

REPORT TITLE: COMMUNITY AND VOLUNTARY SECTOR GRANTS REVIEW

WINCHESTER TOWN FORUM – 14 NOVEMBER 2018
CABINET – 12 DECEMBER 2018

REPORT OF PORTFOLIO HOLDER: Porfolio Holder for Business Partnerships,
Councillor Rob Humby

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WARD(S): ALL

PURPOSE

This report provides the findings of the Grants Review that commenced in June 2018. It gives details of the engagement exercises that were undertaken with funded organisations, observer Members, Council officers from a range of services and the survey of ward Councillors and Parish Councils. It presents the data and financial information that was researched to give insight to the extent of the Council's current funding practices and the evidence to support change. Finally the report proposes changes to the current funding programme and which if agreed will be introduced in the 2019/20 financial year.

RECOMMENDATIONS:

1. That the new funding programme be approved and be introduced in 2019/20 financial year including:
 - a. The range of funds.

- b. The size of funding pot.
 - c. The target outcomes.
 - d. The revised decision making arrangements and delegated authority levels.
2. That the creation of the funding criteria, detailed outcomes, application processes and assessments, supported by a communications plans, be delegated to the Corporate Head of Engagement in consultation with appropriate Heads of Service, to be signed-off by the relevant Portfolio Holder.
3. That the issue of a consistent approach to how the charity, community and voluntary sector organisations are charged for rent in Council owned property be agreed with the Corporate Head of Estates and approved by the relevant Portfolio Holder.
4. That all organisations that participated in the review exercise be informed of the proposed changes and be thanked for their contributions and helpful approach in volunteering time, insight and ideas.

IMPLICATIONS:1 COUNCIL STRATEGY OUTCOME

- 1.1 The Grants Review supports the Council in being entrepreneurial in its approach to delivering services, using insight and evidence to support decisions and innovative in the way resources are used. The grants programme contributes to all four strategic priorities.

2 FINANCIAL IMPLICATIONS

- 2.1 In February 2018 the Council agreed a community and voluntary sector grant programme budget of £762,500 for 2018-19. This is made up of mix of grants and commissions, funded from the general fund and Winchester Town account:

Type of Award	General Fund	Town Account	Total
Grants			
Core funding grants	£466,500	£73,000	£539,500
Project grants	£106,000	£7,000	£113,000
Sub total	£572,500	£80,000	£652,500
Commissions			
Voluntary sector support	£50,000	0	£50,000
Housing service	15,000	0	£15,000
Transport services	45,000	0	£45,000
Total	£682,500	£80,000	£762,500

- 2.2 Whilst all types of funding have been looked at by the review, a distinction has been drawn between grant funding and commissioning. This will help provide greater clarity for applicants, officers, members and assist in accounting for outcomes. However to create a comprehensive picture of what monies are paid to organisations to ensure transparency all the different forms of funding to organisations will be collated.
- 2.3 Therefore the grant review has concentrated on the grant element of the budget which totals £652,500. This is currently divided into different funds as following:

Core funds – Partner organisations	£482,200
Core funds – other organisations	£57,300
Project Grants	£113,000
Total	£652,500

important to see the full picture and to consider the implications of paying core funding that will be used to pay the Council its rent.

- 5.2 Whilst the review highlighted this as an issue, a recommended approach has not been explored. Therefore authority is sought for the Corporate Head of Engagement to liaise with the Corporate Head of Estates to agree an approach, to be approved by the relevant Portfolio Holder.

6 CONSULTATION AND COMMUNICATION

- 6.1 A full engagement programme was undertaken to capture the views of a varied range of people and organisations that helped shape the proposals. Feedback on the final outcomes will be built into this final stage of the review. Communication, information and promotion about the Council's grant programme is crucial and a communications plan is proposed; to be developed with the Head of Communications.
- 6.2 This item was discussed at The Overview and Scrutiny Committee meeting on the 15 October 2018 and the Corporate Head of Engagement is able to provide a verbal update on comments made at this meeting.

7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 The priorities that are proposed for the target outcomes of the grant programme include sustainability, green technologies and environmental enhancements.

8 EQUALITY IMPACT ASSESSEMENT

- 8.1 The equality impact assessment for the current programme has been revised to reflect the new approach. This assessment is provided as Appendix 1

9 DATA PROTECTION IMPACT ASSESSMENT

- 9.1 With the introduction of the online crowd funding platform a data impact assessment will be carried out with the chosen supplier. The current data protection process for the grant application form will continue to apply to the new programme in line with the GDPR regulations.

10 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property Inconsistent approach to rents / leases causes</i>	Agree approach for charities and community	Will create clear and transparent approach

