

Appendix A



London Borough of Lewisham

Main grants programme July 2015 to March 2018 criteria and guidance.

November 2014

Cultural and Community Development Service
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Lewisham Grants Programme

SECTION A – GENERAL CRITERIA

1. Purpose

Lewisham is fortunate to have a diverse third sector which ranges from very small organisations with no paid staff through to local branches of national charities. As well as being directly involved in delivering services to citizens in the borough, third sector organisations also provide the essential infrastructure to allow the sector as a whole to develop and support individual citizens to be able to play an active role within their local communities.

Although the third sectors role within the commissioning of local public services has grown, the council recognises that there continues to be a need for grant aid investment for the following reasons:

1. A recognition of the importance of maintaining an independent sector that can act as a critical friend to challenge public sector policy and delivery.
2. A recognition of the key role that the sector plays in building civic participation, providing a voice for seldom heard residents and providing community intelligence.
3. A recognition of the great diversity of the sector and the need to engage with small and emerging groups as well as large established organisations.
4. A recognition of the sector's potential to take risks and innovate which does not sit easily within commissioning frameworks.
5. A recognition that third sector organisations have been key delivery partners within Lewisham, including for a wide range of targeted short term initiatives. Grant aid provides a level of security for organisations ensuring that there is a strong sector able to address local need, attract additional resources and be ready to work in partnership with us.
6. A recognition of the sector's ability to utilise resources that are not available to the statutory sector through external funding and volunteers. Every £1 of grant aid invested yields approximately £4 from other sources

2. Funding Collaboration

It is our view that in these times of diminishing resources the need for collaboration is greater than ever. Our intention is to fund a group of organisations that are committed to working with each other and us to ensure the best possible outcomes for Lewisham's residents with our shared resources. We intend to take a dynamic approach to grant aid that allows for flexibility over the period of funding to ensure that we are able to respond together to changing needs and priorities. We are not just looking to fund organisations but to enlist active partners who are as passionate about Lewisham as we are and have the drive and capacity to make a difference to people's lives.

3. Partner Profile

In assessing applications to the grants programme we will be looking at organisation's readiness to work with us as active partners and what they can bring to such a partnership. We will be considering:

- Local Intelligence; the level of understanding you have of local need. Who are your users? Do you serve a geographical area or a community of interest? How do you recognise and record need? What do you know about people who may need your services but are not yet users?
- Transformation; your ability to transform the way you work to better meet needs. How have you adapted your working practices over the last 3 years? What opportunities do you see for further transformation?
- Collaboration; your track record of working in partnership. How well connected are you to other organisations delivering similar services? What opportunities do you see for increased partnership work and what benefit could this bring to your users?
- Resources; your track record of attracting resources both financial and volunteer time. What resources does your organisation bring to the borough? What are your plans for resourcing your work over the next 3 years?
- Shared Values (London Living Wage, Equality, Environmental Sustainability); your commitment to London Living Wage, equalities and environmental sustainability. How can you demonstrate your commitment in these areas? What plans do you have to improve on this?
- Quality and Effectiveness; your track record of quality delivery. What evidence do you have of delivering high quality, effective services? How do you measure quality?

4. Programme Themes

In establishing the priority themes for the grants programme we have considered:

- The level of need locally
- The contribution the third sector can make to meeting the priority
- The availability of other sources of funding locally

The programme themes are:

1. Strong and Cohesive Communities
2. Communities that Care
3. Access to Advice
4. Widening access to Arts and Sports

Details of what we are seeking to fund in each theme are provided below with advice on what you will need to cover in your application.

