



London Borough of
Lewisham

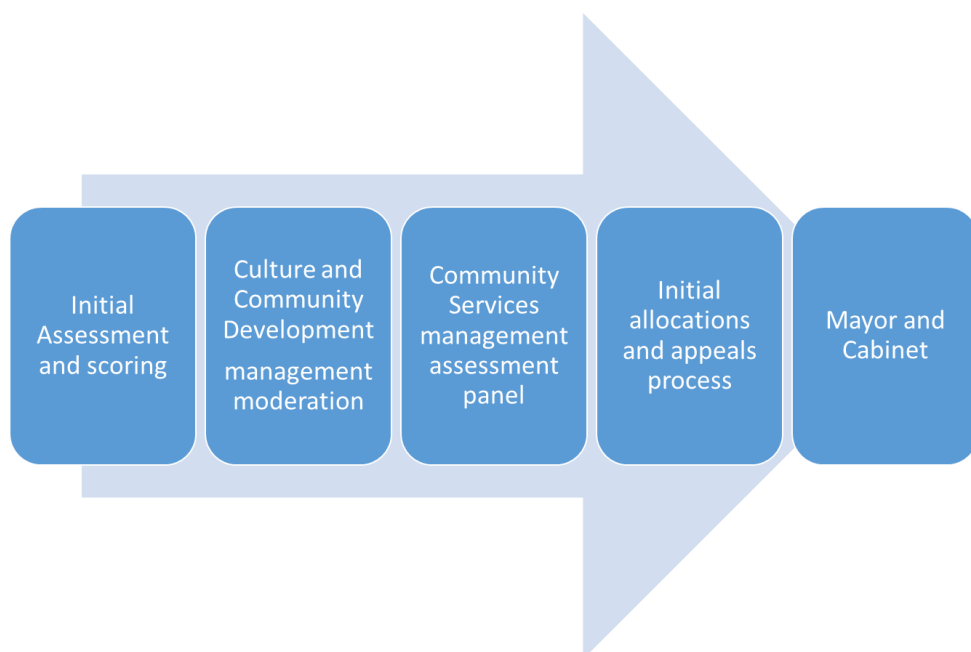
**Main grants programme
August 2019 to March 2022
assessment guidance**

Lewisham Main Grants Programme

1. Introduction

- 1.1 The 2019-22 Main Grants Programme was launched for applications in November 2018 on with a deadline of midnight on Sunday 3 February 2019 for submissions.
- 1.2 Detailed guidance notes and funding criteria were included as part of the application process with workshops and phone support provided to assist applicants in understanding the process.
- 1.3 In order to ensure each application is assessed fairly and equitably an assessment form has been devised to provide a framework and scoring mechanism for the initial filtering of the submissions. The document provides guidance on how to use that form and broad levels of expectation for scoring each response. Any and all examples included in this guidance are non-prescriptive or exhaustive and officers should use their own judgement in scoring responses.
- 1.4 The initial scores are indicative and may be amended following a moderation process to ensure consistency in approaches across the board and that the programme provides effective coverage across a range of criteria.

The overall assessment process will take the following steps:



1.5 The Community Services management assessment stage will also incorporate an overall Equalities Analysis Assessment (EEA) across the programme.

1.6 Please note that the assessment forms will be sent to applicants and will, ultimately, be public documents so all comments should be written accordingly.

2. Assessment guidance

2.1 In assessing applications to the grants programme it is important that officers consider an organisation's readiness to work with us as active partners and what they can bring to such a partnership. It is important to consider the following key principles:

- **Local Intelligence**

The level of understanding of local issues demonstrated by the applicant. Who are their users? Do they serve a geographical area or a community of interest? How do they recognise and record need? What do they know about people who do not use their services but may benefit from them?

- **Assets based approaches**

What assets will they harness in the design and delivery of their services? This could be physical, human or financial but will demonstrate how the group are embedded in your local community and able to work with the strengths of it to coproduce priorities and actions.

