

REPORT TITLE: MONITORING OF CORE FUNDED ORGANISATIONSTHE OVERVIEW AND SCRUTINY COMMITTEE23 JANUARY 2017PORTFOLIO HOLDER: CLLR STEPHEN MILLER, PORTFOLIO HOLDER FOR ECONOMY & ESTATESREPORT OF ELOISE APPLEBY, ASSISTANT DIRECTOR (ECONOMY & COMMUNITIES)Contact Officer: Melissa Fletcher, Funding & Development Officer Tel No: 01962 848 492 email: mfletcher@winchester.gov.ukWARD(S): ALLPURPOSE

Recent years have seen developments to the Council's various community funding programmes which have been designed to make the process more efficient, to increase transparency, to improve the monitoring process and to enhance collaboration.

In approving the grants allocations for 2016/17 ([CAB2754](#) – Proposed Grant Allocations for 2016/17, 10 February 2016 refers), Cabinet proposed that there should be greater Member engagement in the scrutiny of grants for designated Partner Organisations. It was suggested that The Overview and Scrutiny Committee would provide the most appropriate means by which to do this.

This Report provides a written summary of the performance of each of the Partner Organisations that were core funded by the Council in 2016/17, and explains how this has affected the evaluation and allocation process for 2017/18. It includes feedback from Members who were nominated by Cabinet to represent the Council as observers on the Boards of these organisations ([CAB2801](#) – Annual Appointment to External Bodies 2016/17, 19 May 2016 refers). The organisations have been made aware of this Report and invited to attend the meeting and to speak if they so choose.

2017/18 is the last in a three year funding cycle for Partner Organisations. The process will be reviewed again during the coming months, and aligned with the new Council Strategy which has been published since the applications process for

2017/18 began last autumn. Feedback from this Committee will be taken into consideration as part of the review.

RECOMMENDATIONS:

To The Overview and Scrutiny Committee:

That the information provided in this Report be considered, and that any concerns or suggestions in relation to the Core Funding Programme be raised with the Portfolio Holder for Economy and Estates with a view to informing future developments of the Programme.

IMPLICATIONS:**1 COMMUNITY STRATEGY OUTCOME**

- 1.1 The Core Funding Programme enables organisations to provide support, new opportunities and wellbeing to thousands of residents of the Winchester District each year. Through the delivery of their services, the organisations which receive core grants directly support all three community outcomes in the Council's current Community Strategy (Active Communities, High Quality Environment and Economic Prosperity). Evaluation criteria and Performance Agreements attached to grants are linked directly back to the Strategy.
- 1.2 The Council's designated Partner Organisations are those which are judged through the evaluation to have the greatest capacity to make impact across the Community Strategy outcomes, for a wide cross section of local residents. They are designated for a three year period, during which the Council commits to providing core funding to them although not at a guaranteed level. The three year cycle mirrors the life of the Community Strategy and provides some funding certainty to the designated Partner Organisations, which is important in securing other external grants and contracts.
- 1.3 The Partner Organisations are Trinity Winchester, Winchester Churches Night Shelter, Live Theatre Winchester Trust (incorporating Theatre Royal Winchester and Hat Fair), Citizens Advice Winchester District and The Carroll Centre. Until April 2016 when it ceased delivery of youth services at King Alfred's Youth Activity Centre and embarked on a sale of the building, Youth Options was also a Partner Organisation.
- 1.4 2017/18 is the last year in the current cycle for the Core Funding Programme. The Programme will therefore be reviewed during 2017 to ensure alignment with the incoming Council Strategy and to take into account feedback from existing Partner Organisations, other applicant organisations, Members and also Community First, the organisation commissioned to provide advice, support and networking for the voluntary sector in the Winchester District.

2 FINANCIAL IMPLICATIONS

- 2.1 The proposed grant allocations for 2017/18 are the subject of a Report to [Winchester Town Forum](#) and Cabinet in the coming weeks. The allocations for 2016/17 are set out below. The total awarded was £492,200, of which £432,400 was provided from the General Fund (GF) and £59,800 from Winchester Town Account (WTF).

Organisation	General Fund	Winchester Town Account	Total	Notes
Trinity Winchester	79,900	10,100	90,000	Reduction of £10,000 over two years agreed

Organisation	General Fund	Winchester Town Account	Total	Notes
Winchester Churches Nightshelter	8,000	1,200	9,200	A further £12,000 allocated direct by Housing Team from national Government grant for tackling homelessness
Live Theatre Winchester Trust	136,000	20,000	156,000	<i>Theatre Royal Winchester</i> funding: no change on 2015/16
	31,000	3,000	34,000	<i>Hat Fair</i> : additional £10,000 to support development of Woolly Hat Fair
	8,000		8,000	<i>Rural Youth Theatre</i> : no change, but review of participation levels required for 2017/18
Citizens Advice Winchester District	152,500	20,000	172,500	Includes 50% of historic 'premises' grant (£4,500), the remainder of which to be phased out in 2017/18
Carroll Centre	9,000	4,000	13,000	Reduction of £2,000 on 2015/16.
Youth Options	8,000	1,500	9,500	Reduction of £3,500 on 2015/16. Subsequently withdrawn following confirmation of sale/cessation of youth services.

