CONSULTATION ON PROPOSALS FROM EALING COUNCIL AND NHS EALING CLINICAL COMMISSIONING GROUP FOR ALLOCATION OF FUNDING INCLUDED IN THE VOLUNTARY AND COMMUNITY SECTOR (VCS) GRANTS PROGRAMME 2015/16-2018/19 FOR THE PERIOD 2019/20 – 2022/23

January 2018
Summary

The 2015-19 VCS grants programme ends on 31 March 2019 and new arrangements for this funding programme will be in place from 1 April 2019 onwards. This consultation is about the proposed new funding streams and priorities for Ealing Council and Ealing CCG for the 2019-23 programme.

This document sets out priorities and proposals for the funding of a range of services and activities which are currently supported via the 2015-19 VCS grants programme. Because of the current financial situation a 28% reduction to the overall budget for these services and activities is proposed. This figure means that the reduction in resources allocated to this funding programme will not exceed the reduction in resources expected to be available to the Council going forward. Both the Council and Ealing CCG have a commitment to ensure that the type of services currently being delivered through the 2015-19 programme continue to be provided for local residents. Both organisations respect and value the unique contribution that the VCS makes to the Ealing community and continue to work with the sector in a variety of ways. The council and Ealing CCG however need to ensure that the available budget is used in the most effective way and so future delivery of services to meet the priorities is proposed to be through grant funding, contracts and a combination of these.

The consultation is aimed at all voluntary and community organisations that provide services in London Borough of Ealing whether they are currently grant funded or not. We would also welcome the views of other public or private sector partners who work with the voluntary and community sector in the borough and individuals who make use of the services provided by the voluntary and community sector.

We are seeking your views on the proposals set out in section 4 of this document. You may also want to feedback on the overall direction of travel or on specific streams. The key consultation questions are:

a) Are these the right funding streams?
b) Are these the right priorities within each funding stream?
c) Any there any funding streams/priorities missing?
d) Is the balance of funding right?

We are also asking for views on the impact of the proposals on people with protected equality characteristics under the Equality Act 2010. Information you provide will be used to support the development of our analysis of the likely impact of the proposals and the steps that might be taken to address any negative impacts. This information will be included in the final Equality Analysis Assessments which will form part of the report to Cabinet expected June 2018.

You can respond to this consultation in several ways:

- By completing our short online survey if you’d like your views or those of your group or organisation taken into consideration. If you don’t have access to the internet, you can find your nearest online centre. Paper copies of the survey are available on request.
- By email to vcsfunding@ealing.gov.uk
- By post to VCS Funding Consultation, Strategy & Performance, 5th Floor, Ealing Council, Perceval House, 14/16 Uxbridge Road, Ealing W5 2HL
- By attending the consultation workshop on Thursday 8th February 2018. Further details of this are available separately.

The closing date for all consultation responses is 5.00pm on 16th March 2018. Following the close of the consultation the responses will be reviewed and used to inform the detailed criteria/specifications for the priority areas that will be available for organisations to apply/bid for. These are expected to be presented to the council’s Cabinet and the CCG Governing Body in June 2018.
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1. Introduction

Ealing Council and NHS Ealing Clinical Commissioning Group (Ealing CCG) are committed to working with the voluntary and community sector (VCS) to secure improvements in the well-being of the people of Ealing. The current VCS grants programme ends on 31 March 2019 and this document sets out the proposals for the funding of services for 2019/20 to 2022/23, for the purposes of consultation with the sector and the wider community.

These proposals relate to council / Ealing CCG budgets for funding VCS services to support the council’s Future Ealing outcomes and the priorities of the Ealing CCG as set out in the NW London Sustainability and Transformation Programme. This consultation document sets out the overall context and budget for the proposals, the proposed funding streams and priorities and whether funding in the 2019-23 programme will be via a grant or a contract. It also highlights the main changes from the 2015-19 funding arrangements.

While the document shows the overall level of funding potentially available the consultation focuses on how best to use that available budget.

Attached to the document are three appendices:

1. The proposed timetable for the funding process;
2. Summary of the funding streams showing proposed budget allocations;
3. Draft Equality Analysis Assessments for each of the funding streams

The timetable for consultation on the proposals contained within this document is as follows:

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>8th January 2018</td>
<td>Consultation launched on Ealing Council website</td>
</tr>
<tr>
<td>8th February 2018</td>
<td>Consultation workshop with representatives from NHS, Ealing Council and VCS networks and organisations</td>
</tr>
<tr>
<td>16th March 2018</td>
<td>Closing date for receipt of consultation responses</td>
</tr>
<tr>
<td>12th June 2018</td>
<td>The Council's Cabinet determines funding priorities, funding streams and budgets for the period 1/4/19 to 31/3/23 following consideration of the consultation responses and the equality analysis assessments</td>
</tr>
<tr>
<td>June 2018</td>
<td>Ealing CCG Governing Body confirms agreement with the proposals.</td>
</tr>
<tr>
<td>By late July 2018</td>
<td>Launch of the application/contracting process</td>
</tr>
</tbody>
</table>

A more detailed timetable is set out in Appendix 1.

2. Value of the voluntary and community sector

2.1 Importance of the VCS

There is no doubt that the voluntary sector is a vital element of both community character and service provision in Ealing. The council and Ealing CCG

- value the substantive contribution the sector makes to the quality of life and well-being of residents in the borough and we want to help build the sector’s capacity and resilience.
- want to support a vibrant and sustainable VCS that provides responsive services to our growing population and which reflects the wide range of cultural and community needs and interests within the borough.
recognise that including voluntary sector activities alongside public and private sector provision can make for a larger, more diverse and more competitive supply base for public services.

- understand that, in some areas, the VCS has a particularly good understanding of users' needs and/or a distinctive delivery capability.

Because of this the council and Ealing CCG are committed to working with the voluntary sector to deliver public services, shape them and to provide support to individuals in need.

However, we have also had to factor into our proposals the challenging financial context and the reductions that the council and Ealing CCG have had to make across our respective budgets. Reduced funding is not the only challenging trend that the public and voluntary sectors are facing together as this is combined with growing demand especially in the light of an increasingly ageing population and rising demand for a range of services.

### 2.2 Challenges for the VCS

It is recognised that the VCS has faced major challenges over recent years. National evidence shows that there have been:

- Significant reductions in funding to the VCS both from local & central government
- Increased demands on both local government and the VCS, in particular as a result of the impacts of welfare reform and demographic growth within vulnerable communities
- Relative shifts in demand from public services onto the VCS and local communities.

There have also been new opportunities for the VCS such as digitalisation to improve service delivery, engagement; and various alternative forms of investment in the sector such as crowdfunding, community shares and social investment. The statutory sector and the VCS share many of these challenges and opportunities, so it is important that we continue to work in partnership to improve the lives of our residents.

### 2.3 The VCS in Ealing

Data from Ealing Community & Voluntary Service (ECVS) highlights that there are currently over 1,100 voluntary sector organisations in Ealing. Figures from the Charity Commission highlight that there are in excess of 600 organisations in the borough registered as charities.

The areas across which the groups work are varied. Some are focused on specific wards or localities whilst a significant number of groups work across the whole borough. The range of activities provided also varies greatly with advice/information, education/learning and health being the most common.

Information supplied by ECVS from their database of members indicates that the services provided by the VCS benefit a range of groups. In Ealing 185 groups provide services to Black & Ethnic Minorities, 137 provide services to children aged 5-7 years, 112 to young people aged 14-19 years and 100 to children aged 8-13 years. 110 groups cater for all residents. Some VCS groups however have a range of beneficiaries for example, a BME older person's group.

In early 2017 the council, Ealing Community Network and Ealing CCG conducted a survey of the VCS in the borough in order to build up a wider picture of the sector. The response was

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1 Research by NCVO and IPPR North, funded by Lloyds Bank Foundation published in 2016 highlighted that funding from local and central government for small and medium sized charities reduced by up to 44% between 2008/09 and 2012/13

2 LGUI Briefing 2014 - Challenges faced by the Voluntary and Community Sector in supporting local services and developing resilient communities
relatively low and the results do not necessarily reflect the wider picture but the key highlights include the following:

- The top five areas of work by local VCS groups were shown as being
  - Working with older people
  - Advocacy, advice and support (employment, housing, immigration etc.)
  - Supporting BME communities
  - Mental health
  - Children and families

- The top five challenges facing local VCS groups are:
  - Finding new funding sources – 71%
  - Reduced funding and resources – 63%
  - Coping with increased demand for services – 62%
  - Re-designing services to meet new needs – 49%
  - Increasing workloads on staff – 46%

2.4 Investment in the VCS

This consultation deals exclusively with the 2019-23 funding programme. It should be noted, however, that the council and Ealing CCG investment in the VCS through this programme is only a small part of the overall investment in voluntary and community sector/not-for-profit organisations. This is illustrated by the pie chart below which shows the figures for 2016/17.

