

Report on the engagement event ‘Camden Council and Camden’s Voluntary and Community Sector: Investing in a Sustainable Strategic Relationship’

Held at Senate House, University of London, 19 May 2015

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1. Agenda and Council staff roles

Welcome: Councillor Abdul Hai
Introducing the engagement process, the engagement document and the 4 options: Martin Pratt, Director of Children, Schools and Families, London Borough of Camden
Groupwork on options A and B (8 tables, facilitated by members of staff mostly from the Council Communities and Third Sector Team, plus note-takers and some facilitators from the Council Strategy and Organisation Development Team.)
Groupwork on options C and D
Next steps and other engagement opportunities

The following Council staff also attended:

Ian Porter, Assistant Director in Culture and Environment

Fiona McKeith, Head of Communities and Third Sector

Paul Fox, Strategy and Organisational Development (author of the 4-option engagement document)

Rachel Kelly, Head of the Council Cabinet Office.

2. Evaluation by participants

There were 60 participants including 4 Councillors, one of whom came as Director of a VCS organisation. Thirty-five participants returned evaluation forms.

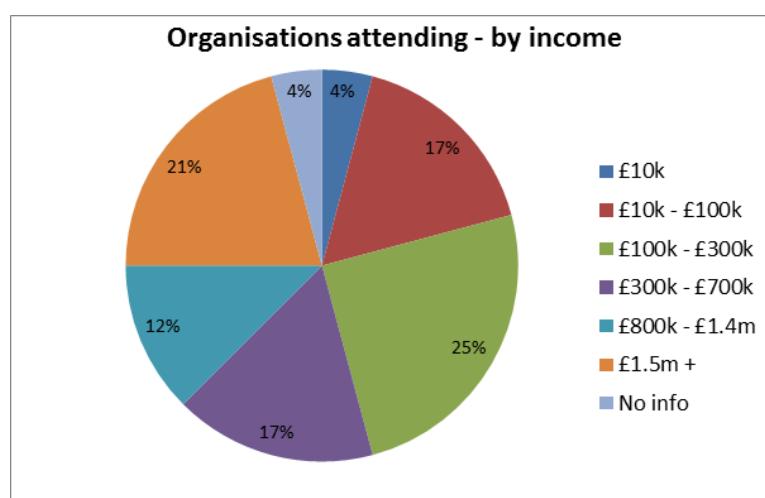
	Presentations	Speakers	Workshops	Venue	Refreshments	Relevance	Event length
Average Score (max 5)	3.9	3.8	4.4	4.5	4.1	Very	About right

Consistent feedback:

- Group work discussion was most useful
- Really good mix of people at tables, good to hear from range of people
- Should have had the engagement document earlier¹
- Good facilitation

3. Breakdown of participants by income and by funding relationship with the Council

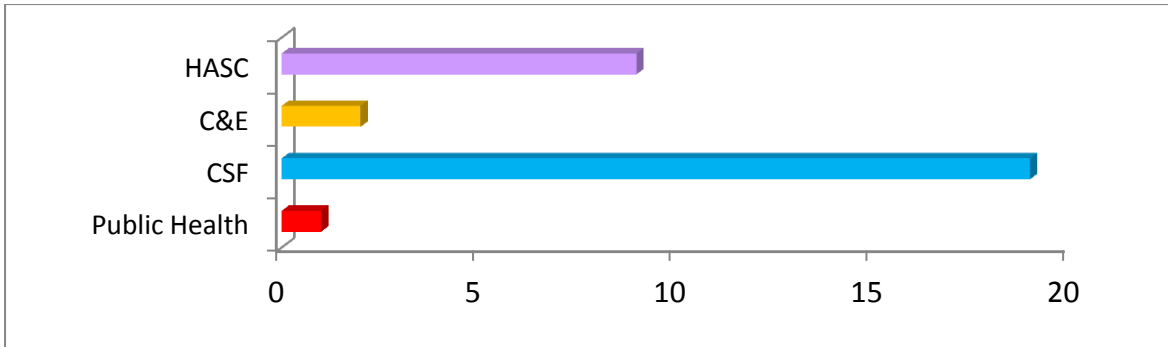
Sixty participants included 47 VCS organisations (some sent more than one person) with hugely varying levels of income:



