

Grants Committee

23rd November 2016 : 11:00 am
Agenda

At London Councils offices, Conference Suite,
59½ Southwark St., London SE1 0AL

Refreshments will be provided
London Councils offices are wheelchair accessible

Labour Group:

(Political Adviser: 07977 401955) Room 1 10:00 am

Conservative Group:

(Political Adviser: 07903 492195) Room 5 10:00 am

Contact Officer: Lisa Dominic

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A sandwich lunch will be provided after the meeting in Room 4

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***Declarations of Interests**

If you are present at a meeting of London Councils' or any of its associated joint committees or their sub-committees and you have a disclosable pecuniary interest* relating to any business that is or will be considered at the meeting you must not:

- participate in any discussion of the business at the meeting, or if you become aware of your disclosable pecuniary interest during the meeting, participate further in any discussion of the business, or
- participate in any vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

It is a matter for each member to decide whether they should leave the room while an item that they have an interest in is being discussed. In arriving at a decision as to whether to leave the room they may wish to have regard to their home authority's code of conduct and/or the Seven (Nolan) Principles of Public Life.

*as defined by the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012

LONDON COUNCILS GRANTS COMMITTEE - AGM
13 July 2016

Minutes of the Grants Committee AGM held at London Councils, 59½ Southwark Street, London SE1 0AL on Wednesday 13 July 2016

London Borough & Royal Borough:

Representative:

Barking and Dagenham	Cllr Saima Ashraf
Bexley	Cllr Don Massey
Brent	Cllr Margaret McLennan
Bromley	Cllr Stephen Carr
City of London	Cllr Alison Gowman
Ealing	Cllr Ranjit Dheer
Enfield	Cllr Yasemin Brett
Greenwich	Cllr David Gardner (sub)
Hackney	Cllr Jonathan McShane
Haringey	Cllr Eugene Ayisi
Harrow	Cllr Sue Anderson
Havering	Cllr Osman Dervish (sub)
Hillingdon	Cllr Douglas Mills
Hounslow	Cllr Richard Foote
Islington	Cllr Kaya Comer-Schwartz
Kensington & Chelsea	Cllr Gerard Hargreaves
Kingston upon Thames	Cllr Julie Pickering
Lambeth	Cllr Paul McGlone (Chair)
Lewisham	Cllr Joan Millbank
Merton	Cllr Edith Macauley
Newham	Cllr Forhad Hussain
Redbridge	Cllr Bob Littlewood
Richmond	Cllr David Marlow (sub)
Southwark	Cllr Barrie Hargrove
Sutton	Cllr Simon Wales
Waltham Forest	Cllr Liaquat Ali
Westminster	Cllr David Harvey

London Councils officers were in attendance.

Nick Lester, Director, Services at London Councils chaired items 1-4.

1. Apologies for Absence and Announcement of Deputies

- 1.1 Apologies were received from Cllr Richard Cornelius (Barnet), Cllr Hamida Ali (Croydon), Cllr Denise Scott-McDonald (Greenwich), Cllr Sue Fennimore (Hammersmith & Fulham), Cllr Melvin Wallace (Havering), Cllr Meena Bond (Richmond), Cllr James Madden (Wandsworth), Cllr Nicki Aiken (Westminster)

2. Declarations of Interest

- 2.1 There were no declarations of interest made under this item but Cllr Joan Millbank (Lewisham) declared a pecuniary interest in item 12. *Leadership in the Third Sector : The Role of London Boroughs and London Councils* when the committee arrived at that item - as an employee of City Bridge Trust. She took no part in the decision.
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3. Acknowledgement of new members of the Grants Committee

- 3.1 New members were welcomed to the Grants Committee.

4. Election of Chair of the Grants Committee for the 2016/17 Municipal Year

4.1 Cllr Paul McGlone was re-elected as Chair of the Grants Committee – nominated by Cllr Stephen Carr (Bromley) and seconded by Councillor Hargreaves (RB Kensington & Chelsea).

4.2 The Chair apologised to members for the size of today's agenda – he would devote as much time as possible to the key items – 13 and 14.

5. Election of Vice-Chairs for the Grants Committee for the 2016/17 Municipal Year

5.1 Cllr Forhad Hussain was elected as the Labour Vice-Chair. Nominated by Cllr Millbank

5.2 Cllr Stephen Carr was elected as the Conservative Vice-Chair. Nominated by Cllr Hargreaves

5.3 Cllr Simon Wales was elected as the Liberal Democrat Vice-Chair. Nominated by Cllr Gowman.

6. Election of the Grants Executive for the 2016/17 Municipal Year

6.1 The following members were appointed to the Grants Executive:

- Cllr Paul McGlone
- Cllr Joan Millbank
- Cllr Forhad Hussain
- Cllr Stephen Carr
- Cllr Simon Wales
- Cllr James Maddan
- Cllr Gerard Hargreaves
- Cllr Komer-Schwartz

6.2 The Chair recognised that a wider Executive membership may need to be considered, as that group may need to meet on several occasions throughout the year.

7. Minutes of the Grants Committee AGM held on 15th July 2015 (for noting – previously agreed)

7.1 Members noted the minutes of the July 2015 Grants AGM.

8. Minutes of the Grants Committee held on 9th March 2016

8.1 The minutes were agreed as an accurate record of the meeting which took place on 9th March 2016, subject to the removal of the reference to 'AGM' in the first line of the minutes.

9. Draft Minutes of the Grants Executive on 22 June 2016 (for noting)

9.1 Members noted the draft minutes of the Grants Executive which took place on 22 June 2016.

10. Operation of the Grants Committee

10.1 The Chair introduced the report.

10.2 Cllr Pickering felt that that the Terms of Reference for Grants Executive (item 9 of the report - page 20 of the paper) should be reviewed, in that their delegated powers from the Grants Committee seemed to conflict with the powers of delegation in Leaders' Committee to the Executive. Cllr McGlone asked officers to provide clarity on this issue.

Action: Officers to review wording of the Terms of Reference in respect of delegation to the Grants Executive.

10.3 Cllr Pickering asked if Officers could do more 'intelligent reporting' via Grants Executive to reduce the amount of paperwork being sent to Grants Committee, and that this be reflected in a review of the ToR. Cllr McGlone agreed that this approach could be explored. Cllr Carr agreed with the moves to rationalize paperwork and suggested that there may need to be extra Executive meetings as a result.

Action: Officers to prepare a discussion paper on this issue and report back.

The following dates of future meetings were agreed.

Grants Main Meeting		
Date	Time	Main Business
23 November 2016	11.00 am	
15 February 2017	11.00 am	
12 July 2017 (AGM)	11.00am	AGM
Grants Executive		
Date	Time	Main Business
13 September 2016	2:00 pm	Grants Executive
7 June 2017	2:00 pm	Grants Executive

10.4 The Committee noted the remainder of the report.

11. Constitutional Matters

11.1 London Councils' officers introduced this report which covered:

- Minor variations to London Councils Governing Agreement
- Amendments to London Councils Standing Orders
- Approval of and amendment to London Councils Scheme of Delegation to Officers
- Terms of reference to Sub Committees

11.2 Members noted the changes to London Councils' constitutional documents.

12. Leadership in the Third Sector : The Role of London Boroughs and London Councils

12.1 The Chair welcomed David Farnsworth from City Bridge Trust to the meeting. Mr Farnsworth addressed the Committee and made the following points:

- The City Bridge Trust's Grants budget was £20 million for about 600 organisations – an important theme was the support of the voluntary sector
- CBT had funded London Funders to produce 'The Way Ahead' report in collaboration with local communities
- Funding had been set for the next three years with an additional £1million a year – it was strategically important that boroughs have a role in co-design and CBT saw London Councils as vital in making this happen

12.2 Cllr Gowman (who was also Chair of CBT) added that she wanted to work collaboratively across London to ensure that the programme provided value for money.

12.3 In response to a question from Cllr Pickering about the role of Grants Committee in linking to the community, Mr Farnsworth confirmed that while the Committee is crucially important in giving strategic oversight, day to day work would be with officers and borough grants teams and London Councils would need to have some officer resource dedicated to this to be able to deliver this in a meaningful way.

12.4 Cllr Hargreaves asked about the resources required. The Corporate Director, Services confirmed that an additional full time resource would need to be recruited at some point, but the costs of this post and an indicative figure was included in the report for which provision could be included in the budget proposals considered by members in the autumn..

12.5 Cllr Carr was concerned that London Councils should look at options for funding the post, including looking at existing resources and underspends, and that the funding decision should be transparent. Also, in response to Cllr Carr's question, it was confirmed that a borough expert subgroup to co-ordinate ideas could be put together, led by the chair of the borough grants officer network (a borough officer from LB Southwark)

12.6 Members agreed that officers make provision in the 2017-18 budget proposals to be considered by the November meeting of the Grants Committee for resources to cover London Councils officer time in this role as set out in section three of the report. Mr Farnsworth was thanked for his presentation, and then left the meeting.

13. Tackling Poverty through Employment (ESF Match Funded)

13.1 The Chair introduced the report, based on priorities agreed in March 2016 which cannot now be changed – the commissioning process began in May.

13.2 The Director, Services confirmed that there were still a small number of administrative issues to be sorted out with the GLA but was hopeful for these to be resolved soon so the agreement can be signed.

13.3 The Head of Grants and Community Services confirmed that bid funding was outcome related, and for the first time there are specific borough based targets for bidders to meet, based on population, unemployment and homelessness rates, which should lead to greater accountability. This has meant greater focus on boroughs with high unemployment and homelessness levels.

13.3 In answer to a question from the Chair on how the clusters had been arrived at, it was explained that the groupings were determined by the allocation of grant. There was a discussion around the issues of clustering, and the following points were made:

- Cllr Ashraf commented that Barking and Dagenham's allocation seemed low compared to its unemployment and homelessness levels, although it was pointed out that the borough had a relatively small population
- In response to a question from Cllr Anderson as to how much consultation had been carried out with local communities, the Head of Grants and Community Services replied that because of the short timescale and limited discussions with the boroughs, this hadn't been factored in to the process.
- Cllr Millbank expressed concern about potential pressure being placed on the voluntary sector because of the spread of resources to the boroughs. The Head of Grants and Community Services explained that a network of voluntary organisations had been involved with the main bidding partners.
- Cllrs Hargrove, Pickering and Dheer all felt that the clusters should be reviewed, as the correct grouping of boroughs was extremely important, and there seemed to be some unusual groupings e.g. Lambeth being grouped with south west London boroughs

- Cllr Littlewood felt that because there was no limit on the amount of bids that organisations could make, this may lead to capacity issues
- Cllr Anderson asked whether people on the autistic spectrum, who find it difficult to obtain work, were specifically targeted in the guidance. It was confirmed they were not.
- Cllr Gardner raised the issue of the London Living Wage, and asked whether bidders were required to be accredited. It was confirmed that this wasn't part of the ESF bidding requirements, and that it would be difficult to enforce because employers paid wages to their staff direct
- Cllr Pickering also felt that business rates need to be taken into account, as this had an effect of business being willing to offer employment opportunities

13.4 Cllr Carr expressed the opinion that the delay in signing the agreement with the GLA had made little difference to the target group, and that the Committee should postpone moving ahead until there was a full review of clusters and other issues. He also expressed concern that although no movement had been made on this target group, overall the programme was claiming success in resolving unemployment. The Head of Grants and Community Services confirmed that of the £44million for the programme (£22million match funded), only £6million related to the resources targeted at the long term unemployed. The Director, Services also confirmed that other complementary services for the long term unemployed were in operation outside of this grant allocation.

13.5 The Head of Grants and Community Services confirmed that there was a fixed end point for funding, and any delays in signing would reduce the 'window of opportunity' for committing the money, and place more pressure on organisations to deliver. Cllr Carr responded to ask whether any money allocated for the first year would be repaid if not spent? The Chair confirmed that payment of the grant was in arrears and paid based on delivery.

13.6 The Chair recognized the concerns of the Committee and felt that the delivery of the programme was all-important, and that robust tools were needed to keep the delivery under review. The Chair moved to a vote for approval of the recommendations of the report:

For: 19
Against: 7
Abstentions: 0

13.7 The recommendations 1 – 3 in the report were agreed.

Action: the Head of Grants and Community Services agreed to look at the clusters again based on the comments from the Committee.

14. Grants Programme 2017-21

14.1 The Chair introduced the report, and confirmed that the budget to be considered by members in autumn would be in the region of £8.7 million available (because the future programme did not have a fourth priority) but that there was flexibility to move money around. The Principal Programme Manager explained the options for indicative funding.

14.2 Cllr Comer-Schwartz asked whether there was a move away from 'family' homelessness to youth homelessness? The Principal Programme Manager confirmed that there had been a large rise in youth homelessness and that a statistic from a Homeless Link report was included in the report which stated that around 50% of people in homelessness accommodation were now from the 16 – 24 year age group, which boroughs were keen to see targeted, as it is important that

the Grants Programme complements local duties and delivery. Cllr Comer-Schwartz also felt that Government policy of requiring Councils to sell high value stock would also have an impact.

14.3 The Committee noted recommendations 1 and 4 and agreed

- the specifications in **Appendix One**, for services to be delivered from April 2017 to March 2021.
- Option Two from the potential indicative funding levels set out in **Appendix Two**,

15. Commissioning Monitoring Arrangements Framework – Review

15.1 The Chair introduced the report.

15.2 The following comments were made about the report:

- Cllr Millbank queried whether the leveraging in of resources on page 273 of the papers referred to additional resources for the project or the organisation?
- Cllr Hargreaves thought that the borough reports provided with the July – October 2016 Grants Review consultation were preferable to those provided in this one
- Cllr Pickering felt that there were now more sophisticated commissioning tools which should be utilised

15.3 In response to Cllr Millbank's question, The Principle Programme Manager confirmed this related to the organization. In response to Cllr Hargreaves' question about when the borough specific dashboards would be produced, The Head of Grants and Community Services confirmed that a full set would be ready by the next Grants Committee meeting in November.

15.4 The Committee noted the report.

16. Performance of Grants Programme 2015/16

16.1 The Chair introduced the report, commenting that progress was good excepting Priority 4, which had been covered elsewhere on the agenda. The Head of Grants and Community Services felt it would be more useful because of time to concentrate on areas of poor performance.

16.2 Cllr Anderson commented that some of the case studies seemed not to have changed. The Head of Grants and Community Services responded that case studies in Section 3.3. were updated on a rolling basis

16.3 Cllr Millbank noted on page 436 of the papers that some borough events with London Funders were not well attended by all boroughs, and encouraged all boroughs to take up the opportunity as the events were useful and were paid for by the boroughs.

16.4 The Committee noted all recommendations in the report and agreed that in relation to Women in Prison (2.2) that officers bring an update of this to the Grants Chair.

17. Grants Committee – Pre Audited Financial results 2015/16

17.1 The Director of Corporate Resources introduced the report, and confirmed that he provided the information three times a year. He commented that the indicative surplus of £1,167million had increased from £1,041million in the previous report at the 9 month stage. This was a positive sign of the stability of the financial arrangements.

17.3 The Committee noted the report.

18. Report of Decision Taken under Urgency procedure

18.1 The Committee noted the decision.

Cllr Macauley wished to record her congratulations to Theresa May on her appointment as Prime Minister.

The meeting finished at 12:45pm

Grants Committee

Performance of Grants Programme 2013-17 Item 4

Report by:	Simon Courage Katy Makepeace-Gray	Job title:	Head of Grants and Community Services Principal Programme Manager
Date:	23 November 2016		
Contact Officer:	Simon Courage		
Telephone:	020 7934 9901	Email:	simon.courage@londoncouncils.gov.uk

Summary

This is London Councils' officers' report on the performance of the Grants Programme. It covers the period 1 April 2015 – 30 September 2016, which is year three and the first six months of year four, of the four year programme (quarters 9-14 of 16). It sets out data on the performance of the programme and other performance-related information.

Recommendations

- 1) The Grants Committee is asked to note that:
 - a) At priority level, the outcomes for:
 - i) Priority 1 (homelessness) overall were 27% above profile in 2015-17 (Q1-6)
 - ii) Priority 2 (sexual and domestic violence) overall were 12 % above profile in 2015-17 (Q1-6)
 - iii) Priority 3 (ESF tackling poverty through employment) will begin reporting on outcomes in January 2017. Of the six new projects, four have funding agreements in place.
 - iv) Priority 4 (capacity building) overall were - 5% below profile in 2015-17 (Q1-6)
 - b) This performance in the last six quarters means that the number of interventions delivered in the

14 quarters combined since the start of the programme is as follows:

- i) Priority 1 (homelessness) –69,788
- ii) Priority 2 (sexual and domestic violence) – 251,274
- iii) Priority 3 Delivery information on the new programme will be available in January 2017
- iv) Priority 4 (capacity building) – 15,722

c) At project level

- i) In the red, amber, green (RAG) system, 21 projects are green and four are amber. Six have no rating this quarter as these are ESF projects that have not submitted delivery information to date.
- ii) The direction-of-travel arrows show that the performance of one of the projects is falling (green).
- iii) Officers propose to concentrate performance management effort on the four projects that are rated amber
- iv) The attached tables showing the outcomes of each priority in each borough in 2015-17 Q1-6 (2013-17 Q9-14).

d) The arrangements for the close of the programme outlined in section six.

1

Introduction

The London Councils grants programme enables boroughs to tackle high-priority social need where this is better done at pan-London level. The programme commissions third sector organisations to work with disadvantaged Londoners to make real improvements in their lives.

The programme is made up of a set of projects that deliver priorities determined by the London Councils Leaders' Committee. The current priorities are:

1. Homelessness
2. Sexual and domestic violence
3. Tackling poverty through employment
4. Capacity-building in the third sector.

Priority 3 is half-funded by ESF.

The Leaders chose these priorities because need in these areas is not always confined by borough boundaries. For example, a victim of domestic violence may need to move far across London to put distance between themselves and the perpetrator.

Individual commissions are awarded on the basis of competitive bids and payment is conditional on delivering results. London Councils works with members and officers in the boroughs to make sure projects commissioned through the programme add value and compliment borough services and do not duplicate them.

Awards of individual commissions, and oversight of delivery, are done by members sitting on the Grants Committee. To help the Committee to fulfil this responsibility, London Councils officers give it a report on the performance of the Programme at each of its quarterly meetings.

This is the report to the Grants Committee for its meeting in November 2016. It covers the reporting period 1 April 2015 – 30 September 2016 (Q9-14 (of 16)). Projects were reviewed at the end of the first two years of the four year programme. At this point Grants Committee agreed targets for the last two years of the four year programme. For that reason the performance reports submitted to Grants Committee during 2015-17 cover years three and four.

Members of the Grants Committee agreed at their meeting 18 November 2015 to an adjustment to the commissioning monitoring arrangements report (February 2013) to adopt a risk based approach to the model. In particular this was to address the need to balance the

monitoring requirements of the new programme whilst in the evaluation, design and award stage of the new programme. This involved focus on commissions that are rated as higher risk. With this in mind officers are reporting on the commissions rated as amber for this report. In addition, members are asked to note that officers have not reviewed the returns information contained in the report to the level of detail that they would normally due to competing demands of application assessments for the 2017-21 programme and monitoring the 2017-21 programme. Any issues that emerge after Grants Committee relating to this reporting period will be reported to the next meeting of the Grants Committee.

2 Priority-level performance

Table 1 shows all the four Programme priorities broken down into specifications and these broken down into primary outcome indicators.

