

Committee Policy and Resources Committee	Dated: 06/10/2016
Subject Central Grants Programme Resourcing and Management Fee	Public
Report of: Chief Grants Officer	For Decision
Report author: Scott Nixon, Grants Project Manager	

Summary

In March 2016, this Committee agreed the recommendations of the Effectiveness of Grants report and the implementation of a Central Grants Programme (CGP). Members requested that a follow up report be submitted to the Policy and Resources Committee to approve the management fee for the CGP. It is proposed that the full report recommending the longer term staffing, resource and management fee be deferred until 2017. This is to allow one pilot grants round to take place and a more accurate assessment of resource requirements to be captured.

In this report Members are requested to endorse an approach which allows City Bridge Trust (CBT) to second staff in to manage the CGP until 31st March 2017; and to agree an interim resource of up to £41,000 to support the Central Grants Unit (CGU) during this time (equivalent to 10% of the CGP's total budget allocation).

During this six month period a time recording system will be implemented by the CGU so that each individual grant programme can be recharged for the actual time and resource spent by officers.

By taking this approach, the CGU will benefit not only from the expertise of CBT in its first six months of operation, but also allow the actual time and resource required to manage one full grant round (which includes all four agreed funding themes) to be better understood. This evidence will form the basis for the report to be submitted to this committee in March 2017.

All four grant giving committees (Culture, Heritage and Libraries, Community and Children's Services, Education Board and Open Spaces and City Gardens) agreed that the Policy and Resources Committee could approve the proportionate management fee to be charged by the CGP for their respective funding theme.

Recommendations

- To endorse the approach of seconding staff from City Bridge Trust to manage the CGP for a 6 month period.
- To note that a follow up report will be submitted to this committee in March 2017 to approve resources for 2017/2018 and the management fee for the CGP.
- To agree that the CGU can recharge up to £41,000 to manage the CGU over a 6 month period.

Main Report

Background

1. In March 2016, the Resource Allocation Sub-Committee and the Policy and Resources Committee received a report outlining the work that had been undertaken to date to implement the recommendations of the Effectiveness of Grants Service Based Review (SBR). The aim of the review was to increase the strategic impact of grant-making, ensure that the grants are managed more efficiently and effectively, improve the consistency and quality of the customer experience and so bring consequential reputational benefits. The report recommended a consolidated Central Grants Programme be implemented.
2. In order to manage the CGP effectively a new CGU was proposed. The CGU will manage all grant applications, monitoring and evaluation processes and committee reporting procedures.
3. The CGU will be co-located within City Bridge Trust in order to facilitate consistency of approach and harmonise service standards. The Chief Grants Officer, responsible for the grant-making activities of CBT will maintain an overview of the CGU, with relevant input from the Head of Charity and Social Investment Finance.
4. In the report received by this Committee in March 2016, Members questioned the level of resources proposed to run the CGU in comparison to the amount of funds it would dispense (20% of the total budget), and referred the matter back to officers for further consideration.
5. Since then, all grant-giving committees have agreed their individual eligibility criteria and the number of grant rounds for 2016/2017.
6. Through the consultation process, each of the four grant giving committees (Culture, Heritage and Libraries, Community and Children's Services, Education Board and Open Spaces and City Gardens Committee) agreed that this Committee could approve the proportionate management fee to be charged for the CGP.
7. In order to expedite the launch of the CGP, the Finance Committee approved (under Urgency procedures) a funding request of up to £18,600 to support the staffing of the CGU for a total of three months, or until such a time as this Committee had duly considered the overall level of resources for the CGU, and approved the proportionate management fee to be deducted from each grant-giving committee's budget allocation.

Current Position

8. The CGP started accepting grant applications from 15 August 2016. The agreed Finance Committee funding allocation has been used to fund a Grants Consultant to manage the CGP over the course of August, September and October 2016. The CGU required this staffing and resource in place to prevent further delay in opening the CGP to applications and reputational risk to the CoLC.

Proposal

9. The agreed number of grant rounds per committee and the budget for the Central Grant Programme 2016/2017 is shown below.

Funding theme	Number of grant rounds 2016/2017	Budget allocation 2016/2017
Inspiring London through Culture	1	£78,700*
Enjoying green spaces and the Natural Environment	1	£75,182*
Stronger Communities	1	£75,182*
Education and Employment	1	£184,000*
		£413,064*

* Note - The management fee has not been deducted from the figures provided.

10. To support these grant rounds, it is proposed that a part-time Senior Grants Officer and part-time Grants Administrator be seconded in from CBT until 31st March 2017. The expertise and management time of the Chief Grants Officer and Head of Charity and Social Investment Finance will also be drawn upon.
11. During this six month period a time recording system will be implemented by the CGU so that each individual grant programme can be recharged for the actual time and resource spent by officers. CBT will backfill their grants team using their consultants to ensure no adverse impact on its own resources.
12. Regular updates on the time recorded by each member of staff delivering the CGP will be provided to the Chairman of CBT and Chairman of the Finance Grants Oversight and Performance Committee.
13. Once a more detailed evidence base is available on the actual time and resources required to manage each grants round, a report will be submitted to this Committee to propose the management fee and associated staffing and resource for the CGP for 2017/2018.
14. During this pilot phase, it is proposed that up to £41,000 is allocated to support the CGU with the proportionate recharge being determined by the time recharging system. This equates to 10% of the annual budget for the CGP.
15. For this initial six month period each grant-giving committee has agreed that one grant round will take place. The management fee to be charged to each of the four grant-giving committees will be within a 7.5% to 12.5% indicative range of their grants budget allocation.
16. Should the time spent by the CGU exceed the approved cap, a proposal to increase the management fee will be submitted to the Chairman and Deputy Chairman of the Policy and Resources Committee to approve by delegated authority (and, if agreed, will be deducted from the CGP budget allocation for financial year 2017/2018).
17. Similarly, should the time and resource requirements of the CGU decrease over time, the level of staffing, resource and the associated management fee will be restructured and reduced accordingly by the Chief Grants Officer.

Background Papers

- Policy and Resources Committee, March 2016, 'Implementation of Grants Review'

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