

Subject:	Community Partnership Projects - Joint Working Policy	Status:	For Publication
Report to:	Cabinet	Date:	15 th February 2017
Report of:	Finance Manager & Housing and Regeneration Project Manager	Portfolio Holder:	Resources & Performance
Key Decision:	<input type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception <input type="checkbox"/>	Special Urgency <input type="checkbox"/>
Equality Impact Assessment:	Required: Yes/ No	Attached:	Yes/ No
Biodiversity Impact Assessment	Required: Yes /No	Attached:	Yes /No
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1.	RECOMMENDATION(S)
1.1	That Members consider and approve the introduction of the two policies being proposed.

2. PURPOSE OF REPORT

- 2.1 The purpose of the report is to inform Members of the growing need for operational policies which underpin the joint working between the Council, local community groups and community interest companies in order to safeguard public assets, funds and events.
- 2.2 This report includes two separate, but complementary, policies to provide guidance for joint-working projects. They stipulate the required agreements which should be in place before these projects begin, good project governance arrangements both during and after. They also aim to secure the interests of the Council and the public and ensure value-for-money for the community as a whole.

3. CORPORATE PRIORITIES

- 3.1 The matters discussed in this report impact directly on the following corporate priorities:
- **Regenerating Rossendale:** This priority focuses on regeneration in its broadest sense, so it means supporting communities that get on well together, attracting investment, promoting Rossendale, as well as working as an enabler to promote the physical regeneration of Rossendale.
 - **Responsive Value for Money Services:** This priority is about the Council working collaboratively, being a provider, procurer and a commissioner of services that are efficient and that meet the needs of local people.
 - **Clean Green Rossendale:** This priority focuses on clean streets and town centres and well managed open spaces, whilst recognising that the Council has to work with communities and as a partner to deliver this ambition.

The primary focus of the community projects in target the regeneration and well-managed open spaces priorities. Ensuring that these collaborative projects are run effectively and efficiently, whilst safeguarding public assets, meets the responsive value for money services priority.

4. RISK ASSESSMENT IMPLICATIONS

4.1 All the issues raised and the recommendation(s) in this report involve risk considerations as set out below:

- There is a risk that grant projects simply chase the grants available, rather than meeting the needs or expectations of local people - these 2 policies try to address that issue early to prevent unnecessary effort and wasted grant resources.
- Physical risks - the Council needs to ensure that its own physical assets are protected as well the facility users and members of the public. For capital project this includes health and safety considerations of any equipment being installed or works being undertaken. For revenue projects this includes the safety of the public attending or taking part in events or taking advantage of services.
- Financial risks - the Council must ensure that its own scarce resources are used to best effect as efficiently as possible. This includes everything from making sure that community projects target their activities wisely, to procuring goods and services well, and making the best use of grant funds available. In many instances the Council's part in these projects is to provide cash-flow support and the risk associated with this is that costs are incurred by the Council, but grant funds promised do not materialise. Community partners must ensure that everything is in place to allow them to claim grants as intended and that the funds are paid over to reimburse the Council promptly.
- Reputational risks - the Council wants to encourage and empower local community groups to bid for the grants available to improve the borough in these collaborative projects. However, community groups must understand that if any single project falls short of achieving its aims, or is seen to waste the grants available, this may present a reputational risk for the Council and the borough that has implications for other community groups and projects in the future. Therefore it is essential that projects are well managed, well targeted and well publicised for the right reasons.
- Partnership risks - if the Council did not support these projects then there would be a real risk of losing community support, because they do not have the cash-flow abilities to undertake works in advance of receiving grants. Without these grants the Council would simply not have the resources to deliver the projects and the community as a whole would lose out. Whilst success encourages other groups to participate, the reverse is also true and if one community group were seen to fail in a project it would deter others in the future. To avoid this impact the Council would most likely be called upon to "bail out" the situation, either in terms of cash or staff time, both of which are scarce resources for the Council. A well-run project following the policies attached should minimise the risk of such failure.

5. BACKGROUND AND OPTIONS

5.1 In September 2015 a community-led capital project came to light to improve the Rosemount Community Gardens at Huttock End Lane in Stacksteads. This project had already got full funding guarantees, plans were in place and it was ready to commission the physical works and at that point Council financial involvement was required. It came to light that several officers had been consulted or involved in the project over quite a long period of time, but there was no coherent plan or project approval by either senior officers or members. It quickly became obvious that this was not the only such project in the pipeline and the Council needed a proper planning process and subsequent implementation process to ensure that such projects were well managed.

