

Agenda Item No:

Report to: Overview and Scrutiny (Services)

Date of Meeting: 20 September 2010

Report Title: Review of Community Partnerships Fund

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Purpose of Report

This report reviews both the allocations process and the Year 1 (2009-10) delivery of Community Partnerships Fund

Recommendation(s)

1. The outcome and conclusions of the review are noted

Reasons for Recommendations

In 2009, Cabinet directed that a review of both process and Year 1 delivery of Community Partnership Fund projects should be carried out at the appropriate time.

Introduction

1. Community Partnerships Fund (CPF) is financed through the Council's core budgets and is awarded to the Community and Voluntary Sector (CVS) (including non profit making organisations). Prior to January 2009, CPF had been used to meet the core costs of key CVS organisations. However, the Council wanted to use CPF to help meet identified corporate priorities and Community Strategy targets - particularly in relation to the "narrowing the gap" agenda. The Council also wanted to demonstrate value for money and transparency of decision making.
2. The allocation process was therefore changed. Having established key priorities, specifications were drawn up and organisations were asked to make application to show how they would deliver on these outcomes. Interested organisations were asked to complete a simple Expression of Interest (EoI) form and those which demonstrated that they were properly constituted organisations able to deliver against the specification were asked to complete an application. Over 50 organisations completed an EoI and 31 of these were invited to make full application.
3. Applications were reviewed and, in conjunction with the then Lead Member for Communities, recommendations were made to Cabinet.
4. At its meeting in January 2009, Cabinet also directed that a full review of performance against the specifications should be reported at the end of the first year of delivery.
5. In June 2010, Cabinet decided that the timescales of the pilot two year programme should be extended for a further year because of uncertainties over the Council's budget. Organisations in receipt of CPF were informed of this decision.

Review of Process

6. A review of the process adopted is set out in Appendix A. The review has shown that, in general, the CVS is supportive of the changes. From the Council's point of view, a number of questions have been resolved satisfactorily through the changes. For example, Elected Members had consistently queried perceived duplication of provision but through encouragement of a "consortium" approach to delivery, these concerns have been addressed. The consortium approach also has the additional benefit of helping smaller organisations (who found it difficult in the past to access CPF) to build capacity and to benefit from the funding available.

Review of Performance

7. The organisations or consortia delivering CPF projects were invited to present a summary of their achievements and activity to a Panel chaired by the Lead Member for Communities (the Deputy Leader of the Council). The Panel questioned delivery organisations but also discussed a range of issues in

relation to specific CPF projects with them. This enabled the Council to understand the impact of the projects more fully. The report of Year 1 performance (at Appendix B) draws conclusions and notes changes that require to be made for the future.

8. The attention of the Committee is specifically drawn to two changes to the recording of outputs which clearly have merit and which emerged from the review of performance.
9. The consortium delivering general, financial, welfare benefits and housing advice had recouped for clients a total of £832,760 in unclaimed welfare benefits. This money would almost certainly be spent locally with local shops or businesses as benefit claimants do not have the resources to travel widely when making purchases. These funds therefore helped to stimulate the local economy. It was felt that in future this information should be captured as part of the monitoring process.
10. It also became clear that the hours worked by volunteers should be calculated as "in kind" funding. The Regeneration Programme Manager has worked with the CVS to provide a satisfactory way of calculating an hourly rate based on average earnings in the town. This will help to measure the contribution made by volunteers and by the voluntary sector to the economy of the town.

Policy Implications

11. Equalities and Community Cohesion. The overall objective and context of current CPF delivery is narrowing the gap. In addition, three projects are specifically aimed at promoting cohesion, although this outcome is implicit in most of the projects.
12. Crime and Fear of Crime. There are projects which address homelessness and domestic violence

Conclusion

13. This review is timely. Year 1 delivery is complete and plans should now be made relating to future specifications and delivery. However, this is being done against a backdrop of dramatic financial reductions. At a point where the Council will have to make some very difficult decisions, a comprehensive review of this grant regime will help to inform decision making

