

Ernest Harriss House Community Hub Operator Funding – Prospectus 2024

✓ Please make sure you also read the Application Guidance document for details on what you need to know about submitting an application.

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1. Introduction

The Council is launching its first full Community Hub at Ernest Harriss House in Maida Vale Ward. The space is at the bottom of Ernest Harriss House, a sheltered housing residential block managed by Notting Hill Genesis, comprising 307m², split into two large community rooms, a smaller space, a large kitchen and additional small meeting and storage spaces.

Ernest Harriss House Community Hub has been co-designed through direct engagement with over 300 local residents and partners, and informed through insights from many more: the priorities it should respond to, the types of activity it should run, how the building is fitted out, and the type of organisation which should run it.

The co-design and refurbishment of Ernest Harriss House Community Hub has been delivered through the North Paddington and Community Hubs Programmes, with a focus on tackling health and social inequalities. EHHCH aims to achieve this by creating new spaces which connect individuals and communities, and by delivering more joined-up, integrated services and support across the immediate neighbourhood and North Paddington.

The Council is looking for a creative, resourceful, mission-driven and collaborative organisation to operate Ernest Harriss House Community Hub from January 2025 to December 2029. To this end, the Council is seeking to appoint an operator through a grant award process, awarding up to £110k per annum, with full rent relief and service charges covered for at least the first two years. This is the first full Community Hub in Westminster, and the Council is keen to work in close partnership with the successful operator to learn, improve and strengthen our approaches together.

If you have any questions about Ernest Harriss House Community Hub, the co-design process or this application process, please email communityhubs@westminster.gov.uk or register to attend one of our scheduled information sessions.



Image of Ernest Harriss House
Community Hub spaces and uses

2. Critical information

Minimum criteria for applicants

To be able to apply for this funding, your organisation must meet the following criteria:

- The charitable objects of the organisation must align with the Fairer Westminster Strategy. This can be viewed [here](#). The strategy sets out the Council's priorities to build fairer communities, fairer housing, fairer environment, fairer economy, and a fairer council.
- Applicants must be registered charities, charitable incorporated organisations (CIOs) or community interest companies (CICs).
- Organisations should be registered, physically based and/or have an established service for Westminster residents, and ideally for residents in the north of the borough.
- Organisations applying must have been fully operational (and delivering services to Westminster residents) for at least 12 months prior to applying.
- Organisations must have prior experience of receiving grant or external funding (either from the council or any other funder).

Grant available

The Council is looking to appoint an operator for Ernest Harriss House Community Hub for a period of 5 years, with a review at the end of Year 2. The period is expected to run from January 2025 to December 2029.

The maximum amount committed by the Council for this grant is up to £110k per annum, totalling a maximum of £550,000 over 5 years. The successful operator will enter into a grant agreement and lease for the operation of EHHCH, to deliver the requirements laid out in Appendix 2 [EHHCH Operator Requirements].

The application window will run from 9th October to 19th November 2024, during which organisations are invited to apply for the full 5 years of funding, of between £80,000 to £110,000 per annum. It is advised that the amount requested should be for a similar figure for each year, although if this is not the case the reasoning should be clearly explained.

NB Organisations must not apply for more than 50% of the total value of their yearly expenditure. For example, if your annual expenditure is £200,000, then you should not request more than £100,000 per year in your grant application.

Important note on budgeting

There will be limited scope for negotiation on the grant award amount once applications have been submitted. Organisations are therefore encouraged to be intentional in their budgeting and funding requests. Please seek advice from your partners or from One Westminster on support@onewestminster.org.uk if you have questions about this.

NB The Council has appointed a contractor to complete the fit-out, finishes and main furnishings at Ernest Harriss House Community Hub. Once selected, the successful operator will be asked to provide input to outstanding fit-out or furniture spends across the site. The operator grant hence should not include or request funding for fit-out or large capital items.

Key dates

The anticipated timeline for the application, assessment and award process is:

Stage 1: Launch

- The programme launches on Wednesday 9th October 2024.
- Online information calls will take place online on Monday 14th October from 3.30-4.30pm and Monday 21st October from 11.30am-12.30pm. A document containing with FAQs will be published online after the first session, and refreshed each week for the duration of the application process.
- A site visit will take place on Wednesday 16th October at 10am, with a further visit to be arranged based on demand.
- To register for online information calls or for the site visit please email communityhubs@westminster.gov.uk.