2.2 The evaluation process for core funding includes a number of financial considerations such as:

- evidence of sound financial management practices
- financial information (published accounts, management accounts, balance sheet, projected cash flow)
- long term sustainability/viability

- level of reserves
- reliance on Council funding
- evidence of proactive fundraising from other sources

2.3 These criteria are assessed by a member of the Council's Finance Team, and the commentary provided on each of the above (excluding Youth Options) to assist the core grants evaluation panel is set out below. This is intended to provide Members with an insight into the financial health of each Partner Organisation, and an indication of the risks – where they exist – of awarding core funding to each one.

2.3.1 *Trinity Winchester*: finances are generally sound. Although there was a deficit in the last financial year ending 31/3/16, reserves are adequate. The charity has a long term loan of £347k relating to the acquisition of Bradbury House (their Winchester premises). The charity received a one-off donation of £500,000 in the current financial year, which has no restrictions attached. There are varied income sources, although mainly from Winchester City Council, Hampshire County Council and the Department of Health. The charity also receives funding from a number of trust funds. The income was down on the previous year (£303,600 from £458,600), resulting in the in-year deficit.

2.3.2 *Winchester Churches Nightshelter*: The Nightshelter has a strong financial position with no reliance on Winchester City Council funding. At the last accounts (31/3/16) it held over 8 months of operating costs in unrestricted reserves and has since received a one-off donation of £500,000. Although this was given without conditions the charity states they like to use this money for project work. Income was £337,600 and there was a surplus in year of £49,100.

2.3.3 *Live Theatre Winchester Trust*: this organisation continues to cause concern, with a slightly worsening financial picture year on year despite continuing optimistic forecasts. The Theatre would not survive without the grant from Winchester City Council. Trustees signed the accounts as a going concern based on forecasts and continued grant funding once again. The Theatre has negative reserves of £65,400 and negative Net Current Assets of £147,400, and continues to operate with a deficit. At the last year end this was -£23,600. Forecasts continue to show a reversal of the downward financial trend, indicating that by 2017/18 the organisation should make a surplus of £23,700 with income growing from £1,568,200 to £1,752,000. By 2017/18 reserves are forecast still to be negative, but reduced to -£5,000.

2.3.4 *Citizens Advice Winchester District (CAB)*: The CAB relies on funding from the Council, with over 50% of its income from the Council grant. It made a deficit in the last financial year of £49,400, but has adequate unrestricted reserves of £165,900, representing eight months of operating costs.

- 2.3.5 *The Carroll Centre:* The Centre relies on funding from Hampshire City Council, with the grant from Winchester City Council helping to access other sources of funding. There was a deficit in the last financial year of £58,600. Unrestricted reserves remain within acceptable levels at four months of operating costs.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 It is considered that the distribution of grants is covered by either the general power of competence in S1 Localism Act 2011, or alternatively by the more specific powers outlined in S19 Local Government Act 1976 – “not-for-profit making recreation projects”, S142 Local Government Act 1972 – “information/advice services -: S145 Local Government Act 1972 – “promotion of the entertainments and Housing Act 1996 – assistance in connection with homelessness.
- 3.2 There are no formal procurement implications. The distribution of grants is a not a statutory process. However, the Council publishes criteria, advice and evaluation models on the grants pages of its website, along with the sums awarded each year, to ensure a fully transparent process in line with Government expectation.

4 WORKFORCE IMPLICATIONS

- 4.1 None

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None

6 CONSULTATION AND EQUALITY IMPACT ASSESSMENT

- 6.1 No external consultation takes place around the grants process unless major changes are proposed, in which case the Council seeks to adhere to the terms of its compact with the voluntary sector.
- 6.2 However, the views of Members who are designated observers or trustees on the organisations requesting funding are sought as part of the decision-making process, and the relevant officers and Portfolio Holders are included in grants panel discussions to ensure that allocations are based on a rounded view of the organisation’s performance.
- 6.3 This report is intended to invite further Member scrutiny of the core grants allocated to Partner Organisations, with a view to informing the evaluation, allocations and monitoring of such grants in future.
- 6.4 A full Equality Impact Assessment would usually be carried out in advance of making grants allocations recommendations to Winchester Town Forum and Cabinet in order to assess the effect of proposed funding decisions on

vulnerable groups in the District. However, in recent years there has been relative stability in funding levels. An initial scoping review of the proposed allocations has indicated that whilst some modest changes to funding allocations might affect the number and range of service users by any one organisation, but that this would be offset by other decisions made (e.g. increased allocations, or additional money for small project grants). Therefore no full Impact Assessment has been carried out for the past three years.