5.2 To understand how the project had reached the stage that it had, one needs to appreciate that after 2010 grants for capital and revenue projects were targeted to community groups rather than local councils as part of the “Big Community” initiative. With third party grants on offer from environmental firms such as Lancashire Environmental Fund (LEF), Biffa, Virridor and Newground and most recently the 5p carrier bag grants from larger retailers, there is now a range of development opportunities available for community groups to improve their local environment. Some of these capital grants can be in the tens of thousands of pounds and in combination can easily reach between £50k-£100k. Managing such projects takes skill and organisation which is not always available within the community group.

There are also a handful of community interest companies which can help the community groups to develop and manage projects, bid for grants, consult the public, draw up plans, etc. Some of the grants available go through these companies rather than the related community group.

Most of these grants are payable in arrears once there is proof that the works have been done and contractors have been paid. With the values involved there is no way small community groups can afford to implement the schemes without the cash-flow funding support of the Council. But this brings risks that the Council might incur all the costs, but not get reimbursed either because the grant is not claimed, or not claimed in time, or that funds are not passed on by the community groups or community interest companies.

5.3 Members might ask why the Council would participate in such projects given the associated risks and the following advantages have been considered:-

- The Council owns the assets which are the subject of the grant schemes and as such needs to protect the future of those assets and the public who use them. Therefore Council officers should have the final say on the health & safety of equipment being proposed/installed.
- The Council can recover the VAT for works on its property thereby ensuring the maximum impact from the grant funds available.
- In many of these grant schemes the Council’s net cash contribution is very little, so these represent a very efficient way of improving the facilities available for the local community, especially at a time of limited capital resources for the Council.
- Involvement in such schemes builds capacity and drive within local community groups, which encourages future engagement and involvement and brings in matched funding time and effort from residents. In the longer term this usually means that communities are more invested in their facilities are so they are less likely to suffer damage in the future.

5.4 The Finance Manager was asked to look at the process so far and the potential issues which would lie ahead for the Council if it took on the role of banker or accountable body for such grants. Several meetings were arranged to discuss what involvement different departments had already had with this project, including a meeting with the community interest company which was managing the scheme and the community group lead officer who also happened to be a Council member.

The two documents (Appendix 1b & 1c) and the process (Appendix 1d) attached to this report were developed in partnership with all those concerned and tested on both the

Rosemount Community Gardens project and the subsequent Fallbarn Play Area project. Lessons have been learned from those two projects and both Approval documents have been amended to incorporate the suggestions to improve the risk mitigation aspects for all parties.

The main issues being addressed at the In Principle Approval (Appendix 1b) stage are:-

- Does the Council actually own the asset involved and does the scheme fit in with the long-term aspirations for the property?
- Does the scheme fit with the Council's general plans for the area and might it require planning permission which might delay the scheme?
- Does the scheme meet with the strategic and operational plans for the asset? Can it be maintained in the future without extra costs?

If so, then the community group can get an In Principle Approval to go ahead and consult the public, draw up firm plans, estimate the likely costs and apply for grant funding. It is important that the community and the community interest company understand that if funding is not secured the abortive work so far is done at their own risk.

At this stage it is also important that the governance arrangements for the community group are established. This is simply a case of the group providing a copy of their constitution to the Council for review and supplying the name of the group member who will be responsible for the project on behalf of the group.

Once funding is confirmed the scheme is ready to progress to the Project Delivery Approval stage (Appendix 1c). It is important that all parties articulate, understand and sign up to their respective responsibilities in order to protect each party going forward. Grant claim processes and deadlines must be clear. Management and procurement responsibilities must be clear. Both the community group and the community interest company must sign their agreement to claim and then pass over the grant funds to the Council, in return for which the Council will front-fund the project delivery and reclaim the VAT, etc.

5.5 The resulting process and documents have now been collated into a Policy (Appendix 1a) which is designed to promote such projects in the future, but to protect the Council's interests and public safety and services at the same time.

5.6 Following the application of this draft policy to the above projects it became apparent earlier this year a policy is also needed in relation to revenue projects where the Council is the grant applicant or the accountable body for community group led projects, typically involving the delivery of events or services rather than capital works

Whilst the grant values concerned are generally much smaller, the issues being encountered are remarkably similar. Therefore, the capital scheme policy and its documents have been adapted to apply to revenue projects, (Appendix 2a,b & c) using the Stacksteads Lantern Parade as the developmental project.

The revenue policy focuses more on the value for money and safety aspects of the scheme. Supplies and services should be procured in line with the Council's own procurement policy to ensure that adequate quotes or tenders are obtained to ensure value for money and the required terms and conditions to protect both the community group and the Council. At the same time activities or event organisers should be mindful of the need

to ensure the safety of all concerned and in this respect it should follow the event safety guidance already available on the Council's website.

At the In-Principal stage it is also important that the governance arrangements for the community group are established. Again, this is simply a case of the group providing a copy of their constitution to the Council for review and supplying the name of the group member who will be responsible for the project on behalf of the group.

