

Report

Grants review: scope, timescale, methodology – referral report from the Strategic Planning Group

Edinburgh Integration Joint Board

17 November 2017

Terms of referral

1. When it met on 22 September 2017 the Edinburgh Integration Joint Board agreed to extend the health and social care related grants programmes due to expire in March 2018 for a further year to allow a review of these grants programmes to take place. The Board also agreed that future reports on the scope, methodology and timetable for the grants review should be considered by the Strategic Planning Group in advance of approval by the Joint Board.
2. The attached report setting out proposals in respect of the scope, timescale and methodology for the grants review was considered by the Strategic Planning Group on 3 November 2017.
3. The report proposes that the review should focus on driving forward and contributing to whole systems change to deliver on the priorities within the strategic plan of tackling inequalities and prevention and early intervention, which will help to reduce the pressures on services delivered by the Edinburgh Health and Social Care Partnership. It is also proposed that the scope of the review should be underpinned by an analysis of current grant expenditure and the Joint Strategic Needs Assessment and include consideration of:
 - the purpose of grants and when they should be used as opposed to other forms of procurement/funding mechanisms
 - the need to support both communities of place and interest
 - the outcomes relating to health and social care/wellbeing in the Locality Improvement Plans
 - the grant application, award and monitoring/evaluation processes to ensure they are streamlined, proportionate and allow effective monitoring of outcomes
4. A detailed timetable is attached as an appendix to the report that includes the establishment of a steering group, reporting to the Integration Joint Board, implementation of the new process and approval of recommendations.



5. The proposals in respect of methodology include membership of the steering group, principles which will underpin the way in which the review is undertaken, details of stakeholders to be involved and a commitment to produce an engagement strategy.
6. Following discussion of the paper the Strategic Planning Group agreed to:
 - i. endorse the proposed scope for the review of grants set out in paragraph 8 of the report
 - ii. endorse the proposed timescale for the review of grants set out in Appendix 2 of the report
 - iii. endorse the proposed membership of the Steering Group set out in paragraph 13 of the report
 - iv. endorse the proposed methodology set out in paragraphs 14 and 15 of the report
 - v. endorse the proposal that the principles established through the grants review should be applied to any other health and social care related grants or grant programmes as and when they expired
 - vi. reword the key risks section of the report prior to referral to the Integration Joint Board to better reflect the concerns of the third sector representatives
 - vii. re-word the financial implications section of the report prior to referral to the Integration Joint Board to make it clear this would be an opportunity for using resources in a different way
 - viii. involve the Carers Strategy Partnership Group in the review at the appropriate stage along with the other strategic partnerships
 - ix. receive progress updates on the review at each meeting of the Strategic Planning Group until the review is completed.

For Decision/Action

7. The Strategic Planning Group agreed to refer the report to the Integration Joint Board, with the recommendation that the Board approve the proposals in respect of the scope, timescale and methodology for the review of health and social care grant programmes as set out in the attached report.

Michelle Miller

Interim Chief Officer, Edinburgh Health and Social Care Partnership

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Background papers

[Review of Grant Programmes - report to Edinburgh Integration Joint Board, 22 September 2017](#)

Report to the Strategic Planning Group 3 November 2017 attached

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Report

Grants review: scope, timescale and methodology – *amended following discussion at meeting*

Strategic Planning Group

3 November 2017

Executive Summary

1. Following discussion of the proposed review of grant programmes at the Strategic Planning Group on 1 September 2017 and referral on to the Edinburgh Integration Joint Board on 22 September 2017; the Board agreed to:
 - extend the existing grants programmes due to expire on 31 March 2018 to 31 March 2019 to allow a review of the programmes to be undertaken; and
 - ask the Strategic Planning Group to consider proposals relating to the scope, timescale and methodology for the review, prior to these being presented to the Board for approval on 17 November 2017.
2. A small working group consisting of representatives of the third sector, housing associations, officers of the City of Edinburgh Council, NHS Lothian and the Edinburgh Health and Social Care Partnership has met to develop the proposals set out in this paper for consideration by the Strategic Planning Group.

Recommendations

3. The Strategic Planning Group is asked to:
 - i. endorse the proposed scope for the review of grants set out in paragraph 8 below
 - ii. endorse the proposed timescale for the review of grants set out in Appendix 2 to the report
 - iii. endorse the proposed membership of the steering group set out in paragraph 13 below
 - iv. endorse the proposed methodology set out in paragraphs 14 and 15 below

- v. endorse the proposal that the principles established through the grants review should be applied to any other health and social care related grants or grant programmes as and when they expire
- vi. recommend that the Integration Joint Board approves the proposals in respect of the scope, timescale and methodology for the review of health and social care grant programmes
- vii. indicate the frequency at which the Group wishes to receive progress updates on the review.

