

Commissioning Partnership Board Report

Decision Maker: Commissioning Partnership Board

Date of Decision: 25 April 2019

Subject: Award of the Thriving Communities Social Action Fund

Report Author: Rebekah Sutcliffe, Strategic Director of Reform

Reason for the decision:

To award the Social Action Fund Grants to the selected organisations who will receive a grant to deliver projects over a 3 year period which will address Thriving Communities and Oldham Cares priorities, primarily tackling social isolation.

The Social Action Fund was originally signed off as part of the Thriving Communities Transformation Bid Business Case – signed off by all layers of Oldham Cares governance finalising in CPB in August 2018.

The recommendation is to award the grants to the 5 successful applicants, who will work in collaboration with the Thriving Communities programme and projects and wider system, provide regular monitoring, evaluation, case studies and link in with existing delivery including Social Prescribing and district working.

Summary:

Social Action Fund was extensively communicated and has up to £850k available for 2-5 projects to address Social Isolation and Loneliness and tackle one or more of the Oldham Cares priorities (see below) –

- Reduction in pressure on A&E
- Mental Health
- Reduction in child obesity
- Diabetes prevention
- Improve out of hospital care

Bidders must be constituted, and we encouraged partnership bids.

The timeline for the fund was as below -

- Engagement event 10 Dec 2018
- EOI closing date is noon on 11 Jan 2019
- Full submission closing date 11 Feb 2019
- Award – March/April

Each of the 5 commissioned projects will be evaluated both as part of the Oldham Cares evaluation and also as any additional evaluation Thriving Communities undertakes around early intervention, prevention and more than medical support on our health, care and wider system.

We will look to weave these projects in with the existing services of a similar nature and see them very much as an asset for services including but not limited to; social prescribing, early help and focussed care to integrate with and maximise support for Oldham residents.

Each project which will be underpinned by formal grant agreements and monitoring arrangements which will be linked in via the Oldham Cares governance flowing up through the tiers of meets (culminating in CPB).

What are the alternative option(s) to be considered? Please give the reason(s) for recommendation(s):

Option 1: to award the 5 successful grants based on the scoring at the expression of interest and full submission stages.

Option 2: to award to less than 5 groups and use the under spend to go out for further applications after 6-12 months.

Recommendation(s):

Option 1: is the recommended option.

Option 2 is not considered to be a viable option as we have had more interest than we have funding for, for projects that meet the selection criteria

Implications:

*What are the **financial** implications?*

The Social Action Fund was approved in the finance processes of the Oldham Cares business case development.
(Gioia Morrison, Finance)

What are the **procurement** implications?

There are no Procurement implications as this report concerns the commissioning of grants rather than procuring services. However as always when paying out monies to external agencies we should ensure an open and fair process has been followed that will comply with any scrutiny and are in line with the specific grant funding conditions. (Steve Boyd, Procurement).

What are the **legal** implications?

The grant funding was approved previously by multiple levels of governance and CPB has been carried out through a clear transparent process under observation of a strategic director of the council and will be underpinned by a tailored version of the council grant agreement. In considering the decision the Board should have regard to the equality impact assessment appended to this report. (Colin Brittain, Legal)

What are the **Human Resources** implications?

There are no staffing implications for the Council or NHS Oldham CCG. The projects are being delivered by VSCFE organisations and will work with the Thriving Communities team on evaluation and monitoring. This will tie into an overall Thriving Communities Evaluation Tool and therefore no extra staffing will be required.

Equality and Diversity Impact Assessment attached or not required because (please give reason)

The Equality Impact Assessment (EIA) for the Thriving Communities Programme has been completed and submitted to Oldham Cares.

What are the **property** implications

None

Risks:

The risks and mitigations associated with the decision include:

- That the funded projects don't address the need / purpose of the fund (Social Isolation and Loneliness, and one or more of the Oldham Cares priorities).
Mitigation – the groups will be required to report to Thriving Communities Delivery Group on a quarterly basis via a co-design evaluation tool and will also be expected to attend the TC Delivery Group on an annual basis to showcase their work (written into the grant agreements)
- That the funded projects don't link up and complement existing delivery
Mitigation – to allow the Thriving Communities team to attend their

- management boards
- That the funding has not been spent in line with the full 3 year budget breakdown which has been submitted for all applications
Mitigation – to review the accounts/record keeping on a regular basis as part of the regular evaluation and monitoring.