- 5.7 Members are asked to consider the two policies presented here and approve them for full implementation going forwards.

6. SECTION 151 OFFICER

- 6.1 Financial matters are dealt with in each of the two policies attached to provide security of Council assets and resources as well as to ensure value for money in the delivery of facilities and services to the public.
- 6.2 Council must balance the application of its own scarce resources with its priorities. These policies aim to ensure that grant funds are not chased, just because they are there, but rather they are carefully targeted to meet identified needs and benefit the community as a whole.

7. MONITORING OFFICER

- 7.1 Given the potential values and risks involved in these schemes, the Council will also need to review the requirement for a separate legal agreement to be entered into between the Council and the community group. This would be applicable at the Project Delivery Agreement stage and would provide a formal agreement that would protect the Council throughout the life of the project and beyond.

For capital works and/or supply of equipment, the Council will be entering to standard legal agreements directly with the contractors, having complied with the Contract Procedure Rules.

8. POLICY IMPLICATIONS AND CONSULTATION CARRIED OUT

- 8.1 Consultation has been carried out through the implementation of the draft policies on two capital schemes and one revenue project. The lessons learned have informed amendments and improvements to the policy which is presented here.

Consultation has been carried out with:

- 8.2 Head of Finance, Monitoring Officer and the Head of Operations.
- 8.3 Managers and officers in Property Services, Planning, Parks and Regeneration departments.
- 8.4 Councillor Marriott as Portfolio holder for Resources and Performance and Councillor Oakes as lead contact for Stacksteads Community Group which has been involved in both the capital and revenue grant schemes.
- 8.5 Proffitts a local community interest company which has been instrumental in the capital projects looked at so far.

9. CONCLUSION

- 9.1 Both capital and revenue grant schemes being run by community groups now play a vital part in the effective and efficient delivery of facilities and services to local residents,

especially given the pressures on the Council's scarce resources.

9.2 These two policies aim to encourage and support such projects whilst protecting the interests of the Council and the public which it serves.

Background Papers	
Documents	Place of Inspection
Rosemount Community Gardens scheme & Fallbarn Play Area scheme.	Financial Services.
Stacksteads Lantern Parade	Health, Housing and Regeneration

Joint Working Policy Rossendale Council and Community groups

Grant-funded Capital Projects

September 2016

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1. Introduction

- 1.1. This policy (and its related procedure) is to provide guidance to local community groups who wish to develop projects which aim to develop areas of Council land for the benefit of the community as a whole.
- 1.2. Since 2010 more grants for investment projects have come through to voluntary groups, community groups and community interest companies, rather than direct to local councils, as part of the government's "Big Society" initiative and the Council acknowledges the valuable contribution these groups can make in the current environment. In addition to external cash funding, the voluntary sector often brings in-kind support from local residents which is vital in ensuring that facilities are designed with the residents and users support and implemented with their assistance.
- 1.3. The Council wants to work with local resident groups, rather than in isolation, for the benefit of everyone and this policy has been developed in conjunction with officers from all the Council departments which are involved in these projects, as well as with representatives from the Community Groups currently developing and obtaining funds for the first few of the projects and a Community Interest Company delivering them.
- 1.4. Over the last 18 months the values available for these projects has increased, including the introduction of the new 5p carrier bag grants and environmental funds from sources such as Biffa, Lancashire Environment Fund (LEF), Viridor and Newground, leading to more substantial grants for larger projects. These projects are typically capital works on Council land and assets, therefore a robust policy of joint working needs to be put in place to ensure that all parties understand their responsibilities right from the project design phase through to implementation and claiming/transfer of funds.

2. Aims of the policy

2.1. The aims of the policy are:

- To protect public assets - by ensuring good governance principles in the decisions around the use of Council assets, including making sure that Council Officers and Members are involved in decision making from an early stage, even if the Council has a net £nil contribution towards the project costs. It is also important that the final project approval should follow similar lines as the Council's own internal decisions made under the constitutional Scheme of Delegation.
- To ensure best value on the projects - by enforcing application of the Council's own policies towards procurement, contract management, health & safety, etc.
- To protect public funds - by making sure that all parties understand their responsibilities with regards the claiming and paying over of grant monies and commit to these in a legally binding agreement.
- To protect the voluntary and community groups themselves - by explaining their responsibilities and setting out a clear process for these projects and thereby hopefully produce the best outcome for all parties.

3. Roles and Responsibilities

3.1. The Council

- As owner of the land and assets involved in these projects it is for the Council to have the ultimate decision on whether the project should go ahead, irrespective of any net funding implications required.