![Pie chart showing investment in the VCS](image)

a. From 2015-2019 the value of the annual grants programme was over £2.9m. This was made up of just over £2.0m from the council and £0.929m from the Ealing CCG. This breaks down by department as follows:

<table>
<thead>
<tr>
<th>Department</th>
<th>2015-19 LBE contribution</th>
<th>2015-19 Ealing CCG contribution</th>
<th>2015-19 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adults</td>
<td>£1.171m</td>
<td>£0.748m</td>
<td>£1.919m</td>
</tr>
<tr>
<td>Children</td>
<td>£0.278m</td>
<td>£0.181m</td>
<td>£0.459m</td>
</tr>
<tr>
<td>Public Health</td>
<td>£0.169m</td>
<td></td>
<td>£0.169m</td>
</tr>
<tr>
<td>Community</td>
<td>£0.180m</td>
<td></td>
<td>£0.180m</td>
</tr>
<tr>
<td>Safety *</td>
<td>Infrastructure</td>
<td>£0.203m</td>
<td>£0.203m</td>
</tr>
<tr>
<td>----------</td>
<td>----------------</td>
<td>---------</td>
<td>---------</td>
</tr>
<tr>
<td>TOTAL BUDGET</td>
<td>£2.001m</td>
<td>£0.929m</td>
<td>£2,930m</td>
</tr>
</tbody>
</table>

* Community Safety funding for domestic violence services was awarded outside of the grant funding process for 2015-19

b. There are a significant number of **council contracts with not-for-profit organisations** to deliver services for residents and local communities in the borough, particularly in health, social care and housing. In the last financial year (1 April 2016 – 31 March 2017) the council invested almost £30.75m in the third sector (which compares with an investment of £31.41m in 2015/16). The 2016/17 total includes:

- £7.297m for ‘micro’ organisations i.e. those with less than 10 employees and a turnover of under £2m
- £6.287m for ‘small’ organisations i.e. those with less than 50 employees and a turnover of under £10m
- £4.614m for ‘medium’ organisations i.e. those with less than 250 employees and a turnover of under £50m

The graph below illustrates how investment in ‘small’ and ‘medium’ sized third sector organisations has changed since 2015/16.

c. As well as a contribution towards the VCS grants programme 2015-19, **Ealing CCG** also supports the voluntary sector through a number of other grants and contracts. In 2016/17 the value of these was around £1.232m. This includes support for partnership/health summits, Better Care Fund - reducing emergency admissions (a time limited 2 year programme), a GP Carers Project, Healthwatch (technology), patient transport, Healthy Schools Project, Dementia, Mind Pathways and Mind User Involvement Service.

d. The council further supports the VCS through **rate relief**. The amounts awarded in 2016/17 were £8.208m for registered charities (of which £8.034m was the 80% mandatory rate relief and £0.174m was the discretionary top-up to 100%) and £0.348m for non-profit making organisations.

e. In addition, funding is available to the VCS through the **Ward Forum budgets**. Each of the 23 forums has a budget of £0.030m and over the last two years around £0.320m.
from these budgets for capital and revenue projects has gone to non-Council
organisations in the borough.

f. The Council also contributes £0.300m per year to the **London Boroughs Grants
Scheme** which has awarded grants of £0.029m for 2 year pan-London projects. £5.327m
of this is specifically to provide support to London’s voluntary and community
organisations. Although these grants are not specifically for Ealing, borough residents do
benefit.

g. We also recognise that the VCS itself plays an important role in **attracting funding into
the borough** and in 2016/17 over £1.1m was secured through external funding
partnership bids. Examples include almost £0.5m secured via the Big Lottery for a new
Ealing Help Through Crisis Project; £0.025m bid from the Government’s Prevent
Programme, £0.3m secured via the Big Lottery for a new Ealing and Hounslow Help
Your Health Project and £0.3m secured for the Young Ealing Foundation via John Lyons
Charity.

3. **Context to these proposals**

The current four year VCS grants programme was agreed by Cabinet in March 2015 and
ends on 31 March 2019. At this point all current funding arrangements will end as set out in
the existing grant agreements and so organisations currently in receipt of grant funding
ending on 31 March 2019 should put in place plans to take account of this.

These proposals set out how the council and Ealing CCG intend to commission a range of
services and activities (similar to those currently being delivered through the existing grants
programme) from 2019/20 to 2022/23 (subject to annual budget approval). These proposals
do not cover services currently commissioned outside of the 2015-19 grants programme
(with the exception of the Housing information and advice service).

3.1 **Principles**

The following principles underpin the 2019 funding programme.

**A 4 year funding round:** The council and Ealing CCG are committed to a 4 year funding
round for 2019-2023 to provide security for funded organisations; however annual
allocations will be subject to confirmation via the annual budget process for both the council
and Ealing CCG.

**A co-ordinated funding process involving all council departments and Ealing CCG:** A
co-ordinated process enables us to consider needs across service areas and consider
aligning resources around a need or cohort in line with Future Ealing outcomes.

**Funding allocations which take into account the overall cuts to council budgets:** The
overall reduction in funding for the 2019/20 – 2022/23 programme will not exceed the
percentage reduction in council resources although the investment in the various funding
streams and/or individual grants/contracts may change by more or less than this in
recognition of shifting priorities. On the council’s current Medium Term Financial Strategy
(MTFS) profile this means a reduction of around 28% over the period 2018/19 to 21/22.
(Note: It is recognised that the funding being consulted on in this document will run 2019/20
to 22/23.) The council does not have full clarity on available funding and financial pressure
even within the current 4 year MTFS forecast, therefore it has to plan on the basis of the
information available. By committing to a four year funding programme the council seeks to
recognise the value of providing a long term commitment to the VCS. An alternative
approach which the council and Ealing CCG have considered and rejected would be to
make only annual awards that reflect exactly the available funding. However, we do not
believe that this would be in the best interests of either funding bodies or the sector. Ealing CCG will be reducing its contribution at the same level to the Council.

**What we want to fund:** Funding will be aligned to the agreed Future Ealing (FE) principles and outcomes. The FE Outcomes and departmental/Ealing CCG strategies are the basis for decisions by departments about specific priorities for funding.

**Grants and contracts:** The council and Ealing CCG are committed to providing a level of funding for the VCS to deliver services/projects through grants however it is the intention that some services previously supported through grant funding will now be procured through a competitive process. Overall the budget for commissioning services will be reduced by 28%. The reduction in available grant funding for the VCS is proposed to be down from £2.93 in 2015-19 to £0.78m. There are however proposed to also be contracts worth £1.461m which gives a total budget for 2019-2023 of £2.241m. Whilst the council cannot lawfully ring-fence contracts to the VCS we believe that VCS providers will be well placed to compete for these contracts. The principles for this are discussed below in Section 3.5. Section 4 will set out the proposed commissioning method for each specific funding stream.