Risk	Mitigation	Opportunities
<i>organisations to criticise the Council and demand changes to agreements, causing costs, loss of income etc.</i>	groups etc.	Opportunity to link to mandatory and discretionary Business Rates Relief.
<i>Community Support The new programme causes some organisations to receive less funding</i>	Transition arrangements need to be agreed so that any changes are reduced in impact and duration.	Greater support is offered to organisations to seek other sources of funding and so in the long term become more resilient and self sufficient.
<i>Timescales The new grant arrangements aren't available for the start of the financial year.</i>	Current grant arrangement will not be replaced until new programmes are ready for launch so that no organisation is left financially vulnerable. Some elements will be quicker to launch than other and these will proceed to create access to funding opportunities	
<i>Project capacity Insufficient staff available to implement the changes to the grant systems and process etc.</i>	Create a project implementation plan with resource requirements identified. Introduce a phased launch to match available resources	
<i>Financial / VfM Long term efficiencies and savings are not generated by the new programme</i>	Close management and monitoring requirements will be part of the reporting process.	Publish an annual statement / report to highlight what has been achieved in terms of impacts, value and social benefit.
<i>Innovation New online platforms fail or are abused</i>	Supplier will provide the necessary assurance and liability insurances. Process will be added to vet and check content	
<i>Reputation Changes mean that some organisations do not like the new programme and</i>	Engagement, communication, transition and support arrangement will be put in place	Seek positive feedback to counter any negative comments

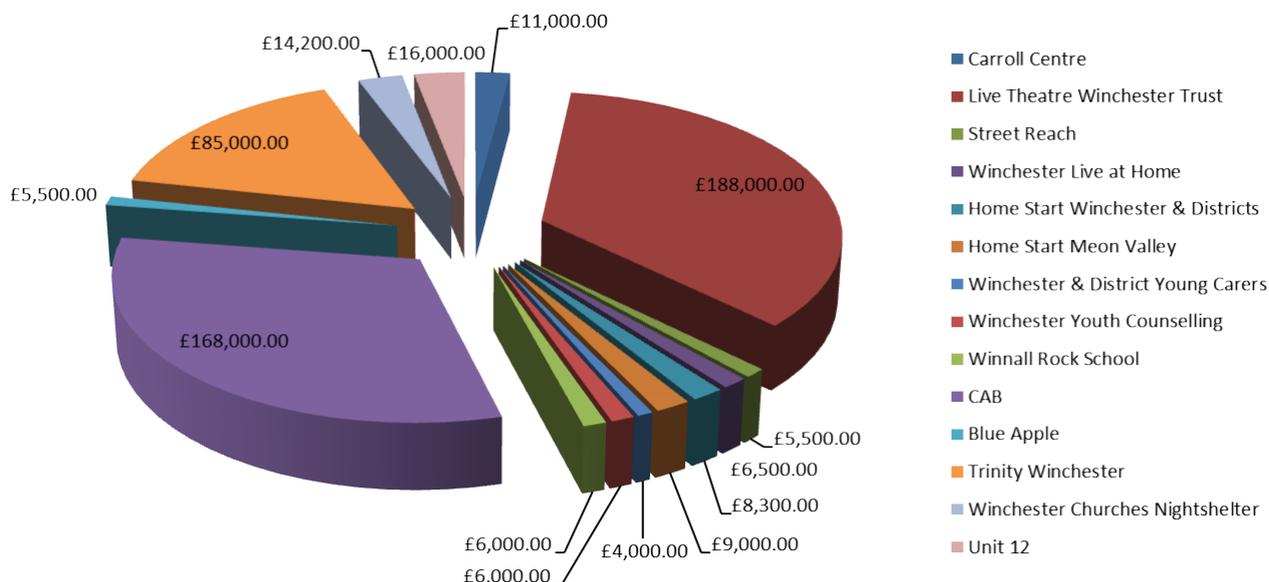
Risk	Mitigation	Opportunities
<i>openly criticise the Council</i>		
<i>Other</i>		

11 SUPPORTING INFORMATION:

11.1 **Background: Current Funding programme**

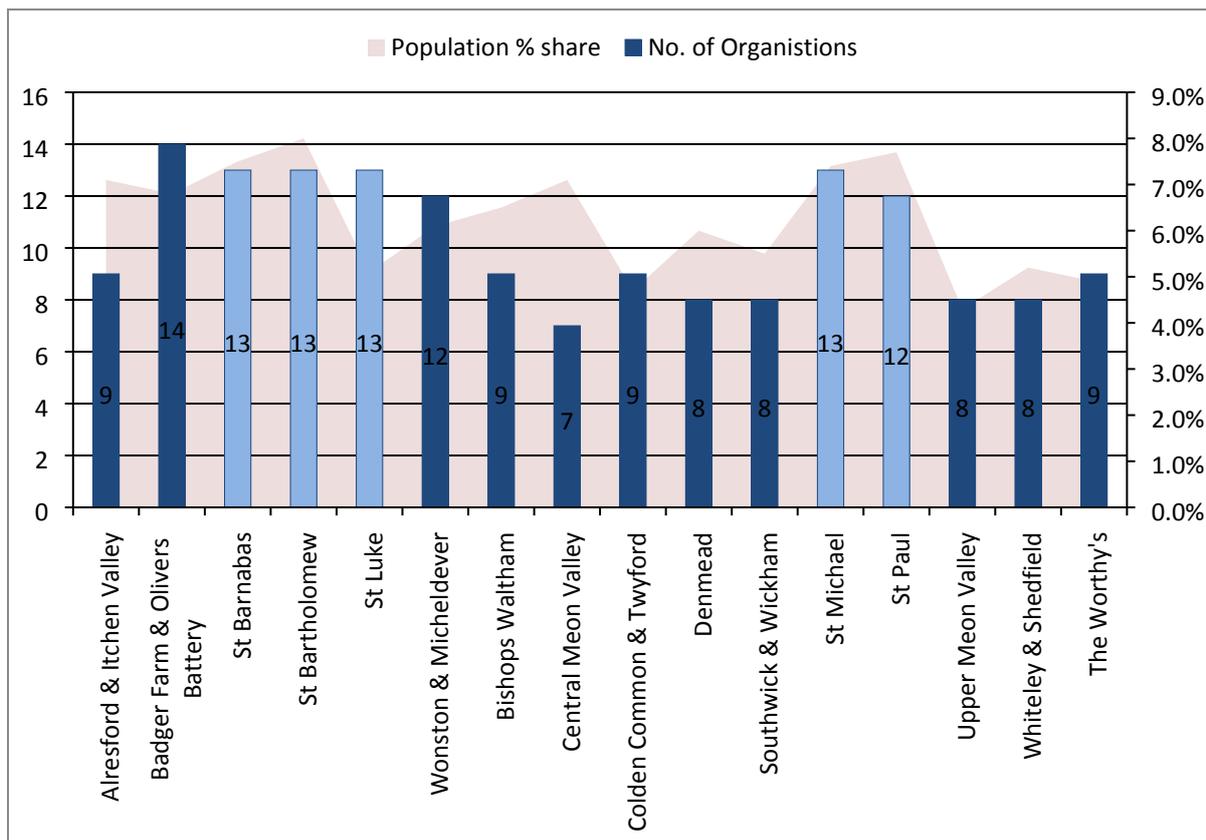
11.2 The Council currently offers a range of grants for different purposes: core funding and grants for projects; small medium, business, cultural etc. This financial year the budget allocation for these grants is £652,500. The following gives a summary of the organisations funded, the geographical spread of where they deliver services and the range of beneficiaries supported.

