper.
2. That the newly allocated funding will run from 1st April 2025 to 31st March 2028, with the option to extend by 1 more year (up to 31st March 2029).
3. To approve the establishment of a framework for the approval of grants falling within the Third Sector Investment fund. Under this framework the Cabinet grants delegated authority for the Award of Grants under the Third Sector Investment fund from 1st April 2025 up to 31st March 2028 with a potential extension of one year up to 31st March 2029 to the Executive Director of Finance and Corporate Services in consultation with the Cabinet Member for Social Inclusion and Community Safety.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	Invests in local people employed by local third sector organisations and volunteers and a sector critical to building value in the community and enhancing shared prosperity.
Creating a compassionate council	Invests in community outcomes and a wide range of opportunities to help residents maintain their independence and build supportive networks, between the local authority, voluntary organisations and residents using services.
Doing things with local residents, not to them	Locally focussed investment delivered with and for communities. Residents and local organisations are involved in the build-up to the new funding round and asked to feed back on their priorities.
Being ruthlessly financially efficient	Investment in prevention and early interventions to avoid need for costly intervention too late to ensure best outcomes for residents. Support services that demonstrably support the Council in its core duties.
Taking pride in H&F	Invests in community activities including arts and cultural projects and those enhancing green

	spaces. The 3SiF fund helps to develop and sustain a thriving community sector.
Rising to the challenge of the climate and ecological emergency	Invests in activities that enhance the environment including refreshed funding outcomes. Most volunteers engaged with the third sector do so close to home – reducing travel costs and impact.

Financial Impact

1. The approved investment funding for the 3SIF Programme totals £3.67m in 2024/25 (this includes the London Council's Grants Programme of £0.14m and Small Grants/Coach Voucher Scheme at £0.18m).
2. The investment is partly funded by Public Health Grant of (£0.99m), HRA (£0.03m) and the remaining £2.65m is funded within the overall General Fund. The public health funding is predicated on delivering the outcomes of this programme and cannot be guaranteed or relied upon indefinitely.
3. An additional £0.20m per year (for a 3-year period only) will be made available from prior grants to support programmes to be delivered by the voluntary sector specifically, refugees and asylum seekers in the borough.
4. A number of the organisations have on-going funding for a period of 10 years ending in March 2028 (detailed in Section 10). This together with some other programmes will be on-going annual commitments totalling £1.117m.
5. The Council (in common with all public sector services) continues to face significant medium term financial challenges with increasing demographic pressures on many services. This will necessitate an on-going review of all services including funding to external contractors and organisations. It is therefore important that this investment delivers outcomes over and above those already delivered by the Council.
6. The grants programme can be undertaken on the basis that funding is protected for 2024/25 and the likelihood that this will continue into 2025/26. The funding for future years (including inflation) will need to be approved as part of the Council's annual budget approval and to reflect the financial challenges that are being faced.

Completed by:

Name: Charles Mensah

Position: Principal Accountant Financial Planning Social Care and Public Health

Telephone: 020 8753 2523

Email: prakash.daryanani@lbhf.gov.uk

Verified by: James Newman, AD Finance, 23 May 2024

Legal Implications

Under the Council's Financial Regulations (F.37) members may approve a framework for the administration of any specified class of grant and assistance over the value of £20,000 by the relevant SLT Director for the efficient conduct of

business. The recommendations in this report are establishing a framework under this regulation.

The Council's Financial Regulations impose requirements on the award of grants, set out in F.37. The assessment and award process set out in this report will assist in achieving this.

Grants made to organisations which constitute "enterprises" in that they are engaged on an economic activity which offers goods or services on a market" will be subject to the requirements of the Subsidy Control Act 2022.

Where grants constitute "minimal financial assistance" under the Act, the procedural steps set out in s 38 need to be followed. This entails giving a "minimal financial assistance notification" to the recipient. This requires them to specify that the maximum threshold for such subsidies (£315,000 over three financial years) will not be exceeded. The grant cannot be paid until the relevant confirmation has been received.

Subsidies which exceed the minimal financial assistance threshold need to comply with the subsidy control principles in the Act and the details need to be published on the subsidy control database. Specific legal advice should be sought about payments of grants falling within this category.