Priority	Specification	Table 1. Primary Outcome Indicators
1. Homelessness	1.1: Early intervention and prevention	People/ families at risk of homelessness, who are homeless or living in insecure accommodation assisted to obtain suitable temporary or permanent accommodation
		People/ families successfully sustaining their tenancies for one year or more
		People have improved physical and mental health
		People have increased learning and improvements in life skills and employment and training opportunities
		People have increased levels of social interaction and reduced levels of isolation
		People within the protected equalities groups have increased access to housing advice
	1.2: Youth homelessness	Young people who are homeless or living in insecure accommodation obtain suitable temporary or permanent accommodation
		Young people successfully sustaining their tenancies for one year or more
		Young people who have improved health and mental health
		Young people have increased learning and improvements in life skills and employment and training opportunities
		Young people within the protected equalities groups with enhanced knowledge of tackling homelessness
	1.3: Support services to homelessness voluntary sector organisations	Frontline organisations better able to deliver high quality housing provision support to the protected equalities groups and better able to deliver well informed specialist services, advice and specialist housing and social welfare advocacy and representation for and to the following: - Black, Asian, minority ethnic, refugee and migrant groups. - Women - Young and older people - Lesbian, gay, transgender and bisexual groups. - Deaf and disabled groups.
		Frontline organisations better able to raise issues of housing discrimination and trends in housing provision for the above equalities groups strategically together and with boroughs through sharing good practice, knowledge and expertise. This will include frontline organisations facilitated to contribute to information and data sharing on homelessness.
		Frontline organisations that support the protected equalities groups identified within this specification better able to secure funding and resources and to develop the capacity of their organisation.
		Frontline homelessness organisations better equipped to respond to the diversity of equalities needs

Priority	Specification	Primary outcome indicators
2. Sexual and Domestic Violence	2.1: Prevention	Children and young people view sexual and domestic violence as unacceptable and can identify the warning signs and myths.
		Children and young people can identify what positive respectful relationships based on equal power are and have increased confidence and empowerment enabling positive choices to be made.
		Children and young people can identify where to seek support/ their rights/ how to disclose
		Children and young people have respectful relationships with their peers.
		Professionals understand the facts, myths and risk factors relating to sexual and domestic violence (in particular issues that affect children and young people such as sexual exploitation, trafficking, FGM and sexual violence in gang settings) and feel able to address issues with children and young people
		Children and young people are more aware of sexual and domestic violence in relation to the eight protected characteristics (for example violence in same sex relationships, FGM, forced marriage)
	2.2: Advice, counselling, outreach, drop-in and support for access to services	Users better able to access appropriate services
		Reduced levels/ repeat victimisation of sexual and domestic violence
		Service providers are better informed of beneficiaries' needs and service users are enabled to communicate their needs and views to service providers/decision makers
		Service users have improved self-esteem, motivation, confidence, emotional health and wellbeing and physical health and are able to rebuild their lives, moving to independence.
		Beneficiaries more able to make safe choices leading to a reduction in occurrence and/or effects of violence, sexual abuse and repeat victimisation.
		More informed life choices to enable users to rebuild their lives and move to independence: - health (including sexual health, mental health, drug and alcohol support) - employment - legal/ criminal justice system - education - training - immigration - housing - children's services
		People from the protected characteristics have access to advice in a way that meets their needs.

Priority	Specification	Primary outcome indicators
2. Sexual and Domestic Violence (continued)	2.3: Helpline and coordinated access to refuge provision	Increased access to emergency refuge accommodation for people escaping domestic violence.
		Improved data collection of service users and service provision resulting in increased information on sexual and domestic violence services in London and beneficiaries needs.
		Service users are supported to move to a position of safety.
		London boroughs receive dedicated support in accessing refuge provision for service users affected by domestic violence. Statutory providers, friends, family and voluntary agencies are better able to support those experiencing domestic violence.
		People with the protected characteristics (2010 Equalities Act) are able to access support that meets their needs.
	2.4: Emergency refuge accommodation that offers services to meet the needs of specific groups	Safety from immediate danger from perpetrators through specialist emergency accommodation.
		Increased access to specialist support and culturally specific provision (such as drug and alcohol support, support with mental health, support to exit prostitution. Culturally specific provision to include so called 'honour' based violence, forced marriage, female genital mutilation, early marriage, language and culture, immigration and no recourse to public funds).
		Increased confidence, self-esteem, mental health and increased ability to deal with the effects of domestic violence
		Independent lives rebuilt, through improved independent living skills, knowledge and access to benefits, entitlements, supported/ permanent housing
		Relationship rebuilt with children where damaged, make safe choices and access support for their children.
		Removal of barriers in accessing services for people with the protected characteristics of the 2010 Equalities Act
	2.5: Support services to the sexual and domestic violence voluntary sector organisations	Frontline providers are effective and sustainable organisations (financial management, governance, recruitment/ workforce, ICT, premises, fundraising/ tenders/contracts, recruitment or board members)
		Frontline providers able to deliver improved services to meet their clients' needs (deliver, monitor, evaluate and adapt)
		Frontline organisations are able to develop effective partnerships and work with other voluntary and community organisations or statutory providers, linking to local services and networks.
		Frontline organisations able to better represent their service users and ensure they are up to date with policy changes. (Including supporting the sector to collate and analyse data on need)
		Frontline organisations better able to achieve the three aims of the 2010 Equalities Act

Priority	Specification	Primary outcome indicators
2. Sexual and Domestic Violence (continued)	2.6: Specifically targeted services FGM, Honour based violence (HBV), forced marriage and other harmful practices	Service users have improved self-esteem, confidence and emotional health and well being
		Service users have a better understanding of the support options available to them and are more aware of their rights and entitlements
		Service users have an increased ability to communicate their needs and views to service providers
		Service users are able to make safe choices and exit violent situations/ service users have enhanced coping strategies through risk assessment and safeguarding
		Service users have improved life skills to help them rebuild their lives and move to independence
3. ESF tackling poverty through employment	All specifications use the same indicators	Participants receiving 6+ hours of one-to-one support
		Participants receiving 12+ hours IAG (recovering from drug and/or alcohol addiction, homeless)
		Participants completing work or volunteering placement
		Participants gaining employment within 4 weeks of leaving
		Participants sustaining employment for 26 weeks
		Participants gaining employment within 4 weeks of leaving (recovering from drug and/or alcohol addiction, homeless)
		Participants sustaining employment for 26 weeks (recovering from drug and/or alcohol addiction, homeless)
		Participants progressing into education or training
4. Providing support to London's voluntary and community organisations	Single specification	Increased ability of voluntary and community organisations (VCOs) in London to deliver efficient and effective services.
		The voluntary sector's role and capacity is understood and new opportunities for engagement of voluntary and community organisations are increased
		Frontline organisations or organisations supporting a particular equalities protected group are better able to deliver well informed services that reflect the needs of equalities groups.

2.1 Priority 1: Homelessness

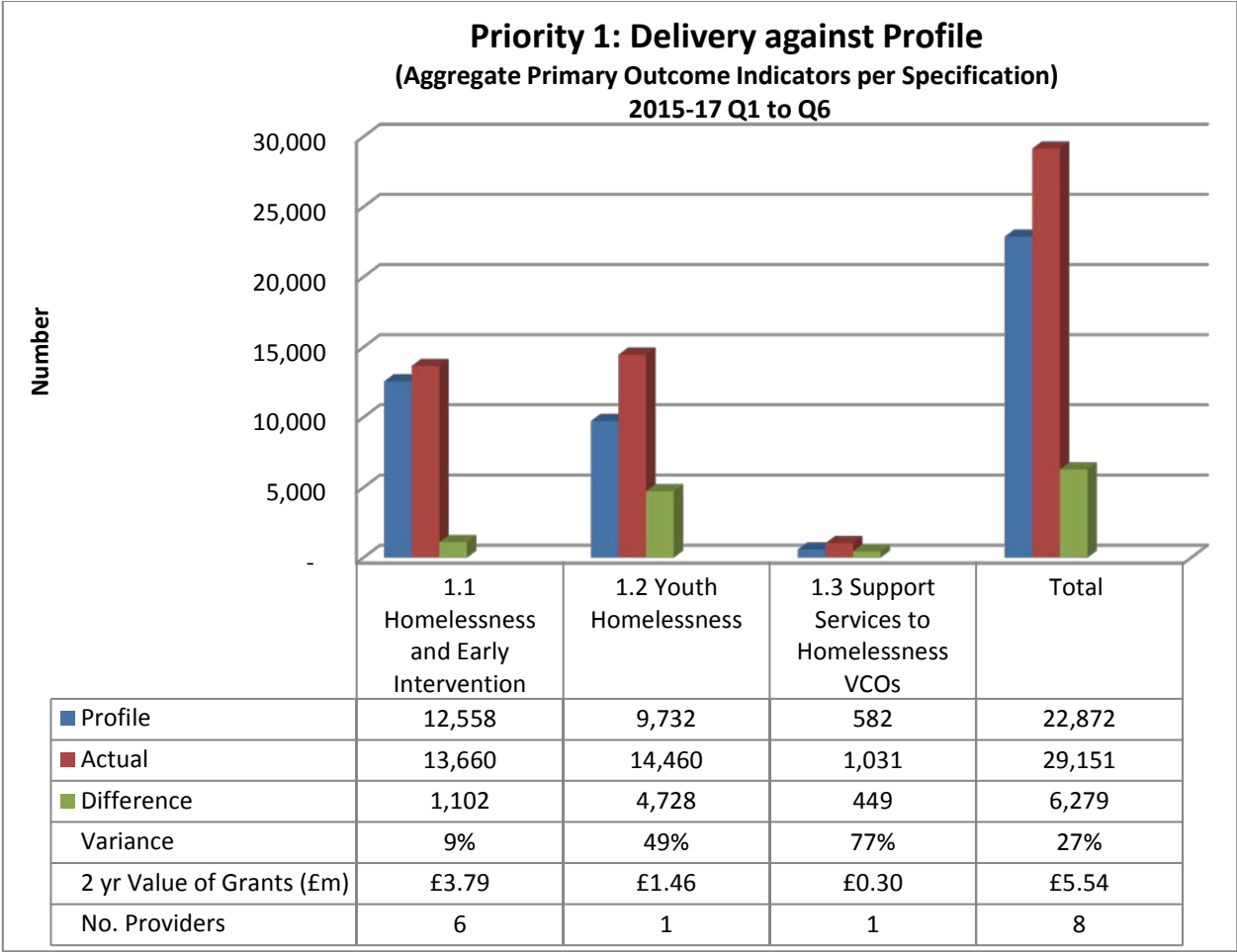
The Committee has allocated £5.54 million to eight projects to tackle Priority 1: Homelessness for 2015-17. Of these eight:

- Six (with a total value of £3.79 million) are delivering against specification 1.1: Early intervention and prevention
- One (with £1.46 million) is delivering against specification 1.2: Youth homelessness
- One (with £0.3 million) is delivering against specification 1.3: Support services to homelessness voluntary sector organisations.

Figure 1 shows the performance of the priority in 2015-17 quarters 1 to 6 (quarters 9 and 14 of the four year programme). Over these six quarters, performance was 27% above profile. This reflects the fact that these figures relate to the combined third and fourth year of the programme and projects are largely performing well and continuing to add value, having largely addressed issues of underperformance in earlier quarters.

Officers have highlighted issues relating to projects which have caused concern in section three.

Figure 1



2.2 Priority 2: Sexual and domestic violence

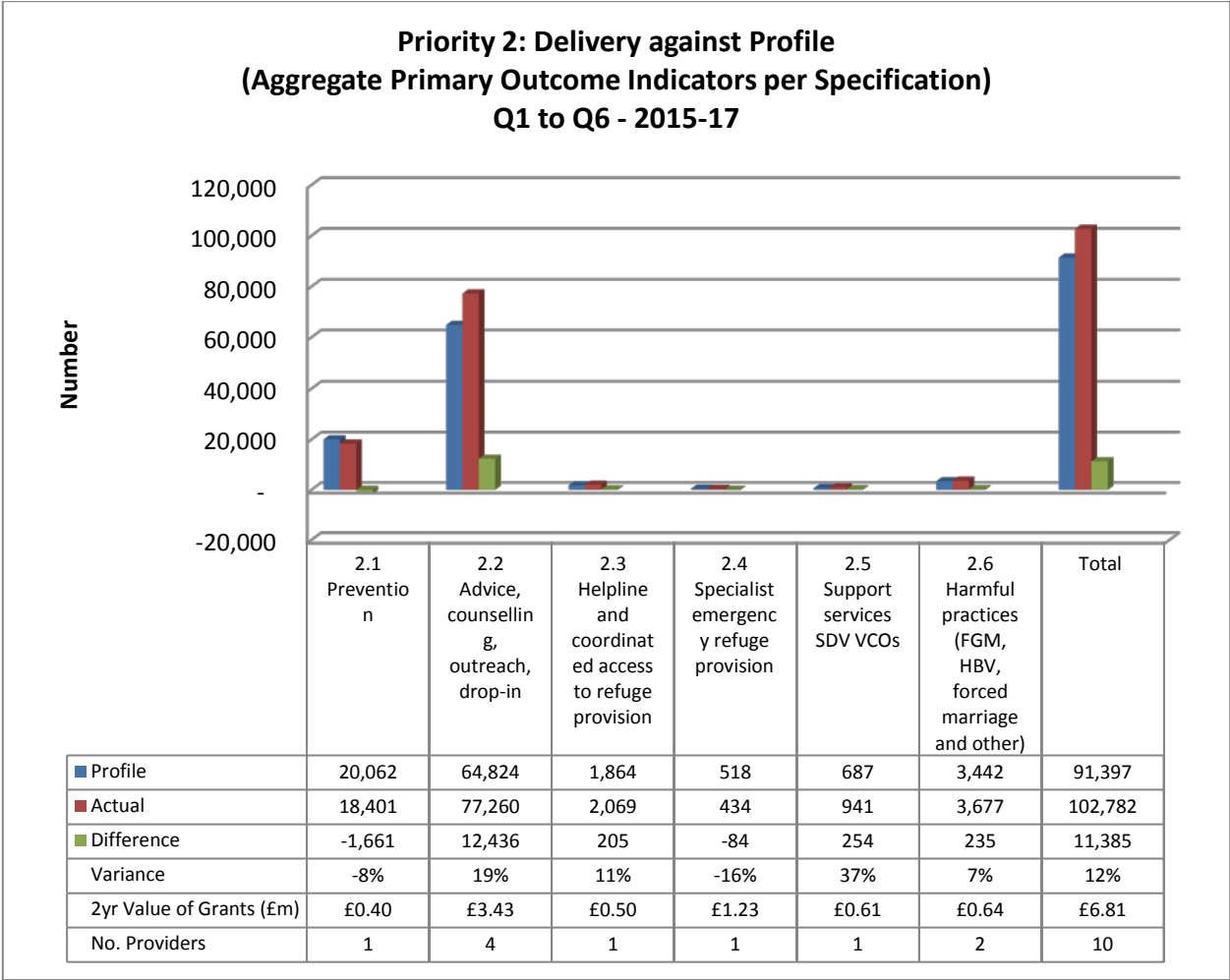
The Committee has allocated £6.81 million of funding to 11 organisations to tackle sexual and domestic violence over two years:

- One (with £0.4 million) is delivering against specification 2.1: Prevention
- Four (with £3.43 million) are delivering against specification 2.2: Advice, counselling, outreach, drop-in and support for access to services
- One (with £0.5 million) is delivering against specification 2.3: Helpline and co-ordinated access to refuge provision
- Two (with £1.23 million) are delivering against specification 2.4: Emergency refuge accommodation that offers services to meet the needs of specific groups
- One (with £0.61 million) is delivering against specification 2.5: Support services to sexual and domestic violence voluntary organisations
- Two (with £0.64 million) are delivering against specification 2.6: Services targeted at combatting female genital mutilation, honour-based violence, forced marriage and harmful practices.

Figure 1 shows the performance of the priority in 2015-17 quarters 1 to 6 (quarters 9 and 14 of the four year programme). Over these two quarters, the total performance was 12% above profile. This reflects the fact that these figures relate to the third year of a programme and projects are largely performing well, having addressed issues of underperformance in early quarters.

Officers have highlighted issues relating to projects that have caused concern in section three.

Figure 2



2.2.1

Priority-level issues

Performance for specification 2.1 (Prevention) and 2.4 (Specialist emergency refuge provision) is below profile. Specification 2.1 is delivered by a consortium of organisations led by Tender. The project has over delivered this quarter, seeing 14% more users than profiled. However, the strand is shown as -8% below target as the data is cumulative and had under delivered in the previous quarter. Tender advise that it expects to meet its targets by the end of the funding period. Given that Tender is making up the shortfall between its profiled and actual target numbers and does not breach the 15% buffer applied to all targets, officers do not have any major concerns.

Specification 2.4 is delivered by two consortiums both led by Ashiana that deliver emergency refuge accommodation to women fleeing violence with complex needs. Ashiana's London Specialist Refuge Network project (7644) was mainly below profile in regard to the number of clients that report increased understanding on the affects of DV/problematic substance on children because less women than profiled, who had children, were referred into the refuges. Ashiana's SERA project (8200) project was established with the re-allocation of funding following the closure of Eaves, as agreed by members of the Grants Committee in March 2016. Its performance is mainly below target because it undelivered in its first quarter of delivery (April – June 2016), as it was still setting up, and has not fully made up the shortfall from the last quarter (Please see paragraph 3.2.2 for further details).

2.3

Priority 3: ESF tackling poverty through employment

Grants Committee agreed funding for the Poverty Programme under Priority 3 ESF Tackling Poverty through Employment at its meeting on 13 July 2016. The Poverty Programme is half funded by boroughs' contributions to the Grants Programme (£1 million per year). This is 50% matched through the European Social Fund (ESF) Programme. London Councils will receive its European funding through the GLA who operate within a framework set by the Department for Work and Pensions and the London Enterprise Panel. The establishment of this new ESF programme and all funding made under it followed London Councils entering into agreement with the GLA to provide services.

The projects, which will run from September 2016 to December 2018, are as follows:

Project No.	Project	Borough Clusters	Funding
1	Disability Times Trust	Hounslow, Ealing, Hillingdon, Brent & Richmond upon Thames	£896,229
2	London Training and Employment Network	Wandsworth, Kingston upon Thames, Merton, Sutton, Croydon & Lambeth	£966,423
3	MI ComputSolutions	Southwark, Lewisham, Bromley, Greenwich & Bexley	£926,312
4	Paddington Development Trust	Westminster, Kensington and Chelsea, Barnet, Harrow, Haringey & Hammersmith and Fulham	£928,819
5	Redbridge Council for Voluntary Service	Enfield, City of London, Hackney, Islington, Tower Hamlets & Camden	£938,847
6	Redbridge Council for Voluntary Service	Barking and Dagenham, Havering, Newham, Redbridge & Waltham Forest	£983,971

The London Councils ESF Poverty Programme will support the long-term unemployed and economically inactive people from specific disadvantaged target groups. All funding requirements have now been received from projects and a funding agreement has been signed off for each one. All projects have also agreed to work in partnership with projects that London Councils funds under the Priority 1 Homelessness.

Projects receive an advance of 15% of funds as their first payment. Subsequent instalments are paid by results and the first claim deadline is 20th January 2017 which covers the period September – December 2016. An update on delivery will be provided to the next Grants Committee in February 2017.