Wards Affected

Ashdown, Baird, Braybrooke, Castle, Central St. Leonards, Conquest, Gensing, Hollington, Maze Hill, Old Hastings, Ore, Silverhill, St. Helens, Tressell, West St. Leonards, Wishing Tree

Area(s) Affected

Central Hastings, East Hastings, North St. Leonards, South St. Leonards

Policy Implications

Please identify if this report contains any implications for the following:

| | |
|---------------------------------------|-----|
| Equalities and Community Cohesiveness | Yes |
| Crime and Fear of Crime (Section 17) | Yes |
| Risk Management | No |
| Environmental Issues | No |
| Economic/Financial Implications | No |
| Human Rights Act | No |
| Organisational Consequences | No |

Background Information

Appendix A: Review of process
Appendix B: Review of Year 1 delivery

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Appendix A

Community Partnerships Fund

Review of Process

14. In January 2009, Cabinet directed that the process for allocating CPF should be reviewed and evaluated. Set out below are the main points arising from the introduction of the new process in 2009. The review of delivery is contained in a further appendix.

Three-Year Funding.

15. The years 2009-11 were viewed as a pilot for the new processes relating to CPF. The East Sussex Compact and the Cabinet Office (which issued a circular to local authorities in November 2008) both advocate that local authorities should provide funding to CVS organisations on a three year basis to enable them to plan their services more effectively.
16. Since then, the economic recession and the significant cuts to public sector funding have made local authority budgeting an uncertain and precarious undertaking. It is unlikely that many local authorities would embark on three year funding if it were not in place already.

17. Hastings Borough Council is also facing the end of Area Based Grants in March 2011 with no indication of any continuation or successor funding. Such a climate makes it very difficult to commit to expenditure over a longer period.
18. Conversely there is a need to avoid additional officer time and cost in administering the programme and this would be increased if there was a reversion to annual allocations. In addition, CVS organisations also need to be able to plan into the future, even if available funding is significantly reduced.
19. While there is a need to balance these competing concerns, the Council has made a commitment to work towards a three year CPF allocations cycle, and it would seem appropriate to roll this out in the future while making it clear that budgets may have to be further reduced during that three year period.

Outcome Based Specifications and Full Cost Recovery.

20. The previous funding regime met the core costs of organisations (i.e. management and fixed costs/overheads) at a time when other funders would not consider these costs. However, funders are now increasingly recognising that management and overhead costs needed to be met and permit an appropriate proportion to form part of funding applications (Full Cost Recovery).
21. The Council has also adopted Full Cost Recovery and an outcome-based specification model so that it could use its resources to meet objectives in a clear and transparent way.

Service Duplication

22. Under the previous core costs funding regime, elected members were very concerned that CVS organisations were duplicating services and the Council was supporting this service duplication. It was not possible definitively to evidence duplication or its converse in relation to service provision.
23. By encouraging organisations to group together with one lead organisation, the issue of service duplication is no longer a concern and the Council can be assured that it is not paying two different providers for an identical service. Thus value for money can be demonstrated more readily.
24. It may mean that residents are referred from the organisation to which they first present to another, but this is done professionally and the resident can be assured that the expertise and quality of advice will be of a high standard and will meet their needs.

CVS Views and Comments

25. HVA surveyed member organisations to ascertain their view on the changes to CPF. This enabled an objective approach to be taken and was consequently a very helpful approach.
26. Set out below are the main views expressed through the survey and through submissions made by HVA.

Priorities

27. HVA commented that there was no explicit link to Community Strategy targets. The selected priorities are clearly linked to a range of Community Strategy targets, but Target 11, which relates to the health and activity levels of the community and voluntary sector (CVS), has no priority linked directly to it. However, CPF is part of the Council's support for the sector and demonstrates the Council's strong commitment to the CVS.
28. The Council wants to demonstrate that it uses resources effectively to meet its priorities. As an example, priorities and targets which CVS organisations were judged most likely to be able to deliver from the Council's Corporate Plan and the Community Strategy were selected. The priorities were prefaced by the overall objective of narrowing the gap - hence the consistent theme of reducing exclusion and marginalisation.

Timescales.

