

High Level Options Appraisal - Future Grant Fund Management

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1.0 Background

Cambridge City Council directly manages and administers grants to community and voluntary groups with an approximate value of £2m per annum, using largely manual systems and processes. There are currently several council grant fund managers and different systems and processes in place for applicants to access funding.

The grants management service provided by the Grants team for schemes currently in the Grants Gateway is £228k a year in staffing and on-costs, which equates to approximately 14.3% management cost, as at 01.04.24.

Previous grants management reports have set out how the council aims to bring greater consistency and transparency to the allocation of grant funding to community and voluntary groups:

1. 17.01.2019 – approval was given by the Exec Cllr to complete feasibility work for developing a single Grants Gateway for major council grant funds, which would be managed by the councils Community Grants Team.
2. May 2019 – a Grants Gateway Councillors briefing note was shared, setting out the benefits of a Gateway approach, the implementation process, and a timeframe.
3. 16.01.2020 - the Grants Gateway was created, merging Community Grants, Area Committee Community Grants, Homelessness Prevention Grants and Sustainable City Grants into one process. Appendix 2 is a flow chart showing how the Grants Gateway operates.

Some council grants were not merged when the Gateway was created in 2020, and new council grant funds have also been created since then, which means there remains a lack of oversight about the allocation of council grant funding; significant manual data input and inconsistencies for applicants in accessing different council funding streams.

Technology has now also advanced, with many grant making bodies making use of digital grant platforms to streamline processes, and to improve the applicant journey.

Grant funding to community and voluntary groups is a core component of the council's approach to community wealth building, and it is therefore timely to review the approach to managing voluntary and community sector funding streams to

ensure that they are managed in the most efficient and effective way possible and have the greatest impact to support delivery of council priorities and outcomes.

There are 4 components to Cambridge City Council’s grant fund management approach:

1. Building relationships with community organisations and developing their capacity to be grant applicants and providing ongoing support to groups to enable them to deliver community activities
2. Developing grant documentation, promotion, application processing, administration, and due diligence checks
3. Technical expertise for assessment and decision making
4. Monitoring and reporting of beneficiaries and outcomes

Each component will be reviewed with a view to ensuring it is delivered as efficiently as possible and in a way that is proportionate to the level of funding awarded.

1.1 Project Scope:

A project was started in January 2024 to complete a high-level options appraisal and business case assessing a range of different options the council could consider in its approach to future grant fund management. The options considered include:

1. No change
2. Implementing minor systems improvements or a digital grants management platform
3. Outsourcing some or all elements of grant fund management to a third-party organisation

In scope	Out of scope
Grants to voluntary and community organisations	Grants to individuals and businesses
	Add details of excluded grants in the Grants Matrix

1.2 Project Objectives:

- To outline a recommendation for a preferred option and clear direction for the council for future grant fund management
- Following approval, a budget bid will be made (if any council investment is required) and the platform will be fully operational for all in-scope grant schemes for the 2025-26 funding year

1.3 Project Outcomes:

- Efficiency within the councils grants management process is maximised
- The needs of all applicants have been fully considered
- The needs of grant fund managers have been fully considered

- Impact measurement and monitoring are integrated into grant management systems and processes
- Clear corporate accountability for grant fund management is agreed
- Clearly defined standard operating procedures and training are in place
- An agreed process and timescale for further reviews and continuous improvement are in place

2.0 Options Appraisal

Option 1 – Do nothing, continue current in-house grant fund management arrangements unchanged.