11.3 To date the core funding awards to individual organisation this financial year are:



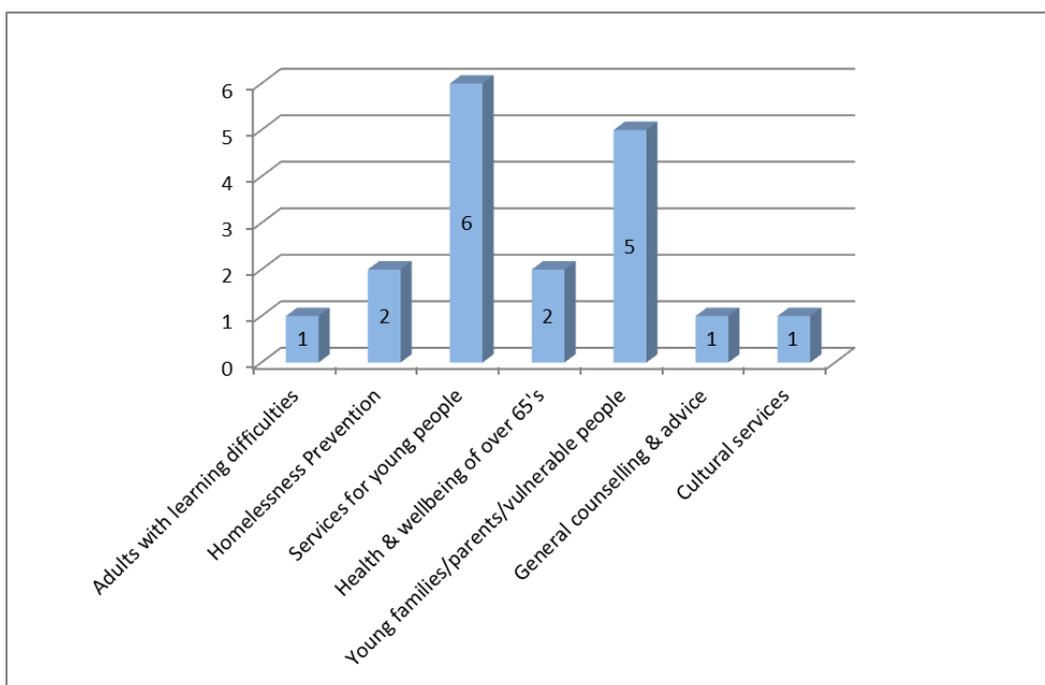
11.4 Geographical Spread

The following chart shows how many of the fourteen funded organisations above work in each ward in comparison the overall share of District’s population in that ward.



11.5 User profile

For the same currently funded organisations this chart shows the number of each working with specific client groups. It clearly shows that most organisations support young people and families and vulnerable people.

