



Strengthening Faith Institutions: Specification

1 What are we looking for?

We are looking for an organisation or consortium with the vision, capability and credibility to help strengthen and support faith institutions to face challenges such as finding suitable training, advice or support when needed, sharing best practice, engaging with women and young people and having strong links with the wider community. We have a budget of £400,000 over 2015/16 and 2016/17.

To be eligible to receive the grant an organisation must be a registered charity or have a charitable purpose. To ensure that delivery can begin rapidly, we will be seeking one organisation or consortium to deliver the whole programme. If applying as a consortium, organisations must have agreed a lead partner to manage the programme and a system for dividing the work and funds between partners and managing performance. That lead partner (or whoever is receiving the money) must be a charity or have a charitable purpose but the other organisations do not need to be.

The successful bidder will need to have a demonstrable record in delivering projects and working with faith institutions.

For the purposes of this programme, a faith institution is a place of worship: its leaders, trustees, staff and volunteers.

2 Why do we want this?

The Government's Integration projects are based around five key themes, set out in Creating the Conditions for Integration. This programme is expected to contribute to three of them:

common ground - A sense of shared aspirations and values, focusing on what we have in common

participation and empowerment - people of all backgrounds have the opportunities to take part, be heard and take decisions in local and national life

tackling intolerance - A robust response to threats, whether discrimination, extremism or disorder, that deepen division and increase tensions.

Faith institutions play a key role in communities. They provide moral leadership, command the respect of sizeable congregations, handle large budgets, educate children, and operate large premises. Well-run collaborative faith institutions can support their members, participate in their community by running programmes that benefit local people and encourage individuals to meet others from other



groups to celebrate what they have in common. They can also provide a bulwark against intolerance and extremism by providing a local source of identity, a place to temper views through discussion, and a first point of call for concerns individuals may have.

However, for many faith institutions, particularly those not registered as charities, little guidance is available in how to demonstrate robust financial, organisational, or practical leadership. This can hinder institutions' ability to get involved in the community by running services, by making use of their assets such as buildings for community activities or by supporting their members to make their voices heard on issues that matter to them. Without support and a clear strategy it can also be harder for institutions to challenge intolerance or extremism.

3 What do we want the programme to do?

3.1 Aims

- We are looking for an organisation or consortium with the vision, capability and credibility to help strengthen and support faith institutions, increase their resilience and their capacity to face challenges such as:
 - Finding suitable training, advice or support when needed
 - Using social media effectively
 - Learning of others' approaches to problems and using them to improve practice
 - Engaging with places of worship of other faiths
 - Engaging with women and young people
 - Being known by, respected and having strong links with the wider community
- We would like the programme to become sustainable so that faith institutions continue to benefit after funding ends.

3.2 Outcomes of the project

Three sets of outcomes, measurement and sustainability contribute towards the achievement of the overall aim. We would like organisations to set out how they would achieve the outcomes and how they would measure that they had achieved them. For each one we have also listed activities that could contribute towards achieving them: these are simply to illustrate options and are not in any way guides for the activities we would want to see.

1. Training for faith institutions and support for those facing challenges:



- We want faith institutions to be able to access quality training on the topics most useful to them and which will make them stronger, more effective and more resilient. The successful bidder should determine what would be most useful, but the below should be covered:
 - Financial management
 - Setting up strong and resilient governance structures
 - Challenging intolerance and extremist behaviours of any kind
- Other topics could include:
 - Knowing how to register as a charity, implement safeguarding procedures or make better use of assets such as buildings, managing difficult conversations
- Faith institutions facing challenges should be able to access advice and support to help them work through the issue and establish a way of preventing or mitigating similar problems in the future.

Note

Charity Commission would in principle be able to work with the winning bidder to provide training on governance and registering as a charity.

This work could involve:

- Recruiting and training Community Empowerment Champions
 - Recruit diverse range of faith representatives across the country
 - Work with interfaith groups and DCLG to determine training needs
 - Training the representatives
- Deliver training and support to faith institutions
 - Design material for training
 - Commission additional training delivery by expert bodies if necessary
 - Deliver training sessions across England
 - Evaluate training
 - Make resources created available on the website to make sure the programme's results can be replicated
- Support and advise faith institutions facing challenges to make improvements
 - Monitor changes in faith institutions supported for six months after the intervention

2. Sharing Best Practice: materials and website

- We want a part of an existing website to act as the 'face' of the programme and be a place where faith institutions can easily:



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- access templates, resources, case studies and training materials
- find links and signposts to other relevant websites
- find out about training, support and grants offered under parts 1 and 3 of the programme
- Access a user friendly guide to powers available to faith institutions to combat extremism. This will include exclusion of extremists from meetings, powers of ownership of faith institutions, how to report concerns etc.
- Find out more about how and when to access pro-bono legal support to, for example, review a contract or obtain advice on a question of governance or membership
- We want faith institutions to know about the programme and the website and to use it as a first port of call.
- The website should be kept up-to-date and include metrics to evaluate its effectiveness, including for example page views, length of time spent viewing each page or numbers of times documents are downloaded.