29. The community and voluntary sector was critical of timescales. The three elections in every four year period (2 Borough and 1 County Council) generally affects the timeframe of the priority setting and application process. This means that the application process cannot fully begin until June at the earliest. There are then only 6 months in which to set priorities, publicise CPF, appraise Expressions of Interest and then applications before going to Cabinet in December (or, at the latest, January the following year).
30. The Council's Corporate Plan extends over three years although there is an annual priority setting process. It is not possible for the Council to set its annual priorities for the following year until October of the preceding year. This inevitably means that CPF priorities are based on the previous year's priorities.
31. Moving to three-year delivery could exacerbate this dilemma, as the priorities on which specifications are based will not change over the three years.
32. However, if future priorities are based on the Corporate Plan objectives and even more closely linked to the Hastings Sustainable Community Strategy targets, this issue will be addressed at least in part.

Expressions of Interest (Eoi).

33. There was much positive comment on the Expression of Interest form which took a minimalist approach. The Council wanted to ensure that it invited properly constituted organisations (with a constitution, management board/committee, audited accounts, equal opportunities policy, and child protection policies where appropriate) which could demonstrate that they were capable of responding plausibly to the specification.
34. It was not intended that the form should be onerous or unnecessarily demanding, and it is gratifying that it was viewed so favourably. While it will be reviewed as a matter of course, it is not intended that significant changes will be made.

Consortia.

35. A criticism of previous rounds of CPF was that larger organisations tended to benefit most. There was a risk that smaller organisations with limited capacity would not be able to compete.
36. Applications from larger CVS organisations prepared to lead a consortium were therefore particularly welcomed. This was especially successful in both the advice and economic development/inclusion sections and enabled smaller organisations to benefit and to build capacity. It also ensured that elected members were reassured that no duplication of provision was being funded.
37. It is intended therefore to continue to encourage this approach which, incidentally, has also been successful with Area Based Grant delivery

Application Process.

38. Organisations were asked to estimate how they would react to reduced funding. This was not as informative as had been hoped as most organisations bid for more funding than was available in the first instance.
39. In the current public expenditure climate there is a need for this to be urgently revisited in any future application process. In future, therefore, ,clearer, albeit indicative, budgetary information will be made available and organisations will continue to be asked how they would use a reduced resource level.

Surgeries.

40. There was positive feedback on the surgery format for providing advice on the Eols and application stages. Provided there is staffing resource available in future, it is intended to continue with the surgery system.

Home Improvement Agency In Touch County Wide Contract

41. It became apparent that since this is a county wide contract and outside of the CPF process, it is inappropriate for the £30,000 funding from Hastings Borough Council to remain within the CPF budget. Arrangements have therefore been made to restore this budget to Housing Services.
42. Housing Services monitor the contract and it will therefore also be more convenient for officers to do this directly.

Delivery and monitoring.

43. The monitoring of the CPF projects was carried out by the Regeneration Programme Management team for the first time in 2009/10. A consistent approach to monitoring was taken across several funding streams including Area Based Grant. All projects received a Project Engagement Visit to go through the requirements of the Service Level Agreement (SLA) and discuss any issues around the delivery of the projects. Quarterly returns are submitted showing progress against the targets set out in the SLA and grant payments are made. A further Verification Visit is then scheduled within the year to check on

progress and test sample evidence to support the information provided on the returns.

44. Monitoring officers maintain close contact with projects and are available to assist with any issues that arise. The monitoring information is reported regularly to Overview & Scrutiny Committee through the Performance Reporting Process. The review of performance is also appended.

Conclusion

45. The move to outcome based specifications for grant aiding CVS organisations has been challenging but the process was successful overall. Comments and views of the sector have been taken into account moving forward. There will be some very difficult decisions to be made in the future about this fund, but the review has shown that the process is working well overall.

Appendix B

Community Partnerships Fund

Review of Year 1 Delivery

46. The following provides a summary of the key findings from the nine projects reviewed, followed by sections on the conclusions and recommendations arising from these findings.