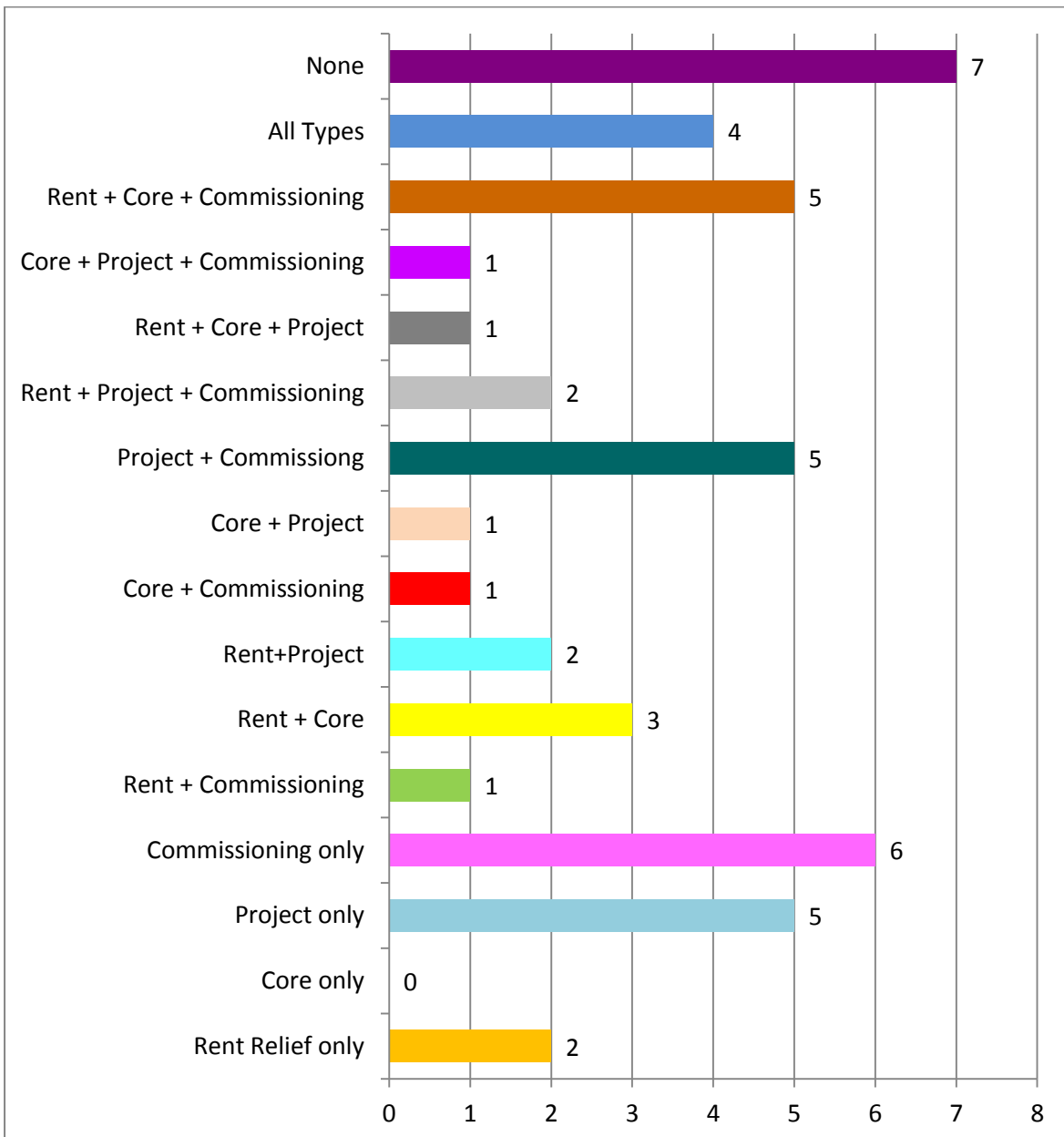
Organisations attending had a good variety of funding relationships with the Council. Seven get no funding from Camden Council at all. The others all receive one or more of four types of funding:

- Rent relief to assist with rent costs in Camden buildings.
- Core funding to assist with costs associated with running an organisation e.g. utilities, director's salaries, administration.
- Project funding for a specific project, service or activity.
- Commissioned services via a contract, usually specified by the Council. The first chart overleaf shows which Camden Council directorates commission the contracts held by attending organisations:

¹ This was recognised with an apology during Martin Pratt's introductory presentation. A timeline setting out the steps involved in the production of the engagement document is available.