7 RISK MANAGEMENT

7.1 A general risk assessment for Core Funding has been drawn up by officers to ensure that risk to the Council is minimised wherever possible, and mitigation takes the form of measures such as staged payments of larger grants; monitoring of delivery against agreed performance indicators; attendance as observers at Board Meetings and Annual General Meetings and referral of financial issues – where they arise – to the Finance Team for consideration. The full risk assessment can be found at Appendix 2.

7.2 There are numerous checks and balances built into the process for evaluating and awarding grants, as is shown in the table below. However, risk management measures need to be proportionate. The Council has committed itself in recent years to keeping bureaucracy and administration to a minimum for the voluntary sector and small business community.

Risk	Mitigation	Opportunities
<p><i>Property</i></p> <p>The organisations which receive the highest level of core funding tend to be those that operate their own premises. However, funding for major repairs and improvements is not easy to find and there is a risk that these organisations will turn to the Council to support such repairs, adding to the funding burden, even though the assets are not owned by the Council.</p>	<p>Nominated Member observers on the boards of these organisations are able to see how trustees make provision for repairs and maintenance.</p> <p>The Council commissions Community First to provide funding advice to voluntary organisations to help them seek grants from sources other than the Council.</p> <p>The County Council has – thus far – had an active capital grants programme. Organisations are encouraged to consider this for major repairs, with some limited match funding from the City Council's own, very modest, capital grants programme.</p>	

<p><i>Community Support</i></p> <p>There is a high level of community involvement in voluntary organisations through volunteering as well as use of the services provided. Reducing or removing funding from such organisations is likely to be very unpopular with local residents, and create reputational damage for the Council.</p>	<p>Leading Members have protected overall grants budgets year on year to avoid making significant funding reductions, unless they are recommended by the grants evaluation panel (eg where an organisation has high levels of reserves).</p> <p>The Funding and Development Officer issues a number of media releases during the year to promote the Council's support for the voluntary sector, and reference some of the grants awarded.</p>	
<p><i>Timescales</i></p> <p>The timescale for applying for and determining core funding is nearly five months, due to the Council's budgeting cycle. Small voluntary organisations can change a great deal in this time and information provided at the outset may not be current by the time funding is awarded.</p>	<p>The Funding and Development Officer maintains ongoing contact with the organisation, and checks for currency of information throughout the process as well as investigating anomalies.</p> <p>The organisation is required to sign a funding agreement before payment of the grant which includes specific requirements to declare changes in financial and other circumstances.</p>	
<p><i>Project capacity</i></p> <p>Voluntary organisations are experiencing an ongoing increase in levels of demand from their most vulnerable service users. The Council is not able to fund significant growth, and organisations may struggle to meet the demand. Again, there may be reputational damage to the Council by association as a result.</p>	<p>Grants allocations are constantly reviewed by the evaluation panel in an effort to recognise growth in demand in some areas, and opportunities to rationalise or reduce costs in others.</p> <p>Funding allocations are tied to performance agreements setting out realistic expectations (on both sides) for service delivery in the year ahead.</p>	

<p><i>Financial / VfM</i></p> <p>Potential misuse of money by receiving organisation, or insolvency/collapse, resulting in a wasted grant from the Council and/or reputational damage (see also below)</p>	<p>All applications for Core Grants are required to meet certain standards in relation to good governance, good management practice and sound financial management. These are scored by the evaluation panel against published criteria.</p> <p>The Council expects charities to operate in line with the requirements of the Charity Commission, and other voluntary organisations are also expected to base their operations on similar principles. Further information can be found on the Charity Commission website.</p> <p>Members are nominated as observers on the boards of the designated partner organisations, and can see at first hand the way that finances are managed and deployed.</p> <p>Organisations are not permitted to change the use of the approved grant unless otherwise agreed in writing by the City Council.</p> <p>The Council would not give funding to an organisation which was clearly insolvent or was very likely to become insolvent during the course of the year. The Finance Team is actively involved in assessing financial information provided as part of the core funding applications process.</p> <p>For the larger grants (i.e. those over £50,000), grants are staged in two, half-yearly</p>	
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	<p>payments. The release of the second tranche is triggered by receipt of a mid-year update report and financial information.</p>	
<p><i>Innovation</i></p> <p>Grants for business start-ups or innovative schemes (eg The Handlebar Café and cycle hub) carry a raised degree of risk, which in turn could result in failure of the enterprise and associated reputational damage for the Council.</p>	<p>Business plans are required by officers when assessing requests for such funding.</p> <p>Members are appraised of associated risks through committee reports and decision notices requiring funding decisions.</p> <p>Active support is provided to small businesses from teams across the Council, drawing on the 'Better Business for All' model, to try and ensure that they thrive rather than fail.</p>	
<p><i>Reputation</i></p> <p>The operations of the organisation attract negative PR or comment, reflecting badly on the Council as a funder.</p> <p>Members may be seen to make biased decisions around funding allocations.</p>	<p>All successful applicants are expected to sign up to a Performance Agreement with the Council before any payments are made, and this sets out a number of practices designed to reduce risk to the Council in terms of reputation and service delivery.</p> <p>Members are advised on the Code of Conduct (see para 3.3 above) in making final decisions on the grants.</p> <p>Members and officers use clear, published evaluation criteria and scoring systems to determine grant allocations.</p>	