**3.2 Future support for the VCS**

The council and Ealing CCG are committed to supporting the voluntary and community sector and will focus on:

- Targeting support at those most in need to reduce inequality
- Helping people to help themselves and each other
- Helping people to take advantage of the opportunities in their neighbourhood
- Empowering people to take action to improve their communities
- Making the best use of the assets of our residents and communities

To support the VCS, we will also:

- Leverage the additional social value that council suppliers can provide
- Help the local VCS attract investment and become financially sustainable

We will work with other funders and commissioners that support the VCS and communities in Ealing to develop a more coordinated approach to social investment locally, notably to:

- Reduce the risk of funding being duplicated across public services, if not other investors
- Influence the investment to be targeted at Future Ealing outcomes and priority groups as set out in **Brighter Futures**, and the **Better Lives Programme**
- Attract and invest in infrastructure that can support communities and VCS organisations to take advantage of the opportunities including digital solutions and alternative forms of investment
- Reduce reliance by the VCS on grant funding and instead support them to explore alternative and more sustainable forms of investment and have exit plans in place for when their current funding ends

Outside of the funding programme we will focus on working with:

- London Councils to further target the **London Borough Grants Scheme** on the above priorities
- Local authorities in West London to explore what support/commissioning could be mutualised, where there isn’t a need for a local connection
- The NHS to take forward an integrated approach to commissioning and delivery of health and social care services.
• **London Funders** to explore how civil society in London can best be supported and the benefits of local giving initiatives
• Local Strategic Partnership and other key organisations to explore how they could better support local communities and VCS, through additional social value as providers, corporate social responsibility, volunteering and support for the community

Our approach is intended to encourage the growth of community connections in each locality, linking up with other programmes that enable this. We want to take a proactive approach to community partnership with the VCS and other bodies to obtain external funding, making use of the **Building Bridges programme**, and maximising additional input through the corporate social responsibility initiatives. This bringing together of community initiatives reflects a sea change in the relationship between the council, Ealing CCG and the whole range of community organisations.

### 3.3 Future Ealing and the NW London Sustainability and Transformation Programme

The funding priorities for 2019 onwards will be based on Future Ealing - the council’s outcome-led approach to improve the lives and opportunities for our residents which is designed to make the best use of our resources as demand on our services grows and funding reduces - and Ealing CCG’s priorities, set out in the **North West London Sustainability and Transformation Programme**.

The outcomes for the Future Ealing programme are:

1. A growing economy creates jobs and opportunities for Ealing residents to reduce poverty and increase incomes
2. Children and young people fulfil their potential
3. Children and young people grow up safe from harm
4. Residents are physically and mentally healthy, active and independent
5. Ealing has an increasing supply of quality and affordable housing
6. Crime is down and Ealing residents feel safe
7. The borough has the smallest environmental footprint possible
8. Ealing is a clean borough and a high quality place where people want to live
9. Ealing is a strong community that promotes diversity with inequality and discrimination reduced

The principles behind Future Ealing are to:

- Tackle underlying problems to prevent issues before they arise through better prevention and management of demand
- Enable active citizenship and empower people and communities to take action themselves
- Make effective use of data and customer insight to understand issues and target and personalise interventions
- Demonstrate effective commissioning, market and contract management
- Collaborate across council departments and partner organisations to tackle issues so residents experience one council and one public service
- Influence partners and organisations that have a stake in the borough to play their part in improving outcomes

The vision set out in the North West London Sustainability and Transformation Programme is:

- Health & Wellbeing – we aim to enable everyone to be healthy and independent for as long as possible, helping to prevent or delay the need for social and acute care.
We will move towards a proactive model of care that operates at a population level. Proactive and preventative care will be targeted at the right residents and ensure that every care and support contact counts.

- **Care & Quality** – we believe that care and support should be provided in an integrated way and should be defined through the experience of our residents, rather than by the structures, organisations or pathways currently in place or the way services are commissioned or funded. Care and support should be population driven and based around the needs of each resident, with residents being seen at the appropriate level for their care and support (e.g. practice, network, locality or borough). The right people will see the right person, in the right place at the right time.

- **Finance & Efficiency** – it is simply not viable to continue trying to respond to increasing demand for services, particularly at the expense of preventative action. We are committed to improving efficiency and achieving better outcomes for individuals and their families through the better integration of services and by reducing demand through an increased focus on prevention and patient activation.

### 3.4 Budget

The budgets available for funding within the council have been pooled from all the departments in order to maximise the effective use of the reduced amount of funding available. The Ealing CCG’s contribution towards services which will help to deliver health benefits has also been included in the total. **It is proposed that the overall budget for commissioning services within the funding programme for 2019 onwards (including both grant and contract arrangements) will be £2,241m per year (subject to annual approval).** This represents a 28% reduction on the annual budget for 2015-19 of £3.11m. (Note: This total includes the £0.18m housing advice service contract which it is now proposed will become part of the 2019-23 programme of funding).

Both the council and Ealing CCG are subject to an annual budgetary process and neither organisation has confirmed levels of central government funding for the four year period to which the consultation relates. While recognising the benefits of long term funding commitments to the VCS both organisations need to be able to adjust their future commitment if priorities and the financial position change.

All funding agreements will provide for monitoring of performance and any reduction or withdrawal of funding during the agreement period will be subject to the three month notice period set out in the Compact. Continuation of funding will be dependent on delivery of agreed outcomes.

In developing the proposals officers have taken into account the public sector equality duty. The funding programme is designed to provide more financial resources to the higher priority areas based on an assessment of need and therefore less financial resources being proposed for those areas deemed to be a lesser priority. Where appropriate officers have reduced duplication and considered a more streamlined re-alignment of funding priorities as part of the proposals. One consequence of this is that the proposals will potentially entail a reduction in the number of voluntary and community organisations that will be financially supported; although all funding streams will be open to applications on a “consortia” basis, and indeed, this approach will be encouraged. Guidance will be provided on consortia as part of the grant application/contracting process.

Clearly, with the level of budget reductions proposed and other proposed changes in funding priorities and the impacts of these, very difficult balancing decisions will need to be made for the funding of voluntary and community organisations and for their services to all of Ealing’s residents and communities. The council and Ealing CCG will be monitoring closely the
outcomes achieved through funding allocations and the continuation of funding will be dependent on delivery.

3.5 Funding mix

The council currently funds the voluntary sector through a mixture of grants and contracts although nationally there has been a noticeable shift from grants to contracts in funding of the third sector. In 2012/13, grants made up just 17% of the sector’s income from government, down from over 50% of statutory funding to the sector in 2003/2004. This move towards awarding contracts rather than giving grants is a part of a general reform of public services.

The approach by the council and Ealing CCG’s for 2019-23 is to fund service delivery through the most effective mechanism, whether that is via a grant or a contract. In making those decisions we have considered the state of the market, the desired future state of the market, capacity building and enforceability. The assessment of the most appropriate form of funding going forwards has been guided by the following principles:

Grants

- Grants are a specific amount of funding given to an organisation for a specific activity to be delivered within a specific time frame.
- A grant is a lump sum of money that does not have a legally binding status.
- Grants are subject to conditions set by the funder such as to provide a service or complete an activity in a certain way.
- Grants are good sources for funding at the start of an organisation, but are not commonly used for long term funding, and consequently are not a source of sustainable income.
- Grants offer the opportunity to undertake activity that cannot generate income in itself to cover its costs. They are very useful for supporting research and development, piloting new activities or working with new client groups. They can also cover core costs of an organisation giving it the opportunity to develop further projects and services on top.

Contracts

- Funding for organisations to deliver services over the long term is usually done through contracts.
- Contracts are a legally binding promise between two parties, usually for the supply of goods or services in return for a ‘consideration’. The ‘consideration’ is usually money. In terms of the third sector it applies to the arrangement where the third sector organisation will provide a service for an agreed price. It is significant because the relationship between the two parties is defined by contractual law as opposed to the particular terms and conditions of the funder.
- The benefit of a contract is that the party paying the money only has a right to determine the specification of the completed service and agree a price. There is no right to know how money is spent and if a contractor can meet the specification cheaper they can keep the excess.

The difference between a public contract and a grant is clear:

- In the case of a contract, the contracting authority receives the service that it needs in return for payment. The key assumption is that the recipient is a viable and self-sustaining organisation. The purchaser is buying an agreed service, at an agreed standard, for an agreed price.
- In the case of a grant, it makes a contribution either to a project carried out by an external organisation or directly to that organisation because its activities contribute to

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3 NCVO, 2015
policy aims. The key assumption is that the recipient needs subsidy. The grant funder is therefore subsidising a service it considers necessary, but which the recipient does not otherwise have the resources to deliver on a self-sustaining basis at the required standard.

The council and Ealing CCG want to continue to support the voluntary sector through grant funding but, as already mentioned, it is proposed that a number of services previously funded via grants will now be procured as contracts. The proportion of the overall budget currently proposed to be in the form of grants will be just over a third with the remainder proposed to be in the form of contracts. Whilst grant funding can be ring-fenced for the voluntary and community sector, this is not the case for contracts, however it is anticipated that the voluntary and community sector would be well-placed to bid for many of these, as demonstrated by the fact that a number of existing contracts are already with local VCS organisations. VCS organisations in Ealing have local knowledge and can deliver enhanced social value so it is likely that the partial move away from grants to contracts will not significantly disadvantage the voluntary and community sector.