The chart below shows all the possible combinations of Camden Council funding and the number of organisations attending the event that get each combination:



4. Next steps in the engagement

Date	Engagement event / venue	Time
Monday 8 June	West Euston Partnership	5.30 to 7.30pm
Tuesday 9 June	Voluntary Action Camden	12 to 2pm
Tuesday 9 June	Extended Community Forum (NCVO)	5.30 to 7.30pm
Wednesday 10 June	Holborn Library Training Room	12 to 2pm
Thursday 11 June	Voluntary Action Camden	5.30 to 7.30pm
Friday 12 June	Abbey Community Centre	12 to 2pm
Monday 29 June	VCS Strategic Forum (venue TBC)	2 to 4.30 pm
First week of July	Focus Groups with residents (TBC)	TBC
20 May to 12 July	Feedback and updates on WeAreCamden.org	Continuous

The engagement is designed to get views from a diversity of VCS organisations and existing forums. Engagement events have therefore been organised across the borough and at different times to ensure the widest participation. The Council's Communities and Third Sector (CTS) team are working with Voluntary Action Camden to ensure that organisations currently unfunded by the Council can participate. Events are being publicised through VAC's weekly bulletin, CTS's capacity building bulletin and direct emails. Feedback and updates will be posted on the Council's WeAreCamden engagement website, which also hosts the online version of the survey questions contained in the engagement paper launched on 19 May: <https://consultations.wearecamden.org/culture-environment/camden-Council-and-camden-s-voluntary-and-communit>

5. List of participants (including Councillors):

Name	Surname	Organisation (alphabetical order)	Position
John	Foley	Abbey Community Centre	Chair
Lindsay	Richardson	Abbey Community Centre	Director
Steven	Franks	Action for Blind People	Area Operations Manager
Gary	Jones	Age UK Camden	
Bianca	Karpf	Body & Soul	Public Health Programmes

			Manager
Louise	Gates	Calthorpe Project	Director
Harunur	Rashid	Bengali Residents Association	
Mable	Kong-Rawlinson	Camden Chinese Community Centre	Business Development Officer
Jan	Knight	Camden Citizens Advice Bureau	Chief Executive Officer
Cherry	Furber	Camden Kaleidoscope (Depaul Trust)	Head of Business Development and Partnerships
Melissa	Noel	Camden Kaleidoscope (Depaul Trust)	Project Manager
Nigel	Harris	Camden LGBT Forum	Director
Helen	Standing	Centre 404	Deputy Housing Manager
Thomas	Davidson	Certitude	Business Development Manager
Courage	Oye	Certitude	Service Manager
Stuart	Woods	Coram's Fields	
Nicole	Furre	Covent Garden Dragon Hall Trust	Director
Sara	Katchi	Doorstep	Management Committee
Therese	Reggio	Drukpa UK	Trustee
Alexis	Keir	Elfrida Rathbone Camden	Director
Iain	Cassidy	Friendship Works	Chief Executive
Sandra	Hoisz	Groundwork	Programme Manager
Raj	Athwal	Henna Asian Women's Group	Manager
Caroline	Murphy	Hestia	Area Manager – North East
Andrew	Sanalitra	Highgate Newtown Community Centre	Director
Crispin	Burdett	Holborn Community Association	Chair
Lukas	Lehmann	Holborn Community Association	Director
Barbara	Smith	Holly Lodge	