Note

The website and communications element of this programme will be subject to Government's Efficiency and Reform Group (ERG) Controls, explained more fully at Annex A. **We will not fund an entirely new website:** instead the pages must be part of an existing website, such as that of the bidding organisation. The proposals of the winning bidder will be subject to achieving an exemption to the controls.

The winning bidder will NOT be expected to provide legal advice. They would instead help people access legal advice by, for example, referring them on to specific pro bono services.

This work could involve:

- Designing and delivering a website to underpin the programme and act as its 'face'
- Designing a brand for the programme
- Promoting this website to ensure high level of hits from target faith groups for example through search engine optimisation, linked banners from other sites or a social media campaign
- Providing central point of contact for faith institutions
- Including an easy way for community engagement champions to network and support each other online: on the website or via a separate service such as Knowledge Hub or LinkedIn
- Signposting to resources available elsewhere
- Promote availability of pro-bono legal advice for faith institutions.



3. Connecting faith with the community

- We want to link faith institutions more strongly with their communities, local authorities and civil society, supporting them to engage with local people and be known and respected by their wider communities.
- We want to help places of worship better engage women and young people in a way that is sustainable after funding ends.
- Foster stronger connections between faith institutions of different religions and creeds

Note

We were envisaging this strand being delivered by a small grants programme as detailed below. We would however be open to other delivery options that support individual faith institutions to come up with their own solutions for ways to engage with the community, institutions of other faiths, women and young people. Money cannot be used for capital expenditure or proselytising (see section 4.6 in the application guide for more detail).

This work could involve:

- Operating a small grants programme of at least £150,000 (excluding administration and monitoring costs) to support projects to better engage young people and women in a sustainable way.
 - Making sure grants go where they can make most difference
 - Fund projects which are open to all and/or are interfaith projects, run by more than one faith organisation or by a faith organisation and a secular group.
 - Projects open to all would have to prove that steps would be taken to encourage a diverse group of participants
 - Examples could be a football group run by a gurdwara attended by young people of all faiths and none, or a support group run by a mosque and a synagogue, primarily attended by women of those two faiths.
 - Projects must produce practical benefits over a year long period and either have a clear plan in place for follow up activities after the project comes to an end or have a strong sustainability plan embedded from the start (i.e. they will be self-financing at the end of the project).
 - Monitor projects proportionately, measuring their impact on participants, institutions and the community and offering some learning for future projects.

3.3 Measurement and evaluation



We want the successful bidder to be able to effectively measure the progress and impact of their work throughout the life of the programme through quantitative and qualitative data. This should result in a thorough evaluation of what worked and what could be improved for future programmes.

Such measurement could involve:

- Number of individuals trained
- Number of faith institutions supported, and their locations (to show a spread across the country)
- Number of unique visitors to the website
- Feedback from faith institutions supported
- Number of projects to engage women and young people supported
- Number of people reached in the wider community
- Case studies of projects
- Interviews with participants

3.4 Sustainability

We want the benefits of the programme to continue after funding ends. This means a clear plan for sustainability should be included from the start.

Such a plan could involve:

- Arrangements to continue maintaining the website after funding ends
- Training to be delivered in a way that allows those trained to continue to use their skills or share them with others after the programme ends

Approved



4. Application Guide

4.1 Target beneficiaries

We expect faith institutions of all religions, their leaders, staff, trustees and volunteers to benefit from the training and support elements of this programme. Those who attend faith institutions and members of the wider community would benefit indirectly from stronger faith institutions and from the programmes funded through grants.

4.2 Location

We want to run the programme across England, ideally focusing on the local authority areas listed below, or other areas where the successful bidder(s) explain the reasons for doing so. In either case we would like the programme to run in a good geographical spread of areas across England.

Barking and Dagenham

Birmingham

Blackburn with Darwen

Bradford

Brent

Ealing

Hackney

Haringey

Knowsley

Leicester

Luton

Manchester

Middlesbrough

Newham

Oldham

Redbridge

Slough

Tower Hamlets

Waltham Forest

Westminster

4.3 Finance

Bidders are invited to state the total amount of funding they calculate would be required to deliver a programme meeting (or exceeding) the above criteria. Bidders must bear in mind that the total funding available for this project is £400,000, and that DCLG will be considering bids that will deliver the best value for money, and will view favourably those that deliver more than detailed in the specification.

We will provide reasonable set up costs from 1 April 2015 and expect programme delivery to begin in June 2015. An annual review will be conducted on 1 April 2016. All funding after April 2016 will be contingent upon the results of the review.

4.4 Best Use of Money

In assessing Best Use of Money, we will be looking for projects that demonstrate:

- That costs, and costs per output, present the best use of money
- That financial risks are identified and managed



- That costs and any other funding are profiled in a sensible way

4.5 Deliverability

Bids should explain how the organisation will manage the programme delivery to achieve best value for money and use of resources. The approach will be evaluated for viability. To show deliverability, an organisation or consortium could outline plans to:

- Establish steering board with buy-in from all the major faiths
- Manage project work plan
- Manage assessment of impact
- Respond quickly and calmly to difficulties and ensure project remains on track
- Ensure due diligence procedures are followed for partners and double check sub-contractor due diligence.