Background

4. A presentation was made to the Strategic Planning Group on 1 September 2017, detailing a number of health and social care related grants previously awarded by the Council and NHS Lothian that are due to expire on 31 March 2018. The funding associated with these grants is now delegated to the Integration Joint Board. The presentation proposed that the existing grant programmes should be reviewed to ensure strategic fit with the priorities of the Integration Joint Board and take account of the move to locality working and the development of the Locality Improvement Plans.
5. The Strategic Planning Group recognised that the need for the review to be undertaken in collaboration with the third sector and that there was insufficient time for this to be done properly before the grants expire on 31 March 2019. The Group therefore agreed to recommended to the Integration Joint Board that:
 - the existing grant programmes should be rolled forward to 31 March 2019, to allow time for the programme to be reviewed in collaboration with third sector partners
 - a small working group be established to define the scope and methodology for the review.
6. Following the approval of the report on the proposed grant review by the Integration Joint Board on 22 September 2017, the working group has met twice on the 13 and 20 October. The proposals set out in this report are the result of those meetings.
7. The working group was chaired by Wendy Dale, Strategic Planning, Service Redesign and Innovation Manager. Unfortunately, not everyone invited to be part of the working group was able to attend the meetings, however, all invitees have received the notes from both meetings and been invited to comment. The following people attended one or both meetings: Clair Ironside (Edinburgh Affordable Housing Partnership), Ella Simpson (EVOC and

Strategic Planning Group member), Moira Pringle (Chief Finance Officer) Moyra Burns (Health Promotion Manager, NHS Lothian), Neil Fraser (Procurement Team, City of Edinburgh Council), Stephanie-Ann Harris (Lothian Community Health Initiatives and Strategic Planning Group member), Suzanne Lowden (Strategic Planning and Commissioning Officer), Wendy Dale (Strategic Planning Service Redesign and Innovation Manager). Apologies for both meetings were received from Angela Lindsay (NE Locality Manager) and Graeme Henderson (Penumbra and Strategic Planning Group member).

Main report

Scope

8. The grants review working group recommends that the scope of the review of existing grant programmes should include:
 - i. A on focus driving forward and contributing to whole systems change to deliver on the priorities within the strategic plan of tackling inequalities and prevention and early intervention, which will help to reduce the pressures on services delivered by the Edinburgh Health and Social Care Partnership.
 - ii. Consideration of:
 - the purpose of grants and when they should be used as opposed to other forms of procurement/funding mechanisms
 - the need to support both communities of place and interest
 - the outcomes relating to health and social care/wellbeing in the Locality Improvement Plans
 - the grant application, award and monitoring/evaluation processes to ensure they are streamlined, proportionate and allow effective monitoring of outcomes
 - whether grants should:
 - be used to fund projects that do not directly support the delivery of the IJB strategic plan
 - be solely based on evidence
 - support “core” costs
 - provide 100% funding for organisations
 - deliver on additionality

- be used to joint fund initiatives with other partners
 - have upper and/or lower limits
 - have limited timescales/ be awarded on a one-off basis
 - all run for the same period.
- iii. Analysis of:
- current grant expenditure by:
 - Locality
 - Community of interest
 - Priority/funding criteria
 - the Health and Social Care Joint Strategic Needs Assessment (JSNA) and locality profiles
 - level of reliance on statutory funding by current grant recipients
- iv. Identification of gaps in preventative provision.
9. The review should also both inform and respond to the market shaping and facilitation strategy.
10. Whilst recognising that only those grants due to expire in March 2018 and detailed in Appendix 1, fall into the scope of the grants review; the working group recommends that the principles established through this review should be applied to any other health and social care grants or grant programmes as and when they expire.

Timescales

11. A detailed timetable for the review is attached as Appendix 2. This includes:
- the establishment of a steering group to oversee the process
 - the approval of the scope, timescale and methodology by the Integration Joint Board
 - providing the Integration Joint Board with a progress report in March 2018 and a final report with recommendations for approval in August 2018
 - the implementation of a new funding process in September 2018, to allow existing recipients to make applications and for decisions on these to be made by December 2018. This will allow organisations

that are not successful in attracting further funding sufficient time to make necessary arrangements

- the making of recommendations for allocation of funding in January 2019
- the implementation of new funding arrangements in April 2019.

12. The Strategic Planning Group is invited to indicate the frequency at which it should be updated on the progress of the review.