Guljabeen	Rahman	Hopscotch Asian Women's Centre	Director
Nasim	Ali	KCBNA	
Rachel	Schwartz	Kentish Town City Farm	Chair
Isabelle	Fathimani	Kentish Town Community Centre	Centre Coordinator
Donna	Liburd	Kingsgate Community Centre	
Angela	Mason	Councillor, LB Camden	
Georgia	Gould	Councillor, LB Camden	
Sally	Gimson	Councillor, LB Camden	
Andrew	Dowell	Maiden Lane Communiy Centre	Management Committee
Gerard	Darby	Mary Ward Settlement	
Alex	Smith	North London Cares	Director
Mel	Anouf	Pan Intercultural Arts	Project Manager
Sue	Murray	Pan Intercultural Arts	Development Officer
Ines	Ferreira	People's Centre for Change	
Christopher	Raeburn	Phoenix Garden	
Michael	Ryley	Phoenix Garden	
Mick	Farrant	Queens Crescent Community Centre	Chair
Foyezur	Miah	Queens Crescent Community Centre	Director
Sean	Murphy	Roman Catholic Church	Representative
Rosalind	Paul	Scene & Heard	Artistic Director
Sue	Measures	Sidings	Centre Manager
Ubah	Egal	Somali Cultural Centre	
Sarah	Elie	Somers Town Community Association	Director
Frances	Holloway	Somers Town Community Association	Deputy Organiser
Amana	Wilkins	SOVA	Project Manager
Ibrahim	Isse	SYDRC	Director

Paul	Perkins	The Winchester Project	Director
Peter	Lush	Training Link	Director
Tessa	Newton	Victim Support	Senior Service Delivery Manager
Simone	Hensby	Voluntary Action Camden	Executive Director
Kevin	Nunan	Voluntary Action Camden	Office and Projects Manager
Sharon	Gordon	West Euston Partnership	Director

6. Summary of participant comments on the four options in the engagement document

There were 40 pages of comments from 8 tables. Participants from each table have received the full notes from their table for comments and additions. This summary aims at this stage just to show the range of views. The full comments will be studied further to inform the ongoing engagement.

Where a whole table agreed with a comment, this is shown, although note-takers may not always have captured that agreement. Comments are not weighted to show the frequency with which similar comments occurred, and no judgement has been made about whether particular statements are accurate.

General comments

- The figure for the overall budget reduction is needed and also the current cost of individual items and of proposed items. We can't discuss properly without the numbers.
- We need to know how much less funding there will be so that we can identify which option is most preferable within that context. For example if funding is greatly reduced then something more collaborative is preferable. Whereas if it is a 10% reduction the option preferred may be different.
- Lack of information about available resources including S106, assets and rent relief.
- Lack of understanding from the Council about the role and contribution of the VCS and what the current Investment Programme run by the Communities and Third Sector Team has enabled it to achieve.
- VCS wants relationship with other parts of the council.
- VCS funding should be seen in conjunction with other council services such as schools, health, Children Schools and Families and Housing and Adult Social Care – Camden needs to fund the preventative work that the VCS does in relation to these other services and not (treat it) in isolation.
- Commissioning was excluded from the discussion but was felt to be integral.
- Commissioners should work together more, so that organisations are more aware of where to access money.
- Increase the number of services VCS can bid to deliver. May lead to cheaper services and innovation.

Option A: “Keep the structure of the current VCS Investment and Support Programme (with project and non-project funding). But with reduced funding and with a greater emphasis on aligning to Camden Plan priorities and borough-wide commissioning intentions.”