Strengths	Weaknesses
1. An implementation stage for the project won't be needed as no change to be implemented.	1. Other options may be more cost effective.
2. Stability for applicants, and internal grant fund managers and administrators.	2. Grants continue to be managed using several separate systems (Excel, Word and T1), with the same information needing to be input several times by staff and applicants.
3. The council can continue to ensure grant funding aligns with changing council priorities.	3. The current process requires largely manual data entry and administration, which is time consuming and exposes the council to data entry errors.
4. The council retains its in-house community capacity building expertise and relationships with the Voluntary and Community Sector that would be lost with Option 3.	4. The Grants Team has expressed frustration with the current manual systems and processes. Making no changes may mean staff leave and key skills are lost.
5. The council can ensure skilled staff are appointed and can performance manage those staff directly.	5. There will continue to be almost no interface between the current grant funding management systems and other council systems e.g., T1 (or any future impact measurement tools developed for the TOM).
6. Additional support groups benefit from will continue e.g. sharing/passing information of interest/relevance to a group or attending trustee meetings	6. There is no visibility of the councils grant funding programme across the organisation, which could mean a risk of groups being funded multiple times by different parts of the council, potentially for the same activities. This could also mean that the total value of council grant funding awarded would require a deed, rather than agreement.
7. The council retains control over decision making and quality of	7. There are different systems and processes in place for managing different grant funds within the council,

the whole grant management process.	which may be confusing to applicants and gives the impression of fragmented funding streams and a lack of transparency.
8. No additional council investment required.	8. Manual systems mean that applicants cannot self-serve progress with their application or obtain feedback during the assessment and decision-making process, without contacting a council officer.
9. No staff redundancies.	9. Systems and processes do not currently enable grant funding offers to organisations for more than one year, or for funding to be awarded in different formats e.g., by commissioning.
10.No staff TUPE.	10. Any community group who wishes to apply for grants managed via the Grants Gateway must currently complete the full application process. There is no mechanism for triaging-out ineligible organisations or activities at an early stage, so that they don't progress through to the full assessment process.
11.No internal training required for new systems and no external training needed for either applicants or an external service provider.	11. It is not possible to interrogate across council grant funding streams in terms thematic priorities, beneficiaries or geography, or to produce live in-year reports on grant awards. This makes it challenging to assess impact and address any gaps.

Option 1 Do Nothing – Key Risks:

Risk	Rating	Impact
1. Lack of corporate oversight	H	<ul style="list-style-type: none"> Multiple grants given to a group or project heightens council's risk Funding not targeted at highest council priorities or delivering intended impact and outcomes
2. Dissatisfaction among Grants Gateway Team staff	H	<ul style="list-style-type: none"> Unable to retain staff and high staff turnover Loss of skills
3. Inefficiency	H	<ul style="list-style-type: none"> Ongoing level of management overhead cost
4. Applicants frustrated by manual systems	H	<ul style="list-style-type: none"> Potential applicants do not apply or reapply Reputational risk for the council
5. Applicants remain unclear on council funding streams and processes	M	<ul style="list-style-type: none"> Potential applicants do not apply or reapply Reputational risk for the council

Option 1 Do Nothing - Recommendation:

Not recommended

Recommendation Rationale:

No improvement for the applicant's experience, ongoing level of management overhead cost required, ongoing staff frustration with manual systems, continuing lack of corporate oversight across the grant funding programmes and inherent due diligence risks from this.

Option 2 - Minor process and system improvements

Option 2 will make minor system improvements and changes such as introducing an online application form and/or a new database (Microsoft Access) for all Grant Gateway funding.

Ideally an end-to-end systems audit will be completed to identify where grant management processes could be digitised, streamlined, or removed. The audit should include the different grant fund managers, all staff engaged in the four components of grant fund management, and applicants.

Strengths	Weaknesses
1. The implementation stage will only require a minor investment of staff time to complete the systems audit and system changes.	1. Other options may be more cost effective.
2. Only small investment needed for small system changes, which could be funded within-service.	2. Small system improvements such as online application forms, or introducing a Microsoft Access grants database, will not address the risks and inefficiencies associated with the current manual systems and processes and lack of oversight.
3. An online application form and Microsoft Access database may require fewer repetitive manual data entry processes for applicants and staff.	3. Manual administrative systems take time away from engaging/ monitoring/ supporting groups, which is a frustration to staff.
4. Moving to an Access database from spreadsheets is likely to create a more stable platform and improve interrogation of data.	4. Moving to a grants database rather than spreadsheets (e.g., Microsoft Access) is unlikely to be cloud based to enable applicants to self-serve, or seek feedback during the assessment and decision-making processes, without needing to contact a council officer
5. Introducing an Access data base and other system and	5. Implementing a new Microsoft Access database would require staff training.