- **Innovation and enterprise**

How does the application make use of specific local knowledge of both communities and assets to develop collaborative and innovative services? How does the proposed service differ from those that are already delivered or commissioned by the council? **NB** If you are unsure it is important to check with the relevant department/colleague¹.

- **Track record**

- Partnerships. How well connected is the applicant to other organisations delivering similar services? What opportunities have been identified for increased partnership work and what benefit could this bring to users?

- Resources. What is the organisation's record of attracting resources both financial and volunteer time. What resources has and could the organisation bring to the borough? What are the plans for resourcing the organisation over the next 3 years?

Are we reassured that the organisation is financially viable? What is the organisation's reserve policy and current reserves status as a percentage of your turnover? **NB** for those with less than 10% of their turnover in reserve we will require specific explanation.

- Delivery – what have they achieved over the last few years and how will a grant from Lewisham Council build on this?

- **Shared Values**

Does the organisation demonstrate commitment to London Living Wage, equalities and environmental sustainability? What plans do they have to improve on this?

¹ In general activities related to employment and training and those for young people are excluded from the criteria. Employment and training services are commissioned through separate budgets and the focus for youth activity within the main grants programme is limited to cultural provision.

- 2.2 These key principles should be evident throughout the application and form the core values of the applicant rather than simply be referred to when prompted by specific questions.
- 2.3 It is also vital that the application addresses the Programme's 4 main themes:
1. Strong and Cohesive Communities
 2. Communities that Care
 3. Access to Advice
 4. Widening access to Arts and Sports
- 2.4 Full details of the guidance provided to applicants on these themes is attached as Appendix 1 for reference. However, it is also important to note that these criteria are non-exhaustive and should be used as broad parameters for activity rather than prescriptions. Innovative applications that address associated needs should be considered on their merits.

3. Completing the assessment form

Section 1 – Core Information

- 3.1 The information required to complete Section 1 should be easily and self-evidently available on the application form or from the master logging spreadsheet. Any information that is unclear please note in the box titled *Reasons for ineligibility or any further comments*.
- 3.2 At the initial assessment stage do not worry about the eligibility question as this can be updated from the master logging sheet at a later date.

Section 2 – Deliverables

- 3.3 This section provides boxes for scoring and commenting on specific questions within the application form. The application question number that you should be scoring is recorded in the top right corner of the table – please ensure you check this as not every answer is scored in the same way.
- 3.4 For each scoring question a table is provided. This table provides a general guidance to the expectations for every answer as well as what might be included for each score against the specific question. These examples should be used as guidance only and officers should use their own knowledge and judgement to score the answers. This is because an answer may be very strong in particular elements of the answer but miss others completely while the guidance assumes a general improvement across all aspects of the answer as the score increases. Any inconsistencies will be addressed through the moderation process.
- 3.5 The score should be supplemented by commentary which highlights the areas of strength and weakness in the answer and provides clear justification for the score.
- 3.6 The word count row at the end of the table should be used to simply record the number of words in the answer. You should stop scoring the answer once the word count is reached but it is important that we note the count for each answer as those who persistently ignore the guidance should be noted in the final section of the assessment form.
- 3.7 The first question to be scored is Question 7 on the application form:

Score	Level	Standard	Possible examples
0	Non-existent	Answer absent	N/A
1	Poor	Answer contains many shortcomings and lacks understanding of the key principles of the grants programme.	Provides a general overview of a specific issue. Very little or no reference to the Lewisham context in terms of need or other available services. Link to themes to vague.
2	Weak	Answer meets some of the	Provides a good articulation of the general