SECTION B – THEME CRITERIA

Theme 1: Strong and Cohesive Communities

This theme is around developing and maintaining strong communities and building a more inclusive and cohesive borough. The theme is split into two strands:

- a. Borough wide infrastructure and equalities support
- b. Neighbourhood community development and youth work support

1a. Borough Wide

We wish to fund a group of organisations that will adopt a strong collaborative approach, sharing resources and minimising duplication to achieve the following:

- I. Provide support around the development of policies and procedures to ensure that all communities and individuals have fair and equal access to services.
- II. Identify and work in partnership to address issues that lead to particular communities experiencing difficulties accessing services.
- III. Identify inappropriate over representation of particular communities within services and work with partners to address this.
- IV. Build a more inclusive and cohesive borough, promoting understanding across different communities and reducing marginalisation.
- V. Develop and coordinate networks and collaborations and provide effective representation at appropriate levels for the voluntary and community sector
- VI. Assist existing organisations in building their capacity and capability through advising on best practice and supporting the introduction of effective operational and developmental systems in order to provide a responsive range of high quality services, including promotion of the exchange of skills between the VCS and private sector
- VII. Promote and broker partnerships to maximise access to and cost-effective use of both statutory and non-statutory funding
- VIII. Promote new approaches to using assets, assisting organisations to rethink their premises needs and adapt to new ways of working to optimise the use of scarce resources
- IX. Promote volunteering and provide a brokerage service for community organisations to access volunteers
- X. Provide advice on volunteer recruitment and supervision and advise organisations on effective volunteer management systems.

Within the equalities element of this strand organisations may apply for funding to deliver services around one or more of the protected characteristics. Organisations will need to demonstrate how they will ensure that they are aware of the views, issues and needs of residents from the protected characteristics categories that they are seeking to represent within Lewisham. We expect to fund organisations that will commit to working within a consortium to develop a coordinated approach across the range of protected characteristics. If you wish to include proposals within your application to take the lead in facilitating this consortium, you will need to describe the way in which this work would be carried out.

Organisations funded through the Borough-wide strand will be expected to work closely with the neighbourhood community development projects and take a whole system approach to delivering strong and cohesive communities in Lewisham.

In your application you will need to specify which of the above objectives you intend to address. Describe your intended users and beneficiaries. Outline your programme of activity in Year 1 with milestones, outcomes and outputs. Describe how you will work with the other organisations funded through this strand and what opportunities you see for collaboration over the course of the 3 year programme. Detail the additional resources you will be leveraging in and provide an income and expenditure budget for Year 1.

1b. Neighbourhood

We wish to fund a network of organisations that will work in designated ward(s) alongside the Local Assembly to deliver:

Community Development (indicative allocation of £24,000 per ward)

- I. Practical support to build strong and cohesive communities
- II. Strengthen local area partnerships by bringing organisations in an area together to work collectively for and with residents in that neighbourhood, a local level infrastructure provider
- III. Coordination and delivery of locally based community activities
- IV. Harnessing skills and volunteer time to develop strong and resilient communities
- V. Facilitating involvement of residents in the issues which affect their lives; and supporting collective action to deliver change
- VI. Identify gaps in youth and community provision in ward
- VII. Deliver activities to meet gaps where possible and raise additional resources through volunteers and fundraising to extend provision

In your application you will need to identify which ward or wards you would like to work in. Please also indicate whether there is a minimum level of funding that you can operate at i.e. if you apply to cover 3 wards could you still deliver a service if your application was only successful for 1 ward. You will need to provide details of how you would work with the local assembly and other ward based organisations to develop and deliver your work programme for Year 1, giving indicative milestones. The assessment will be largely based on the skills and experience you bring as a local partner as the detail of your work programme will need to be developed with residents and other stakeholders.

Organisations funded through the Neighbourhood strand will be expected to work with both the borough wide infrastructure organisations and the Community Development Programme within the four integrated health and social care hubs.