- This is a two-stage decision process - both officers and members must approve the project in principle initially to ensure that it meets the Council's strategic, operational and financial objectives.
- In the second stage the decision is more about protecting the public interests, both financially and legally
 - does the project design meet Council standards?
 - does the funding stack up and have all funding sources been confirmed?
 - has the grant claiming and receiving process been agreed, including an assessment of the credit-worthiness of the community/voluntary group(s) receiving those grants?
 - In this decision-making process the Council's own constitutional rules and procedures should be applied.
- As asset owner, the Council must undertake the procurement exercise and enter into the contracts for any equipment or implementation works. Procurement must follow the Council's own constitutional arrangements and payment is conditional on the goods/works meeting the Council's standards of quality and safety, and being signed off by council officers.

3.2. The Community Group

- The Community Group must act for the benefit of the whole community and ensure robust public consultation in the design of their project.
- The design must balance quality, cost and safety of equipment within the budget available. Any equipment must meet the Council's safety standards and officers should be consulted before firm plans are drawn up.
- The Community Group must apply the same principles of good governance with regards to public funds and assets as the Council itself would do. Where funds come direct to the Community Group for these projects, the group must protect these funds and transfer them promptly to the Council as indicated within the Project Delivery Agreement (Appendix 2). One responsible officer from the Community Group will be required to sign a legally binding agreement to this effect ahead of any goods/works being ordered.

3.3. The Community Interest Company

- It is likely that many groups will use the services of a Community Interest Company to assist in designing the project, planning the public consultation, bidding for funds, etc. Some funds may indeed come via this company rather than the Community Group, in which case the company must adhere to the same governance principles as the Community Group above. In order to protect public funds grants received must be kept in a separate bank account ("Clients Account") and not combined with the operational resources of the company.
- The Company must produce full invoices for its work on the project, charged to the Council, and these invoices will be paid on the same basis as any third party contractor, to ensure full transparency of all costs and grants through the Council's accounts and compliance with VAT rules. (ie. costs of work must not be simply deducted from the grant received).
- The Company will design the project and potentially assist in the specification of tenders for goods and works. They may also manage the implementation phase, but ultimate sign-off of the works and equipment will remain with the Council Officers to ensure full safety compliance before contractors are paid.

4. At the outset of the project development

- 4.1. Before any grant applications are developed, Council officers must ensure that the initial proposals
 - meet the Council's aspirations for the general use of the site
 - are in line with planning requirements for the site
 - can be incorporated into the long-term parks maintenance schedule without additional revenue resource requirements
 - can be secured by legal agreements between the Council and the community group
 - have the backing of members
- 4.2. This will be confirmed by all the relevant officers and the Portfolio Holder of the Council signing off an In-Principle Project Approval form (Appendix 1).
- 4.3. At this point community groups should also provide the Council with a copy of their constitution to ensure that they are properly set up before they apply for grants.

5. Working up the project and obtaining funding

- 5.1. When the initial in-principle approval has been signed off, the community group will be able to begin looking at plans and costs so that they can apply for grants and contributions.
- 5.2. Typically they will engage external help in the form of a landscape architect, perhaps through a Community Interest Company, who will consult the public, Council and other stakeholders and draw up detailed plans and grant applications.
- 5.3. The cost of works done at this stage fall entirely on the Community Group or the Community Interest Company. If funding cannot be found for the project to go ahead, these abortive costs cannot be borne by the Council.

6. Before the project starts

- 6.1. Once the required resources have been secured and grant funding offer letters have been received, the initial approval needs to be revisited to ensure that the original considerations are still relevant and valid.
- 6.2. Where works are being done on Council land, the Council can reclaim the VAT element of the costs, so it is more cost-efficient for everyone concerned if tenders and contracts are let in the Council's name and paid for initially by the Council with all costs being recovered through the grants already confirmed above. To protect everyone at this point, there needs to be a legally binding Project Delivery Agreement (Appendix 2) between the Council, the Community Group and the Community Interest Company to ensure that project costs and resources are understood and everyone signs up to their own actions and responsibilities (see Implementing the project below).

7. Implementing the project

- 7.1. The community group's landscape architect will ensure that detailed specifications are drawn up ready for tenders to be issued. These must be developed in consultation with the Council officers to ensure that all health and safety requirements are met and that they meet the Council's quality standards.
- 7.2. Rossendale Borough Council will lead the tendering process and let the contracts as long as the total costs are covered by the resources documented in the Project Delivery Agreement above. For projects over £15k a Council Scheme of Delegation will also need to be completed in order to sign off the award of tendered contracts - this will be informed by both the In-Principle Project Approval form and the Project Delivery Agreement.
- 7.3. The Council and the Community Group/Community Interest Company will work in partnership to ensure that the project is delivered to the specifications and standards as agreed above.