A bidder could also demonstrate a track record of multi faith buy-in, strong relationships with faith communities, a track record of training delivery, and submit references from past funders.

4.6 Restrictions

Please note the money cannot be spent on

- Activities promoting a religious faith or belief; acquisition of religious objects; the cost of supporting religiously-employed personnel
- Any party political activity
- Purchasing capital items, including expenditure on assets such as buildings or equipment

This is not an exhaustive list.

Public money will not be provided to organisations that do not support British values including democracy, human rights, equality before the law, and participation in society. This includes extremist groups.

4.7 Consortium Bids

- DCLG is looking to award a grant to either one organisation (which would have to be a charity or have a charitable purpose), or a consortium. A consortium proposal would have to be led by a charity or an organisation with a charitable purpose but could include charities, private companies and/or public sector bodies
- If a consortium is proposed the group must nominate a lead partner to whom DCLG would grant the funding
- It would be the responsibility of the lead organisation to make arrangements for distributing funding and accountability amongst consortium partners.



5 Next Steps

5.1 To apply

Fill out the attached application form. Completed application forms should be sent to integration@communities.gsi.gov.uk with the subject line "SFI application". Applications will be acknowledged by email within two working days of receipt. The closing date for applications is 2 March 2015 at 12 noon. We aim to announce the successful bid on 26 March. Programme begins March 2015 with set up commencing in April and delivery to begin in June 2015.

5.2 Funding decisions

Recommendations about who will successfully be commissioned to deliver the Strengthening Faith Institutions programme will be made by a panel of civil servants. Applicants will be assessed on their application form, the evaluation criteria (attached) and ability to demonstrate they meet the eligibility criteria. Recommendations will be put to Ministers whose decisions will be final. We will be able to offer feedback to unsuccessful bidders who pass eligibility criteria but whose proposal is not accepted by the panel.

5.3 Communication with winning organisation or consortium

We will write to you offering you a contract for the activity you have outlined, setting out the detailed terms and conditions in an accompanying grant agreement. We will request copies of any further documentation required.

5.4 Evaluation Criteria

Refer to the document titled Evaluation Criteria for the full details regarding the evaluation criteria we will use.



6 Management Arrangements

The DCLG contact is Kate Thompson.

Meetings will be held with DCLG bimonthly. In general funding will be paid quarterly in advance.

The successful bidder must keep DCLG informed of any major changes to approaches or timelines.

By applying, projects are also agreeing to use DCLG evaluation forms and other measures. This includes quarterly monitoring forms. You are also agreeing to cooperate with reasonable request for publicity e.g. meeting with Ministers, quotes for media publications etc., which will recognise the sensitivity of the subject.

Data protection act

The Department for Communities and Local Government will use the information you give us during the assessment of your application and the life of your award (if successful) to administer and analyse the bids, and for our own learning purposes. We may give some or all of this information to financial representatives in the Home Office when assessing applications, administering the process, monitoring awards and evaluating funding processes and impacts.

We may share information with organisations and individuals with a legitimate interest in this Community Engagement Initiative. We have a duty to protect public funds and for that reason we may also share information (in line with the Freedom of Information Act) with government departments.



Government's Efficiency and Reform Group Controls

Policy summary

Control of government advertising, marketing and communications expenditure ensures that only essential activity continues. The control ensures that future advertising, marketing and communications expenditure will be more transparent, better coordinated and less bureaucratic.

What is in scope of this control?

This control applies to the following:

- advertising including: TV, radio, digital advertising, outdoor, print, advertorials, recruitment, costs of media, fees and commission for media buying, media planning, creative development and production
- marketing activities including: design and branding, direct and relationship marketing, customer relationship management programmes, telemarketing, campaign help lines, partnership marketing, sponsorship marketing, field or experiential marketing, merchandising, advertiser-funded programming, audio-visual activity, storage and distribution of marketing materials
- consultation activities including: associated publicity, events, resources and materials, research, analysis and evaluation
- communication strategy, planning, concept and proposition testing and development
- market research that informs marketing and advertising activity and evaluation of marketing and advertising activity
- printing and publications
- events, conferences and exhibitions, including stakeholder, public and internal communication events, but excluding training events
- public relations (PR) activity
- digital activity including: website and application development, search engine marketing (including pay-per-click), digital display advertising, content partnerships, email marketing, mobile and SMS marketing, interactive online content
- all public-facing digital services must be built in line with the Government Service Design Manual and pass an assessment against the Digital by Default Service Standard. Please see section 8 of the Cabinet Office Controls guidance for further detail on how the Digital and Technology control applies.

The full guidance is at <https://www.gov.uk/government/publications/cabinet-office-controls/cabinet-office-controls-guidance-version-32#advertising-marketing-and-communications>