Stage 2: Application period

- Online applications will be open for 6 weeks, from Wednesday 9th October 2024 to Tuesday 19th November 2024 at 1pm.
- Individual support with your application will be available from One Westminster throughout the application period.

Stage 3: Assessment & decision-making

- A multi-disciplinary panel of council staff and community representatives will assess and shortlist applications from Wednesday 20th November to early December. Applicants may be invited to provide additional information in relation to their bid, and it is anticipated that shortlisted applicants will be invited to a further presentation of their bid.
- We aim for a provisional offer to be made before the festive break. Any provisional offer is then subject to a due diligence process.

Stage 4: Grant award

- The Council will agree a payment schedule and handover & launch plan with the successful operator, aiming to have the first grant payment processed in January 2025. This will be supported by formally a signed grant agreement.

How to apply

- Applications must be completed and submitted via email. The programme will launch and applications can be submitted from Wednesday 9th October 2024.

- Visit the [Westminster Grant Funding webpage](#) to apply. If, for accessibility reasons, you require the application form in an alternative format, please contact communityhubs@westminster.gov.uk.
- In addition to the programme prospectus, please remember to also read the Application Guidance document before applying. The Application Guidance provides information on what to expect in the application form and how best to complete it.

Need help with your application?

One Westminster are able to support applicants. Please contact them directly at support@onewestminster.org.uk.

For additional details or technical information on Ernest Harriss House Community Hub, the operator requirements or grant process, please contact the Council at communityhubs@westminster.gov.uk.

3. Purpose and aims

Aims of the programme

Health and social inequalities across Westminster show that there is an up to 18-year life expectancy gap between the most and least advantaged residents in the city, according to the Office for Health Improvement & Disparities. This is the widest gap in the country, with poorer health outcomes disproportionately falling on minoritised communities.

The Community Hubs Programme is part of the Fairer Westminster Plan, which aims to respond to this through the Council's #2035 commitments and North Paddington Programme. The Programme aims to deliver a new hubs across Westminster which will help to tackle health inequalities and improve outcomes by collaborating with communities and partners to:

- Improve access to services and support in one place – tackling inequalities within walking distance of where people live
- Deepen community connection and resilience – recognising the importance of social networks and relationships
- Transform the way the Council and its partners collaborate and empower communities to provide services and support

What is a Community Hub?

By a 'Community Hub', we mean:

- Welcoming, community-led spaces which don't feel like typical council buildings – their location and offer should be informed through community engagement as well as Census and other data;
- Reflective of the unique character, needs and strengths of each area – underpinned by local people's priorities;

- Accommodating a range of activities and services identified by the local community – co-designed with local residents and partners: the building, the model and the programme;
- Operated with community oversight or input.

Ernest Harriss House Community Hub

Ernest Harriss House Community Hub is located at basement level of Ernest Harriss House, 61 Elgin Avenue, London W9 2DB. The space is at the bottom of a sheltered housing residential block, managed by Notting Hill Genesis. It comprises 307m², split into two large community rooms, a smaller space, a large kitchen and additional small meeting and storage spaces.

The Council has worked with over 300 residents and partners over the past 18 months to develop plans for the Community Hub space, how it should run, and the local priorities it should respond to. Full information including local and Community Hub priorities, and indicative floorplans, can be viewed in EHHCH Appendix 1 [Priorities & Plans].

The lease held by the Council does not include the external area leading to, and surrounding, Ernest Harriss House. However, we are in discussion with Notting Hill Genesis about improvements to this area, in particular improving accessibility, visibility and signage.

We are looking for a creative, resourceful, mission-driven and collaborative organisation to operate Ernest Harriss House Community Hub from January 2025 to December 2029. This is the first full Community Hub in Westminster, and we expect the Council to work in close partnership with the operator to learn, improve and develop the programme further.

What changes we want to see as a result of this funding

Ernest Harriss House Community Hub aims to pilot a new approach in Westminster, aiming to integrate services and support and connect this with community space and social networks. However, to achieve the key aims of the programme, we want to see improvements in North Paddington and the area local to Ernest Harriss House as follows:

- More resilient communities with lower health inequalities
- Better access to services and support
- Better relationships between the Council and/across its communities
- A stronger voluntary sector and civil society
- Learnings to strengthen the Community Hubs Programme and wider Council approach

Residents and partners have developed a more detailed breakdown of what this should look like in the Ernest Harriss House locality. It is included in EHHCH Appendix 1 [Priorities & Plans].