Commissioning through contracts will provide organisations with greater security and enhanced ability to work together to meet the needs of people in Ealing. However, a procurement process will include the potential for competition between providers, and if this occurs there will be organisations which lose business as well as those who gain. Small organisations which have been dependent on grant funding could potentially become unviable without this support, and may be unable to compete with larger organisations bidding for contracts.

Strong mitigation for this is transparency – the process being consulted on and shared early. Organisations will have time to work together to develop partnerships and consider how best they can contribute to the provision of services for Ealing residents, and will have the opportunity to work closely with commissioners on developing their proposals. The small grants proposal (outlined later in this document) may be an option for small scale projects. If consultation identifies further impact on the sector, this will be taken into account when deciding how to proceed.

A number of VCS providers already have and are managing major contracts with council and Ealing CCG so the impact of moving to contracts for these organisations should be minimal. For VCS organisations however who do not currently have contracts one impact of the change to contracts may be the implications of VAT. It is anticipated however that as the majority of the funding streams which are proposed to be contracts will be for services which are exempt from VAT such as social welfare care and health services and the care of children and the elderly, the impact of this on the voluntary sector will be minimised. Further information about the potential implications is available from the Charity Tax Group.

4. Funding proposals for 2019/20 – 2022/23

4.1 Context and budget

As already mentioned, funding will be allocated in line with a set of overarching priorities which reflect the Future Ealing outcomes, departmental strategies and the NW London Sustainability and Transformation Programme. The funding previously allocated separately by Adults’, Children’s, Public Health, Housing, Community Safety and Strategy & Engagement has been combined with the contributions from Ealing CCG to provide a total of £2.241m which has been provisionally allocated across the funding streams (see 4.2 below).

| 2015-2019 (annual budget) | 28% reduction | 2019-23 (annual budget) subject to approval each year |
In order to meet the priorities set out below, this budget will be used for both grant and contract awards.

4.2 Proposed funding streams

The overarching priorities set out in section 3 above cut across all council departments. Individual funding streams have been identified which will apply to all ages and all communities. Each funding stream is detailed below and includes the

- context relating to the proposals;
- proposed overall annual budget for the stream;
- proposed funding priorities;
- preferred commissioning method, i.e. grant or contract;
- main changes from 2015/19 funding arrangements.

The main funding streams will focus on the following eight areas:

<table>
<thead>
<tr>
<th>Funding Stream</th>
<th>Proposed budget</th>
<th>Proposed method of commissioning</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Improving self-care – enabling and empowering people to make healthier choices to stay mentally and physically well</td>
<td>£0.100m</td>
<td>Grants</td>
</tr>
<tr>
<td>B Increasing community connections and reducing social isolation and user involvement</td>
<td>£0.375m</td>
<td>Grants/contract</td>
</tr>
<tr>
<td>C Improving access to high quality information and advice – specialist, general and children’s specific</td>
<td>£0.515m</td>
<td>Grant/contract</td>
</tr>
<tr>
<td>D Improving mental health – supporting people with serious and long term mental health needs in their recovery and promoting everyone’s wellbeing</td>
<td>£0.385m</td>
<td>Contract</td>
</tr>
<tr>
<td>E Short breaks/respite care/young carers</td>
<td>£0.380m</td>
<td>Grant/contract</td>
</tr>
<tr>
<td>F Domestic violence services</td>
<td>£0.260m</td>
<td>Contract</td>
</tr>
<tr>
<td>G Infrastructure support</td>
<td>£0.146m</td>
<td>Grant funding</td>
</tr>
<tr>
<td>H Small grants fund</td>
<td>£0.080m</td>
<td>Grant funding</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>£2.241m</strong></td>
<td></td>
</tr>
</tbody>
</table>

The proposed budgets are made up of the pooled funding from each department and Ealing CCG. It should be noted that the individual priorities set out within each of the funding streams do not specifically relate to the individual grants or contracts that will be awarded. Detailed criteria and specifications for the separate grants and contracts will be developed following the close of the consultation.

A. Improving Self-Care

Context

Self-Care is an approach to health which helps people to keep themselves well and gives them the knowledge to share in decisions about illness, from diagnosis to treatment and
recovery. The outcome of this is to enable and empower people to make healthier choices to stay mentally and physically well.

From a children’s perspective, giving children and young people the best start to life and ensuring they grow up physically and mentally fit is fundamental to improving their life chances and inequalities. Child obesity has an impact and is associated with health problems in childhood, including tooth decay, sleep apnoea, asthma and psychological issues such as low self-esteem, online bullying, suicide and depression. In 2014-15 Ealing pupils in year 6, 37.5% were overweight including 22.8% who were obese. We want services to provide a range of resources and programmes to help tackle childhood health issues such as obesity and its impact.

There are more people living longer and with more long term health conditions. There is a need to shift the focus from treating to prevention and early intervention. In Ealing, it is estimated that there are over 66,000 adults with one or more long term condition and 12,000 of these people are over the age of 75. People with long term conditions are the most frequent users of health care services accounting for 50% of all GP appointments and 70% of all inpatient bed days. Where people are at risk of developing long term conditions, we want to provide accessible advice and information from a variety of sources and in a range of formats.

The Council’s Better Lives Programme focuses on enabling people to live as independently as possible for as long as possible. Ealing CCG’s Self Care Strategy identifies a continuum of self-care covering a range of activities from simple management of common health problems to those designed to support patients living with long term conditions.

Budget

The proposed budget for services to improve self-care is £0.100m per year for 4 years (2019/20 to 2022/23) subject to annual approval.

Proposed funding priorities

This priority will fund proposals to promote self-care with people of all ages – children, young people and families, and older people; providing self-care activities and solutions to support both peoples’ physical health and mental health needs.

Active support for self-management has been identified by the King’s Fund as one of the top 10 priorities for commissioners transforming the health care system.

The proposed key priorities are

- Arrangements for people who are mainly healthy to stay mentally and physically well, enabling and empowering them to make healthy choices and look after themselves
- Activities to reduce obesity, increase physical activity and reduce harm from alcohol
- Peer support for people with long term conditions enabling them to develop the skills required to effectively manage their conditions and live their lives as well as possible.
- Delivery of key health messages and signposting to NHS and other advice, information and support as appropriate
- Child health and activities to promote healthy and active lifestyle with children, young people and their families that enhance their physical and emotional well-being

It is proposed to fund these priorities via grants.

Main changes from 2015/19 funding arrangements
This priority was previously offered as a single grant in Adults for borough wide services with an emphasis on people in greatest need. Previously the promotion of self-care and health and well-being of children and families was a not separate funding stream: the promotion of health and well-being was an aspect of and encouraged against all grant criteria and funded projects.

The proposal is to now provide services towards the distinct outcomes highlighted above. There will be a rolling programme of different self-care and health messages to be disseminated over the grant period, some generic for the community as a whole, and some for specific sections of the community either by geographical area, ethnicity, age, and/or health related issue.

Providers will need to demonstrate flexibility and ability to respond quickly using innovative methods to promote different messages to reach our diverse community, in particular groups who would not normally take up preventative and self-care health messages. This could be provided by either a single grant or several smaller grants.

We would also expect self-help and health to be addressed in projects funded through the small grants fund, allowing a range of local groups to apply to run projects improving their communities’ wellbeing.

B. Increasing Community Connections

Context

People of all ages can be socially isolated; this can contribute to, and be increased by economic deprivation, ethnicity, trauma, family breakdown, health, mental health problems and disabilities such as autism. The effect of loneliness and isolation can be as harmful to health as smoking 15 cigarettes a day, and is more damaging than obesity. Loneliness and isolation can potentially lead to problems escalating and crises with individuals, families and in the community.

For older people, loneliness and social isolation puts individuals at greater risk of cognitive decline, with one study concluding that lonely people have a 64% increased chance of developing clinical dementia. We know that half of Ealing’s over 65s live alone and over 60% of adult social care users want more social contact.

For families and young people, social isolation and deprivation can be a vicious cycle preventing families from getting out of their disadvantaged position, having a long term effects on child development, education, employment, health, emotional and psychological development and growth. Vulnerable groups such as care leavers and young carers are at particular risk in this category.