8 SUPPORTING INFORMATION:

8.1 The current set of Core Partners applied for their current designation in October 2015. Full funding applications were supplied, and assessed by a panel led by

the then Portfolio Holder with responsibility for community grants and including other portfolio holders (e.g. for housing, health and wellbeing), the Assistant Director (Economy & Communities), the Funding and Development Officer, a representative of the Finance Team and other officers with a direct knowledge of the applicant organisations.

- 8.2 In preparation for the current three year funding cycle, a set of evaluation and scoring criteria were approved by Members ([PHD600](#) - Revised Criteria: Core Grants and Partner Organisations (General Fund), October 2014, refers). This was the first time that such criteria had been adopted, and formed one of a series of improvements to the transparency, efficiency and equity of the process. These will be reviewed in the run-up to the 2018/19 cycle in order to align them with the new Council Strategy and to take into account feedback from this Committee and other colleagues, current Partner Organisations and other grant applicants etc.
- 8.3 An annual 'light touch' re-submission process was also introduced for the intervening two years, designed to reduce the administration burden for grant recipients as well as the grants evaluation team. This is supported by twice-yearly monitoring meetings with the Funding & Development Officer and nominated Member representative, together with other officers who work closely with them.
- 8.4 Partner Organisations and Members attending officer-led training in 2016 offered suggestions about ways to build on the relationship between funded organisations and the Council. This led to a review of the process for nominating Member representatives on external bodies during the winter of 2016/17. Following a decision at Cabinet in May 2016, the Council now requires a Member observer to be allowed to attend the Board meetings of each Partner Organisation to add value to the funding relationship and complement the ongoing operational monitoring of officers. ([CAB2801](#) – Annual Appointments to External Bodies 2016/17, 19 May 2016 refers.)
- 8.5 Appendix 1 sets out information about the main purpose of the current Partner Organisations, a summary of the organisation's performance during 2016/17, feedback from the Council-nominated Member representative on the Board and suggested areas for development which would be incorporated into the Performance Agreement for 2017/18.
- 8.6 Members of this Committee are invited to consider the information provided in this Report, and to offer feedback or to raise concerns with the Portfolio Holder for Economy & Estates. In particular, Members will wish to take a view about whether Partner Organisations are
 - a) Effectively monitored and scrutinised in relation to the public funding they receive from the Council;
 - b) Offering value for money in the way this money is used to deliver services to the local community which align with the Community Strategy;

- c) Subject to an appropriate level of challenge as part of the annual core grants evaluation cycle; and
- d) Not presenting an undue risk to the Council, in relation to their financial status and governance arrangements.

9 OTHER OPTIONS CONSIDERED AND REJECTED

9.1 Not applicable

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

[CAB2754](#) - Proposed grant allocations for 2016/17, 10 January 2016

[Minutes of Cabinet](#), 10 January 2016 – item 8

[CAB2801](#) – Annual Appointment to External Bodies 2016/17, 19 May 2016

Revised Criteria: Core Grants and Partner Organisations (General Fund) [PHD600](#) – October 2014

APPENDICES:

Appendix 1 Overview of Partner Organisation Performance 2016/17

Appendix 2 Risk assessment: Core Grants for Partner Organisations

TRINITY WINCHESTER

Description of Services (taken from grant application form):

“Trinity Winchester was established in 1986 and this year celebrates its 30th anniversary. Our direct access day services, open 5.5 days per week, provide life-changing benefits for our homeless and other vulnerable clients. We offer advice and information relating to benefits, housing, alcohol and drug use and harm minimisation; signposting to key services; healthcare; learning and skills development, confidence-building recreational activities, preparing for employment; and hot nutritious meals, bathing and laundry facilities. We also provide specialist services for vulnerable women, facing a range of difficulties including domestic abuse. Trinity Winchester is a transformational ‘Place of Change’ for homeless and vulnerable people, with integrated services that combine to support clients to develop skills and confidence and create the building blocks for a positive future.”

Performance Monitoring:

Joint monitoring undertaken with Housing officers and Cllr Caroline Horrill, nominated observer.

Good progress made on the agreed performance agreement. Meets expectations.