Projects reviewed

| Project No. | Project Name | CPF Grant funding (2 years) | Lead organisation |
|-------------|-------------------------------------|-----------------------------|---|
| CPF1 | Advice Services | £181,500 | Citizens Advice 1066 |
| CPF2 | Enabling Communities to Communicate | £22,105 | Hastings Voluntary Action (HVA) |
| CPF3 | Widening Community Participation | £33,645 | Hastings Voluntary Action (HVA) |
| CPF4 | Widening Community Participation | £8,000 | Gensing & Central St. Leonards Community Forum (GCSL) |
| CPF5 | Domestic Abuse Service | £31,655 | CRI |
| CPF6 | Promoting the Town Centres | £31,570 | Town Centre Management |
| CPF7 | Enterprise Hastings | £26,194 | 1066 Enterprise |
| CPF8 | Vocational & Life Skills Training | £63,000 | Hastings Trust Partnership |
| CPF9 | Rough Sleepers Outreach Service | £28,755 | Seaview Project |

Summary

47. All priorities have been fully met in the first year of delivery. The consortia that have been built and strengthened over the first year have placed those partnerships in a much stronger position to build upon achievements to date. The consortium approach has eliminated perceived duplication of service delivery, and has enabled organisations to develop a robustness and lean model of delivery that will help them to withstand some of the rigours that face the whole community over the coming years. That is not to say that the delivery agencies need less support, indeed the converse is true, but we now have robust partners working to build strong and inclusive communities.
48. The Review also noted that, in the majority of cases, outputs achieved have far exceeded those forecast. The Regeneration Programme Management Team has since worked with all projects to ensure that project managers forecast more realistically in 2010/11 in the light of their experience in 2009/10. In addition, all projects have performed well in delivering objectives and meeting targets, and all but one have adapted to meeting the burdens imposed by the need to record and evidence data in support of quarterly claims made.
49. The findings from the review have been categorised in this report under four headings:
- Benefits of Consortium or Partnership working
 - Generating and meeting increases in demand
 - Physical, economic and other benefits
 - Impact of reduction or removal of CPF funding
- Not all categories apply to all projects necessarily
50. Details of each Panel Review session are contained in notes taken at the time of the session, and can be provided on request. Many projects also provided material evidence demonstrating and evidencing the service that they are providing, for example through the provision of case studies, together with copies of the presentations that they made to the Review Panel. These are also available on request.
51. All figures and statistics quoted below refer to the 2009-10 financial year. The figures and statistics provided both through this review and through the quarterly monitoring process are verified quarterly and through annual verification visits by the Regeneration Programme Management Team.

Key findings

CPF1 – Advice Services (Citizens Advice1066)

Benefits of Consortium or Partnership working

52. Following changes by the Legal Services Commission in October 2009 to the way in which contracts are awarded, organisations were no longer able to provide advice services through the contracts they held individually with the Commission. This identified a need for organisations to work through a consortium model and mirrored practice already adopted by some of those organisations to deliver CPF outcomes.
53. The consortium approach also benefited both the Council and the advice agencies when Shelter withdrew from delivering in the town. Under previous arrangements, another provider would have been sought by the Council and this would have inevitably taken some time. During that period, residents would not benefit from quality, specialist housing advice. The advice consortium was able to select its own housing advice partner, Brighton Housing Trust, and ensure a seamless and effective transition period.
54. HARC informed the review that they had recently received a 'Modernisation Fund' grant of £10,000 which is being used to carry out a feasibility study for co-locating the advice partnership in one premises in Hastings town centre. This is planned to provide a single gateway to legal advice in Hastings. In addition to the co-location, a common appointment booking system, Nell Booker (<https://www.nellbooker.net>), will help to ensure that enquiries are dealt with in a timely and efficient manner. This is particularly important in an environment where demand inevitably outstrips the capacity of organisations to meet need. The software package is an online interactive diary booking/referral system that all partners will be able to use, thus ensuring that all calls to the services are captured.

