

Appendix 2

EHHCH Operator Requirements

1. Introduction to Operator Requirements

1.1 The Operator Requirements sets out the Council's minimum requirements for the operator of Ernest Harriss House Community Hub.

1.2 Fundamental to the operator requirements is that the Provider will deliver activities and operate the Community Hub based on, in response to and designed with local residents and communities, in order to tackle health inequalities and deliver improved outcomes for residents living in North Paddington and the area immediate surrounding the Hub.

1.3 The Provider shall operate Ernest Harriss House in collaboration with communities, partners and the Council, and will develop and maintain effective participation and consultation processes and relationships Community Hub users and the wider community.

2. High Level Aims & Objectives

2.1 Ernest Harriss House Community Hub is the Council's first full Community Hub in Westminster. The space and requirements have been co-designed with over 300 residents, partner organisations and services, through the Community Hubs and North Paddington Programmes, with a focus on the Council's #2035 commitment to tackle health inequalities across the borough.

2.2 Community Hubs are one of a range of approaches and interventions to achieve our #2035 ambitions, by delivering hubs designed to address two key factors:

- Research shows a correlation between improved health outcomes, as a result of stronger communities and community resilience, and 'social infrastructure': physical spaces where people from diverse backgrounds meet, bond, look for each other and offer support.
- Access to services and support is frequently poorer in more disadvantaged communities, which can be a result of historical decisions, location, discrimination and exclusion.

2.3 Westminster City Council ('the Council') is looking to appoint a suitably qualified operator to run Ernest Harriss House Community House for a period of 5 years:

2.3.1 To provide management and oversight of the Ernest Harriss House Community Hub site on a day to day basis, delivering a full-time programme of activity;

- 2.3.2 To actively collaborate with local organisations and partners, operating the Community Hub as a space which convenes, strengthens and builds the capacity of the local community and voluntary sector, and of local partnerships;
- 2.3.3 To accommodate the delivery of statutory services in varied forms, including the delivery of Council and health activities and services;
- 2.3.4 To develop and deliver a rich and varied programme of services and activities in response to local needs, priorities, strengths and opportunities;
- 2.3.5 To embed local community voices in governance, decision-making and delivery, and to ensure effective and inclusive mechanisms for feedback;
- 2.3.6 To actively contribute to learning, evaluation and the development of improved understanding and approaches to benefit Westminster's residents;
- 2.3.7 To align with the Council's commitment to anti-racism, Equity, Diversity & Inclusion and tackling the climate emergency.

3. Day to day management and Community Hub operations responsibilities

- 3.1 Creation of a warm, inclusive and accessible space which is welcoming to all in the community
- 3.2 Day to day management of the site, including its range of multi-use spaces, with expected openings hours of 9am to 9pm, 7 days a week
- 3.3 Effective partnership working, supported through appropriate systems, processes and agreements, to enable partners to access and utilise the Community Hub
- 3.4 Ensuring compliance with health, safety and regulatory requirements, including implementation of statutory, recommended and best practice policies and procedures
- 3.5 Facilities management of the site, taking responsibility for the maintenance and upkeep of the building fabric and day to day functioning of the site, and working closely with the Council to highlight and address larger issues in a proactive and timely manner
- 3.6 Management of bookings, scheduling, cleanliness and customer satisfaction in the booking and use of Hub spaces
- 3.7 Oversight of daily activities and ensuring smooth operation of the Community Hub, including ensuring appropriate safety and security on the site
- 3.8 Provision of excellent customer service and support to Hub users, with additional support and inclusive practices as required
- 3.9 Maintaining good relationships with and consideration for EHH residents and neighbourhoods, exercising control of noise in particular during evenings and weekends

4. Programme design & delivery responsibilities

- 4.1 Design and delivery of an Ernest Harriss House Community Hub programme of activity, free at the point of access and maximising site use during opening hours, which tackles health and social inequalities by strengthening community connections and improving access to services and support in the local area, in particular for #2035 priority communities
- 4.2 Development and implementation of a diverse programme of activities, services and events that address the needs, priorities, strengths and opportunities identified through local engagement with residents, partners and the Council¹
- 4.3 Developing and ensuring successful delivery of new collaborations between community groups, partners, the Council and/or other stakeholders, including those which integrate different types of services and support to meet the needs of #2035 priority communities
- 4.4 Direct delivery of activities, programmes and services in response to community priorities and insights
- 4.5 Accommodating the delivery of third party services, including regular Council and partner support drop-ins