John Sharland, Senior solicitor (Contracts and procurement)
9th May 2024

Background Papers Used in Preparing This Report

None

DETAILED ANALYSIS

Proposals and Analysis of Options

Introduction

1. In Hammersmith & Fulham we are committed to supporting our communities to thrive. As a diverse borough, we know it's important to listen to the voice of residents and encourage a dynamic and responsive third sector that is well attuned residents' needs. That is why we are continuing our commitment to the Third Sector Investment Fund (3SIF) under the renewed set of priorities and principles which are set out in this strategy.
2. Residents across our borough are facing the deepest fall in living standards on record with poverty levels already increased significantly across the UK. Since 2010, Hammersmith & Fulham's funding from central government has been cut by 54% in real terms so the challenge facing local people today is even more stark.

3. Although the Council and residents face austerity. We help our poorest with a generous council tax support scheme. We introduced an ethical approach to debt which means we will work collaboratively with families who struggle to pay. We are the only council in England to abolish home care charges. We provide free breakfast to all primary school children and free lunches for our most economically disadvantaged children in and out of school term time, in our effort to combine compassion and inclusivity with ruthless financial efficiency.
4. The Council through this strategy paper is committed to supporting residents and the third sector by renewing our grants funding strategy. As we seek value for money for our residents, we want to strengthen our third sector, through our renewed Third Sector Strategy; we are investing up to £3.9m intended to deliver a broad range of Council priorities for which we are calling on all the VCS to rise to the challenge and urgently tackle the big issues through both traditional and non-traditional routes.
5. The Council (in line with the public sector) is facing considerable demographic, legislative and financial pressures. It is important that this planned investment is delivered in a financially efficient and effective manner in line with the Council's values. Consequently, there will be an expectation that successful organisations will be able to showcase and demonstrate the outcomes being delivered (as set out in paragraph 35 of the report).
6. The 3SIF grants programme can be undertaken on the basis that funding is protected for 2024/25 and the likelihood that this will continue into 2025/26. The funding for future years will need to be approved as part of the Council's annual budget approval and to reflect the financial challenges that are being faced.

Option 1 – Award grants as part of new round for 3+1 years - Recommended.

7. This option would recommend that a grants round is launched on the priorities and principles set out in this paper. 3SIF priorities and processes set out in this paper have been updated to align with current strategic priorities, as set out in the Corporate Plan and incorporate experiences and feedback to develop a grants programme that delivers continuously improving impact and value to an even wider range of residents.
8. Preference would be given to organisations that can demonstrate that they align with and support Council priorities using preventative or innovative approaches to support residents. As part of this refresh, we would need to consider monitoring arrangements for grants and how we can make best use of BI for reporting on outcomes achieved.
9. Option 1 would see grants awarded for three years (April 2025 to March 2028). This option would give increased assurance to successful applicants but also less opportunities for unsuccessful applicants to rebid. We recommend that this is mitigated by increasing the annual allocation of Small Grants funding to be given out on a rolling basis.
10. This option would align 3SIF with the end of the Advice Partnership Contracts (The Law Centre, Action on Disability and Hammersmith & Fulham Citizen's Advice Bureau) and as such enable the council to consider a review of its entire

3SIF budget at the same time. This will be initiated by a Needs Analysis of the Third Sector and subsequent Third Sector Strategy which will inform any recommendations for grants in for 27/28.

Option 2 – Award grants as part of new round for 2+1 years – Not recommended.

11. The two-year grant period would be used to gather renewed evidence on the value of investment in the third sector by better monitoring outcomes for residents and communities.
12. However, a two-year period would not align with the ending of the Advice Partnership Contracts and therefore any recommendations from a wider Third Sector Strategy would be limited to existing funding allocations.

Option 3 – Extend the current grant arrangements by 2 years to allow time for the development of a full Third Sector Strategy. – Not recommended

13. This would provide a familiar approach to the sector and allow for time of a full review of the sector and the Council's relationship with it whilst maintaining stability for funded organisations and residents. However, it would mean maintaining outdated priorities and processes that has been criticised as vague, not reflecting current priorities, lacking alignment across services, disadvantaging new small voluntary sector providers who may have been waiting for the opportunity to compete for funding from the 3SIF and is also a model of monitoring that is no longer fit for purpose. There have been several extensions already and the bulk of the funding has not been available to the wider range of applicants since 2014.