		question requirements but the understanding of the key principles is limited and the links to the themes is weak	needs with clear reference to relevant theme but with limited reference to Lewisham specific data or other local services. Some reference to theme criteria.
3	Good	Answer addresses the question well and demonstrates an understanding of the key principles and the theme criteria but lacks some depth (e.g. limited local knowledge or partnerships)	Provides clear articulation of need and provides Lewisham specific data although this is limited to publicly held data such as the census. Provides an overview of other local services but is not clear why they do not meet the identified need. Clear reference to theme criteria. Clear equalities awareness.
4	Very good	Answer is well rounded and demonstrates strong understanding of the key principles and theme criteria and can demonstrate how these are a key part of their service offer	Provides clear articulation of specific local needs including local data and knowledge of specific issues. Provides a clear articulation of other local provision and partnerships and highlights why these do not meet local need. Clear reference to theme criteria. Clear equalities awareness.
5	Excellent	Answer is comprehensive and demonstrates full understanding of the key principles and theme criteria. The answer demonstrates a strong track record, innovative delivery models and a strong knowledge of Lewisham.	Provides clear articulation of specific local needs including local data and knowledge of specific issues. Provides a clear articulation of other local provision including assets beyond services and highlights why this does not meet local need. Provides specific insights into local need not articulated elsewhere and demonstrates full understanding of key principles and theme criteria. Clear equalities awareness.

3.8 Question 8:

Score	Level	Standard	Possible examples
0	Non-existent	Answer absent	N/A
1	Poor	Answer contains many shortcomings and lacks understanding of the key principles of the grants programme.	Provides details of other services and funding linked directly to the applicant.
2	Weak	Answer meets some of the question requirements but the understanding of the key principles is limited and the links to the themes is weak	Provides details of other local services but these are primarily larger well funded services or buildings. Limited specific local knowledge. No reference to wider assets.
3	Good	Answer addresses the question well and demonstrates an understanding of the key principles and the theme criteria but lacks some depth	Provides details of the above services but also some smaller local services and the particularly strengths that they bring. Provides an understanding of the dynamics of the area in which they seek to work and considers assets in the broadest

		(e.g. limited local knowledge or partnerships)	form. Provides clarity as to where the proposed service offer fits within the local provision and avoids duplication.
4	Very good	Answer is well rounded and demonstrates strong understanding of the key principles and theme criteria and can demonstrate how these are a key part of their service offer	As above but also provides significant insight into the local area which might include partnerships across traditional boundaries e.g. with GP practices or schools. Provides details of local assets that may go beyond organisations or buildings e.g. local individuals or groups. Is clearly linked with local infrastructure, including Assemblies, and understands how the service offer with work in partnership with it and add value.
5	Excellent	Answer is comprehensive and demonstrates full understanding of the key principles and theme criteria. The answer demonstrates a strong track record, innovative delivery models and a strong knowledge of Lewisham.	As above but provides an insight into why other local provision exists, where it is funded from and how the proposed service links into the overall offer in the area. Is clear on a range of different local assets including those with lived experience.

3.9 Question 9 is difficult to provide clear guidance on as there will be a significant range of activity within this section. Overall, this question is seeking to assess the added value provided by Lewisham funding rather than the overall strength of the organisation applying. As such it is important that answer B is considered in light of answer A (which isn't directly scored as is it not a result of the Lewisham funding) and represents a step change in what will be achieved rather than simply more of the same. This is particularly the case for core funding which should demonstrably lever in more funding and resources to ensure that the outputs and outcomes delivered far exceed those that could simply be purchased directly with the funding. Separate scoring tables for core and project funding are provided below:

Core:

Score	Level	Standard	Possible examples
0	Non-existent	Answer absent	N/A
1	Poor	Answer contains many shortcomings and lacks understanding of the key principles of the grants programme.	The proposal has little or no reference to the themes and criteria and simply describes the activities of the organisation and that the grant will allow them to do more of the same. No reference to how the service differs from others available.
2	Weak	Answer meets some of the question requirements but the understanding of the key principles is limited and the links to the themes is weak	Provides reference to the criteria and theme but the added value provided by the grant is minimal and the funding simply pays for extra activity that could be directly funded at the same cost. Some reference to other services and how the