7.4. The Council will be responsible for the final sign-off of the works and subsequent payment of contractor invoices and will then provide copies of all payments to the Community Group/Community Interest Company. Council officers will inspect all works for completion, quality and health and safety standards before they agree to pay the contractors, but the Community Group's landscape architect may be involved in the project oversight whilst works are ongoing to ensure that their original plans are being delivered.

7.5. The Community Group/Community Interest Company will be responsible for drawing down the funding from their sources in line with the agreed plans. In practice this can happen in one of several ways

- The funds are claimed by the Community Group/Community Interest Company, but come direct to the Council's bank account - in which case some funders refer to the Council being the "accountable body". This is the preferred funding path wherever possible.
- The funds are claimed by the Community Group/Community Interest Company and come direct to their bank account and it is then their responsibility to pass them on to the Council (Council invoices will be provided if required). For Community Interest Companies funds should be held in a "Client Account", separate from the main business account.
- The funds are already held by the Community Group or provided to them in advance of the works and they are then paid over to the Council in accordance with a timetable agreed at the start of the project in the Project Delivery Agreement (Appendix 2).

7.6. Many larger projects will work on staged payments or phases and these may be planned to coincide with staged grant claims. In these cases the inspection, payment and subsequent grant claims processes will be repeated until the project is completed. It is normal to hold a small retention on the final payment to ensure that any snagging issues can be resolved amicably, in which case this could delay the final grant claim and this should be factored into the project timetable from the outset.

8. Project timetables

8.1. The Community Group/Community Interest Company must set out the project timetables in the Project Delivery Agreement (Appendix 2) before the project begins. This must set out and meet any deadlines provided by the funding providers to ensure that funding conditions are met and the receipt funds therefore protected.

9. After the project ends

9.1. The community group will be responsible for meeting any and all conditions of their grants, such as progress reports, stage claim submissions, end of project evidence and reports, etc.

9.2. Ongoing maintenance arrangements should be included in the Project Delivery Agreement (Appendix 2) before the project begins.

10. Policy Consultation

10.1. The following people/groups have been consulted in the design of this policy:

- Council Property Services Manager
- Council Planning Manager
- Council Operations Manager and officers from the Parks team
- Council Legal Services Manager
- Council Section 151 Officer
- Council Portfolio Holder for Resources and Performance - Councillor Marriott
- Member of community group Stacksteads Countryside Park Group - Councillor Jackie Oakes

- Manager of community interest company Proffitts - Investing in Communities - Martin Proffitt

11. Policy Disclaimer

11.1. It is accepted that this policy and its procedures may not cover every eventuality as each individual project may follow a different pattern, but this is a minimum designed to protect all parties - Council, community groups and contractors. In many cases community groups will employ a professional third party to help them work up plans for their projects and apply for grants to implement them. Whilst the Council welcomes such expert assistance, consideration should be given in the drafting of the Project Delivery Agreement (Appendix 2) as to whether such an organisation should become a third signatory to the agreement to ensure completeness in the governance arrangements.

12. Review of the Policy

12.1. This policy will be reviewed every three years or as legislation requires in consultation with the Council's Portfolio Holder for Resources and Performance.

Appendices attached :-

- (1) In-Principle Project Approval form
- (2) Project Delivery Agreement
- (3) Flowchart guide for Project Approval and Delivery

Community-led Capital Projects In-Principle Project Approval



Site			
Community Group			
Contact Name		Tel email	
Proposed project details			
Date of Application			
Community Interest Co.			
Funding plans			