Priorities

14. Officers have worked across Council departments and with the sector, to link 3SIF to these priorities. 3SIF grants will be awarded under a select number of thematic areas as set out in the corporate plan. The priorities are drawn down from existing Council strategies which have then been grouped under Hammersmith & Fulham Council values. Residents' views have been sought and will be factored in, with a focus on disabled residents. The priorities will help H&F to be a borough that is resilient to change and unprecedented circumstances.
- **Building a better future for children & young people**
 - **Promoting healthier, longer and more independent living**
 - **Promoting fairness, equity, and inclusion across our borough (including supporting refugees and asylum seekers in the borough)**
 - **Preventing poverty and its impacts**
 - **Making H&F a great place in which to live, work and thrive – including for sports and culture.**

- **Creating a safer and resilient borough for everyone**
- **Tackling the climate emergency**

15. Not in scope for new grants round

The table below show activity that sits outside of the funding available for the next third sector investment fund grants round.

Service area	Reason	Total allocated
Advice Partnership Contracts (2028)	10-year contracts with Action on Disability, H&F Law Centre and Citizens Advice Bureau that do not have a break clause.	£796,802
London Councils Grants Programme (mandatory contribution, amount set annually by London Councils)	Pan-London grants programme focuses on Homelessness and domestic/sexual violence support.	£140,000
Small Grants and coach voucher scheme	Open all year round for applications.	£180,500
Total		£1,117,302

Although we have a number of advice contracts in place this should not deter applicants who wish to apply for funding to provide advice services.

Principles

16. To ensure the seven priorities are delivered on, we have devised a set of principles which underline the priorities. Applications will be marked against their ability to deliver against the principles using scoring criteria. The basis for the principles was devised in collaboration with the sector who highlighted themes; build alliances of support between organisations and institutions, inclusivity, address the Cost-of-Living Crisis, supporting our children and our 'at risk' residents, enhance partnership working. The principles have been updated for the 2024 grants round and are set out below.

Collaborative

17. We believe that that organisations should demonstrate an ability to build alliances of support, working together to achieve shared outcomes for residents and avoid overlaps. We want organisations funded under 3SIF to be committed to coproduction with individual residents and communities to improve outcomes.

Inclusive

18. We think that services should reflect the communities that we serve. Working to eliminate discrimination in all its forms, tackling racism in services; enabling minoritised communities and Disabled People to shape the services they receive.

Adaptable and Agile

19. Since the 2013 Grants Round, H&F has changed dramatically. Unforeseen pressures such as the Covid-19 Pandemic and the subsequent Cost of Living Crisis have placed great challenges on our communities. We want organisations to demonstrate that they can adapt to meet these challenges and still deliver for our communities, that they can attract new users to their services. This means having a clear understanding of the needs of the residents they work with and the wider context of residents in H&F.

Preventative

20. We want our third sector partners to work with us to promote the wellbeing and good mental health of residents. The third sector has a key role in supporting residents with meaningful activities and meaningful connections; doing this will empower residents to thrive.

Demonstrates Impact

21. We want organisations who are known to have a good track record of delivering for the residents of Hammersmith & Fulham. Moving forward this means having specific, measurable, achievable, relevant and time bound (SMART) outcomes framework. We need organisations to demonstrate in their applications what they have achieved and how; also, how they can verify this and what they can do during times of crisis. Organisation must be able to work with the Council in times of crisis.

Well Organised

22. To ensure that we are being 'ruthlessly financially efficient' we want to support organisations that are using funding for maximum impact. This means having skilled staff and development plans, having clear governance structures, having a clear feedback mechanism for compliments and complaints to support continuous improvement and transparency. Organisations should be transparent and able to report timely and accurately against an agreed set of outcomes and targets and participate in the monitoring process within the deadline set and be open to scrutiny and the appraisal process

Coproduction

23. Whilst some coproduction work with the wider voluntary sector took place in 2022/23, in 2024 it was recognised that renewed coproduction was needed with residents in Hammersmith & Fulham. Officers have conducted outreach events including attending the borough's full Tenants and Residents Meeting on 19th March, outreach at Family Hubs, Old Oak and the Fulham Court launch on 11th and 18th April and organised a drop in at Mind sport Centre on 27th March. Information about potential future 3SiF priorities and process was distributed and responses from residents showed strong interest in:

- equalities of access
- intergenerational activities
- support for parents of young children.
- more activities for disabled residents
- community safety

24. A six week survey aimed at gathering the views of our residents and local VCS organisations went live between May and June 2024. The findings from the survey, which received 131 responses, have been summarised in a separate report, but key messages include:

- Long term funding stability and security is a key challenge and priority for the future of the sector.

The sector could be more 'joined-up' in how it operates, and more opportunities to collaborate with the council and across the sector would be welcome.