			offer differs.
3	Good	Answer addresses the question well and demonstrates an understanding of the key principles and the theme criteria but lacks some depth (e.g. limited local knowledge or partnerships)	Provides detailed understanding of the themes and criteria and provides significant added value. Makes clear reference to the grant as a springboard to attracting other funding and delivering over and above what could be purchased directly. Clear understanding of other services and how the proposal avoids duplication.
4	Very good	Answer is well rounded and demonstrates strong understanding of the key principles and theme criteria and can demonstrate how these are a key part of their service offer	As above but with significantly greater resources levered in due to the grant. Provides clear and SMART outputs and outcomes over and above what would be provided without the grant. Clear funding targets to be raised in addition to the grant funding. Clear articulation of the service offer in the context of other provision and how it will complement this.
5	Excellent	Answer is comprehensive and demonstrates full understanding of the key principles and theme criteria. The answer demonstrates a strong track record, innovative delivery models and a strong knowledge of Lewisham.	As above but demonstrating clearly innovative service offer that would be unlikely to be delivered without core funding e.g. delivers added value of significant scale through a variety of means.

3.10 Applications for core funding under the Access to Advice theme should also be scored 0-5 on the basis of engagement with the Advice Lewisham partnership to deliver a fully integrated, borough wide network of advice provision. Any submission without reference to this, or without a clear explanation regarding the need for stand-alone provision should receive a low score.

Project

Score	Level	Standard	Possible examples
0	Non-existent	Answer absent	N/A
1	Poor	Answer contains many shortcomings and lacks understanding of the key principles of the grants programme.	A project lacking clear reference to the themes or funding criteria. Provides limited or no explanation of deliverables.
2	Weak	Answer meets some of the question requirements but the understanding of the key principles is limited and the links to the themes is weak	Provides some reference to the themes and funding criteria but limited in scope and ambition. Outputs provided but outcomes to be delivered unclear.
3	Good	Answer addresses the question well and demonstrates an	Provides clear reference to themes and funding criteria and demonstrates understanding of the scope and the scale

		understanding of the key principles and the theme criteria but lacks some depth (e.g. limited local knowledge or partnerships)	of the work to be delivered which is proportionate to the level of funding requested. Clearly defines how the service adds value and does not duplicate local provision. Outputs and outcomes provided but lacking detail.
4	Very good	Answer is well rounded and demonstrates strong understanding of the key principles and theme criteria and can demonstrate how these are a key part of their service offer	As above but provides significant levels of detail regarding outputs and outcomes. Clear on how the provision differs from what is already available.
5	Excellent	Answer is comprehensive and demonstrates full understanding of the key principles and theme criteria. The answer demonstrates a strong track record, innovative delivery models and a strong knowledge of Lewisham.	As above but provides significant innovation. Exit strategy/future funding plans are clear and the project provides a springboard to future funding and delivery models. Clear on how present and future delivery will differ from existing services and add value to the borough over and above the paid for activity.

3.11 For Project funding applications there is an additional box to complete on the assessment form which asks for an assessment of value for money and deliverability (reasonableness). This is not scored but offers the opportunity to refer to the budget provided at question 17b and provide additional comments to those provided against 9b.

3.12 Question 10 relates to scalability. This is not scored but the comments should provide a clear indication of the value for money and desirability of each of the potential options.

3.13 Question 11b is not scored as it is not answered universally but the comment should make it clear whether this is a strong and convincing answer or not.

3.14 Question 12:

Score	Level	Standard	Possible examples
0	Non-existent	Answer absent	N/A
1	Poor	Answer contains many shortcomings and lacks understanding of the key principles of the grants programme.	Provides little or no understanding of groups who might not access the provision and how they could be engaged.
2	Weak	Answer meets some of the question requirements but the understanding of the key principles is limited and the links to the themes is weak	Provides some understanding of groups who might not access the provision but little insight into how they could be engaged.
3	Good	Answer addresses the	Provides good understanding of groups