- Many good things happening as a result of the current model. It would be wrong to “quash” all of this.
- Council funding forms a platform for non-council funding, which brings wider benefits for the area. Might be worth mapping this to see where that money comes in? See how will it fit with delivering Camden plan objectives. This will give a clearer picture and possibly move to a match funding model?
- Current model is complex, simplifying of admin and application is really important. Council can help by mapping the needs each organisation addresses, and this will help the council to link organisations up across boundaries and ensure money is going to the right places.
- Funding programmes could be less complex than current ones.
- Some organisations are unable to access current core funding such as rent relief and Community Centres Fund because they don’t have physical buildings. This should change.
- We would like a way to come together in forming partnerships, to help position us to be more sustainable and bid for contracts. In Islington the council provide platforms for this.
- What will be the impact of losing option A and going for another option? Will some organisations fold and what will be the impact on residents?
- How would loss of project funding impact on communities especially those served by the smaller VCOs? (on which loss of project funding would impact the most)
- Currently with project funding, everyone can bid for everything (although some feel this may disadvantage smaller groups).
- Support to organisations is needed to make project funding sustainable – short term project funding is a particular concern.
- There needs to be a focus on clear outcomes for residents (although there was some concern that there was no acknowledgement that VCS and the Communities and Third Sector team already do this).
- It is difficult to measure impact in prevention – particularly when an outcome is long term.
- Is there overlap between VAC and the Communities and Third Sector Team?
- Core funding enables Community Centres to run various projects. No point having project funding if we have closed the building. Community Centres could probably bring in project funding from other sources.
- Outcome Based Budgeting seems like a new term for something that has always been a part of the Communities and Third Sector team grants process (setting aims, reporting outcomes).
- Current rent relief allocation is historically based. Too much focus on rent relief, core funding, or organisations who already have a project-delivery relationship with the Communities and Third Sector team. Might neglect innovation, especially by small upcoming charities who need opportunities.
- Challenge community centres to accommodate new projects/smaller organisations. Some smaller organisations pay rent to be based in community centres. But Centres don’t

themselves pay rent. Seems unfair? But if Centres had to pay rent, they would have to charge more to these small organisations.

- Is there a way we could get a discount for community groups who use the community centres? We currently pay the same as the public.
- It is important that smaller groups get start-up funding from the council as it allows development and acts as a kitemark to attract other funders.
- Where projects delivered under the Communities and Third Sector team project funding have been successful they should be commissioned by Adult Social Care/ Children Schools and Families etc.
- How flexible is the Camden Plan - can the priorities change?
- Implications on the most vulnerable? Does it support vibrant community sector?
- Needs an evaluation of the current programme to inform future funding.
- Do we have the ability to invest in start-ups? Is this wise? When you get investment for a project/pilot then it open doors for other funding. But, it's still public money and need to manage risk. Can we develop a fund that is arm's length from the council .e.g. Camden Giving?
- Concerned about less monitoring - not keen on this. Need a lot more support for smaller orgs to deliver outcomes of option A. Large orgs may end up carrying the smaller ones. We should monitor quite closely especially around outcomes.
- Difference between core funding and projects not clearly defined in the paper.
- Want some assurances for length of funding (which allows us to get other funding).
- Match funding can be sourced. Doing this should be rewarded.

Option B: “This option is based on the retention of financial support through non-project funding streams only. This option does not support a continuation of a project funding approach (as is the case for option A).”

- Both project and core funding is valued (by the VCS).
- Core funding provides stability and provides greater ability to bring in more resources leading to more sustainability.
- Significant project funding is needed to fund core costs – groups constantly chasing project funding to meet core costs. (*Note: this comment relates to the argument that VCS should use Full Cost Recovery and include CEO, back office etc in their project-funding applications*).
- Core funding such as rent relief should not be based on historic relationships but be open and transparent and based on impact. Currently it is not linked to outcomes.
- Concern that Option B could exclude smaller groups and/or those working with communities of interest (although one group thought it would be better for small groups).
- Option B would lose the Innovation Fund. But that helps small organisations to achieve initial outcomes then take that proof to other funders. So if you choose option B you lose innovation.
- The Winch has often argued for option B but it has limitations.
- Capacity-building support is already limited and B would limit it further?