Methodology

13. It is proposed that the review of the grants programme will be taken forward by a steering group chaired by the Strategic Planning, Service Redesign and Innovation Manager. Membership of the steering group will include:

- the three third sector representatives from the Strategic Planning Group
- the social housing representative from the Strategic Planning Group
- the Chief Finance Officer of the Integration Joint Board
- the Health Promotion Manager from NHS Lothian
- a Locality Manager
- a representative from the Health and Social Care Partnership Contracts Team
- a representative from the City of Edinburgh Council's Procurement Service
- a representative from the Council's Communication Team.

14. The grants review will be undertaken in a way that:

- is open, transparent and respectful of all partners
- ensures the process that is truly collaborative, inclusive and straightforward
- makes use of available evidence bases whilst recognising the need to innovate and test new ways of working
- is outcome focused
- engages with citizens appropriately.

15. The following partners will be actively engaged in the review:

- existing grant recipients

- other third sector organisations who may be potential grant recipients
 - social housing providers
 - Locality Managers
 - Strategic Planning and Quality Managers.
16. Subject to approval by the Integration Joint Board, a detailed engagement programme will be developed by the Grants Review Steering Group.

Key risks

17. If the review of grants is not progressed on the basis of driving forward whole systems change to tackle inequalities and invest in prevention and early intervention, the Health and Social Care Partnership will struggle to:
- address the recommendations in relation to prevention and early intervention from the joint inspection of services for older people; and
 - deliver on the priorities of tackling inequalities and prevention and early intervention set out in the Integration Joint Board's Strategic Plan.
18. If the review is not undertaken with integrity in an open, transparent and collaborative way, there is a risk of loss of credibility for the Integration Joint Board and the Health and Social Care Partnership with the third sector and previously good relationships will be adversely affected.

Financial implications

19. The combination of the financial challenges facing the entire public sector and the increasing demand for services can only be addressed by doing things differently and more efficiently. The review of grants represents a real opportunity to drive forward change and deliver efficiencies across the whole system by placing a greater emphasis on tackling inequalities, prevention and early intervention and building on community assets. The proposed review has the potential to lead to a change in the profile of resource allocation across the statutory, independent and third sectors. At this stage, it is not possible to articulate what those changes might be until the review is completed.
20. However, in the current climate it would be remiss not to set a target around the level of efficiencies to be delivered. A target of 10% of the current annual budget for grants within the scope of the review is proposed, this is in line with the level of efficiency required from all services and, in monetary terms,

equates to £450k. Efficiencies could be delivered in a number of ways: by delivering more for the same amount of money; by enabling a reduction in services elsewhere in the system; by reducing the amount of budget available; or through a combination of the above.

Involving people

21. The proposals set out in this report have been produced by a working group including representation from the third sector, social housing providers, the City of Edinburgh Council, NHS Lothian and the Edinburgh Health and Social Care Partnership. If the proposals are approved by the Integration Joint Board, an engagement strategy will be produced to ensure collaboration with a wide range of stakeholders including citizens.

Impact on plans of other parties

22. The proposals in this report will impact upon third sector organisations and will be shared with the City of Edinburgh Council and NHS Lothian to ensure coherence as far as possible with any plans that they may have in respect of grants or third sector funding.

Implications for Directions

23. The proposals in this report will contribute to the delivery of Direction EDI_2017/18_16 c), which directs the City of Edinburgh Council and NHS Lothian to “collaborate with partners to review existing grant programmes”.

Background reading/references

[Review of Grant Programmes - report to Edinburgh Integration Joint Board, 22 September 2017](#)

Report author

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Appendices

Appendix 1	List of existing grant recipients within scope of the review
Appendix 2	Timetable for Edinburgh Integration Joint Board Grants Review