		question well and demonstrates an understanding of the key principles and the theme criteria but lacks some depth (e.g. limited local knowledge or partnerships)	who might not access the provision and some insight into how they could be engaged. However, the answer lacks credibility and it is unclear whether the engagement activity would happen in a meaningful way if funded. No evidence of past engagement of this type. Clear equalities awareness.
4	Very good	Answer is well rounded and demonstrates strong understanding of the key principles and theme criteria and can demonstrate how these are a key part of their service offer	Provides good understanding of groups who might not access the provision and positive insight into how they could be engaged. The engagement techniques suggested are credible and there is evidence of past engagement of this type. Clear equalities awareness.
5	Excellent	Answer is comprehensive and demonstrates full understanding of the key principles and theme criteria. The answer demonstrates a strong track record, innovative delivery models and a strong knowledge of Lewisham.	Provides clear and insightful breakdown of barriers to access and innovative engagement techniques. Significant history of engagement and track record of achieving positive results in Lewisham or a similar area. Clear equalities awareness.

Section 3 - Track record, finance and governance

3.15 The title of this section speaks for itself and it is important there is clear evidence to back up this section of the application form and it represents genuine past activity rather than future ambitions.

3.16 Question 13:

Score	Level	Standard	Possible examples
0	Non-existent	Answer absent	N/A
1	Poor	Answer contains many shortcomings and lacks understanding of the key principles of the grants programme.	Provides very few partnerships details and the achievements highlighted lack depth.
2	Weak	Answer meets some of the question requirements but the understanding of the key principles is limited and the links to the themes is weak.	Provides details of limited partnerships that lack a degree of integration. Achievements limited in scope and not progressive.
3	Good	Answer addresses the question well and demonstrates an understanding of the key principles and the theme criteria but lacks some depth (e.g. limited local knowledge or partnerships)	Strong partnerships demonstrated that are underpinned by shared vision and true collaboration. However these are limited in scope and the achievements still tend to be delivered by a single organisation.

4	Very good	Answer is well rounded and demonstrates strong understanding of the key principles and theme criteria and can demonstrate how these are a key part of their service offer	Strong partnerships with multiple partners demonstrated. Partnerships are well embedded and play to individual strengths to deliver clear benefits to users and residents. Achievements highlighted enhanced due to partnership working.
5	Excellent	Answer is comprehensive and demonstrates full understanding of the key principles and theme criteria. The answer demonstrates a strong track record, innovative delivery models and a strong knowledge of Lewisham.	As above but achievements represent outstanding delivery. Recognised as best practice outside of Lewisham and representing innovative, service led delivery.

3.17 In assessing question 14 place total the number of activity lines and the total achievements and enter these into the single row tables in the assessment form for reference. However, the scoring should be undertaken with reference to the full submission in order to assess the types and depth of activity as well as the simple number of applications/activities undertaken:

Score	Level	Standard	Possible examples
0	Non-existent	Answer absent	N/A
1	Poor	Answer contains many shortcomings and lacks understanding of the key principles of the grants programme.	Limited evidence of funding applications, fund raising or volunteer recruitment. Clearly strongly reliant on funding from LB Lewisham over the whole period.
2	Weak	Answer meets some of the question requirements but the understanding of the key principles is limited and the links to the themes is weak.	Some activity across all areas but limited in size and scope. Majority of funding applications limited to mainstream givers e.g. Big Lottery, Comic Relief, City Bridge Trust etc
3	Good	Answer addresses the question well and demonstrates an understanding of the key principles and the theme criteria but lacks some depth (e.g. limited local knowledge or partnerships).	Positive activity across all fronts and engagement with a range of funders including trusts and foundations. Size and scale of activity limited by comparison to the turnover of the organisation.
4	Very good	Answer is well rounded and demonstrates strong understanding of the key principles and theme criteria and can demonstrate how these are a key part of their service offer.	Strong track record of activity and success across all fronts. Applications made to a range of funders including unusual ones. Significant activity when compared to organisational turnover and increasing in size and scope year on year.
5	Excellent	Answer is comprehensive and demonstrates full understanding of	As above but contributing to significant growth in

		the key principles and theme criteria. The answer demonstrates a strong track record, innovative delivery models and a strong knowledge of Lewisham.	turnover/volunteer hour delivery during the past three years. Proportion of funding coming from statutory sources decreasing significantly as a proportion of income over the three years.
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3.18 Question 15:

Score	Level	Standard	Possible examples
0	Non-existent	Answer absent	N/A
1	Poor	Answer contains many shortcomings and lacks understanding of the key principles of the grants programme.	Organisation has run in deficit during two or three of the last three years. Cash reserve level is below 10% of the annual turnover of the organisation. No credible reserves policy.
2	Weak	Answer meets some of the question requirements but the understanding of the key principles is limited and the links to the themes is weak	Organisation has run in deficit in any one of the last few years or has just broken even each year. Cash reserve level is below 10% of the annual turnover of the organisation. No credible reserves policy.
3	Good	Answer addresses the question well and demonstrates an understanding of the key principles and the theme criteria but lacks some depth (e.g. limited local knowledge or partnerships)	Organisation has been operating with a small surplus each year. Cash reserve level above 10% of annual turnover. Clear reserve policy.
4	Very good	Answer is well rounded and demonstrates strong understanding of the key principles and theme criteria and can demonstrate how these are a key part of their service offer	Organisation operating surplus each year with cash reserves over 20% of annual turnover. Clear reserves and investment policies.
5	Excellent	Answer is comprehensive and demonstrates full understanding of the key principles and theme criteria. The answer demonstrates a strong track record, innovative delivery models and a strong knowledge of Lewisham.	Organisation operating surplus each year with cash reserves in line with reserve policy or at 3 months operating turnover. Turnover generally growing. Clear reserves and investment policies.

3.19 Question 16. The below is general guidance but this can be amended to reflect a degree of proportionality based on the size of the organisation that is applying:

Score	Level	Standard	Possible examples
0	Non-existent	Answer absent	N/A

1	Poor	Answer contains many shortcomings and lacks understanding of the key principles of the grants programme.	Little evidence of approach to London Living Wage, equalities, being Dementia Friendly, ending Modern Slavery and sustainability no plans to develop these commitments.
2	Weak	Answer meets some of the question requirements but the understanding of the key principles is limited and the links to the themes is weak	Little evidence of approach to London Living Wage, equalities, being Dementia Friendly, ending Modern Slavery and sustainability but clear plans to develop these commitments.
3	Good	Answer addresses the question well and demonstrates an understanding of the key principles and the theme criteria but lacks some depth (e.g. limited local knowledge or partnerships)	Clear commitment to some of the above and with plans to address the others.
4	Very good	Answer is well rounded and demonstrates strong understanding of the key principles and theme criteria and can demonstrate how these are a key part of their service offer	Clear evidence of approach to London Living Wage, equalities, being Dementia Friendly, ending Modern Slavery and sustainability.
5	Excellent	Answer is comprehensive and demonstrates full understanding of the key principles and theme criteria. The answer demonstrates a strong track record, innovative delivery models and a strong knowledge of Lewisham.	As above but with clear policies and demonstrable evidence of implementation.

3.20 Question 23 – please assess this answer in line with the information provided to questions 21 and 22. It is important that taken together this information displays a strong and active governance arrangement and that the Board statement is not considered in isolation.

Score	Level	Standard	Possible examples
0	Non-existent	Answer absent	N/A
1	Poor	Answer contains many shortcomings and lacks understanding of the key principles of the grants programme.	The Board consist of less than 5 people and the key posts are not filled. The statement lacks depth and no skills audits are apparent.
2	Weak	Answer meets some of the question requirements but the understanding of the key principles is limited and the links to the themes is weak	The Board consists of 5 or more individuals and the key posts are filled although the statement lacks depth and it is unclear what skills audits have taken place.
3	Good	Answer addresses the question well and demonstrates an understanding of the key principles and the theme	The Board consists of 6 or more people with people of the correct skill level in the key