In a broader community context, isolation of disadvantaged families and individuals constitutes an obvious and critical social problem, hampering community cohesion.

The Care Act 2014 places a general duty on councils to take action on loneliness and isolation to meet the prevention duties, and to meet care and support needs identified during assessments. Ealing Council has signed up to the Loneliness Charter towards combatting loneliness.

Ealing’s two innovation bids Brighter Futures and Building My Future focus on improving opportunities and connections for isolated children, young people and families

The Better Lives Programme is aiming to encourage people to build connections within their local communities.
North West London’s NHS Sustainability and Transformation Plan places an emphasis on preventative and early intervention work and its Delivery Area 1 is to radically upgrade prevention and wellbeing for the whole population. We know that there are many places such as libraries, schools, community centres, sports centres, places of worship or pubs in localities which could provide opportunities for people to get together and develop connections and we want to see groups linking up with these organisations for this purpose.

Ealing CCG is encouraging more social prescribing as a means of enabling GPs, nurses and other primary care professionals to refer people to a range of local, non-clinical services. Social prescribing aims to address people’s needs in a holistic way and support people to take greater control of their own health. Evidence indicates that it can lead to improvements in quality of life and mental and general wellbeing, and reduce levels of depression and anxiety. Social prescribing schemes may also lead to a reduction in the use of NHS services. We want to fund a wide range of community projects to provide alternative solutions and opportunities for people.

People who have lived experience of using services should be central to those services being developed, run, monitored and reviewed. When resources are limited it is especially important to make sure that what is provided is what is wanted and needed and is responsive to those concerned. As well as unique insights into how to improve services, people with lived experience can also tell us what works best and what is most important.

The aim overall is ‘coproduction’, with people working alongside each other to create the best possible services. But involvement in training staff, gathering views and opinions about proposed changes, and monitoring and reviewing services are all important. When people are involved their confidence and skills are developed, they have better access to and engagement with services, and their own health and wellbeing can often be improved.

Budget

The proposed budget for services to increase community connections and reduce social isolation is £0.375m per year for 4 years (2019/20 to 2022/23) subject to annual approval.

Proposed funding priorities

The proposed key priorities are:

- Family and individual support and befriending: supporting vulnerable families and young people to engage in services within the community. Giving families and individuals’ confidence and knowledge to engage positively with services such as education, health and social care and to join and establish networks within the community to improve wellbeing and outcomes.

- One to one support – befriending – home visit or telephone, home from hospital support (e.g. shopping), volunteering projects for people with additional support needs, travel support/travel buddies to enable people who need assistance to travel independently to access community activities and support services.

- Group based activities which ideally would offer additional benefits alongside social contact, such as learning, health promotion, or support through difficult circumstances. These may target specific groups and involve participants in running the group; and bring people from a local neighbourhood together e.g. coffee mornings, lunch clubs, intergenerational projects, men in sheds, peer support groups, gardening groups, book clubs, youth groups, singing for wellbeing, community choirs, arts, theatre. This includes a structured strength and balance programme based on the Otago Programme and ‘Steady As You Go’ (SAYGO) model to reduce falls.
It is proposed to fund these priorities via grants.

- Ealing CCG already has a contract for user involvement services for people with mental health problems and the council has historically funded some arrangements for people with learning disabilities and physical disabilities to be involved in training, service monitoring and evaluation and strategic planning. We are proposing to develop a more consistent approach to this as part of our responsibilities under the Care Act and the Health and Social Care Act.

Funding for user involvement will be via contracted services.

**Main changes from 2015/19 funding arrangements**

In the previous round a range of community support services for adults were provided as part of the ‘Being Part of the Community’ criteria, divided into seven grant allocations. These were for social isolation (2 grants), people with autism, people with learning disabilities, people with physical disabilities and sensory impairment, people with mental health conditions and older people. For children services were provided as part of the information, advice and support services for families experiencing disadvantage or specific difficulties (3 grants).

The proposed priorities for community connections are similar to those of the previous ‘Being Part of the Community’ stream for adults and Children’s information advice and support for families experiencing disadvantage or specific difficulties. The change is that we propose to support more localised neighbourhood projects, as well as borough wide projects. We wish to avoid separating communities by their condition, diagnosis or disability and want to see projects that bring people together (e.g. intergenerational projects), regardless of their need, to provide holistic activities which encourage people to support each other, thereby contributing to building stronger communities within localities.

Previously we funded one provider per interest group, and in this round we propose to allocate a number of grants to provide a good spread of activities and services across the borough that will bring people with different needs together to support all our communities and address social isolation.

It is proposed that some aspects of those services previously funded through ‘Being Part of the Community’ be directed to other funding streams for example, mental health needs are now part of the Improving Mental Health stream outlined below in D.

In terms of user involvement, services were previously grant-aided as part of ‘Being Part of the Community’. It is proposed that these services are contracted, as the development of all support and care services depends on good engagement. Ealing CCG currently contracts support for involvement in mental health services. Although funding via a contract cannot be ring-fenced around the voluntary sector it is not anticipated that the VCS will be unfairly disadvantaged by this change as through its understanding of the marketplace, the sector may be uniquely placed to deliver the outcomes required.

**C. Information and Advice**

**Context**

This stream will provide specialist, generalist and children's specific information and advice. It covers three services which are currently funded – adults and children's information and advice currently funded via grants and housing information and advice which is currently funded via a contract.
The Care Act acknowledges that information and advice is fundamental to enabling people, carers and families to take control of, and make well-informed choices about, their care and support and how they fund it. It helps to promote people’s wellbeing by increasing their ability to exercise choice and control, and is a vital in preventing or delaying people’s need for care and support.

Under the Children & Families Act 2014, local authorities are required to provide information advice and support to families of children with special educational needs and disabilities. Parents and carers of children with SEN, disabilities or complex health needs require specialist additional support within the community that provides advice and guidance practically and emotionally to help come to terms with and deal with the many challenges that they face.

Accessible information, advice, signposting and customer representation service is a vital component of the Council’s Better Lives Programme and Ealing Local Offer, as it empowers people to take control of their personal situation, can lead to reduced anxiety and improved health and wellbeing; and ultimately results in less intervention and less unnecessary referrals to statutory services.

Note: Advocacy is contracted separately outside of this programme. Customer representation is a less formal support service, however is just as vital for people who find it difficult to understand or use information given; and need support communicating their views and needs; as well as help to liaise with formal services to access the best support.

Budget

The proposed budget for the provision of information and advice services is £0.515m per year for 4 years (2019/20 to 2022/23) subject to annual approval.

Proposed funding priorities

For adults, the priority is information, advice, signposting and customer representation to support people to keep independent, safe and well.

There is a Care Act requirement to meet the information, advice and customer representation needs of the following groups:-

- people with sensory impairments, such as visual impairment, deafblind and hearing impaired
- people who do not have English as a first language
- people who are socially isolated
- people whose disabilities limit their physical mobility
- people with learning disabilities
- people with mental health problems

The services will provide information and advice on adult social care and health provision, housing issues, welfare benefits, money management, debt, counselling, consumer protection, education, employment, family and domestic issues, immigration, carers’ services and benefits, accessing independent financial advice, including supporting people with the completion of appropriate forms for other national and local services.

It is proposed that funding will be via contracted services.

For children, the priority is targeted information and support services for families of children with disabilities and complex health needs The service will target all families of children with disabilities providing proactive and preventative services such as; brief information on
welfare benefits and housing, focusing on sign posting to other services. The services will also provide information and support to parents regarding their child’s diagnosis and disability via the development of peer and self-advocacy groups and training sessions.

It is proposed that funding for specialist information and advice for children will continue as a grant. The service will be required to work in partnership with the wider generalist information and advice services.

Main changes from 2015/19 funding arrangements

Previously funding was allocated for Information and Advice work from 3 separate sources – Adults Services, Children’s Services and Housing Services.

- Adult Services grant was offered in two separate pots to meet the duties set out in the Care Act.
- Housing Services contracts a Generalist Legal Advice Service. This service focused particularly on socially excluded and vulnerable people; and the high need and demand areas of debt, housing and welfare benefits; as well as community care, consumer protection, education, employment, domestic issues and immigration.
- The Children’s specific grant was allocated to three separate services providing; one to one support for all families of children with disabilities, a targeted programme for families of children 0-5 and an information website.
  - Grant priority will not include services such as the website due to the similarities and duplication with Ealing Local Offer website. To mitigate the closure of Ealing HELP, Ealing Council will work with Ealing MENCAP, during the final year of current grant funding to ensuring that Ealing Local Offer is developed and improved in line with the DfE SEND requirements.