Theme 2: Communities that Care

The overall intention of the Communities that Care theme is to fund a range of organisations that together provide support to vulnerable adults to assist them in accessing services, prevent their needs from escalating, reduce the burden on statutory services and provide links between statutory services, VCS and communities in relation to working together to support vulnerable adults. The theme will also offer support to organisations providing services for families with disabled children and young carers. The theme is split into 5 strands:

- a) connecting and supporting
- b) transport
- c) advocacy
- d) provision for vulnerable adults
- e) support for families with disabled children and young carers

2a) Connecting and supporting

We wish to fund a consortium of organisations that will work together to:

- I. Deliver community development support to organisations working with vulnerable adults across the four integrated health and social care neighbourhoods.
- II. Identify gaps in provision for vulnerable adults at neighbourhood level and work in partnership to address these gaps.
- III. Take referrals from health and social care professionals for vulnerable adults who would benefit from being connected to community activity in their area.
- IV. Deliver a volunteer befriending service for vulnerable adults who are experiencing social isolation.
- V. Deliver a network of timebanks across the four integrated health and social care neighbourhoods.

In your application you will need to specify which of the above objectives you intend to address. Describe your intended users and beneficiaries. Outline your programme of activity in Year 1 with milestones, outcomes and outputs. Describe how you will work with the other organisations funded through this strand and what opportunities you see for collaboration over the course of the 3 year programme. Detail the additional resources you will be leveraging in and provide an income and expenditure budget for Year 1.

2b) Transport

We wish to fund an organisation or consortium of organisations that will deliver an integrated community transport service that complements existing provision such as taxi card, dial a ride etc and incorporating group transport, individual journeys and support to access other mainstream transport in order to reduce social isolation and increase access to services for vulnerable adults. The service will need to work closely with referring agencies to ensure provision is targeted at people for whom there is no other feasible transport option. Services such as travel training should form part of the integrated offer to enable those individuals who need to build confidence in using public transport to be able to access mainstream provision rather than become dependent on a specialist service. The service will need to work with other organisations funded through the Communities that Care theme to encourage

them to consider transport at the early stages of planning activities and inform them of the wide range of transport options available to their users.

In your application you will need to describe your intended users and beneficiaries. Outline your programme of activity in Year 1 with milestones, outcomes and outputs. Describe how you will work with the other organisations funded through this strand and what opportunities you see for collaboration over the course of the 3 year programme. Detail the additional resources you will be leveraging in and provide an income and expenditure budget for Year 1.

2c) Advocacy

We wish to fund an organisation or consortium of organisations to provide advocacy support for people with learning disabilities to ensure that they can:

- Gain access to services improving their quality of life and social well being
- Be better connected and less excluded
- Improve their confidence and be able to assert their rights and views including influencing local policy and practice

In your application you will need to detail how you intend to achieve the above outcomes. How many people you intend to support. How you will use volunteer advocates to further develop the reach of your services. How you will ensure you are well connected with services that PWLD want to access and your approach to building strong partnerships with both statutory and non statutory services in order to deliver positive outcomes for PWLD.

2d) Provision for vulnerable adults

We wish to fund a network of organisations to provide activities for vulnerable adults that reduce isolation and provide an alternative to mainstream day services. We are looking for activities that can accommodate adults with both moderate and substantial needs and your application should demonstrate your approach to charging and how you are able to accommodate individuals with direct payments where appropriate. Organisations funded through this strand would be expected to work collaboratively with each other and us to adapt services to meet changing needs over the period of the grant. This may mean changing the time or location of activities, improving referral processes, accommodating more or different types of users etc.

We are looking to support activities for the following users:

- Older Adults – to combat isolation, increase independence, reduce or delay the need for statutory services and offer an alternative to day centres. Services for older adults should consider how they are able to accommodate adults with dementia and identify what steps they would need to take in order to achieve this.
- Adults with learning disabilities – to extend the range of available day activities, provide access to social activities in a safe environment.
- Mental Health service users – to offer cost effective activity programmes that support mental health service users and reduce their dependence on statutory services.

- Adults with complex social needs – to provide positive activities for adults with complex social needs that support them to build their self-esteem and be actively engaged with their local community.