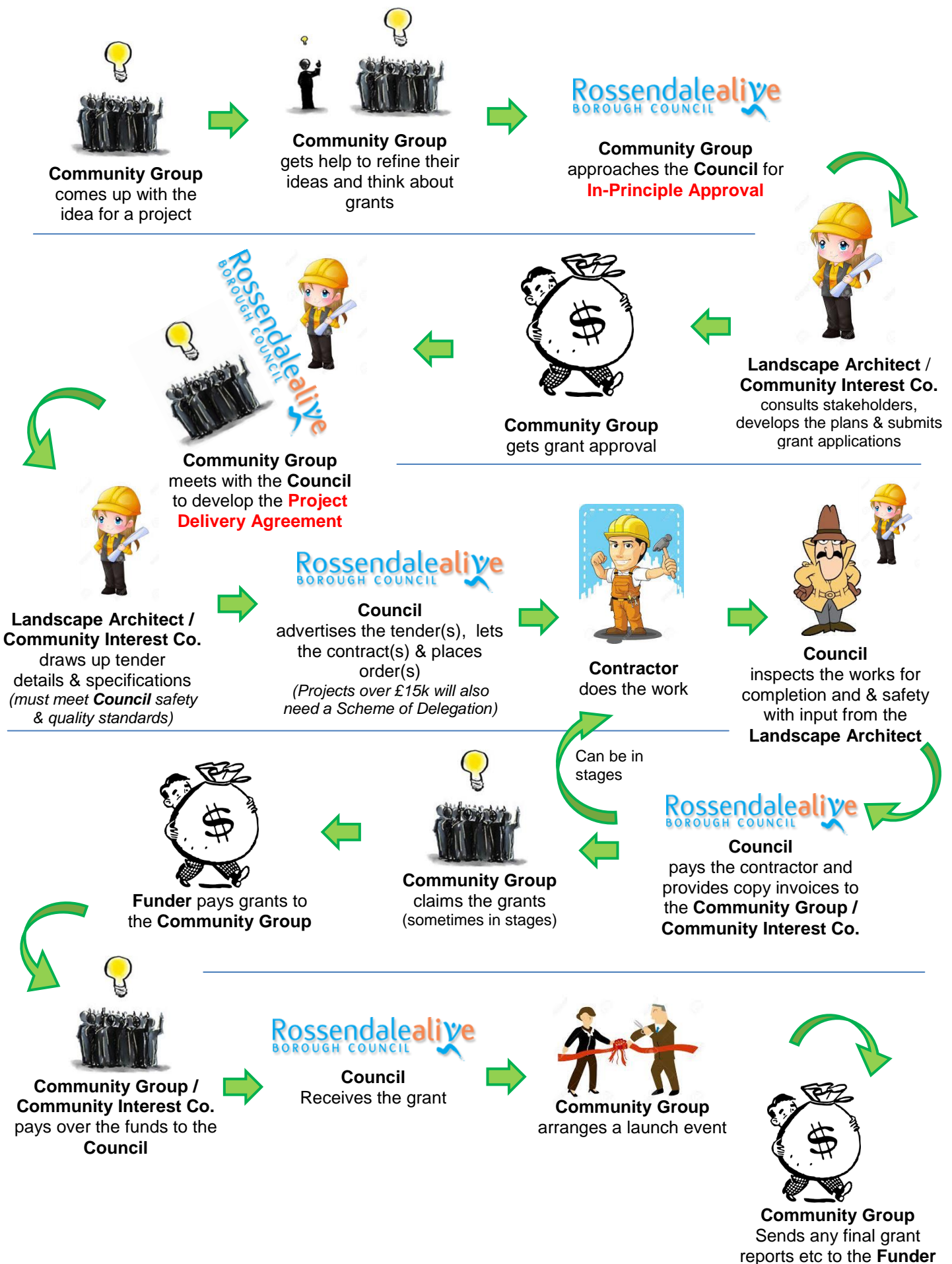
Property Services		
Does the Council own the site?		
Does this project fit in with the Council plans for use of the site?		
Are there any tenants on this site?		
Approval in principle	Signed	Date
Planning Services		
Is this site the subject of any current planning applications?		
Does this project comply with planning expectations for the site?		
Is a planning application required?		
Approval in principle	Signed	Date
Parks Services		
Any current maintenance or inspection regimes? <i>(give details)</i>		
Does the project fit in with current play & parks strategy?		
Does this project comply with health & safety considerations?		
Is it likely to have any future revenue impact to maintain?		
Approval in principle	Signed	Date
S151 Officer approval	Signed	Date
Monitoring Officer	Signed	Date
Portfolio Holder approval	Signed	Date

Community-led Capital Projects Project Delivery Agreement

Site			
Community Group			
Contact Name		Tel: email:	
Community Interest Co.		Tel: email:	

Details of the Project costs & funding		
Details of the goods/works to be done		
Estimated project costs		
Funding secured <i>(must provide copies)</i>		
Funding already held		
Total resources		
Any funding gap?		<i>(how is this being tackled?)</i>
Details of the Project works & contracts		
Who is providing detailed plans & specs?		Cost?
When are plans/specs due to be provided?		
Council project lead		
Community project lead		
Tendering period plans		
Works period plans		
Completion deadline		
Financial Arrangements		
Fund claiming format and expected timetable for receipt by RBC?		
Community funding lead		
Post-project reporting?		
Community Group	Signed	Date
Community Interest Co	Signed	Date
S151 Officer	Signed	Date
Monitoring Officer	Signed	Date
Portfolio Holder	Signed	Date

Community-led Capital Projects Project Approval and Delivery



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Grant-funded Revenue Projects

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1. Introduction

- 1.1. This policy sets out the policy and procedures to be followed where the Council is working in partnership with local community groups to apply for external grant funding to deliver a revenue project.
- 1.2. Local Authorities are increasingly looking to work in partnership with local community and voluntary organisations to deliver community projects, in line with the government's "Big Society" agenda and the Council acknowledges the valuable contribution these groups can make in the current environment. Funders often prefer to fund constituted community groups, or to fund projects where there is a high degree of community involvement. In addition to external cash funding, the community and voluntary sector brings in-kind support from volunteers which is essential to the viability of projects.
- 1.3. Some grant funders prefer to fund community projects through a local authority, particularly for larger community projects. This policy covers those projects where the Council is the applicant and accountable body for a revenue project delivered in partnership with one or more community organisations.
- 1.4. The project may be delivered wholly or partly by a community organisation. Therefore a joint working policy needs to be put in place to ensure that all parties understand their responsibilities for delivery and governance of the project.