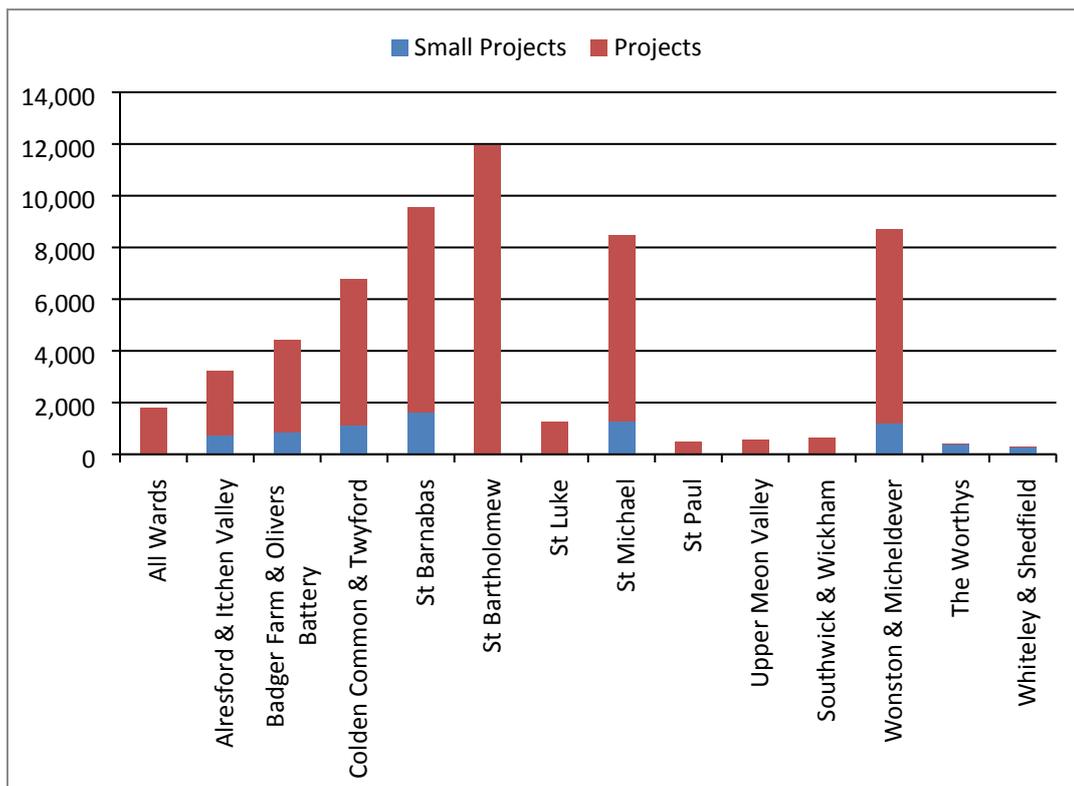


11.6 For the project grants the breakdown of the awards in last the financial year 2017/18 (latest full data available) was:

Fund	Value awarded	No. of projects
Small Grants	£7,500	19
Project Grants	£51,000	17
Town Forum Grants	£4,100	9
Business grants / access to work grants	£28,411	30
Cultural grants	£9,078	8
Total	£100,089	83

11.7 Grants – Value (£) by Ward

This chart shows the total value of grants awarded in each ward for the nineteen small grants and seventeen project grants.



11.8 Review purpose and scope

11.9 Winchester City Council values the role of the voluntary sector in delivering the outcomes of the Council’s Strategy. It seeks to build the capacity, resilience, reach and ambition of the sector, in order to make the most

effective contribution to improving the quality of life for everyone in our District. The Directory for Social Change states “by investing locally, grants can be targeted at local organisations, investment can be kept within the local economy. Grants can also help bring in other resources to support services and add value, for example volunteer time, or donations from companies or the public.”

Source: <https://www.dsc.org.uk/>



11.10 The review was instigated due to three key issues. Firstly, in response to the need to meet the financial challenges facing the Council, and in particular to seek new ways to deliver value. Secondly, the review also sought to work with partners on service provision that meets the needs of residents, businesses and visitors. Finally, the review looked to simplify the various funding streams for different organisations.

- 11.11 The grants review entailed two pieces of activity; 1) engagement - to meet and talk to funded organisations, member observers, Councillors and officers; 2) research – to create a comprehensive picture for grant funding across the council and organisations, to profile local community needs and look at other local authority grant programmes to benchmark best practice.
- 11.12 The principles used to guide the review are to :
- a) Approve funding on an outcome basis.
 - b) Prioritise and rationalise the funding to outside bodies.
 - c) Increase efficiencies by avoiding duplication of delivery through multiple awards across services (and other public bodies).
 - d) Seek innovation and new approaches to increase income to enable grants to be funded from other sources or generate a return on investment.
- 11.13 The scope of the review has been Community & Voluntary sector grants, and to ensure a corporate and strategic approach is considered in the review, the funding given to a number of the organisations from other budgets across the Council. This is especially due to the fact that they demonstrate the varied and multiple ways in which the Council funds organisations through individual service commissions. The only areas excluded are the externally funded programmes such as LEADER and Supporting Families.
- 11.14 The benefits being sought as a results of the review are:
- a) Clarity on Council objectives and outcomes.
 - b) Simplicity, transparency, fairness and equality.
 - c) Proactive (rather than reactive) direction of where investment should be focused.
 - d) Enhanced reputation and increased recognition for the Council's investment.
 - e) Capture of social value and impact at a strategic level.
 - f) Continuation of high quality services that meet local needs and which, if not provided, would be a significant cost to the Council, society, communities and individuals.
 - g) Administration is efficient and resources deployed effectively.

11.15 **Review Process**

11.16 **Engagement**

Between July and September a series of meetings and conversations were held with a range of people, including chief officers and trustees of funded organisations, members and officers. A full list of all those engaged with, and the comments they made, is given in the Appendices.

11.17 Without exception the level and quality of participation was high, with the openness and positive ideas providing valuable insight to consider.

11.18 The key points from the discussions with organisations were:

- a) The core grants are greatly valued by partners.
- b) The relationship with the Council is also valued – in fact some feel it could be strengthened to mutual benefit.
- c) Would welcome longer term funding agreement to give security and allow longer term service / business planning.