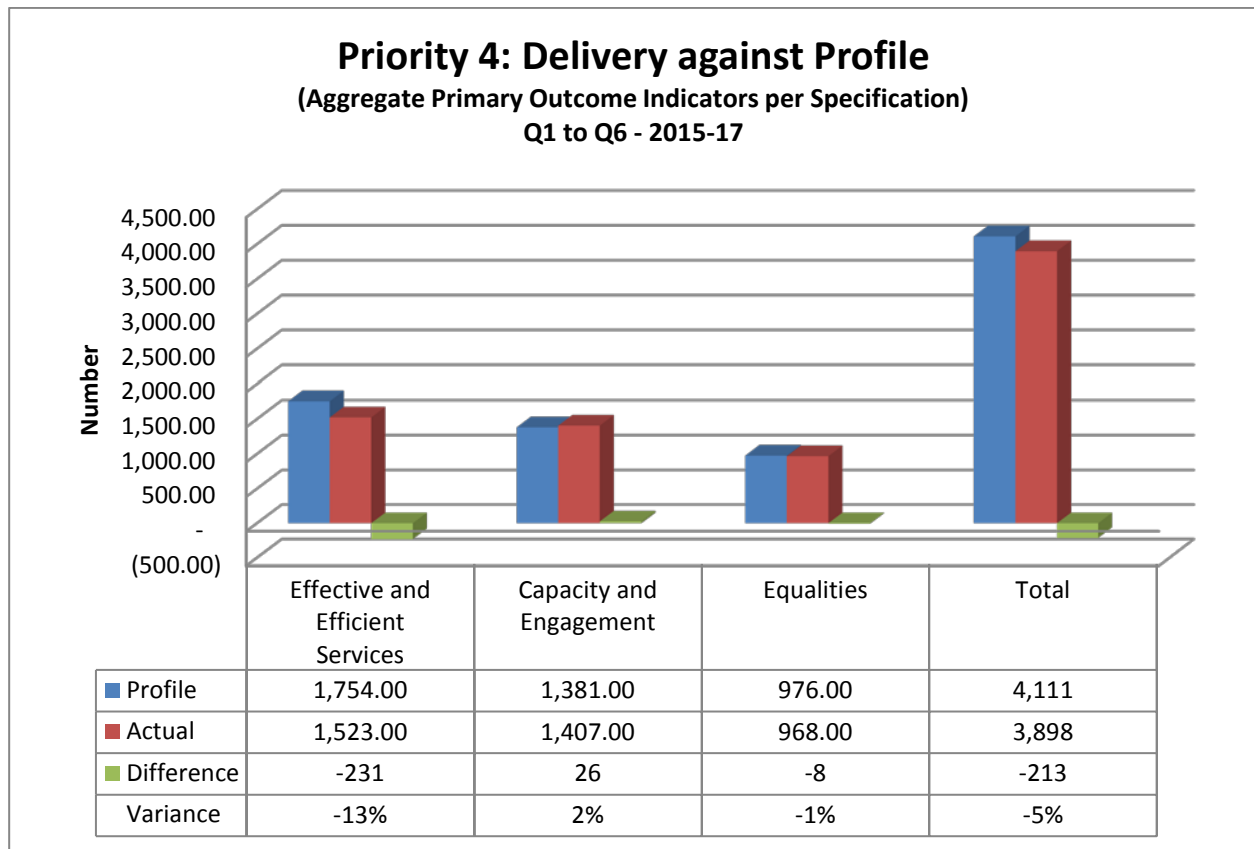
2.4

Priority 4: Capacity building

The Grants Committee has allocated £2.66 million over two years to six projects under priority 4, to build capacity in London's voluntary and community organisations and thereby to help them provide effective services.

There is only one specification in this priority. Figure 4 shows the performance of the priority in the 2015-17 quarters 1 to 6 (quarters 9 to 14 of the programme). During 2015/17 quarters 1-6 performance was 5% below profile.

Figure 4



2.4.1 Priority-level issues

The -5% variance of delivery against profile in Priority 4 mainly reflect underperformance on Primary Outcome 1: "Number of organisations using learning across services to improve the efficiency and /or effectiveness of their organisation". This outcome has a variance of -13%, (which is within the +/-15% buffer).

The two main reasons have previously been reported to committee. Firstly the implementation by the Grants Team at the start of the 2015-16 financial year, of a standard methodology for counting outcomes by second tier providers. This aimed to eliminate

outcomes being reported more than once against a given organisation. This was reported to Grants Committee in March 2015.

Secondly, in quarter 4 (2015-17), the grants team requested one of the commissions to omit 60 organisations from their primary outcome 1 count; due to the commission receiving 147 confirmations (in their annual survey) that primary outcome 1 had been met. However, 60 of those responses were anonymous and therefore could not be included as the organisation was unable to verify if these anonymous respondents were from organisations or individuals.

This commission has reviewed the content of their 2017 annual survey to ensure that no anonymous responses are received and they are satisfied that the problem will not reoccur in the forthcoming annual survey.

In addition, in each of the last two quarters, two different commissions have been affected by IT issues which caused them difficulties in accessing monitoring data in time for the reporting deadline. This meant there has been some under-reporting of outcomes, particularly under priority 1 for both quarters 5 and 6. Officers have had assurances from the two commissions in question, that the IT breaches have been dealt with, and steps taken to ensure this loss of data/ delays in reporting will not re-occur. The missing quarter 5 data was updated in quarter 6, and it is expected that the missing information in quarter 6 will be updated in quarter 7.

Overall the six commissions have continued to provide effective and excellent quality, specialist services to frontline organisations; delivery across the priority remains at a high level. A visit was undertaken in October to a priority 4 commission delivering equalities training on Trans awareness.

External issues/news reported by funded commissions

There were common themes reported by the commissions in quarters 5 and 6:

A spike in hate crime post Brexit was reported by several of the commissions and they in turn have adjusted the emphasis on service delivery accordingly for example, reinforcing their efforts on equality / human rights or anticipating increased pressure on advice services.

All commissions are closely monitoring/ participating in the progress of *The Way Ahead* report into an active framework.

The appointment of a mayoral adviser for social integration, social mobility and community engagement (Matthew Ryder QC) is also of importance given commissions' work with the GLA and advocacy for greater focus on social action by VCS groups

3 Project-level performance

3.1 RAG rating

The main measure of projects' performance is the programme-wide red-amber-green (RAG) rating. The RAG rating system was introduced by the Committee in February 2013 as part of the new monitoring policy¹. The methodology behind the system is set out in Appendix 1 of this report. In addition, as the Grants Executive proposed at its meeting in September 2014, officers now include arrows that show whether each project's performance is going up, going down or is steady in that quarter. The RAG system has now proven to be a robust tool for measuring all-round performance of all projects.

The RAG ratings for quarter 13 (April to June 2016) and quarter 14 (July – September 2016) are set out in the table below. The Committee will note that of the 31 projects, in quarter 14, 21 are rated green and four are rated amber. Six ESF projects are not rated because these are new projects, agreed by Grants Committee in July 2016. Performance data for these will be available after January 2017. The direction-of-travel markers on projects show that the performance of one green rated project has declined since the last quarter.

Officers would propose to concentrate performance management effort on the four projects that are rated amber. Officers have provided updates on the amber rated projects in section three. In line with the risk based varied approach agreed by members in November 2015 officers have provided commentary on the amber rated projects in section three, but not the project which is green with a downward arrow.

¹ Commissioning Monitoring Arrangements, Item 5, Grants Committee, meeting on 20 February 2013

Table 2. RAG

Funding 2013- 17 Strands	Organisation	Partners	RAG Rating Apr – June 2016	RAG Rating July - Sept 2016
1.1	Shelter - London Advice Services	Broadway Housing Association, (plus the project will be supported by a range of referral partners Family Mosaic, Genesis Housing Association, Peabody, P3, Royal Association for the Deaf (RAD), Southern Housing Group, Stonewall Housing Association)	Green ↔	Green ↔
1.1	St Mungo Community Housing Association	St Giles	Green ↘	Green ↗
1.1	Stonewall Housing	Referral partners: Shelter, AdviceUK, Royal Association for Deaf People.	Green ↓	Green ↑
1.1	Thames Reach	Blenheim, Maya, EASL (Formerly Eaves Housing for Women, Addaction Drug and Alcohol Services).	Amber ↔	Amber ↔
1.1	The Connection at St Martin's	None	Green ↔	Green ↔
1.1	Women in Prison Ltd (1.1)	None	Amber ↘	Amber ↔
1.2	New Horizon Youth Centre	New Horizon Youth Centre, Alone in London, Depaul UK, Stonewall Housing GALOP.	Green ↔	Green ↔
1.3	Homeless Link	Shelter, (formerly also DrugScope).	Green ↔	Green ↔
2.1	Tender Education and Arts	The Nia Project, Solace Women's Aid, Women and Girls Network (WGN), Southall Black Sisters Trust (SBS), Ashiana Network, Latin American Women's Rights Service (LAWRS), Foundation For Women's Health Research & Development (FORWARD), Iranian and Kurdish Women Rights Organisation (IKWRO), Asian Women's Resource Centre (AWRC), IMECE Women's Centre,	Green ↔	Green ↔
2.2	Galop	Stonewall Housing, Broken Rainbow, Galop, London Lesbian and Gay Switchboard.	Green ↔	Green ↔
2.2	SignHealth		Green ↔	Green ↔

Funding 2013-17 Strands	Organisation	Partners	RAG Rating Apr – June 2016	RAG Rating July - Sept 2016
2.2	Solace Women's Aid	ASHIANA Network, Asian Women's Resource Centre (AWRC), Chinese Information & Advice Centre (CIAC), Ethnic Alcohol Counselling in Hounslow (EACH), Iranian and Kurdish Women Rights Organisation (IKWRO), IMECE Turkish Speaking Women's Group, Latin American Women's Rights Service (LAWRS), The Nia project, Rights of Women (ROW), Southall Black Sisters (SBS), Jewish Women's Aid (JWA), Women and Girls Network (WGN), Solace Women's Aid (SWA).	Green ↔	Green ↔
2.2	Women in Prison Ltd (2.2)		Amber ↔	Amber ↔
2.3	Women's Aid Federation of England (Women's Aid)	Women's Aid, Refuge, Women & Girl's Network.	Green ↔	Green ↔
2.4	Ashiana Network	Ashiana Network, Solace Women's Aid, Nia.	Red	Amber ↑
2.4	Ashiana Network	Ashiana Network, Solace Women's Aid, Nia.	Green ↔	Green ↔
2.5	Women's Resource Centre	Women's Resource Centre, AVA (Against Violence & Abuse), Imkaan, Respect, Rights of Women, Women and Girls Network.	Green ↗	Green ↔
2.6	Asian Women's Resource Centre	Southall Black Sisters Trust, FORWARD, IMECE Women's Centre, Women and Girls Network, IKWRO Women's Rights Organisation.	Green ↔	Green ↔
2.6	Domestic Violence Intervention Project		Green ↔	Green ↔
3	Disability Times Trust	Action West London, Adult Training Network, New Challenge, St Mungo's, Tasha Foundation.	N/A	N/A
3	London Training & Employment Network (LTEN)	Centrepont Soho, Storm Family Centre, Refugee Action Kingston, Status Employment, Latin American Women Rights Service, Skillsland Ltd, HCT Group, Breaking Barriers.	N/A	N/A
3	MI ComputSolutions	Centrepont Soho, All Dimension, Careerwise, Pecan, Train 2 Work, Be Totally You, Successful Mums, Royal Mencap Society.	N/A	N/A
3	Paddington Development Trust	CITE, Equi-Vision, Get Set, Mind, St Mungo's, Urban Partnership Group.	N/A	N/A
3	Redbridge CVS	Gingerbread, St Mungo's, Osmani Trust, Bromley by Bow Centre, Fivee, HCT Group, London Training & Employment Network (LTEN), Volunteer Centre Hackney.	N/A	N/A

Funding 2013- 17 Strands	Organisation	Partners	RAG Rating Apr – June 2016	RAG Rating July - Sept 2016
3	Redbridge CVS	Gingerbread, St Mungo's, Ellingham, East Thames (East Potential), Adult Training Network, DABD (Diverse Ability Barking & Dagenham), Harmony House, Make a difference at Sandies (Madas).	N/A	N/A
4	Advice UK	Law Centres Federation, Lasa.	Green ↔	Green ↔
4	Age Concern London	Opening Doors Age UK, London Older People Advisory Group (LOPAG).	Green ↔	Green ↔
4	Children England	Partnership for Young London, Race Equality Foundation.	Green ↔	Green ↘
4	Inclusion London (formerly London Deaf & Disability Organisations CIC)	Transport for All.	Green ↔	Green ↔
4	London Voluntary Service Council	Race on the Agenda, Women's Resource Centre, Refugees in Effective and Active Partnerships, Lasa.	Green ↘	Green ↔
4	The Refugee Council	N/A	Green ↔	Green ↔

3.2 Project issues

The following section provides further detail about specific projects.

3.2.1 Priority 1

Women in Prison

RAG rated Amber. Women in Prison's amber rating has continued from Q12. Officers anticipated an improvement in delivery variance in Q13, as reported in the previous update to Committee on 13 July 2016. However, an issue with long term staff sickness persisted into this quarter and continued to affect service levels. In addition, the closure of Holloway HMP between July and September impacted negatively on referrals and outcomes in the last two quarters. There has also been some disruption to workshops for a variety of reasons including staff shortages and a lack of probation staff in Croydon.

Staffing has now been addressed through permanent recruitment to this post for maternity cover, resulting in the project being fully staffed until the end of funding. As a result of Holloway's closure, staff have also worked hard to develop new referral routes in Downview HMP with other projects and formalise access to provide advice sessions. These have now started, alongside sessions provided in HMPs Bronzefield and Send. Services have also been promoted in new locations to secure workshop delivery venues and a number of these including the Sutton Hub are expected to start up in Q15.

These developments have resulted in a continued improvement between quarters in outcome variances and an increase in the numbers of women being seen. The commission is confident that delivery will be higher over the next quarters with the new member of staff fully embedded and officers feel progress over the last quarters reflects this. This project is now borderline amber but this is largely due to reductions in contract compliance scores caused by delays in receiving financial information. A New Director of Operations has taken over responsibility for the commission and compliance shows signs of improving going forward. Officers therefore expect the commission to return to a green rating in the next quarter, which reflects the hard work undertaken to bring delivery back on track, particularly following Transforming Rehabilitation changes. A further update to Members will be provided if an amber rating persists into the next quarter.

Thames Reach

RAG rated Amber. Thames Reach's amber rating has continued since Q12 and has fallen slightly over the last two quarters. Officers reported on progress previously in an update to Committee on 13

July 2016 when a borough action plan was put into place and outstanding issues from previous requests were resolved.

Officers then met with Thames Reach in Q13 to discuss falling delivery levels. The meeting highlighted an apparent issue with data recording which may have resulted in lower outcome and new user figures being reported. Monitoring requirements were clarified with the commission at the meeting to address this. Thames Reach had also introduced a new casework management system which was expected to improve this issue going forward. In addition a comprehensive borough action plan was presented at the meeting which showed good progress in tackling service promotion where borough coverage was low.

Eaves closure was unexpected and the loss of this long established and unique service left a big gap. A female link new worker is now in post and has been working hard to rebuild contacts as it had not been possible to pick up Eaves existing links. As a result of this, Thames Reach expects related outcome delivery to show significant improvement from Q15 onwards. An additional accommodation worker was also recruited in Q13 and is now in post to improve accommodation outcomes. Health outcomes are below target and Thames Reach will be meeting with the respective partners to discuss improvements to current processes and promotion of services to rectify this. However, another staffing change is imminent for one of the partners which could further affect delivery during the handover period.

The number of new users seen and outcomes being achieved all increased in Q14 but at a lower level than anticipated and officers propose the following course of action. If there is significant under-delivery against the two year targets we will seek to withhold payment of a proportionate level of funding to reflect this. Any reduction in payment will take into account underspend which has already been addressed in reducing the first quarter's payment to the organisation by £25,801. We will keep the Grants Committee informed of any further action to be taken.

3.2.2 Priority 2

Women in prison (WiP) – Thyme Project

RAG rated Amber. Delivery on the Thyme Project has been below the 15% cumulative ceiling for five consecutive quarters.

At Q13 Women in Prison advised that its delivery had been impacted by internal staff issues, the Transforming Rehabilitation Strategy and the closure of Holloway Prison, which resulted in the service being moved to Downview Prison. The provider also explained that it would not be able to make up the shortfall in its delivery targets over the lifetime of the project and also suggested that its targets would need to be reduced to reflect differences in delivery that had resulted from the transfer

of its service from HMP Holloway to HMP Downview. Members agreed that the Chair of the Grants Committee review and agree WiP's amended targets.

Having approved reductions to WiP's targets for the remainder of the funding period officers are concerned that WiP are still under delivering. WiP advise that it is still under delivering because of the closure of Holloway which was more pronounced this quarter because it saw the complete closure of Holloway. London Councils robust performance management policy has also prevented numbers from being higher due to restrictions on double counting. This partly reflects the fact that service users remain supported by the project for longer than originally anticipated, however, outcomes for these service users should only be counted once.

If there is significant under-delivery against the two year targets London Councils will seek to withhold payment of a proportionate level of funding to reflect this at the end of the programme. Officers will keep the Grants Committee informed of any further action to be taken.

Ashiana (Specialist Emergency Refuge Accommodation Project)

RAG rated Amber. The Provider was awarded funding in March 2016 to address the gap in services caused by Eaves going into administration in October 2015. The project officially started delivery in Q13 but its performance during this quarter was limited as the project was still setting up. Performance has improved in Q14 and it has over delivered on a number of outcomes in a bid to make up the shortfall from Q13. It has under delivered on some outcomes for a variety of reasons including, not receiving referrals relating to any women with problematic substance misuse issues that also have children and thus were not able to meet the outcomes related to this target group. The project has not met some outcomes because it is still working with many of the clients who were only enrolled during Q14 (in other words, it has not had any clients that have had planned move – ons).

3.3 Project briefs

Below is a short brief on each project in the programme.

Shelter - London Advice Services

Project name: Connect London
Priority: 1, Homelessness
Specification: 1.1: Early intervention and prevention
Amount (2 years): £1,300,000

Project aiming to prevent homelessness.

Services include: needs assessment, tailored self-help resources, telephone information and signposting service, specialist housing, benefit and debt advice with casework, practical solutions to access the private rented sector, employment support to achieve financial independence, outreach targeting vulnerable people with protected characteristics and empowering support work to develop confidence and help people link in with local services to sustain tenancies.

Delivery partners: Broadway Housing Association, (plus referral partners Family Mosaic, Genesis Housing Association, Peabody, P3, Royal Association for the Deaf, Southern Housing Group, Stonewall Housing Association)

Delivery information

Primary outcome indicator	Profile April 2015 -Sept 2016	Delivered April 2015 -Sept 2016
Number of new users	6683	8406
People/ families who gain/secure temporary/permanent accommodation	204	345
People/ families successfully sustaining their tenancies for one year or more	600	620
People who gained employment, volunteering opportunities and work placements	240	270
Protected equalities groups assisted to secure or sustain suitable accommodation	360	710

Case study

Having been referred to Connect London after being declared bankrupt a key worker provided me with support. I attended workshops on homelessness which were informative but discouraging given I'd already been through pretty much everything they suggested. Then I attended a couple of corporate training days on Interview technique and another on CV writing, the former of which was usefully buttressed by guidance from my key worker.

Having sofa-surfed for 2 months Shelter referred me to Real Lettings who then referred me to Bethany House. I am enormously thankful that I was accepted by Bethany House 24 hours before the streets became my home. Further, my key worker supported an application for funding to replace my broken computer.

St Mungo's Broadway linked me with a Mentor around three months after the initial connection was established. With their guidance, I formulated a coherent plan to begin a business which will be launched any moment. I was invited to make a pitch to 'Dragons' and was successful. The transformation in my circumstances is great but had I not encountered St Mungo's Broadway and Shelter, it might all have been so different."