4. What can be funded

The Council is offering a core grant for operating Ernest Harriss House Community Hub, to allow for the greatest funding flexibility. Organisations are invited to put forward an

indicative budget, based on their assessment of the amount of funding they would require, and how they would want to use those funds. Whilst this will form the basis of the grant award amount, the successful operator will be able to utilise funds more flexibly.

The types of cost which organisations may want to consider may include:

✓ **Staff costs relating to the effective running of the organisation**

This could include strategy and fundraising, financial management, IT and digital, marketing, communications and engagement, partnership working, human resources, general administration. It can also include existing staff posts that are not currently fully funded, or could be partially funded in relation to EHHCH, such as a Centre Manager or administrator.

✓ **Costs related to programme delivery and partnership development**

This could include funding partnership development time or activity, or the development or delivery costs of individual activities or the wider programme, including commissioning or covering costs of delivery partners.

✓ **Running costs that, being covered, allow the organisation to focus on any of the above**

This could include charges (such as business rates), bills, maintenance or essential equipment.

NB If your organisation already operates or incurs costs at other sites, the indicative budget you submit should only include costs associated with EHHCH.

The following areas will not be funded under this programme:

- ✗ Significant fit-out or equipment costs (see 'Annex 1: Key financial information' below)
- ✗ Building repairs (the building is newly refurbished and any arising repairs may be the responsibility of the Council)
- ✗ Capital works (such as landscaping or building works)
- ✗ Emergency costs (such as debt or legal fees for open cases)

5. Eligibility and requirements of applicants

Eligibility criteria

This grant opportunity is open to voluntary and community sector organisations that are registered, physically based and already delivering services in Westminster to Westminster residents. This means not-for-profit, non-governmental, community-based organisations that are value driven and reinvest surpluses into charitable objectives.

We will accept applications from the following types of voluntary and community sector organisations:

- registered charity
- community-interest company
- charitable incorporated organisation

Your organisation must:

- have charitable objects that align with the Fairer Westminster Plan
- have been delivering services to Westminster residents for at least the last 12 months
- have prior experience receiving grant or external funding
- be constituted and have a bank account in the organisation's name
- have at least two directors or trustees that are not related to each other
- not distribute any of your surpluses or assets through share dividends to individuals or shareholders
- not be a party political, government or local authority body
- not provide services or activities whose aims are religious or political in nature (please note that charities that are faith-based can still apply - their activities must be community-oriented and open to all communities)
- not be under any criminal or safeguarding investigation

Important note on expectations

The Ernest Harriss House Community Hub grant award is an exciting opportunity for the right organisation, but it is not appropriate for all organisations. Westminster City Council provides other sources of funding which may be more appropriate for your group or organisation. Visit our website for further information [Grant funding opportunities | Westminster City Council](#) or Westminster's VCS infrastructure organisation, One Westminster, also has details of a wide range of other funding opportunities currently available [Funding Opportunities | One Westminster](#).

6. Applications and decisions

How to apply: via email

To apply, please refer to the document EHHCH Operator Funding Application Guidance 2024. Applications are to be submitted via email.

Partnership applications

We welcome partnership applications, particularly where this demonstrates effective collaboration and a proposal which is more likely to meet the strategic objectives of Ernest Harriss House Community Hub.

From w/c 14th October, the webpage will include a list of 'potential partners' seeking space and already delivering to local communities. Applicants are strongly encouraged to reach out to partners to include them in their bids. Potential partners can be named in multiple bids.

If you submit a partnership application, you will need to evidence how you have previously worked effectively in partnership, and clearly evidence how you would do so.

If you are submitting a partnership application, you will need to name a 'lead partner'. This organisation will be primarily and legally responsible for the successful delivery of the scope of requirements formalised in the grant agreement and supporting documentation.

Assessment and decision-making

A panel of multi-disciplinary council staff and local community representatives will review, assess and select the successful operator through the process.

Applications will be primarily assessed against the following key areas:

- The degree to which the application delivers against the strategic objectives and outcomes outlined in Section 3 (Purpose & Aims), EHHCH Appendix 1 [Priorities] and EHHCH Appendix 3 [Community Outcomes]
- The degree to which the organisation, or partnership, demonstrates the ability and experience to meet the operator requirements outlined in Appendix 2 EHHCH [Operator Requirements], including in relation to statutory compliance responsibilities
- The way in which the organisation, or partnership, will work with and include , residents and communities in decision-making, design and delivery, including how this meets the Council's commitments to Equity, Diversity & Inclusion
- The financial viability, sustainability and value for money of the proposal

Due diligence

Following the offer of the grant, Westminster City Council will carry out checks to make sure that the information given in the application form is accurate. Applicants will be asked to produce all documents and other evidence mentioned in the application. See the Application Guidance document for what to expect in the application form and once the grant offer is made. If all the checks are satisfactorily passed, a final grant agreement will be put in place and funds released on the basis of an agreed payment schedule.