processing improvements will be quicker to implement than a digital grants platform.	
6. The council can continue to ensure grant funding aligns with changing priorities.	6. Data entry will likely still be required to link the grants information into wider corporate systems, such as T1
7. The council retains its in-house community capacity building expertise that would be lost with Option 3.	7. Any community group who wishes to apply for grants managed via the Grants Gateway must currently complete the full application process. There is no mechanism for triaging-out ineligible organisations or activities at an early stage, so that they don't progress through to the full assessment process.
8. Additional support groups benefit from will continue e.g. sharing/passing information of interest/relevance to a group or attending trustee meetings	
7. The council can ensure skilled staff are appointed and can performance manage them directly.	
8. The council retains control over decision making and quality of the whole grant management process.	
9. No staff redundancies.	
10.No staff TUPE.	

Option 2 - Minor System Improvements – Key Risks:

Risk	Rating	Impact
1. Lack of corporate oversight	H	<ul style="list-style-type: none"> Better data interrogation possible, but still a risk of multiple grants and insufficient due diligence, or funding not being targeted compared to option 1
2. Dissatisfaction among Grants Gateway Team staff	M	<ul style="list-style-type: none"> Unable to retain staff and high staff turnover Loss of skills
3. Inefficiency	M	<ul style="list-style-type: none"> Minor reduction in management overhead cost
4. Applicants frustrated by manual systems	H	<ul style="list-style-type: none"> Potential applicants do not apply or reapply Reputational risk for the council
5. Applicants unclear on council funding streams and processes	M	<ul style="list-style-type: none"> Potential applicants do not apply or reapply Reputational risk for the council

Option 2 Minor System Improvements - Recommendation:

Not recommended

Recommendation Rationale:

Very minimal improvements to the customer journey, ongoing high management overhead cost, ongoing staff frustration with manual systems, some improvements with data interrogation, but still limited corporate oversight of all council grants, and still no seamless integration with wider corporate systems.

Option 3 – Purchase and Implement a Digital Grants Platform (DGP)

This will require purchasing software for managing and administering grant funding to maximise efficiency. Ideally an end-to-end systems audit will also be completed to identify where grant management processes could first be streamlined or removed altogether.

Ideally an end-to-end systems audit will be completed to identify where grant management processes could be digitised, streamlined, or removed. The audit should include the different grant fund managers, all staff engaged in the four components of grant fund management, and applicants.

Strengths	Weaknesses
1. There are digital platforms already developed for managing grant funding, which have been tested and are being used by other public and voluntary grant funding organisations.	1. The cost of purchasing software is likely to require a budget bid for council investment. Range in cost of between approximately £15- £50k as a one-off development cost
2. A DGP will replace many of the manual systems and significantly reduce the time needed for double entry of the same data and risk of manual data entry errors.	2. Cost of software licences for some platforms. Total cost approximately £30k
3. All components of grant fund management could remain in-house under the council's direct performance management, and require less staff time to manage, creating an efficient saving in staffing costs, which could fully offset the cost of a DGP.	3. There is an annual cycle to grant funding and so it is likely it will initially be necessary to continue with the existing manual systems in addition to launching a new digital grant platform. Additional staff resources may be required to manage the transition period.
4. Implementing a DGP presents an opportunity to merge all in-scope grant funds into the Grants Gateway at the same time. This will make it possible to have consistent	4. Training for a wide range of internal and external stakeholders will be required.