2e) Support for families with disabled children and young carers

We wish to fund organisations who can provide support to families with disabled children and young carers in order to deliver the following outcomes:

- Reduce isolation/social exclusion of parent carers of disabled children and young carers.
- Improve access to services and take up of entitlements by parent carers of disabled children and young carers
- Parent carers of disabled children and young carers are able to influence local policy and service design
- Young carers have improved educational attainment and wellbeing.

In your application you will need to detail which of the above outcomes you intend to achieve and how. How you will ensure that you are working effectively with other CYP services so as to complement rather than duplicate service provision. How you will go about prioritising your resources to ensure that your services reach those with greatest need. What other resources you will lever in to extend the reach of your services.

Theme 3. Access to Advice Services

i. Introduction

The Council is seeking bids from Lewisham-based voluntary sector advice organisations for the provision of Advice and Information Services under the Access to Advice Services theme. This theme promotes the delivery of social welfare advice and information services in the borough which are of a high quality, are flexible to changing need and are responsive to ongoing welfare and legal aid reforms.

In particular, the theme is aimed at organisations which deliver effective advice and information services to vulnerable residents, such as older people, disabled people and newly arrived communities, to ensure that all individuals, regardless of their barriers, access services and are supported to live fulfilled and independent lives.

The Council welcomes bids from organisations working in partnership or as part of a consortium and from those who have experience in utilising digital technology innovatively to support local people to address their own advice needs.

Organisations funded through this strand will be expected to work with each other, the council and other statutory and voluntary organisations to ensure resources are targeted appropriately to meet needs. The Care Act requires the council to provide information and advice to residents about care and support services. New systems and processes for achieving this are currently being designed and the interface between this and the advice services funded through main grants will be important.

ii. Overview of requirement

Services will need to meet the following core objectives:

- The provision of advice services in the borough meets the key borough-wide principles of being fully customer-focused and achieving value for money from the resources available
- Services respond flexibly to the multiple and complex advice needs of people who live, work or study in the borough
- Delivery of services is flexible to ensure increased choice in the way in which clients access services
- Clients are empowered to address their own advice needs through utilising digital technologies
- Services are delivered comprehensively and innovatively across the borough, using outreach as required, so that all geographies and groups are served (see section iii below)

The Council wishes to fund a mixture of generalist, specialist and client specific advice services. Organisations offering basic advice and casework will require or need to be working towards the appropriate Advice Quality Standard (AQS) Advice or Advice & Casework accreditation. Organisations offering more specialist advice, casework and representation will need to employ supervisors and caseworkers who are appropriately qualified and who individually meet the Specialist Quality Mark (SQM) for their area of competence. Where appropriate, organisations may also

require the Lexcel quality mark or be registered with the Financial Conduct Authority (FCA).

Organisations will be required to deliver advice in the following priority areas:

- Welfare rights
- Debt and money advice (including multiple debts and arrears)
- Housing advice (including homelessness, repairs, possession proceedings and tenancy issues)
- Immigration, compliant at OISC Level 1 (Basic Advice);
- Employment advice

In all cases, Assisted Information should be provided to all users to enable active signposting to the appropriate provider.

iii. Geographical Coverage and organisational characteristics

The Council wishes to fund a broad geographical spread of support. However, given their ranking within the 10% most deprived wards in England, services operating within Bellingham, Downham, Evelyn and New Cross wards will be prioritised.

Where a generalist agency is bidding to provide a borough wide service, they will need to demonstrate how they are able to ensure effective delivery of the proposed service across all parts of the borough. Organisations may wish to consider how they can work alongside the four integrated health and social care neighbourhoods to achieve this.

Organisations offering specialist advice services will be expected to demonstrate effective partnership working with other advice agencies to ensure that the specialist service is accessible on a borough-wide basis. Specialist organisations will also be expected to take referrals from other advice agencies, community groups and statutory agencies.