St Mungo Community Housing Association

Project name:	Housing Advice Resettlement and Prevention (HARP)
Priority:	1, Homelessness
Specification:	1.1: Early intervention and prevention
Amount (2 years):	£782,774

Project includes pan-London Housing Advice and Resettlement and Prevention Service for offenders at risk of homelessness on release from prison; Community Recovery Network to help offenders sustain their accommodation and prevent relapse into offending; handbook and helpline for Outside of London Prison establishments discharging clients back to London on release.

Delivery partners: St Giles

Delivery information

Primary outcome indicator	Profile April 2015 -Sept 2016	Delivered April 2015 -Sept 2016
Number of new users	6770	4840
Number of clients gaining suitable temporary or permanent accommodation	1408	1684
Number of clients living independently after one year	193	98
Number of people achieving employment/ volunteering/ training outcomes	100	76
Number of clients demonstrating improved social networks/ relationships	130	173
Number of people with protected characteristics resettled into all forms of tenure	1400	2500

Case study

Throughout my life I feel that I have definitely learned some hard lessons, as I've had to rely on myself for almost everything. I spent a lot of my childhood in care as my mum abandoned my 2 brothers and I when we were little, she had her own issues with drugs and my dad didn't stick around. I'd say the whole experience growing up taught me a lot about surviving in life from an early age. I did have some issues with managing my anger, spending time with the wrong crowd and I made some mistakes, which led me to prison. I wasn't sure if I would lose my accommodation in a shared house once I received a 4 month sentence, and having a lot of experience with homelessness I really wasn't looking forward to the prospect of spending winter on the streets. I first met with my support worker whilst I was in custody, we talked about the issues that I was facing and it felt pretty reassuring to know that she'd be able to meet me at the gates on the day of my release and help me with things like sorting out my benefits and addressing my housing issues.

We keep in contact and meet up regularly. I've positively refocused my life. I'm now registered with a GP, and attending a training programme with a job skills coach in St Mungo's Broadway's Employment Team, and my support worker has also helped me apply for courses and given me loads of information to help me back into work. I'm a really keen songwriter and performer too, I love the opportunity it gives me to express myself and channel my creativity in such a positive way. My support worker gave me an opportunity with St Mungo's Recovery College to have dedicated studio time, and I've just about completed my first album. The music tutor has been great and is going to help me promote the album too!

Stonewall Housing

Project name: Stonewall Housing's LGBT Advice and Support Project
Priority: 1, Homelessness
Specification: 1.1: Early intervention and prevention
Amount (2 years): £347,518

Homelessness advice service for LGBT people in London. This partnership project aims to ensure more LGBT people have improved access to the best advice and information to prevent homelessness and to find them suitable accommodation earlier.

The project includes development of a pan-London tenancy sustainment service and group support programme designed specifically for LGBT people. Many LGBT people are fleeing domestic abuse and harassment and have no traditional family support networks to rely on so targeted housing support service reduces their social isolation.

Delivery partners: Shelter, AdviceUK, Royal Association for Deaf People.

Delivery information

Primary outcome indicator	Profile April 2015 -Sept 2016	Delivered April 2015 -Sept 2016
Number of new users	1059	944
LGBT people/families gaining suitable temporary or permanent accommodation	300	297
Tenancies sustained for one year plus	43	45
LGBT people reporting reduced social isolation	355	330
People from protected equalities groups with increased access to suitable temporary or permanent accommodation	1059	944

Case study

I submitted a web site enquiry to Stonewall Housing for housing support after my relationship breakdown and I was forced to leave the property. I had no legal rights to remain in the property and no tenancy agreement with my name on. I was extremely frightened at the prospect of sleeping rough on the streets and did not know what I should do. I was diagnosed with HIV in 2000 however, my body has not responded well to treatment and subsequently I have problems with my bones, and Orthopedic specialist regularly. I work full time but do not earn enough to raise a deposit or to sustain a property within the private rented sector. I am currently sofa surfing.

I am now receiving support from a Stonewall Housing advisor. I have been supplied advice on obtaining private rented accommodation, good contacts to LGBT friendly lettings agents and information on credit unions for raising a deposit. My advisor also took me through my options for securing housing and also presenting for a part VII assessment at my local authority in order to determine if I was a priority need to be housed or alternatively options of rent deposit. My Stonewall Housing advisor linked me in with Age UK Enfield, Anchor Housing and completed an Adult Social Services referral.

I presented for a Part VII at my local borough and am awaiting a decision, my advisor coordinated the gathering of information from my HIV consultant, GP and Orthopedic specialist for supporting evidence. I feel more confident about my situation and not so alone having an advisor who knows how to navigate this process and give advice that is useful and meaningful.

Thames Reach

Project name:	Targeted Rapid Intervention and Outreach (TRIO)
Priority:	1, Homelessness
Specification:	1.1: Early intervention and prevention
Amount (2 years):	£753,418

Partnership project delivering specialist pan-London early intervention and prevention for rough sleepers and 'hidden' homeless (both men and women). Funded services include development /coordination of borough strategies targeting rough sleeping hotspots for closure; engaging with rough sleepers, securing accommodation and facilitating access to specialist services; telephone support to those at risk of homelessness and specialist help to the hidden homeless.

Delivery partners: Blenheim, (formerly Eaves Housing for Women, Addaction Drug and Alcohol Services)

Delivery information

Primary outcome indicator	Profile April 2015 -Sept 2016	Delivered April 2015 -Sept 2016
Number of new users	9374	2470
Number of rough sleepers gaining accommodation	163	88
Tenancies sustained	31	17
Improved physical and mental health.	413	242
Number of beneficiaries undertaking further education, volunteering and internships	43	38
More confident to participate in activities	33	74
Risk of homelessness reduced for women	503	284

See section 3 for further information on performance.

Case study

The Client was an EEA migrant repeatedly returning to the country without attempting to exercise treaty rights but rather rough sleeping and begging to fund his life style. He has been reconnected on a couple of occasions by LRT team in the past, however, he has always made his way back to the country. He was known to locally operating policing teams for his involvement in numerous petty crimes.

In joint cooperation with local SNT, HOIC and reconnection team (LRT), the client has been assessed to establish whether he has made any attempt to exercise his treaty rights and as a result of that has been served with a removal direction by Home Office with a 1 year ban on entry to the country. In cooperation with LRT team TRIO he has been helped to re new his passport and helped to facilitate reconnection to his country of origin, as well as linking him to relevant services local to his place of arrival.

The Connection at St Martin's

Project name: London Connections
Priority: 1, Homelessness
Specification: 1.1: Early intervention and prevention
Amount (2 years): £423,410

Homelessness prevention service giving access to advice and other services to reconnect them to their home area and provide them with support and alternative housing options.

Services include assessment, referral, reconnection and advocacy for homeless people from all London boroughs, engagement and skills training activities and structured progression to training and employment.

Delivery partners: None

Delivery information

Primary outcome indicator	Profile April 2015 -Sept 2016	Delivered April 2015 - Sept 2016
Number of new users	978	908
People at risk of homelessness assisted to obtain temporary or permanent accommodation.	900	973
People with improved physical and mental health	525	606
People have increased learning and improvements in life skills and employment and training opportunities.	525	691
People with increased levels of social interaction and reduced levels of isolation.	525	546
People within the protected equalities groups have increased access to housing advice.	780	721

Case study

MT is a 30 year old man with enduring mental health problems, born and raised in Harrow, with a long history of sleeping rough in central London. He has an on/ off relationship with his family. But he is close to them and meets his uncle every week. His engagement with mental health services was erratic, and his movement across London boroughs made him elusive. The Project met MT at its day centre and MT was very suspicious. He later admitted that he was keen to access support with daily living (showers, food, and laundry) but did not want to find accommodation. MT has spiritual beliefs that encompass different religions and has tried joining groups in the past. When I met him he said that he would not go back to Harrow because of the "large Asian population," and would not see his psychiatrist, who is of Pakistani origin (someone he had previously had a good relationship with). As MT could function in general life, he would not be considered for Mental Health Act 'section'. He could also be quite plausible in his reasons for sleeping rough, and it would be interpreted as a 'life style choice.'

After many (failed) attempts to reconnect him, MT gave my contact details to his uncle. We arranged a meeting and he met with his uncle and father at a local café. After this meeting MT went back to the family. He now sells the Big Issue and sometimes attends our Workspace training unit. His uncle emailed a few weeks ago to say that MT has decided to sleep out again. If he returns here the process will begin again. This type of unresolved case is all too common. Once someone has experienced rough sleeping it often remains an option for them when life becomes challenging.

Women in Prison Ltd

Project name: Women's Through the Gate and Advice Housing Support

Priority: 1, Homelessness

Specification: 1.1: Early intervention and prevention

Amount (2 years): £172,752

The service aims to prevent homelessness amongst London women serving short sentences, women leaving prison, or to women with experience of the criminal justice system at risk of homelessness, or who make up part of the 'hidden homeless' in the Greater London area.

Support includes specialist advice to women on short sentences to enable them to maintain their tenancies, 'through the gate' in depth support to women with multiple vulnerabilities (substance use, domestic violence, mental health) ensuring they are appropriately housed upon leaving prison and engaged with community support services, and drop in specialist advice surgeries around housing, benefits and debt in both prison and the community.

Delivery partners: none

Delivery information

Primary outcome indicator	Profile April 2015 -Sept 2016	Delivered April 2015 -Sept 2016
Number of new users	750	525
Number of women accessing or maintaining accommodation	750	508
Number of tenancies sustained for more than one year	375	192
Number of women with appropriate medication, and referral routes to appropriate secondary care	225	286
Number of women within the protected equalities group (80% BAMER etc.) have individual support plans in place	375	278

See section 3 for further information on performance.

Case study

My drug worker referred me to Women in Prison in the community. I meet with a Housing worker who went through the issues I needed help with. I explained that I had been living rent free with a friend connected to my old landlord. I told her that he was touching her and wanted to have sex with me. My WiP worker explained that getting out of that accommodation was a priority as I needed to feel safe. It would also help my anxiety caused by a fear of becoming street homeless. She gave me information about renting in the private rental sector. She also helped me apply for supported housing, Employment & Support Allowance (ESA), retrieving property held by the police, and provided details of organisations that would help if I did become homeless. I was also provided with emotional support and had a 3-way meeting between WiP and my drug worker.

Thanks to WiP's London Councils Housing Project I will now be housed, have the correct benefits in order, and feel less stressed and anxious and finally have some stability in my life.

New Horizon Youth Centre

Project name: London Youth Gateway (LYG)
Priority: 1, Homelessness
Specification: 1.2: Youth homelessness
Amount (2 years): £1,461,344

Collaborative single pathway approach for young people (aged 16-24) to prevent youth homelessness. Services include direct access to emergency accommodation; supported accommodation and move on including specifically BAME and LGBT groups; specialist interventions working on mental health, gang violence, harassment, domestic abuse, family breakdown, debt and eviction; advice services; outreach into YOIs working to ensure young offenders are linked into housing, support and Family Mediation Services on release; workshops in schools, youth centres and clubs; accredited training.

Delivery partners: Alone in London, Depaul UK, Stonewall Housing, Albert Kennedy Trust, GALOP, (formerly PACE)

Delivery information

Primary outcome indicator	Profile April 2015 -Sept 2016	Delivered April 2015 -Sept 2016
Number of new users	6642	7979
Young people securing suitable accommodation	654	911
Young people sustaining tenancies for one year or more	114	157
Young people reporting improved health or mental wellbeing following support	1530	1766
Young people securing employment, apprenticeships, placements, training and/or volunteering opportunities	792	792
Young people within protected groups benefiting	6642	10834

Case study

K (19) suffered psychological abuse from her mother, and regularly ran away from home. Eventually she moved in with her partner, but when the relationship broke down she had nowhere to live. K's college signposted her to the London Youth Gateway. When she attended New Horizon Youth Centre, she was on the verge of sleeping rough. K was supported to stay at Depaul UK Nightstop emergency accommodation until she accessed night shelter accommodation. K was encouraged to attend services available via the London Youth Gateway. She regularly went to the Women's Group at New Horizon Youth Centre helped boost her self-confidence. Also, in order to make sure she would be well prepared when moving on she took part in the Independent Living Skills workshops, which teach the realities of moving into and sustaining accommodation. K applied for jobs she could combine with college. K is now in work and continues to study. She lives in her own room in a shared privately rented house and can continue to access support if she needs to K says: "The people at London Youth Gateway were so helpful. It isn't just about the housing, it's also about starting to feel good about yourself, about having people around who believe in you and they helped me a great deal with that. It's also good to know they are around if I still need some help later on. The London Youth Gateway has made such a big difference"

Homeless Link

Project name: London Councils Homelessness Pan-London Umbrella Support (PLUS) Project

Priority: 1, Homelessness

Specification: 1.3 Support services to homelessness voluntary sector organisations.

Amount (2 years): £299,070

Second tier project providing infrastructure support including advice, training, and capacity building opportunities to front-line agencies providing support to equalities groups around homelessness.

Activities include good practice training and events, including webinars, on homelessness, equalities and fundraising; one-to-one support; monthly email bulletins; specialist substance misuse newsletters; coordinated responses to London-wide consultations.

Delivery partners: Shelter, (formerly also Drugscope)

Delivery information

Primary outcome indicator	Profile April 2015 -Sept 2016	Delivered April 2015 -Sept 2016
Number of new users	255	373
Agencies reporting increased awareness of the needs of homeless clients from protected groups	157	281
Front-line homelessness agencies and equalities agencies working closer together	157	274
Front-line agencies confirming they have a wider understanding of funding opportunities	148	231
Agencies reporting increased awareness of equalities needs and how they impact on homelessness	120	245

Case study

Stonewall Housing attended Plus Project Equalities and Diversity training to improve their ability to challenge discriminatory practice and to increase awareness of the needs of equalities groups. J is a 40 year old, gay, unemployed IT consultant, with a history of physical and emotional abuse from his parents. He lost contact with his siblings 10 years ago when he disclosed his sexuality and became homeless when he could no longer afford an increase in rent. John had a range of mental health issues including bipolar, depression and suicidal ideation. When he came to our service, he was rough sleeping in central London parks during the day and walking about or riding night buses in the evening. On occasion he would sofa surf, and visit day centres to keep clean but found that this service was intimidating and homophobic. John was in receipt of ESA and presented at Housing Options but was told he was not in priority need. He found a "landlord" that would accept tenants in receipt of housing benefit, moved into the flat and asked the landlord for a tenancy. The landlord attempted to force him to withdraw money from a cash machine. When John refused, he was pushed out of his flat, illegally evicted, the locks were changed and his belongings put out on the street in bin bags.

Stonewall Housing advocated on his behalf with the local authority who eventually provided emergency accommodation pending inquiries. We also supported John to report the landlord to the police who are investigating the case. We referred him to a private rental agency and advocated with them to waive the requirement for a rent deposit. John has now moved into his own flat, is receiving counselling from an LGBT mental health support service, and support from our tenancy sustainment officer.

Tender Education and Arts

Project name:	London Councils pan-London VAWG Consortium Prevention Project
Priority:	2, Sexual and Domestic Violence
Specification:	2.1: Prevention
Amount (2 years):	£399,730

Strategic partnership of 11 violence prevention agencies in London. Services include workshop programmes in schools and pupil referral units, youth centres and other targeted out-of-school settings; distributing resources exploring harmful practices, addressing gender stereotypes and holding training sessions for professionals that work with young people.

Delivery partners: The Nia Project, Solace Women's Aid, Women and Girls Network, Southall Black Sisters Trust, Ashiana Network, Latin American Women's Rights Service (LAWRS), Foundation For Women's Health Research & Development (FORWARD), Iranian and Kurdish Women Rights Organisation (IKWRO), Asian Women's Resource Centre, IMECE Women's Centre.

Delivery information

Primary outcome indicator	Profile April 2015 -Sept 2016	Delivered April 2015 -Sept 2016
Number of new users	53725	49564
Participants who can identify at least one early warning sign of an abusive relationship	1990	2248
Participants understanding what a healthy relationship is and able to make positive relationship choices	12543	10242
Participants know where to disclose	2340	2386
Participants report an improvement in their peer relationships	1014	915
Participants more knowledgeable about the nature of sexual & domestic violence	771	867
Participants with a greater awareness of different forms of violence affecting protected groups	1404	1743

Case study

This project was delivered over 10 hours with a group of 26 year 6 students. (14 girls and 12 boys). The school chose the topic of FGM. The group looked at good and bad relationships and explored conflict and emotional violence including how to keep safe and where to report an argument. The group tackled the issues of boundaries. Drama exercises led the group safely into an exercise addressing safe and unsafe touch. Students then explored 'red flags' and 'early warning signs' through a short scene that addressed peer pressure. They received information on support both in school and out. FGM was also addressed by discussing extracts from a diary and drama activities were employed to consider pressure, consent and emotional and physical violence.

On completion of the project:

- **100%** of students were able to identify attributes of both a good and a bad friend
- **96%** of could name at least one early warning sign/red flag to signal unhealthy behaviour in a situation.
- **100%** of students who took part in the 10 hour delivery recorded that they had learnt something
- **96%** felt they would know what to do if a friend asked them for help
- **92%** knew who they could talk to if they felt unsafe

GALOP

Project name: London LGBT Domestic Abuse Partnership (DAP)
Priority: 2, Sexual and Domestic Violence
Specification: 2.2, Advice, counselling, outreach, drop-in and support for access to services
Amount (2 years): £285,468

Domestic and sexual abuse response for lesbian, gay, bisexual and trans (LGBT) people via integrated services responding to the specific and unmet needs of this client group. Activities include risk assessment and management; needs assessment and referrals to support services; helpline for LGBT victims of abuse; housing advice; safety planning; support throughout criminal justice system including reporting; counselling; advocacy, advice, support and casework service.

Delivery partners: Stonewall Housing, Pace, Broken Rainbow, Galop, London Lesbian and Gay Switchboard.

Delivery information

Primary outcome indicator	Profile April 2015 -Sept 2016	Delivered April 2015 -Sept 2016
Number of new users	790	881
People reporting an increased level of knowledge about housing options and support available	157	148
People who have received 1:1 support reporting improved self-esteem and self-confidence	71	88
People who have accessed specialist telephone and email support reporting increased knowledge about how to make safe decisions	148	201
LGBT people reporting an increase in their knowledge of rights, entitlements and options	235	295

Case study

I had been with my ex-partner for years; we had gotten married and moved in together. She struggles with mental health issues and I felt that it was my job to take care of her. She was abusive. I hoped she would get better but the abuse only got worse and I became scared for my life.

I tried to report to the police but they didn't appear to respond to my report.

I found the LGBT DAP website and got in touch with Galop via the online self-report form. I am gender non-conforming, which means I don't consider myself to be either male or female, and it was really helpful not to have to hide this part of who I am from a service. The Galop DV caseworker accompanied me to the police station to report the abuse, something I could not have done on my own. My caseworker also wrote a supporting letter that will help me to remain in the UK once my ex-partner and I officially divorce. The caseworker has also encouraged me not to blame myself and I'm starting to re-gain my confidence.

The Galop DV caseworker also referred me to Stonewall Housing DAP housing caseworker who gave me advice on dealing with my tenancy and looking at housing options. I have been referred to DV counselling at Pace and I'm finding the counselling to be vital for my recovery. I have recently attended the DAP Domestic Abuse Workshop and it was helpful for me to learn about the warning signs of domestic abuse and to meet other LGBT people who had been in similar situations.