processes and reduce confusion for applicants; and maximise staff efficiency through the Grants Gateway approach.	
5. The council retains its in-house community capacity building expertise.	5. Digital systems may be a barrier to some potential grant applicants and a full EQIA will be needed and focus group work to understand how risks can be mitigated
6. Additional support groups benefit from will continue e.g. sharing/passing information of interest/relevance to a group or attending trustee meetings.	
6. A DGP approach could enable grants management to join seamlessly to other council systems e.g., T1.	
7. The council can ensure that the right expertise inputs at the right point in the grant making process.	
8. If the software is cloud based, then it will be possible for applicants to apply and check the progress of their funding application and upload supporting documentation.	
9. It will be possible for the council to have full oversight of in-scope grant funding streams managed through the Grants Gateway, and to easily access metrics about this at any time e.g., thematic priorities, beneficiaries and geographic distribution of funding across the city.	
10. It will provide a complete picture of funding being provided to Voluntary and Community Sector and how much funding individual groups receive from different council funding streams.	
11. It will be possible to alert the whole council to any due diligence issues with applicants.	
12. It will be possible by using a DGP to triage out ineligible applicants or projects early in the application	

process, which will be more efficient for the council and applicants.	
13. A DGP supports the councils 'digital first' and self-service approach to service delivery.	

Option 3 Purchase and Implement a Digital Grants Platform (DGP) – Key Risks:

Risk	Rating	Impact
1. Lack of corporate oversight	L	Due diligence issues, or funding not targeted at highest priorities or delivering intended impact and outcomes
2. Additional resources required while Grants Gateway team complete training	M	<ul style="list-style-type: none"> Increased cost Reduced service standards during implementation and training
3. Inefficiency	L	<ul style="list-style-type: none"> No reduction in management overhead cost
4. Applicants frustrated by digital systems	H	<ul style="list-style-type: none"> Potential applicants do not apply or reapply Reputational risk for the council
5. Applicants unclear on council funding streams and processes	L	<ul style="list-style-type: none"> Potential applicants do not apply or reapply Reputational risk for the council

Option 3 Purchase and Implement a Digital Grants Platform (DGP)

Recommendation:

Recommended option
Recommendation Rationale:
Significant improvements to the customer journey with a digital approach; it will help to simplify the council's approach and processes, and seamless integration with wider corporate systems; efficiency maximised with the savings made meeting the cost of the DGP (i.e., cost neutral to the council), staff satisfaction increased, and skills retained; improved corporate oversight of grant funding streams and availability of live in-year snap shot data, and data interrogation and reporting

Option 4 - Outsourcing some, or all, elements of Council grant fund management to a third-party organisation

There are 4 components to Cambridge City Council’s grant fund management approach:

1. Building relationships with community organisations and developing their capacity to be grant applicants and deliver community activities (community development)
2. Application processing, administration, and due diligence checks
3. Technical assessment and decision making
4. Monitoring of beneficiaries and outcomes

The council could consider outsourcing different components in future:

- a) Outsource 2 and 4 (application processing, administration, due diligence checking and monitoring)
- b) Outsource 2, 3 and 4 (application processing administration, due diligence checking, technical assessment and awards, and monitoring)
- c) Outsource all components 1, 2, 3, 4 (capacity building, application assessment, administration, due diligence checking and monitoring)

Option 4 (a) - Outsourcing only components 2 and 4

Application processing, administration, due diligence checking and monitoring.

Strengths	Weaknesses
1. There are potential local providers in place with experience of this sort of service contract arrangement.	1. A tender process will be necessary to ensure transparency and fairness, and a COMPACT compliant process will be needed with a long lead in time.
2. Council grant award decision making, monitoring, and reporting functions are retained, with Councillor scrutiny.	2. The council does not have direct relationships with groups which may reduce likelihood of identifying potential issues early on to help manage risks.
3. In-house community capacity building expertise and skills are retained within the council.	3. There may be a potential conflict of interest for some external organisations to tender, as they are, or plan to be, applicants for council grant funding.
4. Additional support groups benefit from will continue e.g. sharing/passing information of interest/relevance to a group or attending trustee meetings	4. It may be confusing for applicants to have some elements of the grants process managed by another organisation.
5. A third party may tender lower costs for providing these services.	5. TUPE may apply at the start and end of the contract and staff may not