11.19 Comments from Members include:

- a) Requirement for process to be clear; simple; transparent and fair.
- b) Want reports on what is being achieved and to celebrate success.
- c) Remove dual application processes.
- d) Need a mechanism to respond to support unplanned / unforeseen service needs or projects.

11.20 Comments from officers

- a) Welcome clarity and information on grants and commissioning; e.g. definitions, policies on reserves, risk, outcomes etc.
- b) Relationships with organisations should remain with service leads.
- c) Centrally held source of information on funded organisations, providing oversight and to share data and intelligence.

11.21 **Research**

11.22 Financial Support

11.23 Grants

The current approach to offering grants is predominately challenge or competitive funding with only two given as criteria awards. In summary:

Award type	Fund	Range	Pot size
Challenge	Core funding: partner organisations	£6,000 to £200,000	£482,000 (inc. £59,000 Town Account)
	Core funding: Other organisations	£10,000 max	£57,000 (inc. £14,000 Town Account)
	Project grants Community – Winnovation	£3,000 max £4,000 max	£71,000
	Small grants	£500	
	Town Forum	£500 max	£7,000
	Cultural Innovation Grants	£2,000 max	£10,000
	Business Innovation Grant	£2,500 max	£15,000
Criteria	Apprentice Support	£1,000 max	£10,000
	Access to work support	£1,000 max	

11.24 Commission

As mentioned the Council does also fund organisations to deliver services in addition to the grant programme. These are managed through service level agreements, contracts or commissions. This type of service delivery has in the greater part been procured through a full competitive process where organisations have competed for a single contract and have tendered to deliver specified services and outcomes. This process is managed by the appropriate lead officers with the technical and professional knowledge to scope the work, assess tenders, award and manage contracts and report performance outcomes. Examples include:

- a) Citizens Advice Bureau - £30,000 - 3 year commission based on tender via South East Business Portal

11.25 Another competitive route used is to “buy into” a commission tendered by Hampshire County Council. This usually buys specific services for Winchester District, enhanced provision or outcomes, and proves value for money through economies of scale as a result of the tendering and contracting being run by HCC. Examples include:

- a) Night Shelter - £17,000 p.a. procured via a Hampshire County Council commission with Service Level Agreement which secures additional direct work with Winchester people.
- b) Community transport schemes such as dial-a-ride.

11.26 Direct awards

On a small number of occasions a direct award is offered. These relate to small sums and are for specific purposes. An example is:

- a) Parish Councils - Contribution towards the specific outcome of creating a Village Plan. Small award of £500 per applicant that meet the criteria.

11.27 Business rates

In addition to the rates relief offered via national schemes (Mandatory - charity or a registered community amateur sports club, small business; rural rate relief) the Council has a policy for discretionary relief of up to 100% to certain non-profit making bodies. Last year the Council supported 100 different organisations, groups and clubs through the discretionary rate relief. An example:

- a) 20% top up for sports clubs in receipt of 80% relief via mandatory scheme.

11.28 Accommodation / Property

There are a number of organisations that occupy Council owned buildings, or buildings that are on Council owned land. There are lease agreements in place with all but these vary between each case. Whilst the Council will wish to retain commercial confidentiality around these charges and rents, it is important to see the full picture and to consider the implications of paying core funding that will be used to pay the Council its rent.

11.29 Collaboration

The Council also works collaboratively with many organisations and groups as part of partnerships to develop long term relationships. This includes offering the use of facilities at reduced or zero cost. For example:

- a) Discounted rates for charities booking the Guildhall.
- b) Officer time to help organise, promote and run events.
- c) Advice, support and mentoring.

11.30 Whilst the value of this has not been quantified as part of the research, it is important to acknowledge further financial support the Council offers to support charity organisations and community groups.

11.31 Community Infrastructure Levy

The Community Infrastructure Levy is currently under review and is not part of this review but consideration needs to be given to its role in funding local organisations and Parish Councils. Applicants are asked if the project is funded by others as part of the agreement. There is an opportunity to have greater alignment on priorities and nature of projects supported across both schemes.

11.32 Detailed Proposals – A new approach

At the outset of the review certain aspects were identified as needing improvement. These were:

- a) Clarity of purpose.
- b) Legacy funding.
- c) Dependence and sustainability.
- d) Ad-hoc requests.
- e) Multiple grant processes.

11.33 The following goals were established and through responses developed.

Goals	Response
1. Increase flexibility and responsiveness	a. Create a pot to respond to ad hoc requests and retain unallocated fund to deploy on extending services or responding to new issues / unforeseen circumstances / changed needs.
2. Reduce dependence	b. Work with organisations and provide support to develop resilience and develop long term sustainability.
3. Introduce new recipients	c. Hold grant panels across the district.
4. Increase innovation in delivery and outcomes	d. Identify priorities that proactively seek new solutions and target enhancements and improvements.
5. Innovate in funding mechanisms	e. Introduce Crowd Funding.

11.34 The following is the proposed new funding approach based on the findings from the engagement conversations and background research.

11.35 Strategic Fund

Through the review different types of organisation applying for grants have been identified. The first are those that hold a unique position the market and deliver support to the community that the Council values as sole providers of these services.

11.36 It is proposed that the grants for these services are considered as Direct Awards, due to the sole provider position they hold. That an agreement is drafted for a longer period, of up to three years, reviewed annually and renewed subject to performance against outputs and should be subject to stepped reductions.