- The sector could benefit from more support to remain resilient, resourced, and have the right skills and training available.
- Building a better future for children and young people was the most commonly supported priority of those presented in the survey, and also the area the VCS was said to be best placed to help.
- Other commonly referred to priorities for respondents included services relating to younger, older and Disabled residents, and mental health and housing services.

25. A co-production exercise with voluntary sector organisations took place in 2022/23. This included 4 events held in March, April, May and June 2022. Three were hosted by H&F at Edward Woods and Sands End Community Centres, a 3rd Sector only one by SOBUS as a VCS CEO forum. There was appreciation from organisations for the existing funding programme. The local cost of living alliance events have also provided important feedback about our grants programme. Improvements suggested across various engagement activities included:

- Longer funding terms are needed, to help with planning and staff retention, and business continuity, particularly in relation to core costs. The sector would welcome the opportunity for VCS organisations to apply for crisis support.
- A tiered process for applications and monitoring, in proportion to the grant value would be beneficial – smaller amounts (i.e. up to £50k pa) should not require the same level of scrutiny as higher ones.
- Transparency and fairness in the process are very important, as is clear and ongoing communication about time frames.
- The sector would welcome advice to help navigate grant application processes, greater visibility of funding opportunities, and generally streamlined application processes.

26. Notes on some of the events and related presentations can be found here:

[3SIF – Sobus](#)

Application Process

27. The grant agreements will be updated. They will continue to contain clearly defined break clauses and conditions of monitoring. Currently, monitoring demands are similar across all grant agreements. It is proposed that we

create three funding strands for 3SIF which organisations can apply against. The proposed tiers are set out in the table below. Tier 1 would prioritise applications from otherwise unfunded groups. The new tiers will help to tighten the monitoring process and requirements and make both more adequate to the level of funding awarded.

Proposed Funding Tiers

	Funding Amount per annum	Suggested Monitoring Recommendations
1	Small (application via Small Grants which is open all year) maximum £10,000, turn around period 6 weeks or less.	Monitoring report on how event/project went returned 6 weeks after date of event/project close. Demographic information reported.
2	Medium - £10,00 - £34,999	6 monthly monitoring reports on agreed KPIs 6 monthly monitoring meetings (Teams or In-person) Annual summary report required from organisations. Monitoring visit if required. Attendance at VCS Forums
3	Large - upwards of £35,000	Quarterly monitoring of KPIs Monitoring meetings/visits (Teams or In-person) Twice yearly visits Annual summary report Participation in quarterly VCS forum meetings encouraged and expected. Attendance at VCS Forums

28. Whilst applications below £10,000 annual value would continue be assessed and allocated using the small grants scheme process.. Awards below £35,000 would, if successful, result in a simple grant agreement with lower-level monitoring requirements. All grant agreements will include terms and conditions that will allow Hammersmith & Fulham to cease funding if a grant fund is being misused or not used for the purposes set out in the 3SIF specification. The Council is committed to full transparency and accountability for the ways public moneys are spent, and severe overall reductions in available funds are making this more important than ever.

29. It is recommended to consider increasing the small grant's allocations of £180,500 to £250,000 per annum which will be co-terminus with the 3SIF programme. This would increase the flexibility of the overall grants programme as a larger share would be available for allocation all year round. It is recommended that this is considered at the Award stage subject to approval of the relevant Cabinet Member for Social Inclusion and Community Safety.

Subsidy Control

30. Where grants constitute “minimal financial assistance” under the Act, the officers will issue a “minimal financial assistance notification” to the recipient. This requires them to specify that the maximum threshold for such subsidies (£315,000 over three financial years) will not be exceeded. The grant cannot be paid until the relevant confirmation has been received. If any proposed grant would cause the minimal financial assistance level to be exceeded, officers will seek further legal advice to ensure that the provisions of the Subsidy Control Act are complied with. Applicants will have to declare interests and assets as part of the process.

Reasons for New Approach

31. As part of the new grants round we want to ensure that monitoring requirements are proportionate to the level of investment that organisations receive.

32. The proposed new approach as set out at point 21 has a range of benefits which are set out under the headings below.

Proportionality:

- Under the current monitoring/award system, lower amounts of funding are subject to very similar requirements as larger one; application effort and monitoring should be in proportion to the sums awarded.
- Larger awards can be subject to a stricter monitoring regime without impacting smaller scale projects.
- The new arrangements and requirements will be part of the application information, allowing organisations to make informed choices about what scale of funding agreement would suit them best and plan accordingly.