The specifications for the Adults and Housing funded services overlap significantly. Therefore it is proposed to provide one single service to cover all aspects of information and advice, signposting and customer representation for all of Ealing’s communities, however still with particular reference to social care and disadvantaged people as required by the Care Act and for children and young people with disabilities and their families.

Due to the proposed monetary value of the service and the key statutory requirements it is proposed to contract this service. Although funding via a contract cannot be ring-fenced around the voluntary sector it is not anticipated that the VCS will be unfairly disadvantaged by this change especially as the current housing information and advice service is delivered by a VCS organisation. It is anticipated that service providers may wish to work as a consortium to deliver the range and depth of information and advice service required.

Due to the nature and specialist support and advice required for children and young people with disabilities it is proposed to continue to grant fund very specialist and targeted information advice and support services supporting families across the borough, meeting the range of needs and ages.

D. Improving Mental Health

Context

Funding for this stream will support people with common mental health needs and those with serious and long term mental health needs in their recovery, and promote mental wellbeing for all.

Ealing’s Mental Health and Wellbeing Strategy for adults was launched in July 2017. The Strategy was developed alongside people from statutory mental health services, voluntary and community sector organisations and people with lived experience of mental health
needs. The strategy for Ealing aims to achieve five outcomes which are the priorities for this funding stream:

**Outcome 1:** Radically upgrading prevention and wellbeing for the whole population: including reducing stigma and social isolation; identifying mental health needs earlier; addressing the links between physical and mental health; suicide prevention  
**Outcome 2:** Better outcomes and support for people with common mental health needs: including those with long term physical health conditions; better access to primary care  
**Outcome 3:** Delivering a new model of care for people with serious and long term mental health needs: including crisis response; community based support; primary care; early intervention; carer support.  
**Outcome 4:** Working better together: health, social care, housing, police and communities; adults and children; substance misuse, alcohol and mental health; learning disabilities and mental health; criminal justice  
**Outcome 5:** Reaching all our communities: geographical; age; BAME; LGBT; class. Equality of access and treatment; reducing suicide; reducing restraint; carers support

This reflects the North West London Sustainability and Transformation Plan which focuses on the first three priority areas of work within the plan. For each of these areas there is an action plan which explains how the outcomes will be achieved.

The Council’s Better Lives Programme, with its emphasis on people connecting with each other within their communities, building resilience and promoting wellbeing, will also support the delivery of the Strategy’s aims. The West London mental health transformation taking place across the three boroughs commissioning the West London Mental Health Trust also mirrors these aims, strengthening prevention and early intervention, responding quickly in crisis, and making sure people get the support they need in the least intensive setting possible.

Ealing’s plans for children and young people’s mental health and wellbeing are part of the North West London Like Minded transformation, reflecting the national Future in Mind strategy which was launched in 2015. This includes a focus on developing eating disorder services, improving the pathways for young people, developing the children’s workforce and improving crisis services.

**Budget**

The proposed budget for the provision of mental health services is £0.385m per year for 4 years (2019/20 to 2022/23) subject to annual approval.

**Proposed funding priorities**

The contribution of the voluntary and community sector is an integral part of delivering the above objectives and improving mental health and wellbeing in Ealing. Our priority will be for the voluntary sector to continue to work with the council and the NHS to deliver Ealing’s strategic priorities through contracted services to:

- upgrade prevention and wellbeing for the whole population
- improve outcomes and support for people with common mental health needs including those who use the substance khat
- deliver a new model of care for people with serious and long term mental health needs
- work better together
- reach all our communities

**Main changes from 2015/19 funding arrangements**
Grants were awarded through the Health and Social Care grants programme to organisations within the ‘Being Part of the Community’ area, and for Talking Therapies. Public Health also awarded small grants to organisations for small, local wellbeing projects.

The mental health services grant-aided through ‘Being Part of the Community’ provide a crucial strand of the way people are supported to live well in their communities; encouraging volunteering, training and employment support, and supporting people to build their confidence and resilience. The grant to support Talking Therapies opens up access to these treatments so that more people receive the help they need. The services provide treatments endorsed by the National Institute for Health and Care Excellence (NICE) and/or the British Association of Counselling and Psychotherapy (BACP), and are able to reach a range of our diverse communities.

As these services are critical to delivering better mental health and wellbeing services in Ealing, and are a vital part of the plans to improve mental health through transformation, it is proposed that they are contracted in future rather than grant-aided. Although funding via a contract cannot be ring-fenced around the voluntary sector it is likely to be the case that through its understanding of the marketplace, the sector may be uniquely placed to deliver the outcomes required.

We would also expect mental health and wellbeing, including dual diagnosis, to be addressed in projects which could be funded through the small grants fund, allowing a range of local groups to apply to run projects improving their communities’ wellbeing.

E. Short Breaks/Respite Care

Context

Adults’ services wish to move away from grant funding towards contracts arrangement that allow respite and short breaks to be accessed by Adults’ services with 100% nomination rights to the service. Respite and short breaks will become a part of the contracted care package for Adults’ Services clients.

Carers and the person they care for between the age of 18 and 50 will be provided with a range of options including home, community, centre and holiday based short breaks. Carers and the person cared for aged 50 and older will be provided with a range of options including home, community, centre or residential care respite. Service users are supported to use community facilities, establish social networks, meet people and make friends.

We want to develop a varied market in respite and carers breaks to be marketed at both self-funding and self-commissioning carers (as increasing the numbers of carers make use of direct payments available through the Council). We also want to increase the amount of home-based respite available.

A varied range of respite care with flexibility to meet different needs will require a flexible and responsive range of high quality respite care offers and expanding the Shared Lives approach.

Under the Children and Families Act and SEND reforms local authorities must provide a range of short breaks for disabled children, young people and their families. Provision of short breaks is central to Ealing Council’s plans to meet the needs of children with additional needs and their families.

Short breaks provide structured safe activities for children and young people within the community, providing the opportunity for children and young people to have fun, learn, develop and gain independence. They also provide respite for families and help to support
children to stay at home helping to prevent the need for children to go into care or go to residential boarding schools.

By providing children and young people with a disability and their families with short break services, Ealing Council aims to ensure that those children and young people and their families have the support they need to live 'barrier free lives as a matter of course.

Under the Children and Families Act and Care Act requires that the council identify, assess and support young carers. Young carers are children and young people under the age of 18 who take on and provide a considerable amount of care and support to a family member or friend who have a physical or learning disability, long term illness, mental health needs or an issue with drugs or alcohol. Based on national research it is thought that there may be up to 4,000 young carers under the age of 18 in Ealing.

The impact of being a young carer can be profound for young people and families including:

- Problems at school – poor attendance, achievement, not being able to complete homework
- Problems moving in to adulthood– further education, employment
- Isolation and a poor social network with children of similar age
- Lack of time for leisure activities
- Being bullied and stigmatised.
- Feeling isolated with no access to support

Identification of and support to young carers is a key priority in Ealing to help ensure all children and young people grow up safe from harm and reach their full potential. This priority addresses the isolation and negative impact young carers might experience.

Budget

The proposed budget for the provision of short breaks and respite care is £0.380m per year for 4 years (2019/20 to 2022/23) subject to annual approval.

Proposed funding priorities

- Increasing the range of respite for carers of adults - The council is looking to develop services that support prevention of placement breakdown and in-patient admission and this could be support provided in a care home respite unit or an outreach model in the customers/carers home. The Council want to look at a range of options and encourage innovation.

  The Council intends to tender from suitably registered Care Providers for various types of Respite Care Services. This range of services provide planned and emergency short term, time limited breaks for families and other unpaid carers of adults with the intention that families/carers resume care at the end of the respite period. Both the planned and emergency respite provision is focused on helping individuals remain at home, sustaining caring relationships and preventing crises developing. The Service will be available 365 days per year.

  The proposal is that these services will be procured through individual care packages.

- Short Breaks for children and young people - It is proposed that short breaks for children and young people remain as a key priority.