2. Aims of the policy

2.1. The aims of the policy are:

- To ensure best value on the projects - by ensuring application of the Council's own policies towards procurement, contract management, health & safety, etc.
- To protect public funds - by making sure that all parties understand their responsibilities with regards the claiming and paying over of grant monies and commit to these in a legally binding agreement.
- To protect the voluntary and community groups themselves - by explaining their responsibilities and setting out a clear process for these projects.

3. Roles and Responsibilities

3.1. The Council

- Officers and members must approve the project in principle to ensure that it meets the Council's strategic, operational and financial objectives.
- Officers will work with the community group(s) to apply for funding to deliver the project.
- Officers will ensure that the Council's constitutional rules and procedures in relation to procurement, health and safety etc. are applied to the project.

3.2. The Community Group

- The community group will work with the Council to identify potential funders and apply for funding for the project.
- The community group will develop, design and deliver the project, in conjunction with Council officers as specified in the partnership agreement.
- The Community Group must apply the same principles of good governance with regards to public funds and assets as the Council itself would do.

- The community group must ensure compliance with the terms and conditions of the grant funder.

4. Working up the project and obtaining funding

- 4.1. The community group must supply the council with a copy of their constitution so that officers can be sure that they are properly set up before they start applying for grants.
- 4.2. When the initial in-principle approval has been signed off, the community group will be able to begin looking at plans and costs to enable a grant application to be submitted.
- 4.3. The cost of any activity at this stage is the responsibility of the Community Group.

5. Before the project starts

- 5.1. Once the required resources have been secured and grant funding offer letters have been received, a legally binding Partnership Agreement between the Council and the community group will be put in place to ensure that roles and responsibilities are understood.

6. Implementing the project

- 6.1. The Council and the Community Group will work in partnership to ensure that the project is delivered to the specifications and standards agreed and in compliance with the terms of the grant funder.
- 6.2. Where funding comes direct to the Council, as the accountable body, the community group will invoice the Council in accordance with the Partnership Agreement.
- 6.3. Where the community group is responsible for the project management and delivery of the project, the community group must ensure that the Council's constitutional rules and procedures in relation to procurement, health and safety etc. are applied to the project. Any overspend on the project is the responsibility of the community group.
- 6.4. It is likely that grant funded revenue projects will be centred on an event or activity. The community group will be responsible for obtaining appropriate licences and ensuring event safety including submission of details to the Events Safety Advisory Group.
- 6.5. Many larger projects will work on staged payments or phases and these may be planned to coincide with staged grant claims.

7. Project timetables

- 7.1. The project timetables will be set out in the Partnership Agreement before the project begins. This must set out and meet any deadlines provided by the funding providers to ensure that funding conditions are met and the receipt funds therefore protected.

8. After the project ends

- 8.1. The community group will be responsible for meeting any and all conditions of the grants, such as progress reports, breakdown of costs, end of project evaluations, etc.

9. Policy Disclaimer

- 9.1. It is accepted that this policy and its procedures may not cover every eventuality as each individual project may follow a different pattern, but this is a minimum designed to protect all parties - Council, community groups and contractors.

10. Review of the Policy

- 10.1. This policy will be reviewed every three years or as legislation requires in consultation with the Council's Portfolio Holder for Resources and Performance.

Appendices attached :-

- (1) In-Principle Project Approval form
- (2) Partnership Agreement

Grant Funded Revenue Projects Partnership Agreement

Community Group			
Contact Name		Tel: email:	

Details of the Project costs & funding		
Details of the project		
Estimated project costs		
Funding secured <i>(must provide copies)</i>		
Funding already held		
Total resources		
Any funding gap?		<i>(how is this being tackled?)</i>
Delivery of the project		
Who is responsible for project management and delivery of the project?		
Project timetable		
Council project lead		
Community project lead		
Who is responsible for providing monitoring and other information required by the funder?		
Who is responsible for ensuring compliance with all grant funding conditions?		
Financial Arrangements		
Who is responsible for financial monitoring and provision of a full breakdown of costs?		
Fund claiming format and expected timetable for receipt by RBC?		
Community funding lead		
Post-project reporting?		
Community Group	Signed	Date
S151 Officer	Signed	Date