Inclusivity:

- This approach would allow for applications to be assessed within a field of organisations who are applying for similar amounts. It will provide a stepping stone for organisations who have delivered through small grants funding to scale up their ambitions without being overburdened with requirements.
- It will assist smaller and newly emerging organisations who will have increased opportunity to apply for funding all year round.
- A new tier between small grants and high-level grants is likely to meet the needs of organisations aiming to take the next step upwards from grassroots level in terms of user numbers, project size and staffing levels.
- The new approach addresses the outcomes of the co-production exercises with the local voluntary sector.

33. It is essential that the application process is inclusive and accessible for a range of organisations. Our network of the local voluntary sector will be used to promote the availability of this funding to Disabled People and minoritised communities. Application forms can be translated into community languages, and we will have applications available in Easy Read, workshops on application process to be offered.

34. When the new grants application process is launched all applicants will be informed that previously agreed funding will terminate at the end of March 2025 and new successful applicants (this may not include all organisations currently in receipt of grant funds) will be awarded grants from April 2025.

Assessment Process

35. After the closing date, applications will be assessed for eligibility; those not meeting basic eligibility requirements will be set aside. Proposed eligibility requirements are:

- applicants must be constituted not-for-profit organisations with their own bank accounts.
- must be registered with the relevant regulator (i.e. Charity Commission) and have submitted all required documents such as annual accounts.
- services/projects applied for must benefit H&F residents.
- must have an up-to-date safeguarding policy.
- must have no conflicts of interest.

36. All remaining applications need to be scored by at least 2 assessors, preferably 3, more if any specialist insight is required to establish the potential value and quality of a proposal.

37. Detailed scoring requirements for meeting each rank will be set out in the application forms. The proposed scoring for each rank is as follows:

- Excellent (meeting all criteria to a high standard): 5 points.
- Good (meeting all criteria to a good standard): 4 points.
- Adequate (meeting all criteria sufficiently): 2 points.
- Poor (not meeting all criteria, and/or not meeting them well): 1 point.
- Insufficient (not meeting criteria): 0 points.

38. The best scoring applications will be forwarded for consideration in moderation meetings. Based on experience from previous funding rounds, 3SIF will be highly oversubscribed and the number of excellent, good or adequate applications will exceed the funds available. The moderation process will therefore take some time, involve a range of stakeholders (officers from different departments) and needs to be carefully managed to ensure fairness and transparency.

Award Criteria

39. The award criteria for grants will be based on applications evidence of delivering against the priorities and principles set out above. Applicants should apply against at least one of the Priority areas set out. The quality of their application will then be scored against the principles set out at points 10 - 16.

Award Process

40. Organisations will be informed about the final decisions regarding their grant funding applications as soon as the Strategic Director of Finance in consultation with the Cabinet Member for Social Inclusion and Community

Safety approves the recommendations. It is proposed to alert applicants to any recommendation reports that can be accessed by the public as soon as they go online.

Monitoring

41. As part of the new grants round we are introducing a new modernised monitoring approach. This places a focus on agreed quantitative and qualitative measures and outcomes. Successful grant organisations will be expected to be compliant with new monitoring approach. Grant Agreements will be signed between the Council and all successful organisations before the new grants are launched. Grant Agreements will set out the terms and conditions that need to be met for the organisation to receive continued funding via 3SIF. Breaches to the Grant Agreement may impact funding.
42. The success of the approach will be dependent on agreeing key performance indicators or targets with organisations that they can meaningfully report against.

Implementation

43. After the Cabinet decision meeting and following the call-in period, organisations will receive a letter confirming their award by email and be invited to complete a grant agreement template that sets out the agreed conditions, targets and monitoring expectations in detail. If organisations are informed of their awards in late December 2024/early January 2025, this process should be complete by end of February 2025.
44. Successful applicants are expected to start agreed projects and services on 01/04/2025 provided the milestones proposed in the timetable (below) can be achieved.

Long term ambitions

45. This strategy has set out our plans to continue to invest in the Third Sector through the provision of a substantial grants scheme. This scheme has for a long time had far reaching impacts on our communities, whilst helping the Council to deliver on a range of priority areas. As set out in the [H&F Plan 2023-26](#), our long-term ambition is to maintain a strong and capable third sector that is well equipped to support our rapidly changing communities. We believe the sector can have a key role in helping us to build stronger, active, and more connected communities across our borough.
46. To do this, we are planning to co-produce a new Third Sector Strategy that will begin development in 2025, working with residents and local organisations to find the best ways forward to meet shared ambitions. We want to better understand the needs of the sector and help build capacity to enable local VCS groups to serve our communities, whilst remaining flexible to changing needs. This new strategy will provide the golden thread through which future support and investment in the sector is guided.