	want to TUPE causing retention and resourcing issues with the transfer of services.
6. It may be possible to contract with a third party who already has a digital platform in place.	6. Third party grant management may prove more expensive for providing these services.
7. A third-party provider might spot opportunities to match applicants and projects more easily with sources of other non-council grant funding.	7. Training for the successful bidder will be required.
8. If the tender was won by a local organisation, it would provide some core funding and stability for that organisation.	8. A contract management role will be needed in the Grants Gateway team, but this may be a skills gap that needs addressing.
	9. It might not be easy to move financial data between organisations systems and data sharing agreements may be required.
	10. Poor delivery by a third party may lead to the Grants Gateway Team in affect, continuing to manage these components of the scheme with less staff resources (as posts may have TUPE'd).
	11. The third-party provider may not deliver the service to the same standard as the council, resulting in reputational damage to the council
	12. Some potential bidders may not have a proven track record or a satisfactory track record for delivering these services for other grant funders.
	13. A poor service provider that does not understand the nuances of the council's different grant funding streams, or is unable to achieve equivalent customer service standards, may have a negative impact on the council's reputation, and generate complaints or negative publicity.
	14. Less ability to respond rapidly to changing grant landscape, such as the introduction of new funding schemes e.g. the United with

	Ukraine Grant scheme (approx. £300k but could increase)
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Option 4 (a) Outsource components 2 and 4 – Key Risks:

Risk	Rating	Impact
1. Loss of in-house skills and staff ahead of the services transferring because staff don't want to TUPE	H	<ul style="list-style-type: none"> Shortage of resources until transfer of services takes place
2. Loss of in-house skills on transfer of the services to a third party, because of TUPE	L	<ul style="list-style-type: none"> Less specialist knowledge and skills are being transferred with this option, but these will still be lost to the council overall
3. Dis-satisfaction of applicant groups, because of confusion or poor service delivery standards	H	<ul style="list-style-type: none"> Complaints to the contract manager or Members, negative publicity, and reputational damage, reducing number of applicants, services must be brought back in-house part way through a grant funding cycle
4. The third-party organisation underestimates the resource requirements needed and then lack of capacity.	H	<ul style="list-style-type: none"> Delays created throughout and knock-on to the retained internal Grant Gateway teams processes, match funding lost, community projects fail, council priorities not delivered, complaints to the contract manager or Members, negative publicity, and reputational damage, reducing number of applicants, services must be brought back in-house part way through a grant funding cycle

Option 4 (a) Outsource components 2 and 4 Recommendation:

Not recommended
Recommendation Rationale:
Splitting Grants Gateway functions with an external provider could cause confusion for applicants; risk to the council of impacts arising from poor service delivery by a third party, transfer of applicants' financial data likely to be problematic; loss of experienced staff before and after service transfer because of TUPE.

Option 4 (b) - Outsourcing only components 2, 3 and 4

Application processing, administration, due diligence checking, technical assessment and awards, and monitoring.

Strengths	Weaknesses
1. There are potential local providers in place with experience of this sort of service contract arrangement.	1. Component 3 requires specialist knowledge and skills about the council's funding streams, corporate, thematic and geographic priorities within the city which will require significant training and development to outsource effectively.
2. In-house community capacity building expertise and skills are retained within the council.	2. The council loses control of the assessment and grant award processes
3. Additional support groups benefit from will continue e.g. sharing/passing information of interest/relevance to a group or attending trustee meetings	3. The council as less engagement and opportunity to build relationships with the Voluntary and Community Sector
4. A third party may tender lower costs for providing these services.	4. A tender process will be necessary to ensure transparency and fairness, and a COMPACT compliant process will be needed with a long lead in time.
5. It may be possible to contract with a third party who already has a digital platform in place.	5. There may be a potential conflict of interest for some external organisations to tender, as they are, or plan to be, applicants for council grant funding.
6. A third-party provider might spot opportunities to match applicants and projects more easily with sources of other non-council grant funding.	6. TUPE may apply at the start and end of the contract and staff may not want to TUPE causing retention and resourcing issues with the transfer of services.
7. If the tender was won by a local organisation, it would provide some core funding and stability for that organisation.	7. Third party grant management may prove more expensive for providing these services.
8. Less confusing for applicants as the third party will deliver more components than option 3 (a)	8. Significant training for the successful bidder will be required.
	9. A contract management role will be needed in the Grants Gateway team, but this may be a skills gap that needs addressing.
	10. It might not be easy to move financial data between organisations