- Many VCS provide support to a range of council departments for which they are not funded by Camden (or anyone else).
- VCS responds to emerging needs which change all of the time, so need to be aware of this if just funding core costs.
- Support for volunteering needed.
- One community centre says they can't set a budget for 2016-2017 because there is no decision yet re rent relief and if they don't get rent relief they will go bust.
- The Open Spaces for Young People investment could be re-jigged to a more useful group of buildings or more useful area.
- Could other parts of the council fund the CTS projects?
- Need to communicate more within the council re CTS-funded projects so that the rest of the council can also utilise services. (Cllr Mason comment)
- Option A hurts everybody but doesn't kill anybody, Option B is really interventionist and 'rigs the market'.
- Rent relief is important as VCS will struggle to find money for this elsewhere but can find money for projects. May mean some mergers.
- Would Option B allow some kind of infrastructure support?
- Large businesses prefer to fund smaller projects - less likely to fund ongoing infrastructure. We need long termism for infrastructure.
- Should be a separate pot for infrastructure support - evaluated by criteria.
- Project funding has allowed organisations to operate in Camden delivering specific pieces of work.
- Core funding enabled us to bring in additional funding and we could spend time developing partners and relationships and then bid to the Lottery.
- We are in danger of losing small and specialist services.
- The Camden Plan is too high level and vague.
- One organisation who is only eligible to access project funding in the current programme said it would be 'horrendous' for us as we are excluded from most non-project support funding. It will be harder for marginalised communities to then get the support. It will take away from non-council funding which we currently get. Both council and other funders ask for match funding, so we end up not getting anywhere.
- Core funding could be reconfigured to be accessible.
- Sharing space is really good. Can this be made part of the core funding requirements?
- One organisation which receives rent relief from the council has complex internal mechanisms for managing this- matching the funding to the building and the number of Camden residents using this.

Option C: "A 'Collective Impact' model, where partnerships are developed and funded around a specific Camden-based challenge/theme."

- What is the difference between collective impact and a consortium bid?
- Would need another engagement process and transitional lead-in period to enable brokering and formation of relationships and partnerships.

- The Winch: Collective Impact has to be tried – individual organisations like ourselves are inadequate working alone and we need to track outcomes after the project has completed. We start with a specific focus in a geographic area as people connect with that, and then you expand. Eg. You start with Early Years.
- Some saw this as an interesting option but although good in theory, hard to understand how it would work in practice.
- Value in working collectively/collaboratively.
- Council (CTS?) already acts as a backbone organisation and so does VAC to some extent – why create another layer when can build on what is already happening
- Is it outsourcing?
- Is this option a collaboration or a consortium?
- Is it a series of collective impacts or just one? It seems to be several?
- Collective impact needs capacity building and preparation. It should include how the council commissions but it is also about how it does market development – especially with the integration of public health budgets into the Council.
- Already a lot of work going on in terms of partnerships and networks eg Somers Town CC, C4, Elfrida Rathbone. Why not just support the sector to do what it does anyway?
- Option C is very resource intensive – will require a lot of support and is not good value for money. Also overly bureaucratic.
- How will backbone organisation be chosen? Could cause tension and be divisive. What process will be used to ensure backbone organisation is being fair and transparent and not excluding certain groups? Checks and balances need to be put in place.
- What is incentive for groups to work with backbone organisation if there is no funding to support its engagement or potential delivery? May feel better off applying for funding to do what they want to do independent of any partnership.
- It appears the money goes to the backbone organisation only. Why would anyone else want to be involved or be coordinated by the backbone? What is the benefit to them?
- The backbone organisations will absorb the money to set up their infrastructure and train their team. During that time the other organisations will have shut down.
- One whole group felt strongly that the statement in the paper that the VCS “too often work in isolation (from each other and from statutory services), seek to support the same client groups in uncoordinated ways, and often use their resources (including physical space) inefficiently” is offensive and not true.
- Focusing on a theme doesn't sound very appealing - as we would lose the richness of services. What happens to the 'theme' that isn't chosen. E.g If the theme is older people, what happens to younger people?
- Problem with that is that needs of residents are different depending where you are and so an overarching theme may not help.
- Could work in small geographical area.
- The idea would need to be piloted.
- Could see the value in smaller collaborative/collectives/hubs centre based on local need and all organisations close by would work together on those needs.
- Thematic partnerships are potentially so multi-layered that it would need to involve so many partners as to make it unworkable or meaningless.