  Funding will be via grants or a move to contracted and managed services.
• Young carers - The proposed priorities for young carers is a young carers’ project within the community that address the isolation and negative impact that young carers may face. Similar to last year, one grant will be made for this with a requirement for the service work in partnership with Ealing Carers’ Support Service.

It is proposed to fund this via a grant

Main changes from 2015/19 funding arrangements

In the previous round Adults’ services grant funding was provided to contribute toward the costs of providing respite for family carers through three grants:

- Dementia specific
- Learning disability specific
- Other vulnerable adults’ carers

As indicated above, the council will now take a different approach to the funding of short breaks and respite care for adults through individual care packages rather than through grant funded services. This will ensure that the funding is focused directly on where it is most needed. Providers will need to consider how to offer personalised care to meet the identified needs which will be contracted by the council.

How short breaks are commissioned by Children’s services either via a grant or move to a more formal contractual procedure with voluntary sector providers is being considered. A move to contracting services would mean placements would be managed by the council for children and families with identified and targeted need.

F. Domestic violence services

Context

The provision of domestic abuse services is one of the priorities within the Safer Ealing Partnership Strategy specifically relating to tackling vulnerability and building confidence and resilience. It is also one of the strands outlined within Ealing’s Violence against Women & Girl’s Strategy.

The provision of these services for residents of Ealing supports the Future Ealing objectives in relation to supporting those who are vulnerable and reducing crime.

The effects on children living with the experience of domestic violence are diverse and profound and can have both short and long term cognitive, behavioural and emotional effects. Having a service which provides skilled and specialist therapeutic support to children and young people helps to reduce the impact domestic violence has on their lives.

The provision of the service for children supports the Future Ealing objectives in relation to supporting safeguarding children and keeping them free from harm.

Budget

The proposed budget for domestic violence services from 2019 is £0.260m per year for 4 years (2019/20 to 2022/23) subject to annual approval.

Proposed funding priorities

The Council want to ensure victims of domestic violence have access to a service that safeguards the safety of the victim and their children and empowers them to begin the process of re-building their lives to become independent and resume control of their lives.
The funding provided for domestic abuse services will continue to ensure access to

- A general domestic abuse service for men and women offering support, safety planning for victims and their families for a period of twelve weeks.

- A specialist domestic abuse service for the BME community offering support, safety planning for victims and their families for a twelve week period recognising that in some cases a longer period may be required for complex issues which specifically affect BME communities.

- A service providing therapeutic support to children and young people experiencing the effects of domestic violence referred via social care, schools or other professionals or by self-referrals by parents. The service will include parenting support to help parents understand the impact of domestic violence on family life and supports them to make new arrangements for their children.

These services will be free to victims and their families at a point where many are at their most vulnerable.

**Main changes from 2015/19 funding arrangements**

It is proposed that the generalist and specialist domestic abuse services continue to be funded at their current level; however, as agreed in a Cabinet Report – Approval to procure advocacy services – ([Item 17 - November 2015](#)), it is proposed that services will move from grant funding to funding through a contact. The Dynamic Purchasing System for independent advocacy services (DPS) enables the Council to choose the most appropriate provider based on specialism/quality/price for specific needs.

The intention to move these services from grant funded services to contracts will ensure that the available money is protected for the provision of these services. It also enables the council to include specific targets and objectives to ensure the funding is directed at the identified needs of the borough. Being part of the DPS will also open up the possibility of working with other providers offering specialist advocacy such as mental health to provide a holistic service utilising agencies expertise and offering the possibilities of sharing resources as well as pooling budgets.

This change will have an impact on those organisations which are currently providing these services via grant funding for 2015-19 as, in order to bid for a contract, all potential service providers for domestic abuse services are required to register under the DPS scheme.

There are advantages however to being a part of the DPS as this will open up other contract opportunities for them.

Therapeutic support services will continue to be provided but it is not intended that this service would move to the DPS due to the need for services to be imbedded within children social care and for there to be clear and ongoing referral pathways.

**G. Infrastructure support**

**Context**

In addition to these priorities, the council wishes to provide funding to support all voluntary sector organisation to be sustainable in order to make the best use of the VCS’ strengths outlined in Section 2.1 and meet the challenges and opportunities it faces in Section 2.2. We will do this through providing funding to support the infrastructure of the VCS in Ealing.
**Budget**

The proposed budget for the provision of infrastructure support to the VCS is £0.146m per year for 4 years (2019/20 to 2022/23) subject to annual approval.

**Proposed funding priorities**

We propose that from the next funding round April 2019 onwards, VCS infrastructure support funding will focus on the following two key priority areas:

- Supporting organisations & communities to better enable social action and volunteering

One of the main reasons for a more distinct focus on social action is its value not only for the voluntary and community sector but also for the individual.

Supporting social action and volunteering enables organisations to be more efficient and also supports residents to develop their resourcefulness and wellbeing as a result. This will

- make a significant contribution to the local economy
- enhance connections between residents, communities, the voluntary sector and other local organisations & employers
- help build a more cohesive, safer, stronger community and increase the social network between communities and neighbourhoods
- promote people to be more active in civic engagement
- have positive effects on people as individuals, increasing self-esteem, enhancing skills and capacities, expanding career paths and improving physical and mental health

We want to enable organisations to support different forms of social action amongst their local residents, service users, staff and neighbourhoods. We also want to support residents and communities to self-organise to take action to improve their local area or tackle an issue. As there are different forms of social action and that people have different motivations & capabilities to participate, we want to ensure that any support is co-designed with communities and residents.

- Improve the capabilities of VCS organisations through capacity building, training, funding advice and having a voice for the sector

We know that having a strong, sustainable voluntary and community sector will play a key contribution in achieving the Future Ealing outcomes and improving the wellbeing of our communities so this funding stream will include

- Providing funding advice, with associated capacity building and development support to local VCS groups
- Supporting communities and VCS organisations to take advantage of digital opportunities to help residents take action and meet their own needs
- Developing the capabilities of the VCS to become more financially sustainable and work with other local organisations to attract investment into our local communities
- Providing safeguarding information, advice and training to the voluntary sector
- Enabling the VCS to have a common voice to democratically represent the sector

The priorities have been identified based on a London Council survey of Third Sector Infrastructure, a review of the funding of Volunteer Centres in London, the results of the Ealing VCS survey and the performance of the organisations currently being grant funded.

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4 Such as crowdfunding, asset transfer and other forms of social investment
The proposal is to deliver these priorities through a number of separate grants with the focus being on organisations which are able to provide specialist expertise in specific areas.

**Main changes from 2015/19 funding arrangements**

Because of its value both for the VCS as a whole and for the individual, support for volunteering and social action is proposed to be a separate grant. In 2015/19 this was combined with the grant for training, funding advice and capacity building.

Children’s safeguarding support service was funded as a separate project in 2015-19 but it is proposed to link this with funding for wider voluntary sector capacity building and training.

Support for activities which will increase community participation will be available through a small grants fund (detailed below). These types of activities are currently provided as part of the area-based grant.

The proposal would see the deletion of the area based grant as there is duplication with the general infrastructure grant. Currently both the area-based grant and VCS capacity building and development grant include the requirement to provide funding advice. Also there will be an overlap going forwards in terms of the focus on volunteering and social action which will be catered for as part of the volunteer support funding stream. The small grants fund will provide funding for neighbourhood based activities, some of which were formally supported through the area based grant.

**H. Small grants fund**

**Context**

There is currently little opportunity for small organisations to secure funding to develop local neighbourhood based activities. The re-establishment of a small grants fund would support small community groups to develop grassroots projects and to fund activities in areas not covered by the main funding programme.

Many smaller organisations are rooted in their local areas which brings with it a detailed knowledge and understanding of those neighbourhoods’ strengths and needs. They can play a role in building social networks and in creating positive relationships between people. They can help to build local social capital and develop links within and between communities. Importantly smaller community organisations are considered to be uniquely placed to engage directly with those that the statutory sector perceives as hardest to reach.

A Small Grants Fund will enable projects such as older people’s coffee mornings, arts and cultural events and activities, intergenerational projects, health and self-care support groups, peer support groups, exercise and healthy walks, horticultural projects – growing fruit and vegetables, environmental projects etc. The key will be that the projects will be local, led by local people/organisations, meeting the needs of local people to improve lives and health and wellbeing on a neighbourhood level.