In this reporting period Trinity supported 409 individuals:

- * 75 of which are Women’s Service clients only
- * 120 presented as rough sleeping/sofa surfing
- * 48 individuals supported with employment preparation
- * 75 individuals supported with healthcare sessions
- * 91 individuals assisted with travel warrants, referral to basics banks, counselling, mental health referral via AMHT, referrals to CAB, general help with assistance in completing housing referrals, benefits payment forms, calls to probation, assistance to court appearances, advocacy, accompanying people to interviews or housing viewings
- * 52 identified to Winchester City Council via the rough sleepers pathway (120-52) = 68 on sofa surfing or no fixed abode

Areas for Development:

Winchester’s number of genuine homeless is now as low as four. Some of Trinity’s work is duplicating other authorities (eg County Council-funded supported housing projects) and there is still not enough evidence of commitment by Trinity to agreed strategies for managing homelessness in the District.

The trustees of Trinity Winchester and Winchester Churches Nightshelter should continue to investigate joint ways of working, particularly in terms of gaining the

greatest benefit for service users from the £1m donation split between the two organisations in 2016.

Member Representative Comment: Cllr Caroline Horrill

- Cllr Horrill is a member of Trinity's Advisory board which has not met in the last year
- Cllr Horrill has had informal meetings with the chair of Trustees (circa once a quarter).
- "I believe the Trinity Centre duplicates provision provided by other organisations and is reluctant to give this activity up".
- "I question the robustness of some of the statistics provided by the organisation and those they believe are homeless".
- "I am not convinced tough love is always exercised in accordance with the agreed pathway".
- "They are a great provider of their core activity but they are expanding into other areas of service which duplicate and are not always playing their own skill set".
- "They are doing well and are well regarded in the City but they could work in a more co-ordinated way with other statutory and voluntary organisations".

WINCHESTER CHURCHES NIGHTSHELTER

Description of Services (taken from grant application form):

“Winchester Churches Nightshelter offers an essential lifeline to the homeless for over 100 people a year, local Winchester residents take priority and can stay for about 3 months until longer-term accommodation is found to match their needs. Our residents range from people who have suddenly found themselves in crisis for a short time through loss of job, relationship and home, to those suffering long-term crisis or those who have problematic substance use.

The Nightshelter offers more than just quality accommodation and wholesome meals; we offer [specialist support](#) and hope to those in crisis. We operate nearly 24/7 and residents can remain on site during the day to work with their support worker who offer one-to-one support and advice on moving on, employment, health, personal finance, substance misuse, and other essential areas enabling people to rebuild their lives and social structures, restore self-esteem, develop skills and support people back into long-term accommodation and independent living.

We also offer one-to-one professional counselling, work placement schemes, IT training, cookery workshops, budgeting advice and other training and skills development. Our dedicated staff, directors and volunteers work as a team to ensure the ongoing care, quality, sustainability, and development of our services to those who are homeless. We have members of the community, about 200 of them, who come on site during the year, to work alongside our staff team and to chat, communicate, and better engage with our residents. Most of our volunteers come from the local area, and we are continually working to increase and ensure that we have a suitable number of volunteers to assist us with this work. We now open all day every Sunday to enable our residents to enjoy the comforts of their temporary home so they can remain on site or enjoy a lie in and brunch!”

Performance Monitoring:

Joint monitoring undertaken with Housing and nominated observer Cllr Caroline Horrill.

Good progress has been made against the Performance Agreement. Meets expectations.

It is noted that service users are staying longer than previous years due to the shortage of supported housing cuts locally and reduced bed spaces. The Nightshelter has opened a rented 4 bed move-on house in Eastleigh. They are also looking to secure a second move-on house in the near future.

The Nightshelter is experiencing more complex service users with a variety of support needs. In order to assist with wellbeing and mental health the Nightshelter has recently recruited another part time member of staff.

Areas for Development:

The Trustees of the Nightshelter and Trinity should continue to investigate joint ways of working particularly to gain the greatest benefit for service users from the £1m donation split between the two organisations in 2016.

The Council and the Nightshelter are currently working to resolve the outstanding issue with regards to acceptance of a Member observer on the board, as this is now a requirement of the Partnership Agreement.

Member Representative Comment: Cllr Caroline Horrill

- Cllr Horrill has attended 1 board meeting in the last 6 months
- “The board could be more open to the request for a Winchester City Council representative to be involved”.
- “There is a poor relationship with Winchester City Council at board level which can only cause long term issues”.
- “The everyday management of the shelter is excellent and the interaction with Winchester City Council positive. However, there is a strain on the relationship based on the reluctance of the Board to involve the Portfolio Holder in the board”.
- “The management of the financials indicates that the level of funds held may be too high for Winchester City Council to support the organisation ongoing. However, the need for homeless bed provision is not diminishing so it would be positive to see reserves being used proactively to meet the ongoing need.”
- “The disconnect is with the board, not the day to day management team”.

LIVE THEATRE WINCHESTER TRUST (Theatre Royal Winchester, Hat Fair and Rural Youth Theatre)

Description of Services (taken from grant application form):

“We operate the Theatre Royal Winchester, programme and run and manage outreach and ancillary activities associated with it. We also run Hat Fair and associated year round activity and outreach.