- Every area is different. Running it everywhere all at once would create complex relationship issues.
- It's a risk – lots of support to set up and then no return.
- Is there a danger of creating silos?
- Is this creating another VAC? More infrastructure? Trying to replace Camden Council?
- Bit of a mess. A sector mentality rather than a community mentality. It's too academic not practical - creates cats in a bag fighting for bits. Option not in plain English. Wants to create an eco-system which should be organic. Bureaucratic government can't 'do' community.
- Will mean wildly different conversations depending on the organisation. Trying to align ways of working will be difficult - seems very top down.
- With homelessness this wouldn't work.
- Will get bogged down in politics.
- Setting up something takes cost, resources and time e.g. is it a good use of money. Less efficient - setting up another bureaucracy.
- Entrenches power, doesn't distribute it.
- Are we creating a new organisation, e.g. backbone- commissioning to commission (sounds like creating a new council)?
- Stops small orgs from fitting into nooks and crannies.
- Help us with infrastructure but don't help us with service delivery.
- Does this address the most vulnerable? No, they come directly to us. This option would mean that people would get referred to get referred back.
- We do benefit from working with each other but don't like additional layer of bureaucracy.
- Sometimes there are conflicting aims. Partnerships are organic. Sometimes we don't need to work together. Can't make it happen.
- VCS can partner with businesses too. This model complicates this.
- Would the Council be more proactive in brokering relationships with businesses, corporates etc. This might be something we could do through Camden Giving.
- Dubious about notion that we can create a one stop shop where you can get all your needs met.
- Is there a sense from the Council where VCS can play a greater role and lesser role? Can the Council define discretionary roles and priority funding areas?
- This option would mean no core funding – nor rent relief.
- We need to be clear on the power relationships in Options C and D. Where does the money come in – to the backbone or to the partnership?
- The backbone model sounds flawed because it is asking an organisation to make decisions that previously sat with the Council and take on an enormous administrative burden which is not beneficial to project outcome delivery.
- Backbone as budget holder could lead to the loss of small specialist orgs. Who sets the agenda – Council, backbone organisation or the partnership?
- In the States they use collaborative partnerships – statutory, voluntary and private sectors working together.
- Options C & D still need core funding to provide security and enable a flourishing third sector and ensure cumulative impact takes place. Choosing one or the other (core funding or cumulative impact) feels like an extreme choice to ask us to make.

- It should be the Council as the backbone partner otherwise it will increase administration. It is asking organisations to do the job of the Council for no benefit to those organisations.
- Disagree – collective impact and a backbone adds value by saying there needs to be a partnership between different sectors to share aims, data, measuring outcomes – the Council cannot apply for additional funding, is often a significant distance away from the most vulnerable on the ground. A partnership builds on the learning around those areas. It's a whole system approach – a mix of statutory obligations and discretionary funding. You could have a person leading on it seconded from the local authority.
- The Council wouldn't necessarily know what activities are happening in the Borough if they are not administering the funding.
- The collective approach is good for specific projects but not as a substitute for core funding.
- Money should be divided up so that no one organisation gets the most funding.
- Around collective impact we have asked the Council to partner once the funding is gained rather than ask the Council to fund it. The Council's role is to attend and engage and provide in kind match funding.
- Camden should be providing business advice, social enterprise advice support, and support the creation of board members.
- The Council needs to think when it is putting on a big event or commissioning a service - of which local VCS organisations or local businesses can benefit from this to stimulate the local economy, including maintaining ICT services.
- Every organisation should have a rent invoice. Camden has been too generous. (Comment by Highgate Newtown)
- Evening Standard Dispossessed Fund 'Path Programme' is doing Collective Impact in Camden by bringing charities together and focusing on youth justice outcomes. There is some evaluation going on.
- Can the council not take on the backbone role? As it already has a borough wide remit and has the infrastructure to do this.
- The Camden Advice Partnership is already trying to do this, and we are not there yet in terms of warm handovers and process. Camden facilitates this model and it can create imbalances of power as Camden as the funder is involved in the discussions. There is a risk that the backbone organisation would end up taking on this role in this option. Having a major funder changes the dynamic, council or non-council.
- Participants felt option C very complicated and it may end up as a talking shop that doesn't improve the delivery. It may jeopardise the direct relationship we currently have with the council.
- It works well if the lead body is up to the job and have the skills/infrastructure to do the job. Be prepared to engage all the partners.
- Don't want to crush all the variety within the sector.
- Feels more like a forum, not a funding model. It also feels like a lot of work.