SignHealth

Project name: DeafHope London
Priority: 2, Sexual and Domestic Violence
Specification: 2.2: Advice, counselling, outreach, drop-in and support for access to services
Amount (2 years): £273,600

Specialist service for Deaf female survivors of domestic abuse (and their children). Services include: intensive support for high-risk Deaf women with severe and immediate safety issues; less intensive support for medium-to-low risk Deaf clients; Young DeafHope for people aged 16-30; Deaf awareness-raising/training amongst mainstream services, and DV awareness-raising amongst the Deaf community; Survivors Support Group; Website BSL information

Delivery partners: None

Delivery information

Primary outcome indicator	Profile April 2015 -Sept 2016	Delivered April 2015 -Sept 2016
Number of new users	281	333
Users better able to access appropriate services.	120	163
Clients have reduced levels / repeat victimisation of sexual and domestic violence.	80	121
Service users more able to make safe choices leading to a reduction in occurrence and/or effects of violence, sexual abuse and repeat victimisation	120	287
Service users make more informed life choices to rebuild their lives and move to independence.	80	167
People from the protected characteristics have access to advice in a way that meets their needs.	195	333

Case study

Client B is a mother of three children. She has been the victim of abuse and still lives with the perpetrator who presents a charming persona to agencies involved with the case. However he has put the family at risk and Client B has tried several times to unsuccessfully to get help. Prior to contacting DeafHope client B had made several attempts to leave the family home. She disclosed abuse to her GP and asked for a letter of referral for Housing to support her case. Her GP wrote a referral letter but failed to make a CAF (Common Assessment Framework) referral. Unfortunately, Housing refused to take up the matters raised in the GP referral and did not provide an interpreter so communication with Client B, in order to explain her full circumstances, was severely compromised. Client B has involved the police in the past but her husband is trying to force her to drop charges as if there is a criminal record on his (DBS) Disclosure and Barring Service check, this will affect his ability to work. Client B was originally referred to us by a midwife and we set up a joint meeting at the children's centre while her husband was at work. During this meeting we identified that the husband had been locking the client and all three children in a small bathroom. This information was missed by the midwife and health visitors who have been to the family home.

Through meetings with Client B we are uncovering the very challenging circumstances under which the client has been living. We need more time with the client to understand the full picture and we are moving towards safeguarding the family and removing them to safety. The family do not wish to remain in the family home. They are also fearful that the husband will not follow a court order and will therefore return to the house if they are not moved, putting the family at risk again.

Solace Women's Aid

Project name:	Ascent - Advice and Counselling
Priority:	2, Sexual and Domestic Violence
Specification:	2.2: Advice, counselling, outreach, drop-in and support for access to services
Amount (2 years):	£2,695,642

Project targeting women affected by sexual and domestic violence. The project provides: immediate advice, drop in, outreach, casework and support groups including; legal expertise, and financial support and a dedicated and accredited individual and group work counselling service.

Delivery partners: ASHIANA Network, Asian Women's Resource Centre, Chinese Information & Advice Centre, Ethnic Alcohol Counselling in Hounslow, Iranian and Kurdish Women Rights Organisation (IKWRO), IMECE Turkish Speaking Women's Group, Latin American Women's Rights Service, The Nia project, Rights of Women, Southall Black Sisters, Jewish Women's Aid, Women and Girls Network, Solace Women's Aid.

Delivery information

Primary outcome indicator	Profile April 2015 -Sept 2016	Delivered April 2015 -Sept 2016
Number of new users	15100	17340
Service users remaining in the service until needs met	13274	16232
Users that have an increased level of safety/reduced level of risk	11250	12374
Service users report increased understanding of their needs by providers	8520	10770
Users reporting increased levels of independence and ability to make decisions	8700	10639
Users with a changed living situation (including leaving a violent relationship, exiting prostitution)	3600	4372
Service users better able to access services appropriately	8090	9821
People from each protected characteristic who report an increase in their knowledge of rights, entitlements and options	7765	9588

Case study

"I was born and raised in the Indian Sub-continent and experienced physical and verbal abuse from my parents and siblings throughout my childhood. I was particularly afraid of my father who was an alcoholic. In 2013, we moved to the UK and resided in Ealing. I was forced to work long hours at a restaurant. All of my wages went directly to my father.

In 2013, I started a relationship with a boyfriend but in early 2015, my parents started speaking to me about getting an arranged marriage. I told my parents I wanted to marry my boyfriend. My family disapproved of this, stating that they had already agreed to the marriage and it would be dishonorable for them to refuse the proposal. My father was physically abusive and forced me to speak to my future husband on the phone.

I told someone in my bank about the violence and the likelihood of a forced marriage. The bank clerk helped and I privately disclosed to the police. In February 2015, the police referred me to Southall Black Sisters Trust who found me emergency accommodation. SBS also helped me to obtain a Forced Marriage Protection Order, and provided counselling and support group activities for me."

Women in Prison Ltd

Project name:	Thyme - Counselling and Through the Gate Project
Priority:	2, Sexual and Domestic Violence
Specification:	2.2, Advice, counselling, outreach, drop-in and support for access to services
Amount (2 years):	£176,298

The project provides 'through the gate' support as women are released from prison and counselling services to women prisoners returning to London who have experience of sexual or domestic violence.

Services include counselling and group work and practical support such as housing, finance and debt. This support is designed to offer women in the criminal justice system assistance to live safely, make better life choices, and address the root causes of their offending behaviour.

Delivery partners: None

Delivery information

Primary outcome indicator	Profile April 2015 -Sept 2016	Delivered April 2015 -Sept 2016
Number of new users	644	364
Number of one off contacts, assessments and support plans in place	648	359
Number of women actively engaged with 1:1 support, counselling and attending group support	540	336
Number of women reporting increased knowledge to be able to make safe choices	557	427
Number of women reporting improved knowledge to make improved life choices	518	441
Number of individual support plans in place for women from protected characteristics	82	98

The project was re-profiled in Q3 following under-delivery. Please refer to Section 3 for further information on performance.

Case study

Ms. AM undertook the 6 week therapeutic group work programme run in partnership between Thyme Counselling Service and Phoenix Futures. It enables women to learn from their experiences of violence and unhealthy relationships. Ms. AM was awarded a certificate of participation for her valuable contributions to the group and furthering her own development in the process.

- Hopes, Fears, Expectations and What is Domestic and Sexual Violence: Ms. AM showed insight into the way domestic violence has affected her and how she needs forgiveness to move on.
- What is Domestic & Sexual Violence and Cycle of Abuse: Ms. AM demonstrated the importance of understanding negative patterns in relationships and difficulties in getting out of the cycle.
- Building Strong Foundations – Cycle of Change & Future Planning: Ms. AM demonstrated how difficult it is to be challenged and to challenge. She identified her strengths as hope and faith which helps her grow in confidence.
- Preparing for Change and Applying Your Learning: Ms. AM reflected on past experiences and the impact. She demonstrated resilience and the capacity to reflect learn and move on.
- Building Personal Resilience and Positive Coping Strategies: Ms. AM was unable to attend due to a legal visit.
- Review of Learning/Celebrating Achievements: Ms. AM said she would like to attend more groups like this. She thanked staff and the organisation for providing an important group experience.

Women's Aid Federation of England

Project name: Pan-London Domestic and Sexual Violence Helplines and coordinated access to refuge provision

Priority: 2, Sexual and Domestic Violence

Specification: 2.3: Helpline and co-ordinated access to refuge provision

Amount (2 years): £500,076

Domestic and sexual violence helpline support and coordinated access to refuge provision, via a freephone number. Project provides: confidential support and information to inform decision making; risk assessment and safety planning; referral to specialist services; a dedicated email referral mechanism to London refuge places for London borough officers; online support and information.

Delivery partners: Women's Aid, Refuge, Women & Girls Network.

Delivery information

Primary outcome indicator	Profile April 2015 -Sept 2016	Delivered April 2015 -Sept 2016
Number of new users	31875	29913
London callers reporting they have a better understanding of the options available to them	600	672
Key stakeholders report improved data collection/ tracking of service users;	32	29
Service users reporting that the helpline helped them plan for their safety and understand risks	600	668
London boroughs report the Helplines and related services enabled them to support service users affected by domestic violence;	32	28
Service users reporting their needs were adequately addressed when utilising the Helpline	600	672

Case study

It had never dawned on me that I might be experiencing domestic abuse until a friend told me she thought I was being abused. My friend encouraged me to call the National Domestic Violence Helpline, and I am hugely grateful that I made the call. I was scared to call, but I was put at ease by the helpline worker.

My partner had been physically abusive towards me a few times, but it wasn't until I spoke with the helpline that I realised that he had also been abusive towards me in other ways, the helpline worker helped me to understand that my partner was very controlling.

I was very confused when I called the helpline, and I explained that I wasn't ready to make any decisions, I was reassured that this was ok, and that calling the helpline was a big step and that they could put me in touch with other services so that I could get the support that I need.

I was advised how to keep myself and my children safe, given information about my local outreach service. I was advised that they could offer me some practical and emotional support to help me to decide what to do next.

I am so glad that I made the first call to The National Domestic Violence Helpline, I now have a clearer idea about my options and I am engaging with my local domestic abuse service, I really feel that me and my children will be safer and we do not have to live in fear.

Ashiana Network

Project name: London Specialist Refuge Network

Priority: 2, Sexual and Domestic Violence

Specification: 2.4: Emergency refuge accommodation to meet the needs of specific groups

Amount (2 years): £900,000

Specialist emergency accommodation and support service for vulnerable women and children affected by domestic/sexual violence who present with complex needs. The Network provides dedicated, safe, temporary accommodation across three schemes and works intensively with women to improve safety and enable them to exit violent or abusive relationships or situations.

Delivery partners: Solace Women's Aid, Nia.

Delivery information

Primary outcome indicator	Profile April 2015 -Sept 2016	Delivered April 2015 -Sept 2016
Number of new users	750	859
Clients supported in the refuge who don't return to violence	69	54
Clients engaged with in-house and external support services around problematic substance use and mental health and NRPF.	106	94
Clients demonstrating increased feeling of well-being	106	85
Clients have planned move-on	30	38
Clients report increased understanding regarding the effects of DV/problematic substance misuse on children	30	21
BAMER, older, pregnant, disabled and LGBT clients report that support meets their needs	90	72

Case study

I was referred to the Emma Project after fleeing from my violent partner. Prior to coming to the refuge I had been staying with friends and sleeping on the streets. I was struggling to find a refuge space that accepted women with substance misuse issues.

My alcoholism caused the breakdown of relationships with family & friends. My experiences of violence and involvement with the criminal Justice system resulted in the courts giving me a 1 year Probation Order in June 2014. During my first weeks at the refuge I was withdrawn. I struggled with moving to a new area and accessing services. My key worker at Emma Project worked with other support agencies and provided emotional and practical support to access services by accompanying me to appointments and advocating on my behalf. She also encouraged me to speak about my use of alcohol.

I have been at Emma for 5 months and have registered with the local G.P, dentist and optician. I attend weekly meetings at haga which enabled me to recognise my patterns of drinking. I now attend and arrange most appointments without support, have more confidence and I am exploring educational opportunities. I plan to move on from the refuge and will access resettlement support from my current key worker.

Women's Resource Centre

Project name: The ASCENT project

Priority: 2, Sexual and Domestic Violence

Specification: 2.5: Support services to sexual and domestic violence voluntary organisations

Amount (2 years): £608,000

Project providing sustainability training and accredited training for front-line staff to improve service provision and ensure it meets the needs of service users. The service includes a combination of core accredited training, expert-led training and seminars (on sustainability, front-line delivery of sexual and domestic violence services, and equalities issues), themed networking events, borough surgeries and one-to-one support on a Pan-London basis.

Delivery partners: AVA (Against Violence & Abuse), Imkaan, Respect, Rights of Women, Women and Girls Network.

Delivery information

Primary outcome indicator	Profile April 2015 - Sept 2016	Delivered April 2015 -Sept 2016
Number of new users	335	506
Increased knowledge about income diversification and effectiveness.	264	177
Frontline organisations gaining/ maintaining accreditation/ quality/ sector-wide standards-	177	170
Organisations reporting increased ability to work effectively together and develop partnerships	80	313
Statutory and non-statutory bodies reporting increased access to data on sexual and domestic violence.	0	85
Organisations reporting an increased knowledge of the requirements of the Equality Act.	166	196

Case study

Training course attended: From the Margins to the Centre of Women's Healing: *Promoting Recovery to support Women with Complex Needs*. I work for an organisation working with women trying to exit prostitution. The women come from a varied background but all have dual diagnosis and complex needs with substance misuse, mental health depression, self-harming, eating disorders and anxiety. I find the work very challenging and struggle with some of the risky decisions that clients make, hearing the trauma of their lives and feeling quite powerless in how to help them get out of their difficult situations. I attended WGN's Complex Needs course. The course was really informative. I really understood where all the symptoms that women display come from and how important it is to work with the impact of trauma and deal with this rather than just manage symptoms. We got some great information on different clinical conceptualisations.

I have put into practice all of the practical interventions that I learnt on the course. I have introduced psych-educational work with my clients who have been able to benefit from greater understanding of what's happening to them and how to calm and sooth themselves. The whole way that I do assessments has changed being more focused on strengths based approach and listing their protective factors. The complex needs programme has had such a positive impact on the way I work and has generated a really good buzz in the team. It's made me feel more hopeful. I realise that there is a range of theories and interventions that I can use.

Asian Women's Resource Centre

Project name: Ending Harmful Practices

Priority: 2, Sexual and Domestic Violence

Specification: 2.6: Services targeted at combatting female genital mutilation (FGM), honour based violence (HBV), forced marriage and harmful practices.

Amount (2 years): £600,000

Project providing intense support to women and girls from BMER communities across London affected by Female Genital Mutilation (FGM), 'Honour' Based Violence (HBV), Forced Marriages (FM), and other harmful practices within the spectrum of domestic and sexual violence.

Delivery partners: Southall Black Sisters Trust, FORWARD, IMECE Women's Centre, Women and Girls Network, IKWRO Women's Rights Organisation, LAWRS, Ashiana Network.

Delivery information

Primary outcome indicator	Profile April 2015 - Sept 2016	Delivered April 2015 - Sept 2016
Number of new users	847	1484
Number of beneficiaries having improved levels of self-esteem /confidence	847	1005
Number of beneficiaries having improved understanding of options and rights	847	1159
Number of beneficiaries having improved ability to communicate needs to service providers	847	894
Number of beneficiaries who made changes to their living situations improving their safety	802	503

The project has recently focussed on promotional work to increase pan-London referrals.

Case study

My parents are originally from Bangladesh. I have always enjoyed school and was happy when I and my best friend were invited to a party by popular girls in our year. From then on we started hanging with this group and sometimes hung out in the park with boys from the local gang. They used to get us to do sexual stuff. I wasn't happy with it but that's what you have to do to keep your place. Someone told my brothers I was having sex with loads of guys and they confronted me with offensive language, spat at me and beat me. I was devastated. I was terrified and felt ashamed that my brothers would tell my parents. I came home from school one day and my eldest brother told me that they were going to send me to Bangladesh to get married. They were laughing that the man had learning difficulties so it wouldn't matter that I was dirty as he wouldn't know the difference. They insisted this was the only way that I could stay part of the family, as the alternative would be to kill me. I was so scared my parents were there but said nothing. I knew not to protest as I was terrified that they would kill me. I told them that I had to get some stuff from upstairs but went out of the back door and ran to my best friend's house.

The police were called and I was taken into temporary fostering. I live on the other side of London now and will be going back to college in September. Everyone around me is really nice but I miss my family despite everything. I started self-harming and was feeling really depressed and my social worker referred me to WGN for counselling. I received support with my self-harming, talked about sexual consent, grooming and coercion as part of peer on peer abuse. I realised I did not consent to what happened sexually and much of it was degrading and painful. My counsellor tells me I can do anything that I want to. I really want to go to art school and eventually do comic illustrations. I'm getting stronger every day and I can see a positive future. I will always be sad about what happened with my family but I'm determined to make them proud of me but first I have to be proud of myself.

Domestic Violence Intervention Project

Project name:	Al-aman Project: Women's Support Services
Priority:	2, Sexual and Domestic Violence
Specification:	2.6: Services targeted at combatting female genital mutilation (FGM), honour based violence (HBV), forced marriage and harmful practices.
Amount (2 years):	£41,266

Project providing support predominantly to Arabic-speaking women affected by harmful practices such as Female Genital Mutilation (FGM), 'Honour' Based Violence (HBV) and Forced Marriages (FM). Services include safety planning; emotional, advocacy and practical support; outreach to change behaviours and perceptions; a weekly support group programme including workshops, and information to help beneficiaries access further education, volunteering or employment.

Delivery partners: None

Delivery information

Primary outcome indicator	Profile April 2015 -Sept 2016	Delivered April 2015 -Sept 2016
Number of new users	45	45
Beneficiaries reporting greater confidence and self esteem	36	41
Beneficiaries taking up additional services	36	41
Beneficiaries accessing education/training, volunteering or employment	27	34

Case study

When I was 21 I was introduced to a male friend of my uncle and I got married to him a few months later. He is a British national with his own business.

Less than a year into our marriage he started to abuse me. Sometimes he would tell me to get out of the house late at night, knowing that it was not safe for a young woman to be out at night on her own.

When I moved to the UK, I wanted to learn English and work. My husband prevented me from studying English, getting a job, speaking to my family and going out with my friends. I felt alone and isolated. When I went to my home country to visit my family, I told them about the abuse and my husband returned to London without me. My family didn't want me to bring shame on them so they spoke to him and he took me back. The abuse escalated and one day he violently sexually assaulted me. I called the police, but withdrew my statement because my husband threatened my family.

I left but ended up sleeping on the floor of relatives and friends. I was referred to Al-aman. They helped me access a refuge, apply for the Destitute Domestic Violence Concession (DDVC), and get support from a solicitor to get given Indefinite Leave to Remain (ILR). I also attended one-to-one and the Al-aman group sessions where I met other women with similar stories. Eventually, I was given Indefinite Leave to Remain (ILR). I'm so grateful to Al-aman for their help. Today I have a place to stay, friends that I trust, I'm studying at college and now that my English is stronger I have a part-time job too. I feel more positive and hopeful about my future.

Disability Times Trust

Project name: Directions West London

Priority: 3, Tackling Poverty Through Employment

Specification: n/a

Amount (2 years): £896,229

The project will work to improve the employability and skills of unemployed and economically inactive people in London by providing employability training. The project will also work with the 8 homelessness projects funded under priority 1.

Delivery partners: Action West London, Adult Training Network, New Challenge, St Mungo's, Tasha Foundation.

Delivery information

Primary outcome indicator	Original profile 2016-18
Enrolments	715
6+ hours of support	641
12+ hours of support	43
Work/voluntary placement	143
Evaluation	1
Further education and training	141
Employment within 4 weeks of leaving the project	215
Sustained employment for 26 weeks	136
Employment within 4 weeks of leaving the project (those recovering from drug and/or alcohol addiction, homeless)	21
Sustained employment for 26 weeks (those recovering from drug and/or alcohol addiction, homeless)	9

Case study

N/A.

London Training & Employment Network (LTEN)

Project name: Steps into work

Priority: 3, Tackling Poverty Through Employment

Specification: n/a

Amount (2 years): £966,423

The project will work to improve the employability and skills of unemployed and economically inactive people in London by providing employability training. The project will also work with the 8 homelessness projects funded under priority 1.

Delivery partners: Centrepoin Soho, Storm Family Centre, Refugee Action Kingston, Status Employment, Latin American Women Rights Service, Skillsland Ltd, HCT Group, Breaking Barriers.