We produce and present the highest quality cultural and/or recreational experiences. Our wide ranging programme appeals to a broad cross section of the community. To increase the standing of the work, we are concentrating on “target companies” who bring us work not seen in the rest of the region, of national importance or of the highest quality. Hat Fair works across the global stage and last year included shows from 9 international artists. We are entirely responsible for the running and upkeep of a Grade 2* listed building – a nationally important heritage asset. We support theatre and performance companies based within Winchester and the region through our new Theatre Makers Club, offering them free rehearsal space, mentoring, tickets and performance opportunities. We programme local companies including Wet Picnic, Strange Arrangements and Gallows Productions. Our Learning and Outreach team offer additional wide ranging talent development and teaching opportunities. We promote a series of contemporary site specific Off Stage events which respond to Winchester’s spaces and offer a different refreshing view of what theatre can be.

We seek out, select and commission a programme of inspirational work that responds to the city’s architecture and sensibilities. We work in partnership with education providers in the region, especially the University of Winchester and the School of Art, to identify opportunities for students and graduates, including work placements and ‘real world’ experiences in professional arts environments.

We offer training and professional development for young technical and production staff.

We make opportunities available for local people to work in bars, catering, box office and casual stage staff. We will build on the contracts for service delivery with Bournemouth University costume and event management students, University of Winchester Street Arts BA and Winchester School of Art undergraduates. Theatre Royal Winchester and Hat Fair are key components of a learning city. We are a key partner with 14x local primary schools 6x secondary schools delivering projects through classroom activities and informal learning opportunities We run the over 60s’ Silver Stage theatre group as part of our programme in the foyer/café area. We run apprenticeships, work placements and mentored long term placements for young people. We welcome unemployed people to placements as part of a Job Centre Plus scheme.

We are active and enthusiastic partners with a wide range of regional, national and local organisations. This ensures that each pound works as hard as possible in the delivery of our mission.”

Performance Monitoring:

Joint monitoring undertaken with nominated observer Cllr Eileen Berry.

Good progress made against Performance Agreement. High levels of audience satisfaction reflected in surveys carried out at 2016 Hat Fair, and continued opening up of new spaces for performances (eg Chesil Multi Storey Car Park, Regis Hair Salon). Second Woolly Hat Fair in development to build on community and business relationships established effectively in 2015.

Theatre has delivered more performances and achieved higher turnover, with very few 'dark' days even when there are no public shows. Attendances are good and highest ever sales for the pantomime in 2016/17. Youth Theatre is being stabilised and reinvigorated following difficult period in 2015 which led to budget deficit for Theatre at year end 2015/16. Work with and for older people is a developing strand, and Hat Fair was commissioned by the Council to deliver a special performance working with older people's charities locally to mark the Queen's 90th birthday in 2015.

With a change of both Chief Executive and Hat Fair Director in 2016/17, the organisations has challenges ahead. Finances continued to be extremely fragile, with limited opportunities currently evident to improve income and no reserves or project funds at the Trust's disposal.

Areas for Development:

The Trust is cognisant of the fact that they need to strengthen their financial resilience. Early discussions are being arranged with the new Chief Executive Deryck Newland (starting March 2017) to consider financial resilience.

Member Representative Comment: Cllr Eileen Berry

- Cllr Berry has attended 6/7 board meetings in the last 6 months
- "Perhaps they overstretch themselves sometimes".
- "The pantomime is clearly a success, perhaps they should schedule it for longer".
- "They should also consider offering dinner and show packages".
- "Because of size constraints and parking issues they struggle to compete with Theatres such as the Mayflower and the Anvil who can facilitate more complex productions and larger audiences".
- "The Theatre do very well given their constraints of the building and lack of parking".
- "Their long term sustainability is questionable".
- "They need to take a more entrepreneurial approach and the Board of Trustees should be populated to reflect this".
- "They should try to relocate to the existing RPLC site if there is an opportunity for them to do so".
- "They provide a huge economic benefit to Winchester however, this has not

OS158 Appendix 1 – Overview of Partner Organisation Performance 2016/17

translated into financial resilience for the organisation”.

- “They must work harder to move to a sustainable financial footing by commercialising more of their operations and diversifying their income streams”.

CITIZENS ADVICE WINCHESTER DISTRICT

Description of Services (taken from grant application form):

“Citizens Advice Winchester District (CAWD) is a highly regarded advice agency providing free, independent, confidential, impartial and high quality advice to local people on their rights and responsibilities. Our clients are our priority and volunteers are at the heart of our organisation, being the main workforce delivering the service. We strive to ensure that our services are accessible and have a range of delivery locations throughout our community. We value diversity, promote equality and challenge discrimination.

We empower clients to help themselves by supplying excellent, accurate information and advice that can be accessed face-to-face, over the phone, online and at client-appropriate locations in the community. Clients also help to make a difference by allowing us to use their evidence to influence changes in unfair policies and practices at a local and national level. Our services are free to clients and funded by local grants and fundraising.