Generating and meeting increases in demand

55. At the time of the Review, local statistics for Citizens Advice 1066 were unavailable. However, national statistics showed a rise in new enquiries by 18% and a rise in the provision of debt advice by 23%. It is felt that the commensurate rises in Hastings over the same period would have been considerably higher, due to the socio-economic profile of the borough.
56. Citizens Advice 1066's Money Advice Manager noted that, in light of her recent experience, she would envisage increasing the outputs for 2010/2011. Demand is growing and will continue to do so owing to the economic climate, especially in Hastings. HARC is turning away approximately half a dozen people each day from the drop in sessions. Even with the extra £50,000 funding received from the Hardship Fund, this will only allow for an extra 1500 calls to be taken over the year. The Money Advice Service is releasing appointments two weeks in advance on a Monday to enable clients to be assessed. CAB is dealing with general benefit enquiries and advice so HARC can concentrate on more complex cases.

Physical, economic and other benefits

57. Statistics provided by HARC showed that 137 clients have appealed against negative benefits decisions, of which 133 clients were successfully represented at appeal tribunal through the CPF grant.
58. As mentioned above (Introduction: Review of Performance), £832,760 in unclaimed benefits was recouped through the Advice Services project, and thus re-invested in the local economy.. This was made up of new, enhanced and reinstated benefit claims. 50% of the client base self-declared their disabilities, resulting in a high level of Disability Living Allowance claims for the area, of which 64% were also self-declared mental health issues. It should be noted that cases are only taken on if it is believed that there will be a successful outcome.
59. HARC make a significant impact on the lives of those clients' cases that they take on. Four and a half times the value of the CPF grant funding being received by the partnership and dedicated to these cases is translated into received benefits for the residents of Hastings and St Leonards to spend in the local economy, boosting the economic profile of the town. 268 successful Disability Living Allowance (DLA) and 65 successful Attendance Allowance (AA) applications were made. A case study provided tells the story of a family that were assessed for DLA and Income Support benefits and turned down. The decisions were appealed by HARC and overturned, resulting in an additional income to the household of £18,014.36 per annum.

CPF2 & 3 – Enabling Communities to Communicate & Widening Community Participation (HVA)

Benefits of Consortium or Partnership working

60. The planned move of the HVA offices to Jackson Hall has already generated serious interest from third sector organisations interested in renting spaces ranging from hot desking to more permanent requirements. Clear benefits of co-location to organisations who work closely together are emerging, which, in turn, will bring benefits to the town and its residents.
61. The Isobel Blackman Centre also encourages and provides opportunities for communities to come together in terms of geography, identity or community interest. HVA has assisted the Centre to be used and to broker closer relationships between organisations such as Age Concern, the Seniors Forum and the Care Forum by facilitating discussion, the sharing of information, and the dispelling of myths around the possibility of the Centre closing.

Generating and meeting increases in demand

62. HVA noted that volunteering enquiries have increased significantly from the previous year with a 44% increase compared to 2008/09, which has followed the national trend with more people offering to volunteer. HVA's view is that this was partly due to people being made redundant, but also people looking to change career (possibly into sectors they felt were more stable) and wanting to gain voluntary experience for that transition. There have also been high levels

of demand for HVA's 1:1 work across the range, including employment, charity law and legal issues

63. Additional increases in demand that have arisen through HVA's 1:1 CPF funded work has included the bringing together of the Community Centres that have been working in isolation. The Centres did not appear to be communicating with each other across the town, did not have websites and had poor risk management processes. HVA has assisted these centres with training and the development of a website template to enable them to publicise their activities and improve their sustainability

Physical, economic and other benefits

64. HVA explained that, because CPF is contributing to some of their basic services, they were able to concentrate on other bids and applications and bring in other areas of funding. Over the last year CPF has enabled the project to attract £60,000 for volunteer passports, which was originally funded by Local Enterprise Grant Initiative (LEGI), and which was awarded in recognition of the low level of adult skills within the town. The project provides accreditation for the skills learned through volunteering. This is now funded through the East Sussex recession fund across the county.

CPF4 – Widening Community Participation (GCSL)

Benefits of Consortium or Partnership working

65. GCSL has assisted four volunteers into employment through training provided as a result of their partnership with South Coast College Hastings (SCCH) and through signposting volunteering opportunities. This is a significant achievement for the smallest of the projects.

Generating and meeting increases in demand

66. GCSL is key to the establishment and growing success of the St. Leonards Festival, and trains volunteers as stewards for the event. The need for this training is growing, as has a further identified need for the provision of food safety training for stall holders.