Delivery information

Primary outcome indicator	Original profile 2016-18
Enrolments	771
6+ hours of support	697
12+ hours of support	46
Work/voluntary placement	154
Evaluation	1
Further education and training	154
Employment within 4 weeks of leaving the project	231
Sustained employment for 26 weeks	146
Employment within 4 weeks of leaving the project (those recovering from drug and/or alcohol addiction, homeless)	23
Sustained employment for 26 weeks (those recovering from drug and/or alcohol addiction, homeless)	9

Case study

N/A.

MI ComputSolutions

Project name: Community Life Change

Priority: 3, Tackling Poverty Through Employment

Specification: n/a

Amount (2 years): £926,311

The project will work to improve the employability and skills of unemployed and economically inactive people in London by providing employability training. The project will also work with the 8 homelessness projects funded under priority 1.

Delivery partners: Centrepoin Soho, All Dimension, Careerwise, Pecan, Train 2 Work, Be Totally You, Successful Mums, Royal Mencap Society.

Delivery information

Primary outcome indicator	Original profile 2016-18
Enrolments	739
6+ hours of support	667
12+ hours of support	44
Work/voluntary placement	148
Evaluation	1
Further education and training	148
Employment within 4 weeks of leaving the project	222
Sustained employment for 26 weeks	140
Employment within 4 weeks of leaving the project (those recovering from drug and/or alcohol addiction, homeless)	21
Sustained employment for 26 weeks (those recovering from drug and/or alcohol addiction, homeless)	9

Case study

N/A.

Paddington Development Trust

Project name: GOLD

Priority: 3, Tackling Poverty Through Employment

Specification: n/a

Amount (2 years): £928,819

The project will work to improve the employability and skills of unemployed and economically inactive people in London by providing employability training. The project will also work with the 8 homelessness projects funded under priority 1.

Delivery partners: CITE, Equi-Vision, Get Set, Mind, St Mungo's, Urban Partnership Group

Delivery information

Primary outcome indicator	Original profile 2016-18
Enrolments	741
6+ hours of support	666
12+ hours of support	44
Work/voluntary placement	148
Evaluation	1
Further education and training	148
Employment within 4 weeks of leaving the project	222
Sustained employment for 26 weeks	140
Employment within 4 weeks of leaving the project (those recovering from drug and/or alcohol addiction, homeless)	22
Sustained employment for 26 weeks (those recovering from drug and/or alcohol addiction, homeless)	9

Case study

N/A.

Redbridge CVS

Project name: Aim Higher

Priority: 3, Tackling Poverty Through Employment

Specification: n/a

Amount (2 years): £938,847

The project will work to improve the employability and skills of unemployed and economically inactive people in London by providing employability training. The project will also work with the 8 homelessness projects funded under priority 1.

Delivery partners: Gingerbread, St Mungo's, Osmani Trust, Bromley by Bow Centre, Fivee, HCT Group, London Training & Employment Network (LTEN), Volunteer Centre Hackney..

Delivery information

Primary outcome indicator	Original profile 2016-18
Enrolments	749
6+ hours of support	675
12+ hours of support	45
Work/voluntary placement	148
Evaluation	1
Further education and training	150
Employment within 4 weeks of leaving the project	225
Sustained employment for 26 weeks	142
Employment within 4 weeks of leaving the project (those recovering from drug and/or alcohol addiction, homeless)	22
Sustained employment for 26 weeks (those recovering from drug and/or alcohol addiction, homeless)	9

Case study

N/A.

Redbridge CVS

Project name: Outreach East

Priority: 3, Tackling Poverty Through Employment

Specification: n/a

Amount (2 years): £983,871

The project will work to improve the employability and skills of unemployed and economically inactive people in London by providing employability training. The project will also work with the 8 homelessness projects funded under priority 1.

Delivery partners: Gingerbread, St Mungo's, Ellingham, East Thames (East Potential), Adult Training Network, DABD (Diverse Ability Barking & Dagenham), Harmony House, Make a difference at Sandies (Madas).

Delivery information

Primary outcome indicator	Original profile 2016-18
Enrolments	785
6+ hours of support	706
12+ hours of support	47
Work/voluntary placement	156
Evaluation	1
Further education and training	157
Employment within 4 weeks of leaving the project	236
Sustained employment for 26 weeks	149
Employment within 4 weeks of leaving the project (those recovering from drug and/or alcohol addiction, homeless)	24
Sustained employment for 26 weeks (those recovering from drug and/or alcohol addiction, homeless)	9

Case study

N/A.

Advice UK

Project name: Stronger Organisations-Benefiting London(ers)
Priority: 4, Capacity building in the voluntary and community sector
Specification: n/a
Amount (2 years): £507,632

Capacity building for the advice sector, designed to increase its effectiveness in supporting people affected by welfare changes, high levels of unemployment and low wage employment and others on fixed incomes, such as pensioners.

Delivery partners: Law Centres Federation, Lasa.

Delivery information

Primary outcome indicator	Profile April 2015 -Sept 2016	Delivered April 2015 -Sept 2016
Number of new users	823	941
Increase in organisational stability of agencies.	22	35
Number of organisations reporting that they can better engage with statutory agencies and stakeholders.	50	54
Increase in the awareness of voluntary advice agencies, to meet the advice and support needs of protected equalities groups.	53	47

Case study

Welwitschia Welfare Centre is a charitable organisation set up in 1998 to facilitate the integration of African Portuguese speaking migrants, refugees and other people of African origin in Greater London. Welwitschia offers Quality Assured information advice and support in community languages. The service includes advice on social welfare matters such as housing, welfare benefits, money, debt and immigration.

WWC's CEO approached AdviceUK's SOBeL project for help with their advice service and to explore strategies to develop sustainable income streams and long term delivery of services. Welwitschia were in dire danger of having to close down unless they could obtain further funding. They had also run into difficulties with the renewal of accreditation with the Advice Quality Standard following recent changes to the standard. They needed the AQS before they could submit the funding applications they had planned. Our organisational development service provided one-to-one support including reviewing funding applications before submission and also the development of a fundraising strategy. We also helped to develop the new policies that were required before they could pass their AQS audit and contacted the auditors to sort out any outstanding issues.

We are happy to report that, WWC managed to obtain re-accreditation with the AQS and secure funding. This funding has helped the centre continue to delivering its vital services while it explores more funding opportunities over the foreseeable future. WWC is offering an advice service dealing more effectively with the problems faced by Londoners, particularly those resulting from welfare changes, in and out of work poverty and deprivation.

"Thank you from the bottom of my heart for your help and assistance in the last application for Trust For London. I am pleased to inform you that the application has been successful. The Trust has agreed to fund Welwitschia Welfare Centre £35,000 for the next three years for rent and towards the Co-ordinators post. I hope to get the Coordinators post now... The fight goes on!..."

Age UK London

Project name: Fit 4 Purpose
Priority: 4, Capacity building in the voluntary and community sector
Specification: n/a
Amount (2 years): £310,154

Age-sector project to support, inform, up-skill and network voluntary and community organisations working with older people, across all London boroughs. Activities include: helping organisations reduce costs; social media training workshops; outreach; practical support workshops to help organisations identify and pitch for funding.

Delivery partners: Opening Doors Age UK, London Older People Advisory Group (LOPAG).

Delivery information

Primary outcome indicator	Profile April 2015 -Sept 2016	Delivered April 2015 -Sept 2016
Number of new users	365	627
Organisations gain skills in financial and organisational viability.	242	254
Organisations with increased knowledge of best practice including legal and policy issues.	313	354
Number of organisations able to demonstrate an increased knowledge of principles and practice of equality and inclusion'.	98	100

Case study

Jan Marriot, of Richmond upon Thames Forum for Older People, attended the '*How to save and be Energy Wise*', Skill Sharing workshop that was run by Age UK London as part of the Fit 4 Purpose project on 6th March 2015.

The aim of this workshop was to increase attendees' understanding of:

- Resources available to older people's organisations to support energy savings policies and implement good practice
- How to save organisational costs and be energy wise.

Funders are increasingly keen that charities and community groups are environmentally responsible with policies and procedures in place. It is now often a requirement for funding.

This workshop helped older people's organisations to develop their organisations policies and activities in this area.

Workshop participants shared their organisations approach and policies in this area. They were supported by the Workshop Facilitator and undertook short exercises to ground content in real-life examples.

In total, 11 people represented their organisation through attendance at this workshop.

Following the workshop, Jan Marriot commented:

'I have gained knowledge on eco energy saving, information to share with other forum members... very informative on smaller individual matters; great at addressing questions and issues raised.'

Children England

Project name: *Engage London - Supporting the Children and Young People's Voluntary and Community Sector*

Priority: 4, Capacity building in the voluntary and community sector

Specification: n/a

Amount (2 years): £425,898

Project to build capacity with local CVSs and other infrastructure groups/networks; to focus on supporting equalities groups to build sustainable services and meet the needs of the most vulnerable groups. Approaches to address needs and build capacity include: direct delivery; networks; policy briefings; resources; targeted support for local authorities; cascade training; webinars/ e-learning; coaching and mentoring support.

Delivery partners: Partnership for Young London, Race Equality Foundation.

Delivery information

Primary outcome indicator	Profile April 2015 -Sept 2016	Delivered April 2015 -Sept 2016
Number of new users	2735	2569
Organisations with enhanced business plans and demonstrating that their services are more able to be effective and sustainable	242	225
Organisations effectively engaged in regional representation structures and increased opportunities for engagement	64	83
Organisations demonstrating that services are better able to meet the needs of equalities groups	76	102

Case study

Safeguarding Children and Young People and Equality training was provided for Kurdish and Middle Eastern Women's Organisation (KMEWO)

The aim of the training is to increase awareness of effective safeguarding practices that meet the needs of children and young people from all communities.

All participants were positive about the content of the session and how they could apply the learning. Often women service users are accompanied by their children which would allow staff and volunteers to use any learning from the safeguarding if there is a concern.

The Development Manager noted 'Our Volunteers got a good understanding of the importance of its own responsibility around safeguarding and how to act if need be.

Kmewo advised that it will make good use of the training in their work with vulnerable clients and their families. It will use the NPCCC / Children in England 'Safe Network' website to update its policy regarding safeguarding.

As we provide several educational courses to BME community we will add for e.g. in our parenting workshops awareness around children safeguarding.

London Deaf & Disability Organisations CIC (Inclusion London)

Project name: The Power Up Project
Priority: 4, Capacity building in the voluntary and community sector
Specification: n/a
Amount (2 years): £560,000

Project designed to build the effectiveness and sustainability of disability sector organisations. Services include: practical support to enable organisations to maximise funding opportunities and establish new income streams.; business development to increase sustainability; creation of opportunities to increase ability of organisations representing disabled people to influence policy.

Delivery partners: Transport for All

Delivery information

Primary outcome indicator	Profile April 2015 -Sept 2016	Delivered April 2015 -Sept 2016
Number of new users	236	281
Organisations business acumen and ability to deliver effective services and respond to changing legal/policy external environment increased	156	87
Member organisations have increased skills, knowledge and understanding of how to represent disability issues more effectively	79	85
Organisations with increased understanding equalities related legal and policy frameworks	37	68

Case study

124 disability sector organisations were asked about their capacity building needs in 2015. Some of the key findings include:

- Funding issues: 72% of respondents said securing funding for core work was their top priority – followed by 69% securing funding for information, advice and advocacy work and 46% for dealing with competition for contracts
- Improving organisational effectiveness: 56% of respondents said support to develop new services was their top priority followed by 52% for support with trying to deliver more with less and 42% support with improving data collection
- Campaigns and policy: 58% of respondents said support with keeping up to date about policy changes which affect Deaf and Disabled people was their top priority followed by 52% making and maintaining effective relationships with key decision makers and policymakers and 48% responding to local and national policy consultations
- Capacity building support: When asked what themes and issues organisations would like support from Power Up in 2015 63% said support to access new funding streams; 50% said support to evidence the value and impact of their services; 49% said Building their brand and profile and 48% said improving fundraising skills.

Outcomes: A report detailing findings is being produced and will be sent to relevant stakeholders in Q9 as well as being available on the Inclusion London website. The report is also being used to shape the work of Inclusion London and Transport ForAll.

London Voluntary Service Council

Project name: London for All
Priority: 4, Capacity building in the voluntary and community sector
Specification: n/a
Amount (2 years): £735,328

Project aiming to address identified gaps developing in VCS support services, while providing economies of scale through specialist pan-London support. Services include: tailored training, effective signposting, support for partnership working, linked to other support services around developing consortia and merger, and delivery of specialist ICT and HR support for VCS organisations, peer networking.

Delivery partners: Race on the Agenda, Women's Resource Centre, Refugees in Effective and Active Partnerships, Lasa.

Delivery information

Primary outcome indicator	Profile April 2015 -Sept 2016	Delivered April 2015 -Sept 2016
Number of new users	2350	2561
Number of organisations using learning across services to improve the efficiency and /or effectiveness of their organisation	1050	874
Number of organisations reporting learning and improvements through peer networking	850	789
Number of organisations reporting improved access to services across the equality strands	650	587

Case study

The organisation supported is called Working Merton Centre for Independent Living which is a local grass roots disabled people's organisation run and controlled by disabled people for disabled people.

The HEAR Coordinator made contact with the organisation as part of an initiative to contact equalities organisations in outer London boroughs. The previous disabled people's organisation in Merton had closed. Following contact Merton CIL started receiving regular updates from HEAR about London for All activities.

The CEO of Merton CIL, attended the HEAR London for All launch event for the 'Intersectionality' research project in June 2014 and stated "I really enjoyed the conference yesterday. Lots of interesting discussions and contacts made"

Following continued engagement in HEAR, Merton CIL has presented a case study of their work on tackling health inequalities in London and responded to research examining the impact of funders' practices on London VCS organisations' ability to do equalities related work. HEAR also publicised details of a Merton CIL event in its bulletin and provide relevant contacts enabling them to get suitable speakers.

The organisation stated, "At Merton CIL we think it is really important to deliver our work within an equalities framework, and our involvement with HEAR has helped support that aim."

The Refugee Council

Project name: Supporting and Strengthening the Impact of London's Refugee Community Organisations ('Supporting RCOs')

Priority: 4, Capacity building in the voluntary and community sector

Specification: n/a

Amount (2 years): £124,684

Capacity building project for frontline refugee/ migrant community organisations (RCOs/MRCOs). The project aims to develop organisations' capacity to fundraise and diversify income streams; help organisations to better understand and articulate clients' needs and equalities issues and help organisations to develop and implement equalities-based approaches and policies and procedures to impact on service delivery and improve client access locally

Delivery partners: None

Delivery information

Primary outcome indicator	Profile April 2015 -Sept 2016	Delivered April 2015 -Sept 2016
Number of new users	526	585
Refugee Community Organisations reporting business plan development and implementation	42	48
Organisations reporting improved understanding of the voluntary sector's role and capacity	25	42
Front-line organisations better able to deliver well informed services that reflect the needs of refugees and asylum seekers	62	64

Case study

The Refugee Council worked with the WHEAT Mentor Support Trust which enables BAMER and other vulnerable groups to achieve their goals and aspirations through one-to-one mentoring support and volunteering opportunities.

WHEAT Mentor Support Trust has benefited from the Refugee Council's Supporting RCOs project in different ways including through a series of one-to-one support sessions particularly through funding surgeries organised in conjunction with Aston Mansfield Community Involvement Unit at Durning Hall Community Centre, Forest Gate, in Newham.

The organisation notes that it attended a training session on developing strategies for income generation and sustainability. We also attended a funding seminar. Using the information and the advice we received from the one-to-one sessions, we developed proposals, submitted them to funders one of which was successful.

4 Programme management

Officers continue to monitor projects against the performance management model agreed by Grants Committee at their meeting in February 2013, with adjustments made following consideration of this model by Grants Committee at their meeting 18 November 2015.

5 Outcomes in boroughs

Councils wish to know what provision funded by the Programme is taking place in their borough. The 'borough spread' tables at Appendix 2 show the performance of the programme broken down by specification and primary outcome indicator in all London boroughs.

This data should be used with caution. Under the principles of the programme (set out in the review report), the projects are pan-London, so not simply attributable to individual boroughs. In addition, a beneficiary may live in one borough, or declare that they do, but receive services from a project in one or more other boroughs. Moreover, victims of violence often need to be moved from one borough to another, to escape from violence. Many homeless people move to central London. Some of the figures are the best-known figures at this time but may change as officers work their way through monitoring information from providers.

Further information with regard to involving and reporting to boroughs during the next steps of the Grants Review is outlined in the report on the future grants programme.

6 Close of the 2013-17 Programme

Officers will close the programme in line with the commissioning monitoring arrangements policy² to ensure the safeguarding of public money invested in the programme by the boroughs. For priorities 1 and 2 the final payment of the programme will be split into two payments. This is due to the fact that payments under these priorities are paid in advance (in the second month of the relevant quarter). An initial payment relating to the final quarter will be released on satisfactory submissions of returns relating to the period October – December 2016.

The second part of the split payment will be made following receipt of a satisfactory final return after the close of the commission including an evaluation report and a report on any underspend. Where there is underspend the final payment will be reduced or if the figure is greater than the final payment a cheque will be required from the provider. Where there is significant under-delivery, in particular where providers have been performing at an amber or

² Agreed by Grants Committee, February 2013

red level on the RAG rating system for two or more quarters officers will seek to reduce the final payment in line with the level of under-delivery. Officers will continue to provide update reports to Grants Committee in the normal way and will provide a final report after the close of the programme.

Recommendations

The Grants Committee is asked to note that:

- 2) The Grants Committee is asked to note that:
 - a) At priority level, the outcomes for:
 - i) Priority 1 (homelessness) overall were 27% above profile in 2015-17 (Q1-6)
 - ii) Priority 2 (sexual and domestic violence) overall were 12 % above profile in 2015-17 (Q1-6)
 - iii) Priority 3 (ESF tackling poverty through employment) will begin reporting on outcomes in January 2017. Of the six new projects, four have funding agreements in place.
 - iv) Priority 4 (capacity building) overall were -5% below profile in 2015-17 (Q1-6)
 - b) This performance in the last six quarters means that the number of interventions delivered in the 14 quarters combined since the start of the programme is as follows:
 - i) Priority 1 (homelessness) –69,788
 - ii) Priority 2 (sexual and domestic violence) – 251,274
 - iii) Priority 3 Delivery information on the new programme will be available in January 2017
 - iv) Priority 4 (capacity building) – 15,722
 - c) At project level
 - i) In the red, amber, green (RAG) system, 21 projects are green and four are amber. Six have no rating this quarter as these are ESF projects that have not submitted delivery information to date.
 - ii) The direction-of-travel arrows show that the performance of one of the projects is falling (green).
 - iii) Officers propose to concentrate performance management effort on the four projects that are rated amber
 - iv) The attached tables showing the outcomes of each priority in each borough in 2015-17 Q1-6 (2013-17 Q9-14).
 - d) The arrangements for the close of the programme outlined in section six.

Appendix 1 RAG Rating Methodology

Appendix 2 Borough outcomes

Financial Implications for London Councils

None at this stage. Information regarding payments made is outlined in Item 8 of this agenda.

Legal Implications for London Councils

None at this stage

Equalities Implications for London Councils

London Councils' funded services provide support to people within all the protected characteristics (Equality Act 2010), and in particular targets groups highlighted as particularly hard to reach or more affected by the issues being tackled. Funded organisations are also required to submit equalities monitoring data, which can be collated across the grants scheme to provide data on the take up of services and gaps in provision to be addressed. The grants team reviews this annually.