Has the relevant Legal Officer confirmed that the recommendations within this report are lawful and comply with the Council's Constitution/CCG's Standing Orders? Yes

Has the relevant Finance Officer confirmed that any expenditure referred to within this report is consistent with the S.75 budget? Yes

Are any of the recommendations within this report contrary to the Policy Framework of the Council/CCG? No

Reason for urgent report This item has not been published on the forward plan for the required 28 clear days and therefore, the Chairman of the Overview and Scrutiny Committee has given his consent to this item being considered under the general exception rules.

Reason why this Is a Key Decision (1) to result in the local authority incurring expenditure or the making of savings which are, significant (over £250k) having regard to the local authority's budget for the service or function to which the decision relates; or

(2) to be significant in terms of its effects on communities living or working in an area comprising two or more Wards or electoral divisions in the area of the local authority.

The Key Decision made as a result of this report will be published within **48 hours** and cannot be actioned until **five working days** have elapsed from the publication date of the decision, i.e. before 2 May 2019 unless exempt from call-in.

Report Author Sign-off:	R. Sutcliffe
Date:	05/04/19

Appendices: None

1. Background:

1.1 **Programme background** - The Thriving Communities programme can be viewed as the bedrock of the Oldham Cares programme. It focuses on building and growing community capacity across the borough to develop a new way of engaging and supporting the Voluntary, Community, Social, Faith and Enterprise (VCSFE) sector to enable people in Oldham to live healthier, more resilient and better lives through this helping to manage down demand down the care pathway where it's appropriate and beneficial.

1.2 The objectives of the Thriving Communities Programme are as follows:

- To deliver direct improvement to the lives of people across Oldham
- To grow community capacity across the Oldham borough
- To foster the Asset Based Community Development (ABCD) approach in delivery of health and care
- To develop a social prescribing network which supports the whole of the Oldham cares system
- Foster innovation in the development of new services
- Recognise and support positive in-flight activity in the VCSFE
- To change the way finance flows work across the health and care sector to support earlier support in the pathway
- To foster a stronger sense of partnership across Oldham partners to deliver joint initiatives
- To change the way community services are commissioned
- To support the building of the Oldham brand and attract investment to the borough
- To bridge dependencies from the key programmes such as place based integration

1.3 **Workstream breakdown** - There are a number of key workstreams, of which Social Action Fund sits within Social Action and Infrastructure.

1. **Insight** - The insight workstream provides the all-important steerage which guides where Thriving Communities target its resources and how that is tied back into robust assessment and evaluation.
2. **Leadership & workforce** – The leadership and workforce workstream will help reshape the way leadership and workforce operates to become more asset and place based and begin to put the Oldham borough priorities before individual organisational needs
3. **Social Action & Infrastructure** – The delivery workstream of Thriving Communities helping improve people's lives through the Asset Based Community Development work to support the development of the social prescribing and also by the commissioning of community initiatives via the Social Action Fund and Fast Grants to deliver real change in the way Oldham people live their lives and interact with and are supported by formal, informal services and each other.
4. **TC Hub – (formerly known as the School of Thriving Communities)** – The TC Hub is the establishment of a new way of working with the VCSFE and the public sector. Consulting and coproducing around key themes to define the function (including funding flows, system change and commissioning) and then building the form which services the sector best.
5. **Funding** - The funding workstream will be looking at drawing in additional match-funding towards the programme. This could double or treble the impact of the programme but the essential core budget needs to be there in the first place to develop this reach and attract funding into Oldham Cares.

6. Wider Engagement – This workstream looks at the ensuring stakeholders are strategically aligned to the direction of Thriving Communities programme and the new asset and place based way of working and thinking.

- 1.4 **Fund Applications** are open to voluntary, community and faith groups/organisations working on their own or in partnership with others organisations (e.g. an alliance model of smaller or medium organisations). Those applying will be able to demonstrate how their project can improve the lives of residents, show how the outcomes support the reduction on demand in the health and care systems, build community capacity to deliver the goals and priorities linked to the development of Oldham's Integrated Care Organisation's (ICO / Oldham Cares) transformation plan and meet the wider strategic objectives of the Oldham Plan.
- 1.5 These projects will support the sector and boost community capacity to better support residents. The fund will be £400k - £850k (total funding pot) – following approval of the Thriving Communities business case. We are looking to fund 2-5 bids over a 3 year period
- 1.6 The Thriving communities programme has identified tackling social isolation and loneliness as a priority. There is significant evidence that this is a challenge in Oldham and social isolation is a generator of poor outcomes and high levels of demand on the health and social care system (it is also a priority within the Oldham plan).
- 1.7 The bidding process time line is as follows –
- Engagement event – 10 Dec 2018
 - EOI closing date is noon on 11 Jan 2019
 - Full submission closing date 11 Feb 2019
 - Award – March/April