		criteria but lacks some depth (e.g. limited local knowledge or partnerships)	posts. A positive board statement with a clear approach to filling important roles.
4	Very good	Answer is well rounded and demonstrates strong understanding of the key principles and theme criteria and can demonstrate how these are a key part of their service offer	As above but with clear policies regarding regular skills audits and recruitment of the Board. A positive statement demonstrating clear vision for the organisation.
5	Excellent	Answer is comprehensive and demonstrates full understanding of the key principles and theme criteria. The answer demonstrates a strong track record, innovative delivery models and a strong knowledge of Lewisham.	An outstanding Board statement demonstrating clear vision and leadership for the organisation. This is underpinned by an expert board with up to date skills audits and demonstrable expertise in the key positions.

- 3.21 The remainder of the assessment form is self-explanatory and requires the confirmation that all of the required information would be available on request or is in place.
- 3.22 The final box on the assessment form is for final comments and an overall assessment of the application. This should not be a simple assessment of each answer and the score but an overview of how well the application hangs together and whether it meets all of the overarching criteria and theme requirements. The final assessment should give an indication of whether a bid is deemed worthy of funding and whether there is an appropriate scale at which it might also be consider.
- 3.23 As previously stated a recommendation for funding at the initial assessment phase does not guarantee that an application will be recommended for funding following the other stages of the process. The management moderation with correct for overly positive or negative marking and assessments while the other stages will consider the totality of applications across theme, geographical, equalities and other coverage to ensure that the final recommendations deliver an effective programme overall. As such a high scoring application may still not be recommended for funding if there are other, stronger, applications in that area while a relatively weaker bid may be recommended for funding if it is meeting a very particular need.
- 3.24 If there are any questions regarding this guidance or the specifics of a particular application please contact your manager in the first instance.

Theme 1: Strong and Cohesive Communities

This theme is around developing and maintaining strong communities and building a more inclusive and cohesive borough through the provision of VCS infrastructure and equalities support.

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. Build a more inclusive and cohesive borough, promoting understanding across different communities and reducing marginalisation.
- II. Develop and coordinate equalities networks and collaborations and provide effective representation at appropriate levels
- III. Identify and work in partnership to address issues that lead to particular communities experiencing difficulties accessing services
- IV. Identify disproportionate representation of particular communities within services and work with partners to address this
- V. Give voice to, and build on assets of, local communities who may face barriers to traditional engagement
- VI. Facilitate the involvement of residents in the issues which affect their lives; and supporting collective action to deliver change including the giving of time and resources
- VII. Provide specialist legal, financial and governance support across the Voluntary and Community Sector
- VIII. Promote and broker partnerships to maximise access to and cost-effective use of both statutory and non-statutory funding
- IX. Promote volunteering and provide support for community organisations to access volunteers.

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, the Voluntary and Community Sector (VCS) and communities in relation to working together to support vulnerable adults or families with disabled children.

We are purposely keeping the guidance on this theme to a minimum to encourage the VCS in Lewisham to use their knowledge of the local communities they are part of and the issues they face to develop innovative and asset based solutions and services.

This lack of guidance is not intended to signal the exclusion or downgrading of provision areas that have previously been funded and we continue to welcome submissions aimed at providing advocacy for vulnerable groups or reducing social isolation for vulnerable adults either through community provision and/or transport to existing services.

As with all themes we expect applicants to be clear why their service is needed and how it complements and works in partnership with other provision and the local community as well as creating new networks of sector-wide support.

Theme 3. Access to Advice Services

Background

In May 2015, the current grants were set by Mayor and Cabinet on the condition that the advice agencies be subject to a review of their provision as there was concern that the pattern of provision was inequitable and presented barriers to access.