11.37 Priority Outcomes Fund

On reviewing the range of core grants offered to the thirteen other organisations funded this year, it can be seen that this second group offer a range of services to a diverse groups within communities across the District, but are not sole providers.

11.38 It is proposed that a new programme of funding be offered as a competitive award focused on contributing to the priority outcomes of the Council's Strategy. Incentives will be offered for those organisations that develop collaborative or partnership applications which seek to minimise duplications and increase value for money and outcome delivery. The agreement will be for a period of three years, reviewed annually and renewed only subject to satisfactory performance. Grants will be to a maximum of £15,000 max, giving the potential to support up to 15 organisations based on an average award of £10,000. Importantly, as the agreement period is longer, a new requirement of stepped funding over the period is introduced. This approach moves organisations away from grant reliance and a service will be commissioned to support this and to assist organisations to look at new delivery models, to seek other forms of funding and increase potential income; to offer development training, and to encouraging organisations with similar objectives to work together more.

11.39 Additionally the stepped funding approach:

- a) generates a reserve for next year,
- b) allows for the expansion of service delivery,
- c) enables the Council to respond to new demands,
- d) allows and encourages new entrants to the fund.

11.40 Small grants - Local grant giving

The small grants offered currently are greatly valued by small local community groups, village halls, sport clubs etc. across the District. It not proposed to remove this fund, but to further extend its reach and to make the process of application easier and quicker, for both the applicant and the Council. These grants are highly valued by local groups, as evidenced by a survey one year ago, and they extend the reach of Council support, not only in terms of geography but also the diversity of communities benefiting.

11.41 It is proposed that a panel visit seven locations across the District to give a £500 grant there and then, with a decision and offer made on the day (subject to pre-vetting and appropriate due diligence). This has the added advantage of engaging more directly with recipients and beneficiaries, creating a greater profile of the Council, allows additional information and support to be shared and enables local groups to come together for the day to showcase their organisation and what it does, creating a greater community awareness. The

engagement benefits of this approach are significant. As this new approach will require greater organisation and input from local communities, it is suggested that it is tested first, reviewed after a couple of events, and if not successful the scheme could revert back to the current on line process.

11.42 The following are suggested locations for the panels and which could happen twice a year. Areas from which applications can be submitted for each panel will have to be defined.

- a) Bishops Waltham,
- b) Colden Common,
- c) Denmead,
- d) New Alresford,
- e) Swanmore,
- f) Wickham,
- g) Town wards.

11.43 It is proposed that a further £5,000 be set aside to allow for projects falling outside the areas and panels, to enable some flexibility for ad hoc requests.

11.44 The current approval panel arrangements for the Town Forum small grant will be replaced by this scheme.

11.45 Project Funding

There are several funds currently offered at different times, some through different processes. This includes Winnovation grants for community groups, business innovation, cultural grants and general project grants. They are essentially attempting to incentivise new approaches and encourage innovation but across the different groups. It is proposed to bring these together into a single fund and application process.

11.46 The new approach will be to use a crowd funding platform. The platform will be licensed from an external provider and will allow projects to seek funding. The Council will match fund projects that fall within the target groups, location and priorities it determines, so will still be able to target support at the outcomes the Council wishes to support. A proposed set of priorities is given in the next section.

11.47 Crowd funding projects

The crowd funding platform would enable businesses, community groups, clubs, charities etc. to post their project and promote to the local community

networks, friends and patrons for them to donate money in support of the project. This demonstrates that the project is valued by the community or users, and once a certain threshold of funding is secured the Council will match fund up to 50% or to value of £3,000 (whichever is less). This levers additional funds against the Councils, at the very least doubles the value, demonstrates the project is wanted, allows repeat local / annual projects and events that do not wish to introduce new aspects or innovations as is required by other funds.

11.48 Information about other grants offered in the location, by topic or by other local organisations can be included to further lever additional funds for the applicant. Assistance and support will be offered to help organisations use the platform and to successfully crowd fund.