2. Current position:

- 2.1 We held a meet the funder event on 10 December with over 40 representatives in attendance from a range of VSCFE groups. The session was facilitated by members of the Thriving Communities Team and the Chief Executive from Action Together. There was also representation from finance and procurement who were available to answer any specific and technical queries.
- 2.2 We have received 23 applications at the Expression of Interest Stage. These were assessed by a panel which included the Strategic Director of Reform, Thriving Communities Programme Manager, Strategy Policy and Partnership Manager, Deputy Youth Mayor, Action Together Chief Executive and representation from CCQ.
- 2.3 Out of the 23 applications 11 were chosen to move forward to the full submission stage. Of these, 2 were very similar in scope and the panel agreed they should, in the interest of Value for Money progress to the full submission stage but would be required to collaborate on one bid.
- 2.4 The 10 final submissions were received within the advertised timeline and assessed by the panel. The questions contained within the full application are as below –
- Contact details
 - How does your project address Social Isolation and Loneliness?

- Which of the Oldham Cares priorities does your project address?
- How does your project help address the selected Oldham Cares priority/priorities?
- Will you be working with any delivery partners on this project? If so who? Please also explain further in what capacity you will be working in partnership?
- Which parts of the community will benefit and how?
- How will you be engaging with local people in the co-design and delivery of this project?
- What is the amount you are bidding for over the life of the project?
- Please provide a detailed spend breakdown for each element of your project, split into the 3 year profile
- In the event that we were to offer you less than the full amount offered, would you be able to deliver a revised project? What would the impact be?
- What will you be evaluating as part of this project and how will this be gathered and presented to the Thriving Communities Delivery Group?
- Is your project sustainable after the 3 years funding? If so, what is it which will ensure it's sustainable and what will be put into place to make this happen?
- Is there any help and support you would need from the Thriving Communities team in the delivery or evaluation of the project?
- Please describe fully (in no more than 5 A4 pages) the premise of the project, ensuring you include –
 - Clear aims and objectives
 - Activities to be undertaken
 - Which parts of the community will benefit and how
 - High level project plan
 - Milestones and timeline
 - Benefits, outcomes and changes as a result of your project

2.5 They were assessed by the panel against the following scoring matrix –

- Is there evidence of co-production / working with partners?
- Does the EOI show value for money?
- Addressing the purpose / aims
- Benefits and outcomes
- Who will benefit
- Does the EOI show the evidence base for the project?

2.6 **Indicative distribution of fund** - Following the scoring panel, the below groups were selected as the potential recipients of the funding – please note this caveated by the development of Grant Agreements and the numbers may amend slightly, but the total funding allocation will not increase. Potential underspend will be managed within the overall programme budget.

Please see restricted report for group names etc.

There are c20 page detailed bids, plans and costs for each which will be underpinned by formal grant agreements and monitoring arrangements which will be linked in via the Oldham Cares governance flowing up into CPB.

Each of the 5 commissioned projects will be evaluated both as part of the Oldham Cares evaluation and also as any additional evaluation Thriving Communities undertakes around early intervention, prevention and more than medical support on our health, care and wider system. There will be a view of both quantitatively and

qualitative impact – with a view to how we measure longitude impact of helping people earlier in the path thus shaping the long term health outcomes for the population of Oldham versus the shorter term impact indicators like A&E. the indicators for each project are different and we will need to work with each project to ensure we gain some commonality but that there nuances are also captured.

- 2.7 BAME Consortium, Wellbeing Leisure and Groundwork were invited in for a project clarification meeting with the panel at the end of March 2019 to allow the panel to ask questions and be assured that they were offering Value for Money and would link into and complement existing provision and avoid duplication. These meetings went well and each grant agreement will be the standard template with additional specific clauses included.

3. Methodology:

- 3.1 Asking seeking procurement advice it was clarified that this funding did not need to follow the council's tender process as this was grant funding and not contract
- 3.2 Prior to the Expression of Interest going live, a meet the funder session was held for all interested parties where questions were fielded by procurement and finance around what the money could and could not be spent on (relating to capital and revenue)
- 3.3 The scoring matrix was weighted towards delivering against the Oldham Cares priorities and value for money.

4. Recommendation:

- 4.1 To agree the giving of the grants to the selected organisations following the application process and assessment process.