The subsequent review found that although the individual agencies were providing valuable services and meeting the needs who were able to access the provision overall the model had a number of flaws including:

- the fixed geographical nature of the services which meant that certain areas of the borough were underserved
- the lack of coordination of the service offer which meant that all providers could be operating at the same time with other times completely uncovered which presented barriers to access for those not available during those periods
- the lack of coordination meant that there was no joint work and sharing of resources which could lead to queues at one service while another was relatively quiet
- a lack of any triage based on need and a first come first served service that had to be queued for on the day meant those unwilling or unable to present early or stand for long periods missed out on service regardless of the seriousness of their needs
- no overarching data collection was undertaken to give an indication of what needs were being seen at different services and at what scale – this presented a major barrier to the effective development of services
- this lack of data meant that the staff skill mix required was impossible to determine
- there was a lack of clear information available to the public about what was available, and where, and the majority of people who accessed services did so due to the proximity of the service to their home

Key Elements of Current Service

In response to the review the current grant funded members of the Advice Lewisham partnership developed a new service offer which began delivery in 2017. This differed from the previous approach in a number of respects, including:

- The introduction of a freephone advice line as the principal point of access to the service
- Telephone-based triage of calls by assessors
- Provision for face to face appointments for individuals whose first language is not English
- A centralised appointment booking system, intended to book people into appointments with a specialist adviser most relevant to their need
- A limited number of home visits for advice appointments especially for the elderly or disabled
- A drop-in service at three hubs

- A referral service from professionals, including social workers and GPs
- A limited case work provision for more complex cases requiring representation and/or appeals
- Referral arrangements for individuals requiring debt and money advice

As a result of the implementation of this service model, the number of individuals accessing services has demonstrably increased since 2017.

As such we are seeking applications from organisations who will work in partnership to maintain and develop the current service model to ensure it continues to meet the needs of the most vulnerable while continuing to develop closer links to meet current service challenges.

Although significant progress has been made, there are still a number of areas which require further development. These include:

- Better coordination of the extensive range of community organisations involved in providing support to local residents
- Better coordination of Advice Lewisham's services with those offered by statutory providers, including the developing service offering a single point of access to care and health
- Potential to further develop the service with other voluntary sector provision which provides advice and support to vulnerable residents

The over-arching challenge for the service is to provide solutions for individuals which significantly reduce their potential for requiring further support in the future. This will be most effectively achieved through enabling the majority of people to source and identify their own solutions rather than seeking them through a third party.

Delivery Requirements

Organisations bidding under this theme will need to demonstrate how they will work together to deliver advice services to up to 30,000 individuals per year across the borough using a range of approaches to ensure full accessibility. These include:

- Telephone
- Face-to-face
- E-mail
- Professional referrals
- Web-based
- Social media based

Services will be offered via the following routes:

- Telephone advice and triage line
- One-to-one advice consultations
- Ongoing casework for complex cases and for particularly vulnerable individuals
- Home visits, where required, for complex cases and for particularly vulnerable individuals
- Face-to-face delivery to individuals accessing hub-based services, including advice provided by volunteer advisers

It is important that organisations and partnerships applying under this theme are able to deliver effective advice and information services to vulnerable residents, such as older people, disabled people, newly arrived communities and those who do not speak English as their first language to ensure that all individuals, regardless of the barriers, access services and are supported to live fulfilled and independent lives.

Organisations and partnerships should be constantly reviewing their data to ensure that the focus and level of the provision is appropriate to presenting need and that the service model is able to continually adapt to ensure the most efficient use of resources.

Organisations applying under this theme will the appropriate Advice Quality Standard (AQS) Advice or Advice & Casework accreditation. For 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 need to demonstrate that they are working together to deliver advice in the following priority areas:

- Welfare rights
- Housing (including homelessness, repairs, possession proceedings and tenancy issues)
- Immigration
- Employment

In general we would expect debt and money advice (including multiple debts and arrears) provision to be funded through the money advice service so bids should be clear how this existing provision will be integrated within the grant funded offer in Lewisham.

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) and groups with traditionally lower rates of participation..
- b. Nurture talent and provide progression pathways, including developing outreach links into other settings such as schools.
- c. Providing opportunities for people of all ages to improve their health, wellbeing and resilience via participation.

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?