47. Indicative Timetable for July Launch of Grants Round

Phase	Activity	Start	Deadline
Strategy Governance	Strategy Approved at CMB	Thursday 9 th May	Thursday 9 th May
	Strategy Approved at SLT Business	Wednesday 15 th May	Wednesday 15 th May
	Political Cabinet	Monday 3 rd June	Monday 3 rd June
	Cabinet	Monsay 15 th July	Monday 15 th July
	Call in	Monday 15 th July	Friday 19 th July
Grants Round & Moderation	Grants Round Open	Monday 29 th July	Monday 23 rd September
	Evaluation of applications	Monday 23 rd September	Friday 4 th October
Grant Award Governance	Moderation of applications	Monday 4 th October	Friday 18 th October
	Award Report Business SLT	Wednesday 13 th November	Wednesday 13 th November
	Cabinet Member Approval	Thursday 21 st November	Thursday 21 st November
	Call in	Friday 22 nd November	Friday 28 th November
	Organisations notified of outcome.	Monday 6th January	Monday 6th January 2025
	Warm up to launch.	Monitoring agreed and formalised with successful organisations	Monday 6 th January
Launch	Signing of grant agreements	Friday 31 st January	Friday 21 st March
	Launch Grants	1st April 2025	1st April 2025

Equality Implications

48. A full Equalities Impact Assessment (EIA) can be found at Appendix 3.

Risk Management Implications

49. There is a programme risk that the defined strategy rollout plan is both complex and time challenging and is not therefore achievable as defined. This would result in impacts to either delivery dates, the quality of the deliverables or the trust and involvement of impacted organisations. To mitigate this, it is recommended that all plans are independently reviewed by all contributing teams and departments and that the schedule is closely project managed with a rigorous change control mechanism.

50. There is a programme risk that the findings of the report gathering investigation significantly alters the content and timeline of the strategy. This risk should be monitored to assess the impact of any changes and any findings reported and assessed as in the above risk.

51. The financial risks of third sector investment cannot be overstated. Close financial tracking of all investments must be put in place.

Jules Binney, Risk and Assurance Manager, 23rd May 2024

Climate and Ecological Emergency Implications

52. Implementing climate friendly measures in our work and a considered effort to make a positive contribution towards tackling the Climate and Ecological Emergency is a high priority for H&F. The funding application process outlined above will set out clear standards to all potential applicants, who will all need to demonstrate awareness and willingness to make reasonable changes and contributions. Applications will be scored accordingly, applicants that cannot demonstrate awareness and willingness to adapt will not succeed.

53. Possible examples of adaptations would be:

- creating better energy efficiency of buildings
- transport adaptations that reduce impact on local environments and air quality such as pooling transport, better use of public transport wherever possible, and use of low impact ULEZ compliant vehicles to arrange outings and shopping trips for their service users with mild mobility problems.
- Promote life-style adaptations that meet the cleaner and greener agenda and help service user to adapt them. This could range from advice on healthy eating and active travel options to paper-free offices, to name a few examples.
- Share and help implement ideas and innovations that support environmental improvements in H&F.

Implications verified by: Hinesh Mehta (Strategic Lead, Climate Change), June 2024

Hinesh.Mehta@H&F.gov.uk

LIST OF APPENDICES

Appendix 1 – Examples of Outcomes Sought from Investment

Appendix 2 - H&F Equality Impact Analysis Tool

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Appendix 1 -Examples of Outcomes Sought from Investment

Promoting healthier, longer and more independent living

- Adult residents will sustain or improve their physical and/or mental wellbeing.
- Residents will have greater awareness of the range of community services on offer in H&F to support them achieve these outcomes.eg greater use of technology to increase awareness and that enable live postings of events and activities taking place daily, that reach a wide audience.
- Isolated residents from all backgrounds, including older residents, Disabled residents, neurodiverse residents, residents with mental health needs, learning disabilities and young people preparing for Adulthood, with SEND and those from minoritised communities, have greater access to community activities to increase their independence skills and well-being both in person and through improved access to community support (at home or in the community) and ability to use new technology.
- Residents, particularly those living with Dementia will remain alert and active for as long as possible and develop their personal resilience to meet new challenges.
- (outlined above) The mental health needs of adults are better supported, particularly in the long-term context of Covid-19.
- Support and awareness raising will include a wide range of health needs such as breast feeding, awareness of symptoms of conditions such as menopause and Prostate Cancer and other severe and long-term health