	systems and data sharing agreements may be required.
	11. Poor delivery of these services by a third party may lead to the Grants Gateway Team in affect, continuing to manage these components of the scheme with less staff resources (as posts may have TUPE'd), or dealing with disputes for third party award decisions.
	12. The third-party provider may not deliver to the council's required service standards, resulting in reputational damage to the council
	13. Some potential bidders may not have a proven track record or a satisfactory track record for delivering these services for other grant funders.
	14. A poor service provider that does not understand the nuances of the council's different grant funding streams, or is unable to achieve equivalent customer service standards, may have a negative impact on the council's reputation, and generate complaints or negative publicity.

Option 4 (b) Outsourcing only components 2, 3 and 4 – Key Risks:

Risk	Rating	Impact
1. Loss of in-house skills and staff ahead of the services transferring because staff don't want to TUPE	H	<ul style="list-style-type: none"> Shortage of resources until transfer of services takes place
2. Loss of in-house skills on transfer of the services to a third party, because of TUPE	L	<ul style="list-style-type: none"> Less specialist knowledge and skills are being transferred with this option, but these will still be lost to the council
3. Dis-satisfaction of applicant groups, because of confusion or poor service delivery standard	H	<ul style="list-style-type: none"> Complaints to the contract manager or Members, negative publicity, and reputational damage, reducing number of applicants, services must be brought back in-house part way through a grant funding cycle

4. The third-party organisation underestimates the resource requirements needed and then lack of capacity.	H	<ul style="list-style-type: none"> Delays created throughout and knock-on to the retained internal Grant Gateway teams processes, match funding lost, community projects fail, council priorities not delivered, complaints to the contract manager or Members, negative publicity, and reputational damage, reducing number of applicants, services have to be brought back in-house part way through a grant funding cycle
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Option 4 (b) Outsource components 2, 3 and 4 Recommendation:

Not recommended

Recommendation Rationale:

Split of Grants Gateway functions with an external provider could cause confusion for applicants; risks arising from poor service delivery by a third party, transfer of applicants financial data likely to be problematic; loss of experienced staff before and after service transfer because of TUPE.

Option 4 (c) - Outsource all four components of the Grants Gateway

Capacity building, application processing, administration, due diligence checking and monitoring

Strengths	Weaknesses
1. There are potential local providers in place with experience of this sort of service contract arrangement.	1. Component 3 (technical assessment and decision making) requires specialist knowledge about the council's funding streams, corporate, political, thematic, and geographic priorities. Transferring these components will require significant training and development to outsource effectively.
2. A third party may tender lower costs for providing these services.	2. The council loses control of the assessment and grant award processes.
3. It may be possible to contract with a third party who already has a digital platform in place.	3. In-house community capacity building expertise and skills are retained within the council.
4. A third-party provider might spot opportunities to match applicants and projects more easily with	4. Additional support groups benefit from will continue e.g. sharing/passing information of