5. Community, partner & stakeholder engagement responsibilities

- 5.1 Embed community engagement in day to day, planning, strategic and governance activity, ensuring that fresh, representative and diverse perspectives inform the running of Ernest Harriss House Community Hub
- 5.2 Undertake community and stakeholder engagement and outreach activity to ensure fresh perspectives, ideas, feedback and audiences
- 5.3 Recruit, train and support volunteers to deliver and support activities and events
- 5.4 Invest in partnership development, providing leadership, capacity and space for the development of existing and new partnerships and collaborations
- 5.5 Work closely with the North Paddington Programme and place-based or local partnerships and programmes from across public, private and charitable sectors
- 5.6 Work closely and responsively with the Council to collaborate, coordinate, share information, troubleshoot, share learning and respond to requests

6. Communications & profile-raising responsibilities

¹ Please refer to the Ernest Harriss House Priorities as a basis for initial programme development.

- 6.1 Promote the activities, services and events offered through Ernest Harriss House Community Hub
- 6.2 Develop marketing plans and materials to support the promotion of the Hub offer, including through engagement, online promotion, print or other channels
- 6.3 Support, attend events and promote Ernest Harriss House Community Hub and the wider Community Hubs approach
- 6.4 Work with the Council to agree branding, communications, signage and related materials as required

7. Monitoring, reporting & evaluation responsibilities

- 7.1 Monitor activity, KPIs and outcomes as required for the purposes of learning, quality improvement and reporting, and produce regular quarterly and annual reports
- 7.2 Evaluate the effectiveness and impact of Ernest Harriss House Community Hub offer, engaging residents and partners in evaluation design and implementation
- 7.3 Establishment of effective and inclusive mechanisms to enable residents and community group to provide feedback
- 7.4 Put in place appropriate data protection measures to ensure effective and compliant data collection, including permissions, confidentiality requirements and consents
- 7.5 Support the Council's learning and evaluation and activities, including through data collection, reporting and attendance at meetings and related activity

8. Governance, oversight & decision-making responsibilities

- 8.1 Compliance with all relevant requirements, regulations and obligations, including Charity Commission (as applicable), safeguarding, health & safety, GDPR & data protection, food hygiene and others as required
- 8.2 Embed anti-racism, Equity, Diversity & Inclusion and climate emergency commitments in governance, strategic planning and delivery
- 8.3 Establishment of meaningful, diverse and representative local resident participation in governance and decision-making for the Community Hub, for example through enlisting new Trustees, a resident advisory group or panel etc.
- 8.4 Operate as a fair employer, paying as a minimum the London Living Wage and supporting staff and volunteer development
- 8.5 Attend regular oversight, management and/or reporting meetings with a named Council officer

9. Financial management and related responsibilities²

- 9.1 Exercise responsible, prudent and proactive financial oversight, planning and reporting, reporting to ensure the successful and sustainable delivery of full Ernest Harriss House Community Hub activities
- 9.2 Produce regular financial reports for Trustees/the governance body and to support Council grant reporting requirements
- 9.3 Meet the financial obligations outlined in Ernest Harriss House Community Hub Operator – Funding Prospectus 2024 (Annex 1), including business rates and utilities (with service and rent charges to be met in full by the Council for the first two years and subsequently reviewed).
- 9.4 Undertake additional fundraising and income generation activities in order to supplement and take advantage of the Ernest Harriss House Community Hub grant, for example grant applications, corporate partnerships, sponsorship etc.
- 9.5 Ensure that affordable community space hire rates are maintained for local community and qualifying groups, whilst generating income from wider uses/organisations in an equitable and sustainable way
- 9.6 Ensure that space and time is ringfenced for the delivery of Council and related services and drop-ins at no charge (approximately 1-2 days a week of exclusive use, or equivalent split across different times and spaces)

² Please refer to Annex 1: Key financial information in 'EHHCH Operator Funding Application Guidance 2024'.