Preventing poverty and its impacts

- residents will be empowered to deal with issues and crises to prevent them escalating, through advice, Legal Advice (including self-help as a first step) and legal representation.
- Young people preparing for Adulthood and their parents/carers have greater access to IAG as to benefits and support to mitigate against poverty and its impacts.
- Residents facing, or at risk of food insecurity will be supported through any crisis period and provided with appropriate support and tools to bring about long-term food security, and knowledge about healthy eating. Support in providing food that is tailored to cultural needs
- Families are supported to maximise entitlements to services through access to information, advice and guidance.
- Residents are supported with financial inclusion & debt advice.
- Residents are supported through employment advice to sustain jobs or seek help to challenge unfair work treatment that risks resulting in them experiencing poverty.
- People facing homelessness have access to timely advice to help sustain tenancies. Residents struggling with fuel poverty will be able to receive support to help take them out of fuel poverty through a range of measures.

conditions.

- Residents of all ages are brought together in purposeful, mutually beneficial intergenerational activities which promote well-being, knowledge sharing and community cohesion.
- Building capacity for residents from Black, Asian and Minoritised Ethnic communities (global majority backgrounds), raising awareness of conditions that could adversely impact on them and how to access better health care and support to meet their needs.
- Residents who are house bound feel included and able to access services and support.

Making H&F a great place to live, work and thrive – including sports & culture.

- Recognising the diverse cultures and heritage in our communities and celebrating the contributions they bring to our borough.
- Residents will be supported and empowered through a range of intergenerational activities, utilising the skills and knowledge that different age groups hold to benefit communities.
- Reduce the number of long-term unemployed residents especially those who are neurodiverse (those with Autism and Learning Disabilities) and mental health needs, and create more supported employment pathways for young people Preparing for Adulthood with SEND to engage in employment and ensure young people from all backgrounds have an opportunity to engage in a range of employment opportunities, no matter their abilities, and can shape their future.
- Provide a wide range of support for young carers and

Creating a safer borough for everyone

- Residents will feel safer in the community and in their homes.
- Women and girls will feel better protected from all forms of violence.
- Communities will be stronger through prevention and intervention work.
- Residents who have been or are at risk of being impacted by crime feel supported, offenders/ex-offenders are helped to re-integrate into community. Those affected by crimes are supported by schemes such as a restorative justice approach.
- Residents who have been impacted or are at risk of being impacted by hate crime have access to support services.

all people with caring responsibilities; this outcome cuts across promoting healthier lives, preventing poverty, inclusion and better future for young people agendas.

- Support the objectives of the H&F Cultural Strategy by helping to develop and promote a thriving borough for the arts; supporting people to create and produce excellent art of all kinds; and by giving residents from a wide range of backgrounds more opportunity to experience and participate in artistic and cultural activity.
- ESOL training support will be provided and/or signposted to.
- Local 3rd sector groups are contributing to Economic Growth for Everyone, H&F's industrial strategy, by teaching skills and helping with affordable workspaces through community hubs.
- All organisations receiving funding will be expected to attract funding and investment from other sources into the borough, or find innovative ways to empower residents to contribute/volunteer and be involved in community life, thereby supporting residents as well as the local economy.

Building a better future for children and young people

- Children and young people are supported to reach their full potential through education initiatives resulting in improvements in attendance, attainment, and reduction in exclusions in H&F schools.
- The % of young people with SEND entering supported internships/apprenticeships increases through a broad range of activities that increases pathways to employment.
- The % of young people with SEND entering sustained employment post internship/apprenticeship increases

Promoting fairness, equity and inclusion across our borough (including supporting refugees and asylum seekers in the borough)

- Groups receiving funding reflect the diverse communities living within the borough.
- Residents from all backgrounds, but particularly minoritised communities and those at risk of social exclusion, will have equal access to the support they need and peer networks.
- Disabled residents are able to access all services

through a broad range of activities that increases pathways to employment.

- Children and families have improved healthy lifestyles and emotional wellbeing to give them the best start in life. A programme of activities and support for Young Carers to provide opportunities that they would not otherwise have.
- Deliver guidance for young people on healthy relationships through schools and youth clubs.

and activities without barriers.