Background Documents

Grants Programme Performance Report – Year 3 – Grants Committee, July 2016

<http://www.londoncouncils.gov.uk/node/29775>

Grants Programme Performance Report - Year 2 – Grants Committee, 15 July 2015

<http://www.londoncouncils.gov.uk/node/26716>

Item 5 - Commissioning Monitoring Arrangements – Grants Committee, 20 February 2013

<http://www.londoncouncils.gov.uk/node/21980>

Appendix 1 RAG rating

London Councils officers report quarterly to the Grants Committee on the performance of the grants programme. The cornerstone of this at project level is a red, amber or green (RAG) rating of all projects. Projects that score (out of 100 points):

- 75 or more are rated green
- From 50 to 74 are rated amber
- Less than 50 are rated red.

The RAG rating is made up of:

- Performance - delivery of targets: 60%
- Quality - provider self-assessment and beneficiary satisfaction: 20%
- Compliance - timeliness and accuracy of reporting, responsiveness and risk management: 20%.

We use the RAG rating to guide the amount of support and challenge that we give projects. For example, a red rating for a project would tell us that we had to do urgent and substantive work with this project and potentially to seek the Committee's approval for changes in the funding agreement.

Grants Executive Committee

Month 6 Revenue Forecast 2016/17 Item no: 5

Report by: Frank Smith **Job title:** Director of Corporate Resources
Katy Makepeace-Gray Principal Programme Manager

Date: 23 November 2016

Contact Officer: Frank Smith

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Summary

This report:

- Outlines actual income and expenditure against the approved income and expenditure in the budget to the end of September 2016 for the Grants Committee;
- Provides a forecast of the outturn position for 2016/17 for both actual and committed expenditure on commissions, including:
 - Those matched funded ESF commissions that are within the Grants Programme (i.e., excluding borough-specific ESF projects); and
 - London Councils' administration of all these commissions.

Members are reminded that the position reported in this report is at the half-year stage of 2016/17, which is the final year of the current four-year programme of commissions. At this stage, a surplus of £854,000 is forecast over the approved budget.

Recommendations

The Grants Committee is asked to :

- Note the projected surplus of £854,000 for the year; and
- Note the projected level of Committee reserves, as detailed in paragraph 13 of this report and the commentary on the financial

position of the Committee included in paragraphs 14-15.

Introduction

1. This is the first budget monitoring report to be presented to the Committee during the current financial year following the cancelled of the September Grants Executive meeting, which ordinarily would have received a report on the forecast position as at 30 June 2016 (month 3). The next report will be the three-quarter year figures, which will be reported to this Committee in February 2017.
2. The London Councils Grants Committee's income and expenditure revenue budget for 2016/17 was approved by the Leaders' Committee in December 2015, following recommendations by the Grants Committee.

Variance from Budget

3. Table 1 below summarises the forecast outturn position for the Grants Committee:

Table 1 –Summary Forecast

	M6 Actual	Budget	Forecast	Variance
Expenditure	£000	£000	£000	£000
Employee Costs	190	382	415	33
Running Costs	10	18	18	-
Central Recharges	8	155	168	13
Total Operating Expenditure	208	555	601	46
Commissioned grants services	3,227	7,505	7,459	(46)
London Funders Group	-	60	60	-
ESF commissions – 2016+	-	1,880	205	(1,675)
One-off payment to boroughs	486	486	486	-
Total Expenditure	3,921	10,486	8,811	(1,675)
Income				
Borough contributions towards commissioned services	(4,252)	(8,505)	(8,505)	-
Borough contributions towards the administration of commissions	(248)	(495)	(495)	-
ESF Grant – 2016+	-	(1,000)	(173)	827
Interest on Investments	(6)	-	(6)	(6)
Other Income	-	-	-	-
Transfer from Reserves	(486)	(486)	(486)	-

Total Income	(4,992)	(10,486)	(9,665)	821
Net Expenditure	(1,071)	-	(854)	(854)

4. The projected surplus of £854,000, which is explored in more detail in the narrative below, is broadly split between the following:
- A projected underspend of £68,092 in respect of S.48 borough funded commissioned services relating to 2016/17, offset by the additional one-off payment of £22,000 to Ashiana, as agreed by the Grants Committee in March 2016;
 - A projected net underspend of £828,000, including administration costs, due to slippage in anticipated payments made in respect of the new 2016+ programme, based on the assumption that the programme becomes operational by the end of the third quarter of 2016/17 and that the funding will be applied at this point, offset by grant receipts; and
 - A projected overspend position of £20,000 in respect of the administration of S.48 commissions.

Payments to Commissions – London Councils Borough S.48 Programme

5. Table 2 below outlines the actual spend for the period 1 April to 30 September 2016 for the borough funded commissions, covering priorities 1, 2 and 4.

Table 2 – Actual Spend 1 April to 30 September 2016 – Priorities 1, 2, and 4

2016/17 budget (£)	Forecast payments 1 April to 30 September 2016 (£)	Actual Payments (£)	Projected Underspend (£)	Balance (£)
7,504,981	3,752,490	3,226,879	68,092	457,519

6. Currently there is a £68,092 projected underspend for the period, as shown in the following table:

Table 3 – Projected underspend on S.48 commissions 2016/17

	£
St Mungo Community Housing Association	31,269
Thames Reach	25,802
Homeless Link	5,302
Tender Education and Arts	986
Galop	1,827
Women's Resource Centre	2,906
Total projected underspend	68,092

7. In addition to the above payments, there will be an additional one-off payment of £22,000 to Ashiana, as agreed by the Grants Committee in March 2016, which will be met from the above underspend, leaving a net projected underspend of £46,092.

8. The balance of payments on hold at 30 September was £457,519. This relates to nine payments to providers with outstanding queries/ requirements. Three of these have since been released and the remaining balance on hold is £264,581, covering six commission.
9. During the course of closing the 2015/16 accounts, liabilities of £307,146 relating to seven outstanding payment due to commissions was set up. These payments have been released during the first quarter of 2016/17.
10. As part of the approved monitoring arrangement, officers will continue to review financial information relating to each project during the course of the year and the audited accounts at the end of the year. It is possible that further underspends will be identified as the year progresses, which will be reflected in the further monitoring reports scheduled to come before the Committee during 2016/17.

Payments to Commissions – ESF Programme

11. For this part of the new ESF programme, expected to commence by the end of the third quarter of 2016/17, expenditure of £205,000 is projected, plus administration costs of £140,000 against the approved annual budgetary provision of £2 million, leaving a gross underspend of £1.655 million. ESF grant of £173,000 is projected to accrue, including £70,000 in respect of grants administration, against an income target of £1 million, leaving a projected net surplus of £828,000.

Administration of Commissions

12. It is projected that salaries and central cost expenditure will overspend by £46,000, offset by projected investment income on Committee reserves of £6,000 and ESF grant income of £10,000, giving a net surplus of £30,000. This figure is splits between S.48 administration of £20,000 and £10,000 relating to ESF administration.

Committee Reserves

13. Table 4 below updates the Committee on the revised estimated level of balances as at 31 March 2017. The figures include the confirmed audited position in respect of 2015/16 (£1.992 million), which is no change from the provisional outturn position reported to this Committee in July 2016. If all current known liabilities and commitments are considered, the projected position on reserves as at 31 March 2017 is as follows:

Table 4 – Analysis of Estimated Uncommitted Reserves as at 31 March 2017

	Borough	ESF	Total
	£000	£000	£000
Audited reserves as at 1 April 2016	634	1,358	1,992
Projected surplus/(deficit) for the year	26	828	854
One-off payments to boroughs in 2016/17	(185)	(301)	(486)
Potential funding of support to the Third Sector via the City Bridge Trust in 2016/17	(38)	-	(38)
Projected reserves as at 31 March 2017	437	1,885	2,322
Indicative total expenditure 2016/17	8,000	2,000	10,000
Forecast reserves as a % of indicative expenditure	5.46	94.25	23.33

Conclusions

14. Projected total reserves of £2.322 million are forecast at the year-end, after considering the projected surplus of £854,000 for the year. A sum of £1.885 million relates to borough contributions towards the funding of the new ESF commissions collected over the past two financial years, but which have not been used due to the slippage in the start of the 2016+ ESF programme. This sum will be applied against project expenditure over the three-year project life.
15. The projected residual sum of £437,000 held in reserves relates to the S.48 borough funded commissions, which equates to 5.5 % of the £8 million commissions budget. This projected sum includes a provision of £38,000 to potentially fund a post to support the Third Sector through the City Bridge Trust during the current year, as agreed in principle by the Grants Committee in July 2016. This figure currently exceeds the benchmark of £300,000 or 3.75% established by this Committee in September 2013, and the option of the Grants Committee making recommendations to the Leaders' Committee to repatriate a further sum to boroughs is included in the 2017/18 budget proposals, which is subject to a separate report of this agenda.

Recommendations

16. Members are asked to :

- note the projected surplus of £854,000 for the year; and
- note the projected level of Committee reserves, as detailed in paragraph 13 of this report and the commentary on the financial position of the Committee included in paragraphs 14-15.

Financial Implications for London Councils

As detailed in report

Legal Implications for London Councils

None

Equalities Implications for London Councils

None

Background Papers

London Councils Budget working papers 2016/17 and 2017/18
London Councils Income and Expenditure Forecast File 2016/17

Grants Committee

Grants Programme 2017-21: Update on
commissioning process

Item 6

Report by: Katy Makepeace-Gray **Job title:** Principal Programme Manager

Date: 23 November 2016

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Summary

At their meeting of 13 July 2016, members of the Grants Committee agreed nine specifications under the following two priorities,

Priority 1 Combatting Homelessness

Priority 2 Tackling Sexual and Domestic Violence

for services to be delivered from April 2017 to March 2021.

Following this a commissioning application process was launched. This report provides an update on the commissioning application process and information regarding the next steps.

Recommendations

Members are recommended to,

1. Formally thank the borough officers who have been involved in the scoring and moderation process
2. Note the progress made with the commissioning application process, in line with the commissioning performance management framework
3. Note the next steps outlined in Section Four.

1. Background

1.1 Following recommendations from Grants Committee, Leaders' Committee considered a report on the future London Councils Grants Programme at their meeting 22 March 2016 and agreed, that there should be a Grants Programme from April 2017 to March 2021, operating in accordance with the current principles and focused on the following priorities -

Priority 1 Combatting Homelessness

Priority 2 Tackling Sexual and Domestic Violence

Priority 3 Tackling Poverty through Employment (European Social Fund match funded)

1.2 Members also agreed that there should be a re-focus to some of the priorities as follows. Priority 1 and 3 to be more closely aligned, greater focus on the different needs of inner and outer London (particularly in relation to Priority 1) and in addition a strengthened focus on robust outcomes and borough involvement in the specifications development to ensure best fit with local services.

1.3 Grants Committee considered a package of evidence (including two consultations, a letter from MOPAC, a report on homelessness by Homeless Link, equalities information and findings from a borough and VCS domestic violence event). The evidence supported a reflection of the current funding service areas of Priority 1 and 2 with the addition of various changes to address the changes that have taken place since the start of funding in 2013.

1.4 These changes were taken forward and specifications were co-produced with relevant borough officer networks and GLA/MOPAC. The specifications were drafted with the intention of including clear, robust and SMART¹ outcomes, and to ensure value for money and best fit with existing local and regional services and duties. At its meeting of 13 July 2016, Grants Committee agreed the nine service specifications.

2. Update on the commissioning process

2.1 Following members' agreement of the nine specifications, officers launched a commissioning round, seeking applications that address the service specifications, in line with the performance management framework. The commissioning round was launched on 8 August 2016 and closed on 15 September 2016. A notice of the launch was distributed widely through networks of VCS and relevant borough officer networks as well as London Funders and the GLA and a press release.

¹ SMART – Specific, measurable, achievable, realistic/relevant, time-bound

2.2 A total of 33 applications were received. The level of funding applied for is almost double the indicative amount advertised. The total value of funding applied for is £11,712,172 against the indicative funding level of £6,173,133 agreed by members of the Grants Committee, at their meeting of 13 July 2016. Of the 33 applications, 22 are applications made in partnership with additional organisations. This reflects the steer from the Grants Committee towards partnership delivery, in order to address the range and scope of the specifications agreed by members. The partnership applications have a range of 1 – 14 partners in each (not including the lead partner) and there are a total of 62 partner organisations across all applications.

2.3 Applications cover a vast range of target groups across the nine protected characteristics outlined in the Equality Act 2010, including many that are difficult to provide specialised services for at a local level due to the low numbers or the fact that they are not typically accessing local support. Applications have sought to address the key issues raised in the Grants Review, including the need to reflect increasing need in outer London, the need to tackle the interrelated issues of poverty and homelessness, and homelessness and sexual and domestic violence. In addition the need to have robust SMART outcomes, a highly focused service that does not duplicate, but links well with and supports local provision.

2.4 The number of applications is considerably less than the level received in 2012 for the previous round for priorities one and two (33 in 2016, 89 in 2013). This can be accounted for by a number of factors. Firstly, an increased number of organisations have developed partnership applications, reflecting the steer from Grants Committee, as described above, reducing the number of individual applications. In 2013, of the 89 applications 44 (49%) were in partnership. In 2016, of the 33 applications, 22 (67%) are in partnership. The reduced number of applications is also in response to the fact that the specifications were produced closely with the input of boroughs and key stakeholders to ensure that the services outlined were those that reflected the principles of the programme and did not duplicate local provision and were best suited to pan-London delivery. This has narrowed the scope further and it was clear during the application process that organisations were mindful of this when making a decision as to whether to apply.

2.5 The fact that the programme reduced significantly, prior to the previous round, meant that the previous round also included a number of speculative applications from priority areas that were not taken forward. This has not been the case with this current round. The reduced number also reflects the fact that since 2012 a number of organisations have gone into administration, due to the economic situation and reduced availability of funding.

3. Scoring and moderation process

3.1 There are several ways in which the scoring process has been designed to give members confidence that it has been undertaken in a robust manner. In line with the commissioning monitoring policy (agreed by Grants Committee, February 2013 and reviewed in a report on this agenda) applications have been assessed against a standard scoring framework. The scoring framework measures ability to deliver the specification, fit with the principles of the programme (including non-duplication and fit with local services), value for money and sustainability of the organisation/management of risk. To ensure transparency the scoring framework was published during the application round. Due diligence and eligibility checks will also be undertaken during the application stage to ensure that organisations are eligible for funding and that the projects financial viability and capacity to deliver the project are assessed.

3.2 All applications were scored against the standard criteria by two officers individually and then a joint score was undertaken in cases in which the total score did not match. To further ensure a robust process, the scoring has then been checked in internal meetings to review the consistency of scoring. At this stage the applications with the highest scores were reviewed against the specifications to identify any gaps.

3.3 Continuing the triangulation approach outlined in the commissioning performance management framework, officers have worked with relevant borough officers to ensure the best package of applications is recommended, taking on board both their specialised and local knowledge.

3.4 This has been undertaken firstly through inviting officers from the relevant officer networks to participate in scoring and assessment based on their functional areas of expertise. This invitation received a very positive response from borough officers with officers from 17 boroughs (from MOPAC's VAWG borough officer network and the Housing Needs and Homelessness borough officer network) as well as two housing partnerships (covering 8 boroughs each) and GLA officers involved. The joint scoring outlined above was generally with one London Councils officer and one from a borough or the GLA. . being involved in the scoring. This approach is in line with learning from the Grants Review about the need to ensure commissions reflect the needs of boroughs and has greatly strengthened the process. This scoring process is now largely complete and members are recommended to give their formal thanks to those officers for undertaking this task.

3.5 Secondly, borough officers (and key stakeholders, GLA and MOPAC) have been invited to two moderation meetings to review the highest scoring applications. These meetings are designed to review the package of highest scoring applications. The meetings are a chance for boroughs to comment on the extent to which the package of support meets the objectives of the 2017-21 Grants Programme and will deliver the commissioned outcomes as well as the fit with local services. It is anticipated that these

meetings could result in a further review of scoring or additional conditions of grant to be applied to the recommended projects.

4. Next steps

4.1 There are a number of steps that will take place following the initial scoring in line with the Commissioning Performance Management Framework (a report on this framework is on this agenda). It is anticipated that further work will need to be undertaken following the borough moderation meetings, which at the time of drafting this report have not yet taken place. This could include reviewing particular scores, or reviewing applications in light of any gaps identified in addressing the specification (including equalities effects). Officers are keen to ensure that issues raised in the Grants Review and specification co-production are addressed at this stage, including drafting grant conditions for recommended projects where necessary.

4.2 There are also a number of internal checks that are required by the framework. References will be checked for each recommended application (in line with audit recommendations this will be two references for any application above £1m). Due diligence checks will take place to assess the financial viability as well as other checks on relevant policies submitted with the application. This is to ensure that organisations have the relevant governance, insurance, policies and arrangements in place (such as safeguarding, partnership agreements/ letters) and that the financial viability is assessed, and where necessary measures put in place to mitigate any risks.

4.3 Where the number of high scoring applications exceeds the indicative amount allocated by Grants Committee officers will work to review budgets to examine options for the recommended package. Officers will also examine the proposed borough spread from the highest scoring applications against the indicative levels in the specifications agreed by members. Once a list of recommended applications is drawn up, officers will draft the report for Grants Committee and initiate the right to reply process in line with the Commissioning Performance Management Framework. Applicants are provided with 10 working days to submit a response to the officer recommendation based on specific criteria, as outlined in the Commissioning Performance Management Framework. Officers will then draft a response and recommendation following receipt of the right to reply submissions. The initial officer recommendations, applicants' right to replies, and the officer response to the right to replies are submitted together to the Grants Committee.

4.4 At its meeting of 8 February 2017, members will be presented with information on a package of projects recommended for funding. Information will also be provided on applications that are not recommended for funding (including right to replies as above). Subject to agreement at this meeting officers will work with successful organisations to enter into grant agreements, in line with the revised

Performance management Framework Policy (subject to members' agreement of this at the same meeting). Projects will then start delivery on 1 April 2017 or soon after.

4.5 Alongside this process Grants Committee's recommendation with regards to the budget proposals for 2017-18 will be submitted to Leaders' Committee at their meeting 6 December 2016. Recommendations brought to the Grants Committee in February 2017 will be in line with the budget agreed in December 2016.

Recommendations

Members are asked to,

1. Agree to formally thank the borough officers who have been involved in the scoring and moderation process
2. Note the progress made with the commissioning application process, in line with the commissioning performance management framework
3. Note the next steps outlined in Section Four.

Financial Implications for London Councils

None. A report on the 2017-18 budget proposals is included on the agenda.

Legal Implications for London Councils

Legal implications relating to the Grants Review were outlined in the reports to Leaders' Committee and Grants Committee March 2016.

Equalities Implications for London Councils

Information was considered by the Grants Committee and Leaders' Committee on equalities implications at their meetings in November and December 2015 and March 2016. Specifications agreed by members in July 2016 were drawn up with equalities target groups outlined and equalities objectives. Applications have been assessed against standard criteria, which include a question covering the applicant's ability to delivery services accessible to people with the protected characteristics outlined in the Equality Act 2010. The equality policies of applying organisations are also reviewed at application stage.

Background Papers

Grants Committee, Grants Programme 2017-21, 13 July 2016

Leaders' Committee, Grants Programme 2017-21, 22 March 2016

Grants Committee, Grants Programme 2017-21, 9 March 2016

London Councils Grants Additional Consultation 2017/21 (including equalities impact assessment)
December 2015 – January 2016

London Councils Grants Consultation 2017/21 (including equalities impact assessment) July – October
2015

Leaders' Committee, Item 9 - Review of Delivery of a London Grants Programme – 8 December 2015

Grants Committee, Review of London Councils Grants Programme, Item 8, 18 November 2015
(including equalities impact assessment)

Grants Committee

Leadership in The Third Sector: The role of London Boroughs and London Councils Item 7

Report by:	Simon Courage Katy Makepeace-Gray	Job title:	Head of Grants and Community Services Principal Programme Manager
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Summary

At its meeting of 9 March 2016 members of the Grants Committee agreed that officers develop a proposal to work with City Bridge Trust on the implementation of the review into infrastructure support in London (undertaken by London Funders), *The Way Ahead - Civil Society at the Heart of London*.