Appendix 1
Existing Grant Programmes

Health and Social Care Main Grant Programme 2017/18 awards

Organisation	Project	Client Group	2017/18 Grant Awards
ACE IT	Older people's computer training project	Older People	£63,954.00
Almond Mains Initiative	Older people's day service	Older People	£37,532.00
Broomhouse Centre	Lunch club/befriending/advice	Older People	£45,200.00
Calton Welfare Services Project	Older people's day service	Older People	£13,763.00
Caring in Craigmillar	Older people's phonelink	Older People	£59,135.00
Currie Day Centre	Older people's day service	Older People	£8,595.00
Dove Centre (The)	Older people's day service	Older People	£79,135.00
Forever Young Club	Older people's day service	Older People	£26,120.00
Harlaw Monday Group	Older people's day service	Older People	£5,353.00
Inch Golden Years	Older people's day service	Older People	£508.00
Libertus Services	Older people's support service	Older People	£25,684.00
Murrayfield Dementia Project	Older people's day service	Older People	£54,815.00
Northfield & Willowbrae Community Services Group	Older people's day service	Older People	£14,300.00
Oxgangs Care	Befriending	Older People	£53,213.00
Oxgangs Care	Community Resource - early intervention service	Older People	£73,800.00
Oxgangs Care	Dementia Support	Older People	£21,623.00
Pakistan Society Advice and Information Service	Older people's day & information service (BME)	Older People	£34,200.00
Pilmey Development Project	Day Services	Older People	£50,829.00
Pilmey Development Project	NEECAG Leith Older Men's Project	Older People	£8,200.00
Pilton Equalities Project	Day Services	Older People	£83,859.00
Pilton Equalities Project	Neighbourhood Group	Older People	£74,898.00
Pilton Equalities Project	Preventative Services	Older People	£75,901.00
Portobello Monday Centre	Older people's day service	Older People	£2,090.00
Portobello Older People's Project	Older people's day service	Older People	£13,952.00
Ripple Project (The)	Various services for older people	Older People	£39,269.00
Waverley Care	Community Outreach	Blood Borne Viruses	£220,228.00

Organisation	Project	Client Group	2017/18 Grant Awards
Positive Help	Support Service	Blood Borne Viruses	£32,615.00
Care for Carers	Dementia Project	Carers	£9,278.00
Care for Carers	Stepping Out Programme	Carers	£24,981.00
Edinburgh Headway Group	Brain Injury Carers' Support Project	Carers	£24,998.00
Edinburgh Young Carers Project	Young Adult Carers Service	Carers	£23,024.00
Eric Liddell Centre	Short Breaks/Day Trips/Information and Advice	Carers	£23,744.00
MECOPP	Asian Carer Support	Carers	£20,722.00
North West Carers Centre	Alternatives to Day Care	Carers	£25,000.00
PASDA	Carer Communication Worker	Carers	£24,857.00
Support in Mind	Stafford Centre Carers Project	Carers	£21,971.00
VOCAL	Carers Support Project South Edinburgh	Carers	£24,994.00
The Action Group	Advice Service	Disabilities	£15,000.00
Epilepsy Scotland	Support Service to individuals & families affected by Epilepsy	Disabilities	£7,357.00
Edinburgh Development Group	Support Service	Disabilities	£50,000.00
FAIR	Training advice and Advocacy	Disabilities	£85,200.00
Scottish Huntington's Association	Support Service to individuals and families	Disabilities	£26,258.00
Alma Project (The)	Arts Project for people with mental health issues	Mental Health/ Addictions	£28,800.00
Junction (The)	Drug Education Initiative - Young People's Worker	Mental Health/ Addictions	£22,175.00
Edinburgh Rape Crisis Centre	Counselling and Information Service	Mental Health/ Addictions	£38,395.00
Samaritans	Telephone Counselling Service	Mental Health/ Addictions	£3,023.00
Edinburgh Chinese Elderly Association	Various Services	Older People (BME)	£77,814.00
Milan	Day Care Provision/Information/Advice and Outreach Service	Older People (BME)	£99,242.00
NKS	Informational and Community Connection	Older People (BME)	£14,315.00
Sikh Sanjog	Healthy Activities/Socially Inclusive Events/Educational Support	Older People (BME)	£22,000.00
Totals			£ 1,931,919

Health Inequalities Grant Programme Awards for 2017/18

	Organisation	Project	2017-18 Grant award
Former CEC Health Inequality Projects	Bingham 50+	Activities for older people	£9,116
	Broomhouse Strategy Group	Health project	£23,515
	Carr Gomm	Social prescribing	£27,733
	CHAI	Advice service	£139,476
	Community Ability Network (CAN)	Advice service	£92,765
	Community Onestop Shop	Foodbank	£6,366
	COSS Chai Application		£16,348
	Corstorphine Youth and Community Centre	Activities for older people	£6,711
	Crossreach - Post Natal Depression Project	Post-natal depression	£9,094
	Drylaw Neighbourhood Centre	Community activities	£43,746
	Edinburgh Community Food	Healthy Eating Project	£137,508
	Feniks	Community activities - Polish community	£8,999
	Freshstart	Homelessness	£35,912
	Gorgie City Farm	Healthy Eating Project	£17,186
	GP Welfare Rights and Health	Advice service	£52,142
	Granton Information Centre	Advice service	£132,156
	Greening for Health - ELGT		£67,308
	Health All Round (HAR)	Health Project	£55,584
	LGBT Centre: Community health	Community Activities for LGBT community	£41,514
	Link up	Mental health	£14,162
	MECOPP	Activities for BME community	£21,510
	Muirhouse Millennium Centre	Community Activities	£47,474
	Pilton Community Health Project	Health Project	£71,452
	South Edinburgh Amenities Group SEAG	Community Transport	£70,902
	South Edinburgh New CHI Project	Health Project	£40,926
	The Ripple	Community Activities	£34,504