- Local 3rd sector groups are supported to work collaboratively, develop strong partnerships and rise to the current challenges facing our residents.
- Increased opportunities for residents to participate in Arts & Cultural activities, including those that reflect diverse cultural communities.
 - Activities are accessible to people who are from economically disadvantaged backgrounds especially those from single-parent households, large families and families from Black, Asian and Minoritised Ethnic Groups (global majority groups).
 - Local groups will have access to low-cost transport services which enable them to deliver their services.
 - Creating an Autism friendly borough, through greater awareness raising and supporting communities to be more inclusive and supportive.
 - Offering a range of support and assistance with integration to refugees.
 - Support is provided to tackle the barriers that prevent progression through mentor schemes to build resilience, confidence and self-esteem and help improve mental health.
 - Community groups are empowered and supported to access funding and grants, maximising opportunities for innovative ways to generate income such as crowdfunding.
 - Helping care leavers to live independent and fulfilling lives.

Tackling the Climate Emergency

- Residents participate in community gardening activities and community spaces and parks are improved and better used as a result.
- Residents and community organisations will have a better understanding of the climate emergency and how it can be addressed, including recycling, sustainability, active travel and how their actions impact the borough.

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Appendix 2 - H&F Equality Impact Analysis Tool

	3SIF strategy report
Timeline	1 April 2025 – 31 March 2028
Name and details of policy, strategy, programme	Title of EIA: 3SIF strategy report Through the third sector investment fund (3SIF), H&F invests in improved outcomes in communities, such as commissioned advice and guidance services, grant funded projects across a range of themes, small grants and support to the third sector itself to develop.
Lead	Name: Katharina Herrmann, Programme lead, Katharina.Herrmann@H&F.gov.uk Tel No: 077 7667 2421
EIA Completion date	08.05.2024

Partial EIA (renewal of grants programme)			
Analyse the impact of the programme	Protected characteristic	Analysis	Impact: Positive, Negative , Neutral
	Age	Future services will provide dedicated age-specific activities including having the best start in life, improving health and adult social care and building a stronger economy.	Positive
	Disability	All applicants receiving a grant must commit to supporting residents irrespective of any disability. One of the themes for the funding programme is social inclusion and some projects will include activities specifically for disabled people.	Positive
	Gender reassignment	All funded services must treat all service beneficiaries fairly and be non-discriminating to all groups of residents.	Neutral

Marriage and Civil Partnership	This information is only collected where appropriate to the project. No resident is prevented from accessing services or activities due to their marital status.	Neutral
Pregnancy and maternity	A section of the programme is designed to give children a best start in life and help residents on their parenting journey.	Positive
Race	All organisations receiving a grant must commit to supporting residents irrespective of their race.	Positive
Religion/ belief	This information is collated where relevant for example if projects were specific to a particular festival or event, but residents would not be precluded from any activity as a result of their religion or belief.	Neutral
Sex	Renewing of the grants programme would not impact on residents on the basis of their sex.	Positive
Sexual orientation	This information is collated where relevant, and no resident will be unable to access any of the services or activities because of their sexual orientation. Where it was highlighted as a concern, appropriate equality monitoring would be put in place.	Neutral
Care Leavers	The needs of care leaver are being met by some of the currently funded organisations, whilst providers may change, future funding will continue to make support for care leavers a high a priority.	Neutral

Human Rights or Children's Rights

Will the decision affect Human Rights, as defined by the Human Rights Act 1998? No

Will it affect Children's Rights, as defined by the UNCRC (1992)? No

Analysis of relevant data

Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be

disaggregated by different equality strands.

Documents and data reviewed

Organisations submit quarterly monitoring – from this we know:

- Approximately a third of residents using services in the improving health and adult social care theme identify as having a disability.
- Of residents accessing projects under the providing the best start for young people theme 45% were of white origin and 55% were from other ethnic backgrounds.

Any equality issues identified through the monitoring of these will be addressed directly with the organisation directly.

Consultation

3rd sector organisations and H&F residents are being consulted through meetings and surveys; this is an ongoing process.

Analysis of impact and outcomes

The impact of the projects previously funded has been captured through the annual reporting. It showed significant activity for the benefit for H&F residents and a positive impact for people with the following protected characteristics: age, disability, pregnancy, race and sex. Reporting also highlighted additional investment into the borough secured by organisations in receipt of 3SIF grant funding from other funders. This will be continued to be facilitated and monitored in regard to future funding awards.