Physical, economic and other benefits

67. GCSL cited the 439 recorded visitors to the shop in Silchester Road as evidence of their important contribution to the community. However, volunteer assistants in the Centre sometimes forget to record visitors, and therefore this is not a definitive total...More work will need to be done with the Centre management in order to correct this.
68. CPF money has funded the production of a 'Welcome' pack (100 copies printed), which is given to new residents and provides information on topics such as waste collection, community safety, local schools, churches, and so on. In addition, the pack promotes GCSL to residents whilst also publicising community organisations and activities in St. Leonards.

CPF5 – Domestic Abuse Service

Generating and meeting increases in demand

69. More than 25% of CRI's county-wide work in trying to meet the Local Area Agreement (LAA) target of reducing repeat episodes of domestic violence is generated in Hastings. There is a demonstrable need for additional funding, work and emphasis on this area of activity in the borough. The causes of this are difficult to define, but the expert opinion believes contributory issues may include a transient population, non-residents staying in places like caravan parks, substance misuse, and homelessness. These and other factors contributing to a higher Index of Multiple Deprivation (IMD) rating in Hastings than elsewhere in the county may exacerbate the level of domestic violence.
70. Following the Review, CRI's manager in Hastings provided the following unsolicited statement: "In all probability, the incidence of domestic violence is no higher in Hastings, but the fact that there is a dedicated worker and offices in the community where clients can be seen, has encouraged referrals. In other words, the higher numbers worked with may indicate increased access to services rather than increased prevalence."
71. CRI's Sanctuary Scheme (funded by the Regional Housing Board in partnership with the Council) has also proved invaluable because it has allowed more people and families to stay in their own homes while remaining safe and maintaining their support systems.

Impact of reduction or removal of CPF funding

72. Removal of funding would entail a need to reduce the size of the CRI domestic violence intervention, resulting in a reduction of the number of referrals the service would be able to accept. This would entail reviewing the "most at risk" criteria and the probable removal of a Hastings dedicated resource. Reduction of funding would require the agency to stop medium risk referrals, which in turn would lose the agency its opportunities for preventative work. The added value for the Council is that the service enables both Hastings Borough Council and the County Council to reduce reliance on emergency/temporary housing and reduces the need to embark on costly and time consuming child protection arrangements.

CPF6 – Promoting the Town Centres (Town Centre Management)

Benefits of Consortium or Partnership working

73. The project brings together three separate organisations (Town Centre Management, Shopmobility and Dial-A-Ride) effectively working in their own environments, but working together on various occasions to provide mutual benefits. The best example of this was seen in Summer 2009, when, through advertising in the Town Centres Guide (20,000 copies distributed throughout the town from the Information Centre, hotels, public buildings, advertisers within the Guide, major caravan parks, and SCCH), Shopmobility's hire-out figures increased dramatically.

74. Moreover, the production of the drop kerb guide was a joint venture which provides valuable information for wheelchair users living and visiting the town centres of Hastings and St. Leonards.

Generating and meeting increases in demand

75. The project's overachievement against outputs can be largely attributed to CPF/ABG funding which has enabled the project to employ an extra person. The new Business Crime Reduction Co-ordinator has enabled the project to increase its workload substantially.

Physical, economic and other benefits

76. Not only has the Promoting the Town Centres project had a positive impact on the level of service provided, but also acted as a lever to bring in eight times the original funding figure from other sources.

CPF7 – Enterprise Hastings (1066 Enterprise)

Generating and meeting increases in demand

77. CPF enables 1066 Enterprise to target delivery. For example, the funding has been used to set up one-day business start-up workshops, help to deliver training to established businesses – specifically the Leadership & Management Course developed along with a private provider. Funding has also helped to make training affordable for local businesses, and enabled 1066 Enterprise to bring in other funding to support i.e. funding from Train to Gain. In addition, CPF grant enables 1066 Enterprise to keep its charges competitive and attractive, thus motivating businesses to engage in, and buy into, the benefits of learning.
78. 1066 Enterprise have also provided training, workshops and 1:1 advice to businesses which did not naturally fit into ABG delivery, thus enabling the project to complement and add value to the ABG funding.