We work in partnership with other organisations to ensure that our advice is part of the wider network of support available to local people. We also deliver a range of projects and specialist services including Debt Relief Orders, Healthwatch, Macmillan, Winchester City Council’s Money and Benefit Advice and Debt Counselling Service.

We are a member of the national Citizens Advice network (operating name of National Association of Citizens Advice Bureau) and as such are regularly and independently audited against quality assurance standards for quality of advice and organisational matters. We also access high quality training, a Client Relationship Management System and a unique, reliable and up to date advice information system. The national affiliation also provides insurance, policy compliance and a highly respected and trusted brand. Our national network gives us access to expertise and knowledge with client insight at its heart. In addition to giving advice, national specialist services help people with their issues too e.g. Pension Wise, Consumer Helpline, Witness Service.”

Performance Monitoring:

Joint monitoring undertaken with Cllr David McLean.

Good progress has been made against the Performance Agreement. Meets expectations.

CAB works actively with the Council, across a range of areas including preparation for Universal Credit and development of Partner Organisation protocols/processes. New legislation on good quality debt advice will be brought in to effect in 2017. CAB is working to ensure that their financial advice is of the best quality and are therefore up-skilling staff and volunteers to take account of this new legislation.

OS158 Appendix 1 – Overview of Partner Organisation Performance 2016/17

CAB received a bonus from the Health Watch Service and Big Energy Savings Network for exceeding requirements of the delivery of these services.

CAB is additionally commissioned by housing to work with Winchester City Council to provide money and benefit advice and debt counselling service.

Total number of clients accessing service: 3320

Total number of advice issues: 7053

Top 5 advice issues:

Benefits 1889

Debt 1018

Employment 827

Housing 778

Relationships 733

Areas for Development:

No areas for development have been proposed by the evaluation panel.

Member Representative Comment: Cllr David McLean

- Cllr David McLean has not been able to attend any board meetings due to diary clashes.
- “With an increase of mental health issues amongst the general public, a belief that debt issues are only going to get worse, and new instructions arriving from central government with regards to financial support the CAWD will need an even greater presence”.

CARROLL CENTRE

Description of Services (taken from grant application form):
<p>“Nursery - 2-5 years Under 5 activities with parents & family learning After School & School Holiday activities 5-11 years Youth & Family services 0-19 years Community Library & Café – whole community Community inclusion activities – local/city/district residents.”</p>
Performance Monitoring:
<p>Joint monitoring undertaken with Cllr Derek Green</p> <p>Reasonable progress has been made against the performance agreement. Meets expectations.</p> <p>The Carroll Centre’s brief is now wider and includes the community aspect. At the time of the monitoring meeting in October, the Carroll Centre was re-writing its Articles to address this.</p> <p>The Children’s Centre within the Carroll Centre closed in October and therefore there was potentially some rental space available to fill.</p> <p>The Carroll Centre were looking to widen their services via the Older People’s Partnership in order to make contact with older people in Stanmore.</p> <p>The Centre was also looking into the possibility of running a satellite Blue Apple group from its premises.</p> <p>Delivered 3 community social groups each week:</p> <ul style="list-style-type: none"> • Tuesday – parents group – average 6 weekly • Friday AM seniors group - partnership with WCC sports team, Winchester Hub & Care21 – average of 9 participants • Friday evening young people 13-16 years – average attendance 12 <p>Spring/Summer - Worked in partnership with WCC & M4E to deliver Party in Park on 30th June. Carroll Centre hosted:</p> <ul style="list-style-type: none"> • Science Centre Planetarium • Acoustic café • Reptiles & amphibian display <p>Footfall in centre 680</p> <p>Delivered two weekly open access sessions for parents with babies and toddlers. Average weekly attendance 15 parents & 21 children.</p> <p>Delivered two open access evening sessions for young people that include issue based and life choice work & leisure activities. Average weekly attendance – 35</p> <p>Sports sessions delivered by WCC included in Friday seniors group – initially weekly</p>

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(Jan-April) now two weekly. Participants offered a range of taster activities. 6-8 participants.

Daily oral hygiene sessions run in nursery during term time – average 30 participants daily. New toothbrushes distribute to 35 children Easter & Summer Term. Parents given dentist registration information - 90% children registered.

Areas for Development:

The evaluation panel have requested that the Carroll Centre report detailing their service user numbers instead of footfall in the future.

The panel expressed that they would like to see more flexibility from the Carroll Centre in terms of working on joint community initiatives, in particular pro-active collaboration with other voluntary organisations and the Council.

The Member observer relationship with The Carroll Centre requires attention: communications issues have led to the current representative not attending any board meetings since his appointment.

Member Representative Comment: Cllr Derek Green

Cllr Green has not attended any of the board meetings as he is not receiving any of the papers or information. This issue is currently being investigated by the Funding & Development Officer.