Option D: “Using option C as its basis, this is also a ‘Collective Impact’ model based around a specific Camden-based challenge/theme. However, in this option each collective impact partnership is allocated a budget.”

- In this option each collective impact partnership is given money (to the whole partnership, not just the backbone organisation). Unclear whether this means each partnership would require more money than in Option C (because money would be for service delivery, not just the backbone infrastructure). If it does, then would there be fewer, better funded partnerships than in Option C? We need the figures in order to discuss.
- Subcontracting models can work.
- Co-commissioning would be positive for us as very few local authorities will give us money.
- How is this different from what already happens through current funding programme?
- Co-design is hard work eg Ageing Better needed support from the Communities and Third Sector team and CCG.
- Council must learn from previous partnership attempts eg SRB which caused friction with community, was very resource intensive and did not deliver.
- A new structure could create more silos.
- Who/what would be decision maker and who/what would partnership be accountable to?
- Would smaller groups be excluded?
- Is this payment by results? Could work for some things but in the main would stifle innovation and ability to try new things. Some areas of work do not lend themselves to payment by results especially around tackling prejudice and inequality which is a very long-term process.
- Social Impact Bonds might be more relevant for some things.
- Hub and spoke model in the council’s Children Schools and Families directorate seems to be good. They give money to a central hub who has a little bit more responsibility and rest of organisations also get money and all deliver the services.
- Other councils have coordinated a few organisations to create consortia then handed over budget to them.
- Rent relief has to remain.
- Option C and D - if it's 3 year funding, you spend 18 months setting up a team, a year delivering, then staff leave for another job. Danger that the theme changes just as you are making progress. So it replicates the ills of short term project funding, but on a larger scale. Challenge when the 3 year challenge/theme ends and so does the money and there is a new theme.
- If we were rewarding success and disinvesting from failure, we’d need good KPIs that reflect the fact that, e.g, mental health intervention is a long long term thing that can’t realistically be measured properly in the short term.
- In option C and D - where is the role of the Communities and Third Sector team?
- Sounds like a hub.
- Would segregate issues and needs. Limits people working together. Oversimplifies issues.
- It’s more bureaucracy.
- Seems be general confusion about what this option is.
- Open to nepotism/corruption

- Where is the council's responsibility/accountability - creating kings/queens.
- Would take a lot longer to make decisions - not flexible.
- Would need elections to who is in charge/on boards etc. Who decides which issues get funded?
- Small organisations don't have capacity to take part in the bureaucracy of this model.
- This model distracts from actual service delivery.
- Large partnerships will be off-putting to small organisations.
- Encourages forced partnerships.
- Everyone (in one group) hates option C and D (only strength is that it allows networking)
- We'll lose talent in the sector by putting them in a straitjacket. Builds self-preservation into the sector (bad thing). The VCS isn't broken in Camden.
- VCS want brokering, facilitation and support with infrastructure, but be allowed freedom with service delivery.
- Would option D involve the Council administering the funding?
- Rewarding Success: Organisation should receive an award of special grants if it has met its outcomes. Funding should be removed if outcomes have not been met.
- It takes time to build up trust and to determine how you monitor, not just a few months, and needs resources otherwise it can result in bun fights. You need to be clear on roles. If it doesn't work you need to establish why it doesn't work and have a clear evaluation framework. And dividing up money when multiple organisations are involved can be contentious.
- Does this mean we would lose the Communities and Third Sector team from the council? Less support for our organisations?
- It sounds a bit like the Super Output area model of 10 years ago if it is locality based?
- There is a model which the GLA are using on youth radicalisation. A working group looks at the issue and has a pot of funding to address key priorities. It works well for that, but I don't think it works for funding across the board. I would be worried about the role of backbone organisations in some of these discussions. Conflicts of interest.
- We want a way to connect, but don't think we need a backbone organisation to do this. We want the connections and the funding. Something like today is actually massively helpful, as I am using it as an opportunity to network. More of this please!

END