Physical, economic and other benefits

79. CPF funding has enabled 1066 Enterprise to double the amount of private sector funding off the back of the Leadership & Management Course, as well as enabling them to leverage in further funding from two partners delivering ERDF projects to provide an additional £25,000 support for pre-start businesses in the Hastings area. These were small businesses that required more intensive assistance and enabled 1066 Enterprise to offer a greater depth of support in terms of 1:1 advice. This would not have happened without CPF funding.

Impact of reduction or removal of CPF funding

80. The main strength of CPF funding, particularly when attached to ABG is the ability it gives projects such as Enterprise Hastings to provide holistic support to pre-start businesses, right through the start-up phase, to mentoring and then to established businesses in both a one-to-one capacity and one-to-many workshop environments. 1066 Enterprise believe that they, as a result of funding such as CPF and ABG, have the most comprehensive offer in the region for businesses. . 1066 Enterprise ensures that ABG and CPF projects

complement and add value to what is already out there, particularly Business Link.

81. 1066 Enterprise has been working for the last 2/3 years to develop ways to diversify income streams and to move away from a high proportion of direct public funding such as ABG, CPF and ERDF. The management is endeavouring to move into an area where they can develop private income streams e.g. Lets Do Business, which was started six years ago and has now been extended to events in Brighton and Eastbourne as well as Hastings. The aim is to behave like a social enterprise and become self-sustaining.
82. 1066 Enterprise stressed, however, that reduction or removal of CPF funding would be very detrimental to the organisation as well as the town, as CPF funding is the springboard which helps them generate other income. Currently, approximately 70% of income is funded through statutory sector funding. The private/public sector funding split is improving, however. Four to five years ago the public sector funded 85-90% of 1066 Enterprise's activity. Nevertheless, should CPF funding be cut, 1066 Enterprise will have to reduce their operations.

CPF8 – Vocational and Life Skills Training (Hastings Trust Partnership)

Benefits of Consortium or Partnership working

83. The delivery team (Hastings Trust, Horizons, and Hastings Furniture Service) explained that working as a consortium has been very useful in terms of cross-referring services users between organisations, and gave an example of one service user who came to the Hastings Trust for an office admin course. It was discovered that the person had previously had extensive administrative experience prior to suffering illness and loss of confidence. Following an initial course, the person was referred to an organisation, rising to hold a senior administration position and continuing on an agreed learning path. The team added that partnership working also has important benefits for the staff working within the various organisations in terms of learning new skills and as a support network for staff who deal with a lot of stressful and emotional situations through their daily contact with isolated people who are going through a difficult time.
84. The delivery team also highlighted the increasing level of demand for their courses and help over the years, with the level of self-referrals increasing from 60-70% to 90%. The team explained that people are better informed about what is on offer now, and have higher expectations of the quality of training provided. They also spoke of the growing confidence seen in clients and how it would not have been possible to run a successful volunteering support scheme a few years ago. The work of the partners has aided this move, which continues to gather pace as people see the value of a longer term investment in training and the results this brings. The team added that it often sees a transition in clients who move from volunteering to part-time work and then on to full-time work with the support of the project.

CPF9 – Rough Sleepers Outreach Service (Seaview Project)

Physical, economic and other benefits

85. This project has clearly benefited rough sleepers and those threatened with street homelessness. However, it has also proved of value to the Council. In particular, a close working relationship and co-operation between this project and the Council's Housing Services function has been established. This has enabled the client group to be supported more effectively and has helped to prevent episodes of homelessness.

Impact of reduction or removal of CPF funding

86. The manager explained that the project would cease without CPF funding. The strongest elements of the project (going out and finding people who are already rough sleeping and doing the follow-up work to help them access appropriate accommodation, services and support) would be very difficult to maintain with less funding. Throughout the period of funding, demand has exceeded the capacity of the project to meet need.
87. Loss of funding had destabilised the project a year ago and Seaview is currently making a range of applications for funding to secure the future. However, the CPF monies are key to the longer term sustainability of the project.