OS158 Appendix 2 – Risk Assessment for Partner Organisations

RISK ASSESSMENT: GRANTS FOR PARTNER ORGANISATIONS

Situation to be Assessed: Annual Core Grants Programme (Partner Organisations)

Name of Assessor: Eloise Appleby/Amanda Chalmers Section: Assistant Directors/Audit

Date of Assessment: 01 April 2013

Reviewed: 10 January 2017

Situation	What hazards exist in relation to WCC's position as a core funder?	What risks do they pose a) to employees or to the organisation b) to residents of the District?	Precautions already taken?	Risk level achieved? (H, M or L)	Are additional measures necessary?
1. Funded organisation does not use WCC grant funding for the agreed purposes	Waste or inappropriate use of public resources	<p>a) Damage to WCC's reputation for financial management and sound partnership working</p> <p>b) Distress to customers of the voluntary organisations who may be in need of the services they provide but are unable to access them</p>	<p>Regular meetings (minimum twice yearly) between representatives of Partner Organisations the City Council, which include headline assessment of financial management issues.</p> <p>Ongoing monitoring of Performance Agreements to show</p>	L	<p>Not as a general rule.</p> <p>Core funding can be used at the discretion of the funded organisation. However, a system of spot checking of evidence of the progress claimed against the performance agreement could be introduced where officers have concerns.</p> <p>Phased payment of grant for new programmes over £10,000 threshold, with release of instalments after proof of appropriate use.</p>

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<p>2. Funded organisation has serious financial difficulties, eg arising from poor internal financial management or unbudgeted changes to income/expenditure</p>	<p>Perceived waste of public resources</p> <p>Possible failure to deliver services or events which the community considers to be essential/important</p>	<p>a) Damage to WCC's reputation for financial management and sound partnership working</p> <p>Damage to WCC's reputation for working with community groups to provide well run, safe and high quality services/events for the public.</p> <p>Pressure on WCC services in the event that vulnerable customers seek help from the Council in the absence of support from the funded organisation.</p> <p>b) Distress to customers of the voluntary organisations who may be in need of the services they provide but are unable to access them</p>	<p>Organisations required to submit most recent published accounts, as well as budget and cash flow for year ahead, with grant application</p> <p>Staged payment of core grants over £50,000 pa to ensure that cash flow problems are minimised</p> <p>Work with Community First Winchester on making successful grant applications to other bodies and increasing financial resilience more broadly</p> <p>Increased involvement of Finance staff in assessing core funding applications, including review of cashflow and management accounts.</p> <p>See also precautions at (1) above</p>	<p>M/H</p> <p>NB: this risk increases as sources of grant funding for voluntary organisations diminishes nationally</p>	<p>Yes:</p> <ul style="list-style-type: none"> a) Increase training/support for financial planning and resilience to the sector b) Increase brokering of joint working/capacity sharing between voluntary organisations c) Increase analysis of year on year financial position for core funded organisations d) Consider (on a case by case basis) withholding all or part of the next staged payment until proof of agreed measures to be taken to improve the financial position.

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3. Refusal of funded organisation to conform with WCC’s financial requirements	Could lead to (1) or (2) above	As above if (1) or (2) occurs	<p>Long history of positive partnership working, including measures as above to encourage acceptance of good financial practice</p> <p>The grant application process requires a commitment from applicants to meet WCC’s financial requirements</p>	M	<p>Yes: a) Increase training/support for financial management within the sector</p> <p>b) see also (b) above</p>
4. Prolonged absence of officers with grants expertise at WCC (eg through sickness)	Non-payment of grants and/or poor management of grants programmes by WCC, leading to (2) above	As for (2) above	<p>Grants criteria and procedures in place to guide other officers covering this role</p> <p>Assistant Directors more directly involved in grants programmes, and able to provide strategic support</p> <p>Commissioned service with Community First provides alternative source of advice for organisations affected by this situation. The Council also host a</p>	M	<p>Yes: a) succession planning/workforce development required to provide ad-hoc cover for basic grants administration. Additionally the new Flexigrant portal contains some basic instructions for processing. b) new Portfolio Holders to be briefed on grants processes on appointment so that they are in a position to make considered policy decisions</p>

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			funding search engine for organisations to search for alternative funding for free http://www.idoxopen4community.co.uk/winchester		
5. Key policies or procedures (eg safeguarding, equalities, health and safety) not in place within funded organisations	Public resources perceived to be funding organisations that are badly run or put vulnerable people at risk	As for (1) above	Organisations required to sign application form clearly stating that the appropriate policies and insurance are in place Commissioned service by Community First Winchester provides source of advice/training for organisations who are aware that they need to develop new policies/practices 'Spot checking' of policies, procedures, insurances, licences etc has been introduced by WCC from Sept 2012.	M	Yes: a) Grant application forms detail that we may request evidence of insurance and policies.