7. Ongoing relationship

Westminster City Council wants to maintain and build high-quality relationships with the organisations that we fund. The intention of the Council is to create a relationship with grant-holders based on a culture of collaboration, open dialogue and trust. In relation to Ernest Harriss House Community Hub, this will include:

- meeting regularly to plan, review and share information – more frequently in the early stages
- providing monitoring and reporting information
- bringing organisations together to promote learning and exchange
- signposting organisations to access support and information when needed
- informing organisations about Westminster's strategies, policies and developments relevant to the work they do

The successful operator will be expected to:

1. be collaborative and co-operative, maintaining good relations with the Council, local partners and the local neighbourhood
2. be proactive, open and transparent
3. complete monitoring and other required forms in a timely manner

4. comply with additional requests for information, including from external evaluators if required

Monitoring requirements

On appointment, the Community Hubs team will work with the successful operator to plan engagement, coordination, evaluation and review activities. This is likely to comprise meetings, provision of monitoring and reporting data, and written reports. Reporting arrangements will be developed in partnership with the Council and an external evaluator, will be designed to track the success of the intended outcomes laid out in your application, any unintended or reviewed outcomes, and broader learnings. The successful operator may also be asked to attend peer learning meetings to discuss progress, learnings and to reflect on the effectiveness of the Community Hubs Programme as a whole.

Data sharing

The Community Hubs Programme will work across internal council departments and other partners across Westminster to maximise our impact by sharing learning, resources and good practice. Shared data can be used to help decision-making, identify gaps in provision and better target support for organisations and communities. By applying to this fund, you agree to allow data about your organisation to be shared with other funders. No personal data will be shared, and it will be stored securely in line with our [privacy notice](#).

Annex 1: Key financial information

The operator will be responsible for the general and day-to-day upkeep and maintenance of Ernest Harriss House Community Hub, as well as programme delivery, engagement, marketing and communications and the areas outlined in Appendix 2 EHHCH [Operator Requirements]. This grant (or alternative funds raised or generated by the operator) can be used to cover or contribute towards these costs. The table below outlines additional costs which applicants should be aware of:

Name	Description	Valuation	Y1-2	Y3-5
Rent	The Council charges full market rent on all properties, however a grant can be secured to cover some or all of this.	£50,000pa	For the first two years, the rent will be fully covered by a rent grant from the Council, separate to the operator grant.	Following the end of Year 2 review, the Council will revisit the level of rent grant provided.
Service charge	A service charge from Notting Hill Genesis may be charged annually, to recoup a proportion of funds expended on the building.	TBC	For the first two years, the service charge will be fully covered by the Council, separate to the operator grant.	Following the end of Year 2 review, the Council will revisit the service charge arrangements.
Business rates	Business rates are due on the property, however applicants may be eligible to apply for up to 100% relief.	~£19,500pa (does not include any relief)	The operator is responsible for meeting the cost of business rates but is expected to apply for rate relief to discount it fully or partially.	
Building insurance	The council insures its full estate and passes on the direct cost of each building	~£2,300pa (subject to change)	The operator is responsible for meeting the cost of building insurance, plus any additional insurance costs (e.g. contents)	
Utilities, services and general running costs	Utilities including but not limited to gas, electricity, water, internet and waste collection.	TBC	The operator is responsible for meeting general running and utilities costs.	

Assessing your bid

Organisations or partnerships may decide to bid between £80,000 to £110,000 per annum. The criteria for assessing your application budget is on Pass/Fail basis. The Council has an agreed maximum budget of £550k for this grant (excluding fit-out and property-related

contributions covered by the Council). The Council reserves the right to reject any submission above £550k.

Whilst the payment schedule is subject to final agreement with the successful supplier, indicative milestones are provided below:

Milestone	Milestone Payment (% of annual award)
Complete documentation & building handover	25%
EHHCH official launch	25%
6-month review	25%
End of Year 1	25%
Payments to subsequently be made 25% of annual award at the end of each quarter in arrears.	

All payments will be subject to satisfactory and timely completion of the project stages and requirements outlined in this specification, in accordance with terms and conditions.