Conclusions

How well have the Commissioning and the Full Cost Recovery processes worked?

88. This Review has concluded that the Commissioning and the Full Cost Recovery processes have targeted services at the areas of most need, have engaged single agencies or consortia that have been best placed to deliver those services in terms of efficiency and maximum impact, and have met objectives over the past year extremely well and in a wholly transparent way. In addition, the Full-Cost recovery mechanism has clearly given delivery bodies more freedom and flexibility to concentrate their efforts on the management of delivery.

How well have priorities been achieved?

89. Hastings now has a network of community organisations and initiatives that are looking to be self-sustaining over the long term. The public sector support of that ambition has been ably demonstrated by this Review. The Volunteering Passport has been a notable success in providing opportunities for people to volunteer, creating a culture in which people, who would otherwise be isolated and excluded from employment opportunities, have shown real improvement in their self esteem, in turn enabling those people to think about a volunteering qualification providing a real opening for permanent employment.
90. The Community Cohesion agenda has also been a key focus for CPF-funded projects over the past year, ensuring that where people wanted to become active in the local community they could do so from a position of strength,

bringing together a whole range of organisations, working with community leaders, activists and members. HVA commented that they could not think of a single theme around the Community Cohesion Framework where a contribution was not being made.

91. In addition, the creation of secure partnerships has helped to ensure that the work around the LAA has been interlinked, creating opportunities for communities to come together in terms of geography, identity or community interest.
92. It is difficult to estimate the increased demand for Council services (such as housing and some welfare benefits advice) if these projects were not being delivered, but there would clearly be an impact.

Identified weaknesses in systems/processes

93. Most projects have found the burden of monitoring and reporting, specifically that required by the Council, to be very time consuming. The Programme Management Team continues to make this process leaner and tries to minimise the impact on organisations. All projects are working in partnership with the Council to demonstrate added value and additionality, which shows the impact of the service and underpins the rationale for future funding. This is an area that has shown considerable improvement over the past six months, coupled with a recognition by all partners that justification of existence is central to future progress. In addition, the Programme Management Team is continuously examining ways in which the reporting requirements of different funding regimes are streamlined, so that only one set of data that will satisfy all funders needs to be captured. The evidence required by NAVCA is a case in point, where the Regeneration Programme Management Team is working with HVA to rationalise details contained in quarterly returns.
94. Nevertheless, the requirements of the Regeneration Programme Management Team has helped organisations to build an evidence base on which future funding applications can be made and organisations are also now able to demonstrate clearly that their monitoring of activity and budgets is of the highest standard. This should also help to build further credibility with potential funders and enable more ambitious applications to be made in future.
95. Providing the level of detail which effective monitoring requires has been a weakness in the past. This has been improved considerably with investment by many of the projects in software that is now able to capture information and evidence on data relating to postcodes, gender, ethnicity and other criteria. This will enable the projects and the Council to better target specific areas of need in future funding decisions.
96. Increased rigour in management processes has increased project capacity to identify and deliver more focussed delivery.
97. It should be noted that GCSL continues to require intensive support from the Council's Regeneration Programme Management Team. This was an organisation that lacked experience in providing evidence of delivery – although providing a quality service to residents. It is hoped that GCSL's recently

achieved charitable status will help it to improve ways in which it records monitoring data.

Changes that will be implemented as a result of the review

98. Clearer, albeit indicative, budgetary information will be made available in future rounds, and organisations will continue to be asked how they would use a reduced resource level.
99. The Council's Regeneration Programme Management Team will examine ways in which it can capture the data relating to the value of increased social benefits gained, thus demonstrating the added value of monies brought to the town.
100. The Council's Regeneration Programme Management Team will work with all relevant projects to ensure that the value of volunteer time be recorded so that it can be used as in-kind match funding against future funding applications. This, it is suggested and on the recommendation of HVA, taking into account local wages, employment conditions and other factors such as rates used in European funding applications, should be set at £10.00 per hour
101. The Council will continue to explore ways in which it can continue with the Community Partnership Fund, albeit at potentially reduced levels, in order to capitalise on the successes and the momentum gained in 2009/10.

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