Monitoring Officer	Signed	Date
Portfolio Holder	Signed	Date

Grant funded revenue projects In-Principle Project Approval



Community Group			
Contact Name		Tel email	
Proposed project details			
Date of Application			
Funding plans			

Approval in principle	Signed	Date
S151 Officer approval	Signed	Date
Monitoring Officer	Signed	Date
Portfolio Holder approval	Signed	Date

INITIAL EQUALITY IMPACT ASSESSMENT

Name of Policy, Decision, Strategy, Service or Function, Other: (please indicate)	Community Partnership Projects - Joint Working Policy	
Lead Officer Name(s) & Job Title(s) :	Janice Crawford - Finance Manager	
Department/Service Area:	Financial Services	
Telephone & E-mail Contact:	01706 252416	
Date Assessment:	Commenced: 16/11/2016	Completed:

We carry out Equality Impact Assessments (EIAs) to analyse the effects of our decisions, policies or practices. The EIA should be undertaken/started at the beginning of the policy development process – before any decisions are made.

1. Overview

The main aims/objectives of this policy¹ are:
<p>1.1. The aims of the policy are:</p> <ul style="list-style-type: none"> • To protect public assets - by ensuring good governance principles in the decisions around the use of Council assets, including making sure that Council Officers and Members are involved in decision making from an early stage, even if the Council has a net £nil contribution towards the project costs. It is also important that the final project approval should follow similar lines as the Council’s own internal decisions made under the constitutional Scheme of Delegation. • To ensure best value on the projects - by enforcing application of the Council’s own policies towards procurement, contract management, health & safety, etc. • To protect public funds - by making sure that all parties understand their responsibilities with regards the claiming and paying over of grant monies and commit to these in a legally binding agreement. • To protect the voluntary and community groups themselves - by explaining their responsibilities and setting out a clear process for these projects and thereby hopefully produce the best outcome for all parties.

(Refer to **EIA Guidance** for details)

Is the policy or decision under review (please tick)

New/proposed

Modified/adapted

Existing

INTERNAL ONLY

¹ Policy refers to any policy, strategy, project, procedure, function, decision or delivery of service.

Responsible Section/Team		Version	
Responsible Author		Due for review	
Date last amended		Page 1 of 3	

MANAGEMENT ACTION REQUIRED (to be completed by the relevant Head of Service following review by Management Team / Programme Board)

- Outcome of EIA agreed/approved by Management Team / Programme Board:
Yes No
- Is a full EIA required Yes No
- Referred back to Assessor for amendment : (date)
- Published/made publicly available on: (date)

Signed:..... (Head of Service / Director) Date:

Date of Review²:

[To be completed by Lead Officer]

² This date will be set on an annual basis as default for review unless otherwise specified by you.

Responsible Section/Team		Version	
Responsible Author		Due for review	
Date last amended		Page 2 of 3	

2. Equality Impact

Using the table below please indicate whether the policy/strategy/decision has a positive, negative or no impact **from an equalities perspective** on any of the protected equality groups listed below. **Please also give consideration to wider equality of opportunity and community cohesion impacts within and between the groups identified. If you have identified any negative impact and mitigating actions are not sufficient, you will need to complete a Full Equality Impact Assessment.**

Equality		Positive Impact (It could benefit)	Negative Impact (It could disadvantage)	Reason and any mitigating actions already in place (to reduce any adverse /negative impacts or reasons why it will be of positive benefit or contribution)	No Impact
Age	Older people	<input type="checkbox"/>	<input type="checkbox"/>	Any and all community groups will be equally able to apply for grants independent of the Council. Where schemes are proposed they will be considered against existing strategies such as the Forward Plan and the Play Pitch Strategy which have been assessed for equalities impacts in their own right.	<input checked="" type="checkbox"/>
	Younger people and children	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Disability	Physical/learning/mental health	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Gender Reassignment	Transsexual people	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Pregnancy and Maternity		<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Race (Ethnicity or Nationality)	Asian or Asian British people	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
	Black or black British people	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
	Irish people	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
	White British	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
	Chinese people	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
	Gypsies & Travellers	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
	Other minority communities not listed above (please state)	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Belief or Religion		<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Sex	Women	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
	Men	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Sexual Orientation	Gay men, gay women / lesbians and bisexual people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Marriage and Civil Partnership (employment only)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Contribution to equality of opportunity		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Contribution to fostering good relations between different groups (people getting on well together – valuing one another, respect and understanding)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Human Rights http://intranet/site/scripts/documents_info.php?categoryID=86&documentID=251		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

Responsible Section/Team		Version	
Responsible Author		Due for review	
Date last amended		Page 3 of 3	