sources of other on city grant funding.	interest/relevance to a group or attending trustee meetings
5. If the tender was won by a local organisation, it would provide some core funding and stability for that organisation.	5. A third-party contract option may prove a more expensive way for the council to manage its Grants Gateway.
6. Less confusing for applicants as the third party will deliver the whole process	6. The council loses its in-house community development skills and connection with many local organisations and communities
	7. A tender process will be necessary to ensure transparency and fairness, and a COMPACT compliant process will be needed with a long lead in time.
	8. There may be a potential conflict of interest for some external organisations to tender, as they are, or plan to be, applicants for council grant funding.
	8. TUPE may apply at the start and end of the contract and staff may not want to TUPE, causing retention and resourcing issues with the transfer of services.
	9. Significant training for the successful bidder will be required.
	10. A contract management role will be needed in the Grants Gateway team, but this may be a skills gap that needs addressing.
	11. It might not be easy to move financial data between organisations systems and data sharing agreements may be required.
	12. Poor delivery by a third party may lead to the Grants Gateway Team in affect, continuing to manage the Grants Gateway with less staff resources (as posts may have TUPE'd), or dealing with disputes for third party award decisions.
	13. The third-party provider may not deliver to the council's required service standards, resulting in poor monitoring or grant funding impacts or reputational damage to the council.
	14. Some potential bidders may not have a proven track record or a

	satisfactory track record for delivering these services for other grant funders.
	15. A poor service provider that does not understand the nuances of the council's different grant funding streams, or is unable to achieve equivalent customer service standards, may have a negative impact on the council's reputation, and generate complaints or negative publicity.

Option 4 (c) Outsource all four components of the Grants Gateway – Key

Risks:

Risk	Rating	Impact
Loss of in-house skills and staff ahead of the services transferring because staff don't want to TUPE	H	Shortage of resources until transfer of services takes place
Loss of in-house skills on transfer of the services to a third party and weakening of council's relationship with the VCS	H	Specialist knowledge will be transferred to the service provider and lost to the council. These skills and connections proved critical at a corporate level to responding effectively to the COVID pandemic emergency
Dis-satisfaction of applicant groups, because of confusion or poor service delivery standard	H	Complaints to the contract manager or Members, negative publicity, and reputational damage, reducing number of applicants, services must be brought back in-house part way through a grant funding cycle
The third-party organisation underestimates the resource requirements needed and then lack of capacity.	H	Delays created throughout and knock-on to the retained internal Grant Gateway teams processes, match funding lost, community projects fail, council priorities not delivered, complaints to the contract manager or Members, negative publicity, and reputational damage, reducing number of applicants, services must be brought back in-house part way through a grant funding cycle

Option 4 (c) Outsource all four components of the Grants Gateway

Recommendation:

Not recommended

Recommendation Rationale:

Highest risk of all of the outsourcing options because of transfer of the specialist knowledge required for component 3 to complete the technical assessment and award of funding, loss of critical engagement activity with local community groups, loss of intelligence being gathered from this engagement function to inform the council about changing community needs and priorities, risks arising from poor service delivery by a third party, transfer of applicants financial data likely to be problematic; loss of experienced staff before and after service transfer because of TUPE.

Councils Grant Gateway process

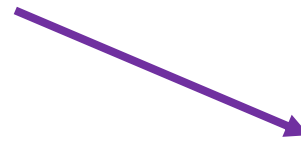
Council's Executive Councillors and Scrutiny Committees

- Agree the grant scheme funding criteria (linked to Councils strategic priorities)
- Agree the Funds available
- Scrutinise award recommendations



Grants Gateway

- One process
- Tailored to funds & criteria
- Accountable & transparent



Grants Management Service

Delivered by the Grants Gateway Team:

- Implement consistent forms and processes
- Set out timetable to enable reporting to January committee cycle
- Promote funds
- Manage applications and assessments
- Manage recommendations within budget
- Prepare community grant committee report
- Process grant agreements
- Manage grant payments
- Manage monitoring of awards including undertaking visits as part of due diligence and risk management



Strategy Officers

Subject matter experts from teams across the council:

- Help with promotion
- Undertake assessments allocated and any follow up action required
- Participate in recommendation development
- Participate in discussions with Executive Councillors (Homelessness Prevention Grant/Sustainable City Grant)
- Responsible for committee reports using the standard template (Homelessness Prevention Grant)
- Undertake assigned monitoring including visits, 6-month and full year monitoring report comments