	Organisation	Project	2017-18 Grant award
Former CEC HI Projects	Volunteer Centre Edinburgh	Timebank	£25,715
	Welcoming Association	Community activities for migrants	£9,168
	Wester Hailes Health Agency (WHHA)	Health Project	£54,617
	WHALE	Art and health project	£39,537
	CEC Total		£1,353,148

	Organisation	Project	2017-18 Grant award
Former ECHP Health Inequality Projects	Pilton CHP	Health Project	£112,927
	Health All Round	Health Project	£31,684
	Wester Hailes Health Agency (WHHA)	Health Project	£82,229
	Broomhouse Strategy Group	Health Project	£21,951
	Community Renewal	Employment Project	£40,000
	Health In Mind	Mental Health	£10,000
	NKS	BME women	£23,891
	LCHIF	Health Project	£28,235
	Link Up	Mental Health	£6,959
	GP Welfare Advice (CAE)	Advice services	£23,551
	LCHIF	Health Project	£20,000
	RNIB	Sensory impairment	£27,979
	CHSS Arabic link worker	BME Health Project	£20,000
ECHP Total		£449,406	

Social Justice Fund Grants awarded in 2017/18

Project	Description	Total value
Health Inequalities Communication	Co-production and dissemination work to ensure practical actions go ahead	£1,113
Get Up and Go	provides clear, accessible information for inclusive activities for older people in both printed and on-line formats	£27,160

Total		£28,273
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Grants awarded from Integrated Care/Social Care Funds 2017/18

Funding source	Description	Value
ICF Grants agreed following review of projects in March 2017	LOOPs Hospital Discharge project (funded from SCF for 2017/18)	£313,240
ICF Grants to be reviewed by 31 March 2017	Third sector prevention investment fund (funded from ICF for 2017/18)	£414,450
Total		£727,690

Appendix 2

Timetable for Edinburgh Integration Joint Board Grants Review

Month	Activity	Date
<u>Oct 17</u>	Grant Review Working Group set up	13 Oct 2017
<u>Nov 17</u>	EIJB approves scope, timetable and methodology for review	17 Nov 2017
<u>Dec 17</u>	Christmas holiday period	25 Dec 2017 to 5 Jan 2018
<u>Nov 17- July 18</u>	Review undertaken (8 months)	Mid Nov 2017 - Mid July 2018
<u>Mar 18</u>	Progress Report to SPG and EIJB	March 2018
<u>Apr 2018</u>	Easter holiday	26 Mar to 6 Apr 2018
<u>July 18</u>	EIJB Grant Review Report finalised Summer holiday period	End July 2018
<u>Aug 18</u>	New priorities and process approved by EIJB Summer holiday period	Aug 2018
<u>Sept 18</u>	Implement new commissioning process Deliver information/briefing session for applicants	Mid Sept 2018 End Sept 2018
<u>Oct 18</u>	Funding criteria and application/proposal forms available on-line Grant application process open	5 Oct 2018 5 Oct 2018
<u>Nov 18</u>	Deadline for application/proposal forms to be returned Applications assessed	9 Nov 2018
<u>Dec 18</u>	EIJB/partnership assessments of applications/proposals completed EIJB Funding Panels Partnership meetings to agree recommendations Disinvestments – consultation and reporting Balance grant recommendations to known budgets	Early Dec 2018 Early/Mid Dec 2018 Mid Dec 2018

Month	Activity	Date
<u>Jan 19</u>	Equality Impact Assessments to be complete where required Draft EIJB report Report with recommendations for 2019/22 grant allocation finalised	Mid Jan 2019 Mid Jan 2019 End Jan 2019
<u>Feb 19</u>	Agenda Planning for Edinburgh Integration Joint Board (TBC) Edinburgh Integration Joint Board (Date TBC) to approve recommendations	Feb 2019
<u>Feb 19</u>	Budget setting by Council F&R Committee (Date TBC)	Feb 2019
<u>April 19</u>	Implement grant/contract awards from EIJB report through agreements or contract documents, initial payments	1 April 2019