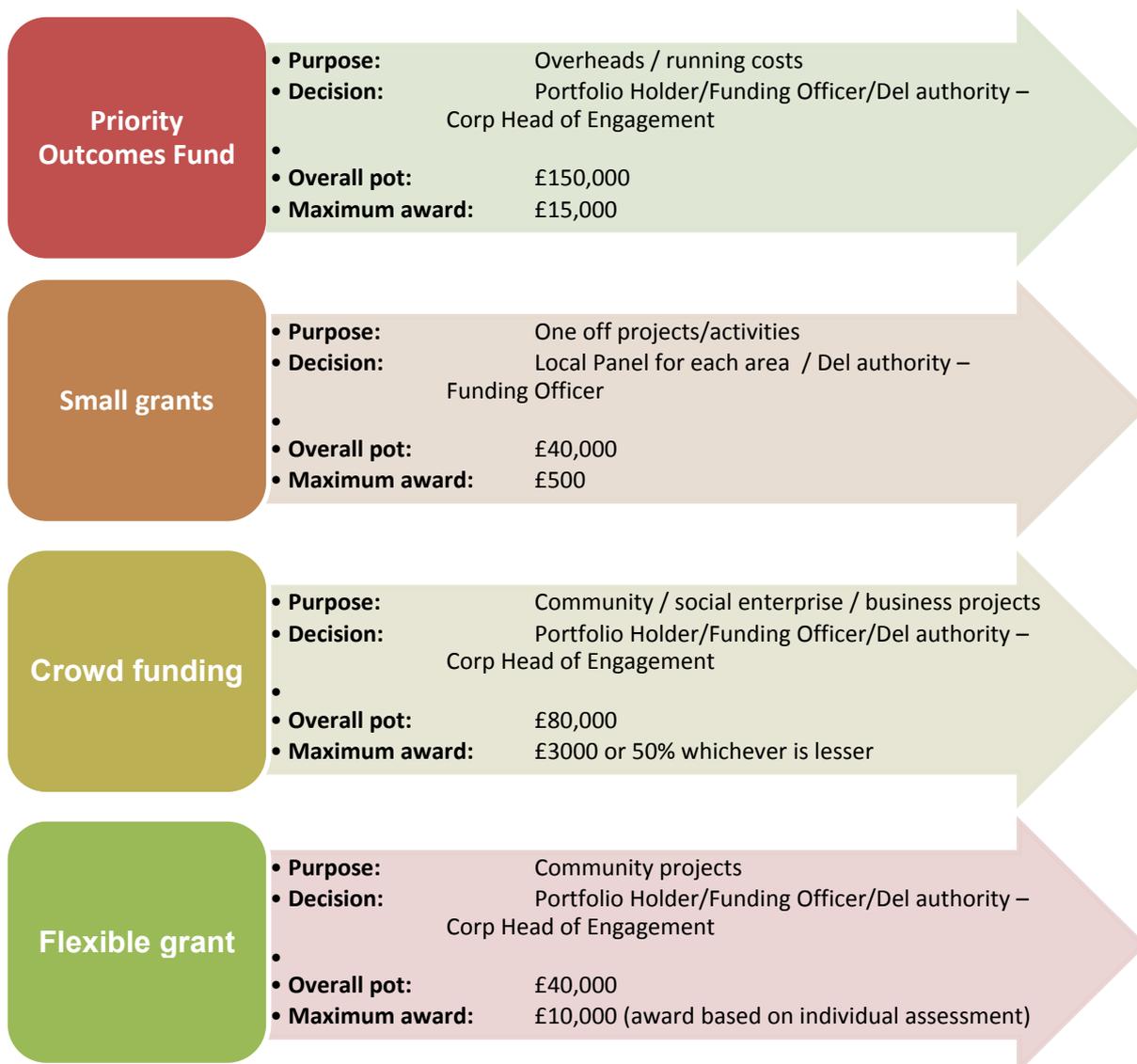
11.49 Flexible Grant

To respond to ad hoc requests and allow expansion of service delivery in response to specific unforeseen needs or circumstances it is proposed that a fund be created using the current reserves and that requests for project up to £10,000 are managed through this process. To start the fund the current grant reserves of £47,000 will be used and the fund will be replenished each year by any unallocated funding.

11.50 Commissioning

For clarity all services should be commissioned by service leads and funded from their budget allocations. They should be awarded through competitive tendering apart from those circumstances when only one provider is possible, then through a direct award. This is not to be considered a grant and for clarity they should not form part of the grants / investment scheme.

11.51 **Funding Proposal Summary**



11.52 Work is being completed on benchmarking with other local authorities and this will help shape the revised funding application, assessment and monitoring requirements that will be detailed during the implementation preparations, following approval of this proposal.

11.53 **Priority Outcomes**

11.54 As well as considering the range of funding mechanisms, the priorities and focus for the desired outcomes need to be agreed. There is a need for a range of outcomes that stimulate positive investment to enhance lives and places; increase participation for strong, more resilient and integrated communities and foster a culture of innovation and growth. Additional incentives could be given to actions aimed at early intervention and prevention.

- 11.55 From the Councillor survey feedback certain aspects were highlighted. A full summary is provided in the Appendices. Comments included:
- a) Decline in local services from lack of funds to pay for activities and lack of volunteers.
 - b) Lack of community spirit due to changing profiles of residents; new families not integrating; and older populations less able to participate.
 - c) Isolation due to lack of public transport.
- 11.56 The Governments standards guidance for general grants references the UN Sustainable Development Goals; of interest are: No poverty; No hunger; Good health and wellbeing; Affordable and clean energy; Decent jobs and economic growth; Industry, innovation and infrastructure; Sustainable cities and communities.
- 11.57 At a local level the strategic priorities, combined with the community groups and needs identified the following targets outcomes can be derived, which it can be seen closely align with the sustainable development goals and provide greater focus against which to assess applications.