**Budget**

One overall fund of up to £0.080m will be available each year from 2019/20 to 2022/23 subject to annual budget approval. It is proposed that organisations will be able to apply for grants of up to a maximum of £3,000.

**Proposed funding priorities**
The priorities for small grants will reflect the Future Ealing outcomes. The key themes are likely to include the following:

- Improving public health and supporting those with specific needs to achieve well-being and independence
- Increasing resident involvement in their neighbourhoods in order to enable communities to influence social, economic and physical regeneration locally
- Improving Self–Care and peer support
- Increasing Community Connections and reducing social isolation

Small grants can provide a **contribution** to the cost of new activities, projects and services planned by the organisations which are consistent with our priorities. It would be expected that the organisations applying would also be doing their own fund-raising to support their activities.

**Main changes from 2015/19 funding arrangements**

There was no small grants fund in 2015-19 so this proposal will re-introduce it for 2019-23. This fund will enable local community and neighbourhood based projects to be developed, some of which are currently being delivered as part of the current area-based grant. Specific criteria for small grants will be developed following the end of the consultation period.

Further details of all of these proposals are set out in the schedule of proposed funding allocations (Appendix 2) and the draft EAA (Appendix 3).

**5. Impact and equality implications**

The proposed changes will have an impact on people with protected equality characteristics who use services and support delivered by the voluntary and community sector and also on some VCS organisations themselves.

Draft equality assessments for each funding stream which focus on the impact of the proposals on service users are attached as Appendix 3.

The voluntary sector will also be impacted by these proposals. Grant funding for organisations that are currently delivering services and activities as part of the 2015-19 programme ends on 31st March 2019 and organisations in receipt of this funding will need to plan ahead for this.

The VCS will be further impacted because the budget for the 2019-23 programme will be used to award both grants and contracts. For many VCS organisations this will have little impact as they may already have contracts with the council and/or Ealing CCG. For some other organisations however there may be implications in terms of them being able to meet the councils’ procurement criteria. The council and Ealing CCG as well as the VCS itself will be able to support organisations to enable them to bid for contracts individually or as part of a consortium.

**6. Next Steps**

Following the close of the consultation, the council and Ealing CCG will be developing guidance for the application/bid processes. This will be available in the summer of 2018 but the key principles for applying for **grants** will be as follows:
Consortia bids will be accepted provided they include a signed Statement of Intent from all the partners of the consortium. A signed Memorandum of Understanding will be required by any successful consortium prior to final agreement of the grant award.

A service development plan will be required for all applications.

Applications will be considered by a panel of three officers consisting of two from the relevant department and one Officer from another department to ensure external validation and robustness of the decision-making, including an Ealing CCG representative as appropriate.

Supporting information submitted such as accounts and policies will be reviewed as appropriate by the council’s legal and finance departments.

The final decision for grant awards will be made by the relevant Executive Director.

All applicants will be informed of the decisions in December 2018, thereby giving at least 3 months’ notice of the new awards as per the Compact.

For contracts, there will be different approaches to procuring the various services with some being through open tender, some through use of DPS etc. The details will be available when the contracting process begins but more information about the corporate procurement process is available on the council website.
# Appendix 1 - Timetable for funding Voluntary Sector Services

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
</tr>
</thead>
</table>
| 8<sup>th</sup> January 2018 | Consultation launched. Consultation includes:  
- Proposed priorities and funding streams  
- Draft Equality Analysis Assessments (EAAs) |
| 8<sup>th</sup> February 2018 | Consultation workshop open to voluntary and community sector organisations and any other interested parties |
| 16<sup>th</sup> March 2018 | Closing date for receipt of consultation responses  
Officers take account of responses in developing grant criteria/contract specifications and prepare report for June Cabinet meeting in liaison with portfolio holders. |
| 12<sup>th</sup> June 2018 | Cabinet report to include consideration of consultation responses and final EAA's; funding streams, criteria and budget levels, application processes and delegation of decisions on awards to the appropriate Executive Directors. |
| Late July 2018 | Earliest date to launch the application process and procurement process for contracts. |
| Mid-late September 2018 | Closing date for receipt of applications |
| October/November 2018 | Officers undertake assessment of applications. Applications will be considered by a panel of three officers consisting of two from the relevant department and one from another department to ensure external validation and robustness of the decision-making, including an Ealing CCG representative as appropriate. |
| Early December 2018 | Executive Director decision on grant awards  
Contracts awarded |
| Mid-December 2018 | Decisions announced to applicants (subject to an appeals process for grants only) - giving three months’ notice as per the Compact |
| 1<sup>st</sup> April 2019 | New grants start 01/04/19 |
## Appendix 2 - Summary of funding streams

<table>
<thead>
<tr>
<th>Funding Stream</th>
<th>Proposed spend per year 2019 - 2023</th>
<th>Method of commissioning</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Improving self-care</td>
<td>£0.100m</td>
<td>All priorities proposed to be delivered via grants</td>
</tr>
<tr>
<td>- Making healthy choices</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Reducing obesity and increasing physical activity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Peer support for people with long term conditions</td>
<td></td>
<td></td>
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<tr>
<td>- Health messaging and signposting</td>
<td></td>
<td></td>
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<tr>
<td>- Child health</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B Increasing Community Connections</td>
<td>£0.375m</td>
<td>Proposed to be delivered via contracts/grants</td>
</tr>
<tr>
<td>- Family and individual support and befriending *</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- One to one support *</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Group based activities *</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- User involvement **</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C Information and advice</td>
<td>£0.515m</td>
<td>Proposed to be delivered via contracts/grants</td>
</tr>
<tr>
<td>- Specialist and general service **</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Families of children with disabilities services *</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D Improving mental health</td>
<td>£0.385m</td>
<td>All priorities proposed to be delivered via contracts</td>
</tr>
<tr>
<td>E Short Breaks/Respite Care</td>
<td>£0.380m</td>
<td>Proposed to be delivered via contracts/grants</td>
</tr>
<tr>
<td>- Increasing the range of respite for Carers of Adults **</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Short breaks for children and young people **</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Young Carers * or **</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F Domestic Violence services</td>
<td>£0.260m</td>
<td>Proposed to be delivered via contracts</td>
</tr>
<tr>
<td>- Generalist services **</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Specialist BME service **</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Children and families’ therapeutic support * or **</td>
<td></td>
<td></td>
</tr>
<tr>
<td>G Infrastructure support</td>
<td>£0.146m</td>
<td>All priorities proposed to be delivered via grants</td>
</tr>
<tr>
<td>- Volunteer support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Capacity building and development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- VCS training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H Small grants fund</td>
<td>£0.080m</td>
<td>Proposed to be delivered via grants</td>
</tr>
</tbody>
</table>

**Note:** the areas highlighted under each funding stream do not necessarily indicate separate/individual grants or contracts.

Where the method of commissioning for a funding stream is both grant and contract the specific delivery method for each of the separate priorities within the funding stream have been highlighted as follows:
- * = grants
- ** = contracts
Appendix 3 - Draft EAAs

Overall funding programme for 2019/20 to 2022/23

A. Improving self-care
B. Increasing community connections
C. Information and advice
D. Improving mental health
E. Short Breaks/Respite Care for adults and children
F. Domestic violence services
G. Infrastructure support
H. Small grants fund

Note: The draft EAAs are available to download as separate documents

Summary of equality impacts on the protected characteristics from the proposals:

<table>
<thead>
<tr>
<th>Protected characteristics</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Age</td>
</tr>
<tr>
<td>Overall funding programme</td>
<td>+/-</td>
</tr>
<tr>
<td>Improving self-care</td>
<td>+</td>
</tr>
<tr>
<td>Increasing community connections</td>
<td>+</td>
</tr>
<tr>
<td>Information and advice</td>
<td>+/-</td>
</tr>
<tr>
<td>Improving mental health</td>
<td>+</td>
</tr>
<tr>
<td>Short Breaks/Respite Care for adults and children</td>
<td>+/-</td>
</tr>
<tr>
<td>Domestic violence services</td>
<td>0</td>
</tr>
<tr>
<td>Infrastructure support</td>
<td>0/-</td>
</tr>
<tr>
<td>Small grants fund</td>
<td>+</td>
</tr>
</tbody>
</table>

+= Positive
0 = Neutral
- = Negative