Providers should demonstrate innovative approaches, using outreach and other techniques to show how they will deliver alternative ways of providing access to services for people unable to make use of open door access. Such techniques may include but are not limited to:

- Empowering and encouraging customers to utilise digital technology to address their own needs
- Showing how need for a home visit or vulnerable/referred clients will be assessed, provided for or referred on
- Provision of targeted outreach or other access routes where there is evidence that particular groups or communities are not accessing open door services
- Plans based on comprehensive needs assessment for the provision of outreach in locations where open door access is not provided or easily accessible by public transport.

Organisations will be expected to comply with the following:

- Staff have the relevant skills, knowledge and competency to deliver advice at specialist level
- Appropriate case file records are maintained so there is a clear audit trail of the advice and support given to clients
- The organisation is able to meet the language needs of clients through the use of bi-lingual staff, volunteers or use of translation service

iv. Level of work

Generalist social welfare and client specific advice services

Organisations seeking funding for generalist social welfare and client specific advice services will be expected to comply with the following definition of the level of work to be undertaken:

- General Help – estimated to take an average of 20 minutes and ranging from initial diagnosis of client's problem to general advice (no follow up action required)
- General Help with Casework – estimated to take an average of 60 minutes and ranging from writing a letter/phone call on behalf of clients, form filling and general advocacy.

For client specific advice services, in order to meet the diverse language needs of the various smaller communities and new residents in the borough applicants will also have to show that they are able to provide services to meet the needs of one or all of the following community groups:

- People whose first language is not English
- Older people
- People with disabilities

Organisations providing language based advice services will be expected to demonstrate effective partnership working with other agencies to ensure that the provision is accessible on a borough-wide basis and will also be expected to take referrals from other advice agencies, community groups and statutory agencies.

Specialist Advice Services

Organisations applying for specialist advice services will be expected to comply with the following definition of the level of work to be undertaken:

- General Help & Support – estimated to take an average of 60 minutes and including activities such as writing a letter/making a phone call on behalf of clients, form filling and general advocacy
- Casework – estimated to take an average of 3 hours – assumes a degree of complexity and ongoing negotiation with third party, preparation of matters up to appeal level
- Representation – advocating on a client's behalf at tribunals, appeals, or court hearings

Applicants will also be required to provide second-tier advice and support to generalist advice providers through providing access to training, information sharing and technical supervision support.

Partnership building and support

Lewisham has a diverse range of advice services offering a variety of support. We want to develop this work further through a consortium based organisation which will provide a range of support services to advice providers. These services will provide consistency across the borough through training and promoting the sharing of best practice to enable individual advice providers to concentrate on the provision of advice in the areas in which their specialism lies.

Applicants bidding to provide partnership building and support strand will need to provide details of the make-up of the consortium and decision-making and communication arrangements.

Theme 4. Widening Access to Arts and Sports

The intention of this theme is to fund organisations or consortiums of organisations that will take a strategic approach to increasing the number of people who participate in the arts and sport in Lewisham. This will particularly involve addressing barriers and providing opportunities for those who are less able to engage. Applications will be expected to demonstrate how they will:

- a. Increase participation, particularly including people who are less able to participate due to disability, economic disadvantage and age (young people and older people).
- b. Nurture talent and provide progression pathways, including developing outreach links into other settings such as schools.

The theme is split into two strands

4a Widening Access to Arts

Lewisham has a rich and diverse arts sector and is recognised as a borough in which creativity can thrive. It is also home to some of the capital's most exciting and innovative organisations. We recognise the huge impact that the arts and creative industries have had on issues such as health and wellbeing, education and the economy but also value the way in which they have helped to make Lewisham the dynamic place that it is. We want to continue to encourage innovation and the ongoing development of an atmosphere in which new things can emerge. Whilst recognising the importance of access to the arts for all ages we also want to ensure that we are building for the future by responding to the current climate in which opportunities for young people to access the arts and develop creative skills in settings other than school is becoming increasingly important.