Hampshire County Council Serving Hampshire - Strategic Plan for 2017 - 2021	Winchester City Council Strategy 2018-2020 Strategic Priority	Winchester Target Outcomes (proposed)
Dealing with peoples and communities needs		
<ul style="list-style-type: none"> • People in Hampshire live safe, healthy and independent lives • People in Hampshire enjoy being part of strong, inclusive communities 	<ul style="list-style-type: none"> • Health & happiness of communities • Quality housing 	<ul style="list-style-type: none"> • Isolation • Low income • Homelessness • Mental health • Physical inactivity
Striving for positive change		
<ul style="list-style-type: none"> • Hampshire maintains strong and sustainable economic growth and prosperity • People in Hampshire enjoy a rich and diverse environment 	<ul style="list-style-type: none"> • Premier business location • Quality of the District's environment 	<ul style="list-style-type: none"> • Digital application, services and products • Sustainability, environmental quality, green technologies • Creative and innovation • Business growth

- 11.58 Further work currently being carried out into the needs of the communities will provided detailed information to qualify and quantify the target outcomes. Areas that have already been identified for consideration include:

11.59 Sports & health

A Winchester Physical Activity Insight report from July 2018 found the following with regards to physical activity within the Winchester District:

- a) Winchester has high numbers of inactivity in the over 75 age group, and that this age group is projected to grow.
- b) Inactivity levels for people with long-term disability are high but slowly improving.
- c) There has been a decline in the number of people cycling which is more than the national decline figures.
- d) There is a much higher percentage of inactive women than men in the District, and this gender inequality gap is getting worse.
- e) Within Winchester, those with a limiting illness are 4 times more likely to be inactive compared to those without a limiting illness.
- f) There is a much lower proportion of inactive people in higher social grades.
- g) It is estimated that the areas with the highest percentage of inactivity within the district will be Bishops Waltham ward, Whiteley and some of Upper Meon Valley.

11.60 The Local Authority Profile 2018 & headline facts and figures from 2011 census found in summary, the health of people in Winchester is generally better than the England average. But also that:

- a) Winchester is one of the 20% least deprived districts/unitary authorities in England, however 8% of children live in low income families.
- b) Life expectancy is 5 years lower for men and 6.2 years lower for women in the most deprived areas of Winchester compared to the least deprived areas.
- c) Figures for dementia diagnosis aged 65+ are significantly worse than the England average.
- d) Figures for diabetes diagnosis aged 17+ are also very high for the Winchester District.

11.61 **Implementation**

11.62 Developing the new funds

11.63 As mentioned, if approved, the new grants programme will require the adjustment of some processes and the creation of new ones before they can be offered. This includes:

- a) a clear description of the scheme/ aims and objectives of the grant;
- b) a clear description of how money should be spent;
- c) eligible expenditure terms,

- d) payment schedules,
- e) audit/assurance;
- f) agreed outputs/ KPIs/milestones;
- g) financial and activity based reporting and evidence;

11.64 Much of the specific details will be evidenced by the community profile of need and the grants benchmarking exercise.

11.65 In addition the support products need to be developed, e.g. advice, guidance and information; commissioning a service that acts as a gateway for applicants to receive help and mentoring etc. The current grant programme applies a lot of this good practice already and this will be transferred where appropriate into the new programme.

11.66 Operational Resources

11.67 To deliver the grants programme, existing staff resources from within the Engagement Service will be used.

Roles	Responsibilities
Strategic overview and direction Corporate Head of Engagement	Lead partner on direct award orgs: TRW/CAB Delegated authority: Core funding Crowd funding Flexible grant Create annual impact statement in conjunction with Investment officer
Operational / Strategic Investment & Development Officer	Delegated authority: Small grant scheme Oversee grant processes and awards Relationship & partnership management Performance agreements /monitoring Engagement - community/business Budget management
Administration Support Officer (required for segregation of duties)	Grant processing Payments Funding awards End of grant monitoring Transparency reporting
Communications Proactive engagement officer (added to role of Market Towns Officer)	Compile communications (including supporting social media) Organisation of events Promotion of activities Promotion of grant applicant activities invested in within the district

Roles	Responsibilities
	Create engagement opportunities with groups in conjunction with Community First

11.68 Communications

11.69 Throughout the process communication has been identified as vital and key to this process. This includes relationship management, promotion of opportunity, access to information and sharing of data and celebrating success. A marketing and communications plan will be drafted to support the launch of the new programme. This will be developed by working with the Communications Team and aspects to cover in the plan include:

- a) Increased communication and information sharing between Council services.
- b) Continue to develop the strategy for relationship management with Senior Officers, Portfolio Holders, Member Representatives and the Funding Officer for those organisations who are significantly funded by the Council
- c) Enhanced website to promote the Council's work, what is being achieved and how organisations can access support and apply for funding.
- d) Publish an annual statement / report to highlight what has been achieved in terms of impacts, value and social benefit.
- e) An annual celebration event to show case the funding programme, reward and acknowledge great outcomes and performance, share best practice and create a community of support organisations.
- f) Video clips of applicants and outcomes of their projects/activities.
- g) Highlighting the use of our logo / a building plaque.
- h) Continue to provide an update of grants available and grants allocated to Councillors through the Democratic Services weekly update as and when appropriate.
- i) Information will be sent directly to Ward Councillors via direct emails.
- j) Regular updates regarding available grants will continue to be provided to Parish Clerks and Parish Councils via the Council's Parish Connect newsletter.
- k) Continue the use of the WCCGrant twitter account to promote grant related activities.

- l) Continue to work with communications to provide content for Council's Facebook page and social media platforms.
- m) Commission a service to promote all grant related activities to the community and voluntary sector for example through via e-news bulletins, social media and funding events.

12 OTHER OPTIONS CONSIDERED AND REJECTED

12.1 No alternative options have been assessed at this stage.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

None

Other Background Documents:-

None

APPENDICES:

- 1 Equality Impact Assessment
- 2 Background evidence and information appendices:
 - Engagements and lessons learned
 - Current community grant funding profile
 - Funding Types Definitions