Through this theme we expect to fund a network of organisations that will deliver activities that:

- Provide opportunities for people of all ages to engage with the arts as active participants and members of an audience.
- Provide opportunities for people of all ages to explore and develop their creativity and acquire new skills.
- Increase awareness and enhance the reputation of Lewisham as a place to spend leisure time.
- Capitalise on funding and other support opportunities from regional and national bodies.

4b Widening Access to Sports

Lewisham has a strong sporting tradition and recognises the vital role that sport and physical activity can play in improving the quality of life of the borough's residents. We want Lewisham to continue to be a place where talent is nurtured and encouraged and where sporting participants fulfil their potential. We also want to make sure that opportunities are available to all of the boroughs residents to regularly participate in sport and physical activity as a means of maintaining and improving their health.

In recent years Lewisham Council has invested significantly in developing high quality sport and leisure facilities and continues to fund Fusion and 1Life to manage these facilities and deliver a programme of associated activities.

To complement these facilities we want to work with a range of voluntary sports clubs and organisations to develop a more coordinated and partnership driven approach to sports provision in the borough in order to make the best possible sporting offer available to the residents of Lewisham. In this context we expect to fund partnerships or single organisations that will take a lead in facilitating partnerships to develop & deliver borough wide, development plans for specific sports. Applications will be expected to show how they will meet the general criteria for this fund (a and b above) and also respond to the following questions:

- Can you demonstrate high levels of demand or growing demand for your sport within Lewisham?
- How will you make the best use of the borough's current and emerging facilities?
- How will you capitalise on funding and/or other support opportunities from regional and national bodies?
- How will you provide activities that encourage people to participate in recreational sport and physical activity?

SECTION C – APPLICATION PROCESS

In order to apply to Lewisham Council Main grants programme you must complete the main grants application form and submit it by 4th February 2015

By email: community.enterprise@lewisham.gov.uk

By post: Grants and Information Team, Culture and Community Development Service, Lewisham Council, 2nd Floor, Laurence House, Catford, SE6 4RU

You should read the criteria and guidance contained in the previous sections of this document before completing your application. Additional guidance on each section of the form is contained below.

Section A – Contact Details

This section is to ensure that we have the correct contact details that we can use to correspond with you about your application.

Section B – Eligibility

The questions in this section will enable us to check that you are eligible to apply for funding under this programme.

Section C – Partner Profile

This section will be used to assess how well your organisation meets the partner profile described in section A, paragraph 3 of this document. This is an important part of the assessment and it is essential that you complete this section fully and address all aspects of the criteria.

Section D – Your Proposed Programme

If you wish to apply to more than one theme you will need to complete this section for each theme you are applying for. We ask you to choose a primary theme that is the main theme you wish to be considered under. You can then choose additional themes as appropriate. This section will allow us to assess how well you meet the theme criteria and it is therefore important that you complete it fully.

Section E – Budget

We are looking for a picture of your organisations total income and expenditure budget for 2015/16. However as funding under this programme will not commence until July 2015 we have asked you to separate out your expenditure for April to June 2015. There is no need to provide a breakdown of this it is purely to give the full picture of your turnover.

We have asked you to breakdown your proposed expenditure for each theme you are applying to. Please feel free to add additional lines as required.

There is also a section for you to include any expenditure that doesn't relate to this application but will be part of your organisation's turnover in 2015/16.

Section F – Your organisation

If you are currently in receipt of main grant funding from Lewisham Council then you do not need to complete this section. All organisations new to this programme will need to complete this section in full and provide the additional documentation requested.

Section G – Further Information and Declaration

It is essential that your application is signed by the chair of your organisations or other member of the management committee with appropriate authority.

Additional Guidance

There will be a series of application workshops in December 2015. Details of these are available at