City Bridge Trust have sought the involvement of London Councils, on behalf of the boroughs, to work in strategic partnership in the implementation of the report's findings including providing leadership in the third sector and in influencing the spend of a central pool of funding of independent funders. Because London Councils resources are attached to the administration of each priority, this role would require additional provision within the Grants Budget.

An update was provided to the Grants Committee in July 2016. Members agreed that officers make provision in the 2017-18 budget proposals to be considered by the November meeting of the Grants Committee for resources to cover London Councils officer time in this role. It was also agreed that officers provide a work plan to accompany the proposal.

Recommendations

Members are asked to,

1. Note that, following the decision by members of the Grants Committee in July 2016, officers have included provision in the 2017-18 budget proposals to be considered by the November meeting of the Grants

Committee for resources to cover London Councils officer time in this role.

2. Agree the work plan in **Appendix One** which outlines the key objectives, activities and outcomes of the work with City Bridge Trust.
3. Discuss the governance arrangements for this piece of work going forwards in relation to the role of the Grants Committee and whether members wish to make a recommendation to Leaders' Committee to widen the role of the Grants Committee as reflected in its Terms of Reference to accommodate this wider role in providing leadership in the third sector.

1. Background

- 1.1 At its meeting of 9 March 2016 members of the Grants Committee agreed that officers develop a proposal to work with City Bridge Trust on the implementation of the review into infrastructure support to voluntary and community organisations in London (being undertaken by London Funders) and that this be reported to the next meeting of the Grants Committee in July 2016.
- 1.2 This position follows views raised in the London Councils Grants Review (July 2015-March 2016) that there should be a Grants Programme going forwards beyond 2017 but that this should not include a priority solely focused on capacity building in the third sector. The Grants Review concluded that there was a widely held view that there was merit in pan-London support to build the third sector and a view that London Councils could continue to play an important role through its strategic leadership.
- 1.3 At its meeting of 13 July 2016, Grants Committee received a presentation from David Farnsworth from City Bridge Trust. The presentation outlined the review that City Bridge had commissioned into the future of infrastructure in London and invited members to consider a role in working with City Bridge Trust in taking this forward.
- 1.4 Members agreed that officers make provision in the 2017-18 budget proposals to be considered by the November meeting of the Grants Committee for resources to cover London Councils officer time in this role. It was also agreed that officers provide a work plan to accompany the proposal.

2. The Way Ahead

- 2.1 In 2015 City Bridge Trust commissioned London Funders/LVSC/ GLV to co-produce a report to produce a report on the future of support to civil society (the third sector) in London. The final report, *The Way Ahead- Civil Society at the Heart of London*, was published in April 2016. Members were provided with the Executive Summary at their meeting 13 July 2016.
- 2.2 The report focuses on some key themes,
- the changing role of the state, voluntary and community sector (VCS) and funders of VCS
 - the need to support communities to co-produce shared solutions drawing on the strengths of the community (geographical or otherwise)

- the need to provide strategic leadership and the role of pan-London resourcing (with the potential to bring together sources of funding in a London pool to fund the provision of support to the VCS)
- that the VCS should be supported to create consistent quality services and manage the risks associated with their increased role in delivering outcomes.

2.3 The report outlines a number of conclusions including a model of future third sector support with key principles underpinning it. The key principles focus on pragmatic co-production, building community strength and self-reliance, values for civil society¹ and a theory of change.² The model for future third sector support includes the recommendations to have

- A London Hub of support provision working with specialist VCS support provision
- VCS support provision operating a 'triage and connect' function to connect VCS organisations to the right support
- Standardized resources to be customised and used locally
- Sharing of data on needs, policy developments and best practice
- A catalyst to drive improvement in quality and consistency of local support.

2.4 In particular, a role has been outlined for London Councils to

- Support the involvement of VCS in decision making
- Ensure consistent commissioning/ funding of local support.

The report describes a role for London Councils in working alongside the GLA, London Funders and the London Hub to work together to influence how local authority and health commissioners commission VCS support provision so that it aligns with the recommendations from the report. For example, this could be through supporting a piloting of the approach and sharing of results from this process.

2.5 Through discussions with City Bridge Trust and borough officers, officers have discussed further detail about the shape of London Councils' role in supporting consistent commissioning. A role has emerged for London Councils to play a key part in representing borough interests in influencing both the roll-out of the model and the allocation of a central

¹ Values outlined are transparency, fairness, openness, equality, trust and accountability

² The theory of change describes a thriving civil society (that is adaptable, collaborative, sustainable, driven by and empowering communities and with voice) that leads to improved outcomes for Londoners.

pot of funding (c£1.5m plus any additional funding from other funders) for third sector support services. The following section provides some further detail on these developments.

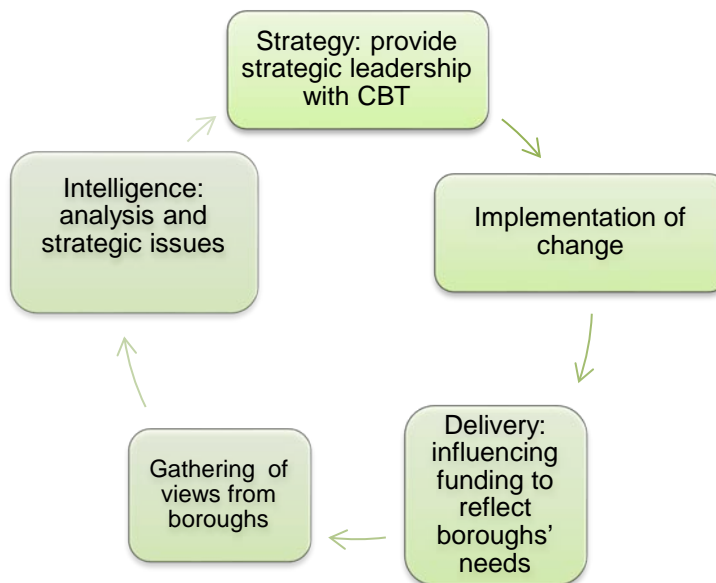
3. The role of London Local Authorities and London Councils

3.1 Given the increasing role of VCS in delivering outcomes for Londoners and the increased role of independent funders in facilitating this, there is potentially a need to ensure that there is sufficient strategic leadership to ensure limited resources are directed in a way that meets the needs of boroughs and local communities.

3.2 London Councils exists to provide key functions to boroughs that would be difficult to undertake individually as 33 boroughs. These are chiefly through efficiency, representation, leadership, sharing good practice and influence. In terms of a potential role in the implementation of recommendations on the future of the third sector, London Councils could, as illustrated in figure 1, facilitate boroughs through;

- Influence regarding the distribution of funding for support services to the third sector, reflecting on local knowledge and strategic issues.
- Providing a voice for London boroughs in the implementation of the findings, allowing boroughs to input in a way that is an efficient use of their resources.
- Providing leadership in the relationship between the boroughs and the third sector, utilising the democratic legitimacy of the 33 boroughs and the policy knowledge gathered through London Councils (using relevant policy themed borough officer networks where appropriate).
- Sharing best practice and support to London boroughs in the implementation of change

Figure one



3.3 Key to the role will be representing the boroughs needs to independent funders, helping funders to draw up strategies in response to those needs and supporting the performance management and reporting back to the boroughs. This role could be undertaken through facilitating the relationship between a London pool (City Bridge Trust and the independent funders) and the London boroughs, through a small group of officers/ members. The role could also include membership (on behalf of the boroughs) on a board influencing funding for support services to the third sector, representing the views of boroughs. As the model is adopted across London, the role could also include supporting the sharing of best practice amongst boroughs through events or briefings.

3.4 Proposals brought to the last meeting of Grants Committee, 13 July 2016, were developed together with boroughs City Bridge Trust and London Funders. Officers have undertaken further work following the steer from the Grants Committee and have drafted a work plan with City Bridge Trust, London Funders and the chair of the Borough Grants Officer Network. This has been circulated to borough grants officers for their consideration and amended in line with comments received. The work plan is included in **Appendix One**.

4. Resourcing

4.1 The cost of one full time equivalent additional officer would be in the region of £75,000 per annum (including overheads and associated delivery costs). Officers have included provision within the report on the proposed 2017-18 budget on this agenda, and a provisional amount

to be used to initiate this piece of work before March 2017, in line with the timetable being developed by City Bridge Trust and London Funders. The amount would sit outside the % threshold for the non-grants expenditure amount in the grants budget because it does not relate to the management and administration of any of the three Grants Programme priorities. The proposal, if agreed would be kept in review, with a review at the end of the first 12 months, with updates provided to Grants Committee.

5. Governance

5.1 The more general responsibility for considering the relationships between London's local government and the third sector, while clearly within London Councils' overall remit, does not currently lie within the terms of reference of the Grants Committee. Governance and accountability for this issue currently rests with Leaders' Committee. In view of the proposals set out in this report, members may think that the issue merits more member level oversight than could reasonably be provided by Leaders' Committee and that the terms of reference for the Grants Committee should be widened to include this. This would be a decision for Leaders' Committee, but Grants Committee would need to be willing to take on this role. Members may wish, therefore, to consider the governance arrangements and whether Leaders' Committee should be recommended to widen the terms of reference for the Grants Committee to include strategic oversight of the relationship between London's local government and the third sector.

6. Recommendations

Members are asked to,

1. Note that, following the decision by members of the Grants Committee in July 2016, officers have included provision in the 2017-18 budget proposals to be considered by the November meeting of the Grants Committee for resources to cover London Councils officer time in this role.
2. Agree the work plan in **Appendix One** which outlines the key objectives, activities and outcomes of the work with City Bridge Trust.
3. Discuss the governance arrangements for this piece of work going forwards in relation to the role of the Grants Committee and whether members wish to make a recommendation to Leaders' Committee to widen the role of the Grants Committee as reflected in its Terms of Reference to accommodate this wider role in providing leadership in the third sector.

Financial Implications for London Councils

Provision for London Councils officer time is included in the budget report for 2017/18 included on this agenda.

Legal Implications for London Councils

None at this stage.

Equalities Implications for London Councils

Equalities considerations relating to the move to a new Grants Programme were considered by members at Grants and Leaders' Committee meetings in November/December 2015 and March 2016.

Appendices

Appendix One Proposed Work Plan

Background Papers

Grants Committee, Leadership in The Third Sector: The role of London Boroughs and London Councils. 13 July 2016

Grants Committee, Grants Programme 2017-21, 9 March 2016

Leaders' Committee, Grants Programme 2017-21, 22 March 2016

Aims	Objectives - short term 1-6 months	Objectives - Longer Term 6 months +	Outcomes - one year
1. To provide local government leadership in the third sector on behalf of the boroughs, representing their coordinated voice	<p>London Councils utilises the democratic legitimacy of the 33 boroughs to gather intel on relevant areas for example: Issues which the Committee can potentially work on</p> <p>Initial view of need at pan-London and sector levels</p> <ul style="list-style-type: none"> - what third sector /infrastructure support is happening in each borough (liaising with LVSC) <p>and,</p> <ul style="list-style-type: none"> - commissioning styles, tools/ intentions and timetables across the 33 boroughs <p>London Councils publishes its grant funding on 360funding (www.threesixtygiving.org) and encourages local authorities to do so as well</p>	<p>Providing analysis and information on strategic issues.</p> <p>Helping to shape the framework for third sector infrastructure in London (developing existing intelligence or commissioning new research).</p> <p>Understanding the economic backdrop of London as a whole as well as individual boroughs and sub regional and to be able to make the link between this and the any resulting needs and the third sector.</p> <p>London's leaders to provide representation and leadership in specific areas e.g. housing, children's services and how the work of the third sector informs this.</p>	<p>Outcome 1 – Strategies, tools and good practise</p> <ul style="list-style-type: none"> - Shared set of strategic priorities and a shared commitment to tackle these together - Improved communication between the boroughs, London Councils and the third sector about these priorities. - Members are better informed of borough wide third sector successes; - More informed overview of the third sector and its achievements across London. - London Councils provides leadership and good practice in commissioning models
2 To provide a voice for London's boroughs in the implementation of change across the third sector, allowing boroughs to input in a way that is an efficient	<p>To set up a sub group of Borough Grants Officers to distil views of the whole; membership to take into account sub-regional, inner/outer. Differing social and economic profiles.</p>	<p>To gather borough intel on how the boroughs are engaging with civil society, become a central resource of information on London's civil society infrastructure and making meaning of this learning.</p>	<p>Outcome 3 – Future shape of voluntary sector infrastructure</p> <ul style="list-style-type: none"> - Articulation of the needs of London as a whole in forums on the future of the third sector in the Capital (while ensuring the

Aims	Objectives - short term 1-6 months	Objectives - Longer Term 6 months +	Outcomes - one year
use of their resources.	<p>To begin to gather borough intel on how they are engaging with civil society.</p> <p>London Councils to be member of the Systems Change group to take any changes resulting from the Way Ahead Report.</p> <p>Establish 3-5 key indicators that show how boroughs can benefit from this collaborative work.</p>	<p>London Councils to embed itself within this group and other relevant regional/sub regional networks to enable the democratic input of the 33 boroughs.</p> <p>Boroughs are able to advocate for their needs in a collective, saving on resources and duplication of resources.</p>	<p>differing needs of areas/regions of London are recognised)</p> <ul style="list-style-type: none"> - Boroughs' differing strategic approaches to third sector are analysed and shared for boroughs and third sector organisations <p>Outcome 5 – Demonstrable Borough Benefit</p> <ul style="list-style-type: none"> - Boroughs have evidence needed to determine whether the needs of their residents and locality are being met by the collaborative work with each other and with independent funders; leading, if appropriate, to more opportunities for joint commissioning
3. To work in partnership with City Bridge Trust regarding the distribution of funding for support services to the third sector reflecting on local knowledge and strategic issues	<p>To establish governance arrangements of a central pot of funding (c£1.5m plus potential additional funding from other funders) and define London Councils' role, on behalf of the boroughs.</p> <p>London Councils to work actively with City Bridge Trust to help</p>	<p>Membership of a board influencing funding for support services to the infrastructure organisations, to help shape any future available funding for London third sector.</p> <p>To collaborate on piloting approaches of support to infrastructure organisations.</p> <p>To analyse the views of boroughs on third sector support and articulate said views and</p>	<p>Outcome 6 – Strategic Partnership with Independent funders</p> <ul style="list-style-type: none"> - Borough needs are articulated to independent funders, helping them to develop strategy to address those needs. - London Councils has clear role in governance on behalf of boroughs

Aims	Objectives - short term 1-6 months	Objectives - Longer Term 6 months +	Outcomes - one year
	<p>shape their support to third sector organisations as part of their Investing in Londoners programmes.</p> <p>To gather intel on local issues, approaches, concerns, gaps and needs and an analysis of lessons learnt from London Councils London-wide commissioning of regional infrastructure to inform the London pool.</p>	<p>analysis of lessons learnt on London Councils previous London-wide commissioning to a London pool (City Bridge Trust and other independent funders).</p> <p>To be the facilitators of the relationship between the London Pool and the boroughs.</p> <p>To collaborate on drawing up a model of performance management to measure the implementation of this area of work.</p>	<p>Outcome 7 – Stronger Communities</p> <ul style="list-style-type: none"> - London's third sector infrastructure is provided with support which can be demonstrated to meet the needs of the boroughs and their residents and workers. - All civil society support provided identifies problems as well as act as a stimulus for change; leading to a stronger, more resilient third sector and increased economic, social and environmental development. <p>Outcome 8 – Borough Influence</p> <ul style="list-style-type: none"> - Any London pool of funding for Voluntary sector infrastructure is fully informed by boroughs' needs. <p>Outcome 9 – Stronger Sector</p> <ul style="list-style-type: none"> - Through this funding pool, support is commissioned to enable local communities to become more resilient by a capable, stable third sector.

London Councils Grants Committee

London Councils Grants Scheme - Item no: 8 Budget Proposals 2017/18

Report by: Frank Smith **Job title:** Director of Corporate Resources
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Summary This report considers the proposed budget for the Grants Scheme for 2017/18 and makes a recommendation to the Committee on the appropriate level to recommend to constituent councils for approval, subject to the agreement of the overall budget by Leaders' Committee.

Recommendations Subject to the agreement of London Councils Leaders' Committee on 6 December 2016, that Members agree:

- an overall level of expenditure of £8.668 million for the Grants Scheme in 2017/18 (inclusive of £2 million gross ESF programme);
- that taking into account the application of £1 million ESF grant, borough contributions for 2016/17 should be £7.668 million;
- that, in addition and for 2016/17 only, a proposed transfer from Grants Committee reserves of £156,000 be made and returned to boroughs in the form of a repayment;
- that a further sum of £75,000 be transferred from uncommitted S.48 reserves to fund a post to work with the City Bridge Trust to provide leadership and infrastructure support to the third sector;
- that further to the recommendations above, constituent councils be informed of the Committee's recommendation and be reminded that further to the Order issued by the Secretary of State for the Environment under Section 48 (4A) of the Local Government Act 1985, if the constituent councils have not reached agreement by the two-thirds majority specified before 1 February 2017 they shall be deemed to have approved expenditure of an amount equal to the amount approved for the preceding financial year (i.e. £10 million);
- that constituent councils be advised that the apportionment of

contributions for 2017/18 will be based on the ONS mid-year population estimates for June 2015 and that this methodology will also apply to the proposed repayment of £156,000 for 2017/18; and

- that subject to the approval of an overall level of expenditure, the Committee agrees to set aside a provision of £555,000 for costs incurred by London Councils in providing staff and other support services to ensure delivery of the Committee's "making of grants" responsibilities, including ESF administration of £120,000.
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Introduction

1. This report details the indicative overall budget requirement for the London Boroughs Grants Scheme for 2017/18 of £8.668 million, compared to £10 million for 2015/16 (net of borough repayments and City Bridge Trust support), comprising:
 - The cost of the borough scheme of priority, pan-London commissioned services of £6.668 million, which includes the cost of administering the borough scheme, equating to £435,000 or 6.5% (5.3% excluding central recharges of £80,000) of the proposed grants programme of £8 million plus the membership subscriptions for boroughs for London Funders of £60,000; and
 - The gross cost of the ESF programme of £2 million, including £120,000 administration costs, offset by ESF grant of £1 million, leaving a net cost of £1 million to be funded by boroughs.
2. Following recommendations from Grants Committee, Leaders' Committee considered a report at their meeting 22 March 2016 and agreed that there should be a Grants Programme from April 2017 to March 2021, operating in accordance with the current principles and focused on the following priorities:
 - Priority 1: Combatting Homelessness;
 - Priority 2: Tackling Sexual and Domestic Violence; and
 - Priority 3: Tackling Poverty through Employment (ESF match funded).
3. This followed the conclusion of the Grants Review during 2015/16, which included two public consultations and consideration of a wide range of evidence including equalities impact information. As a consequence of the decision to have a programme in 2017-21 that does not contain a priority solely focused on capacity building, the budget has, therefore, been reduced by £1.332 million. On 31 March 2017, the current programme will cease, meaning that the six commissions that are funded under the current Priority 4 will also cease and will not be replaced.
4. At their meeting on 13 July 2016 Grants Committee agreed service specifications for priorities 1 and 2 with indicative budget allocations totalling £6.17m (plus costs associated with the administration of the scheme). Included within this, members agreed specifications for two service areas (1.3 and 2.5) under priorities 1 and 2, which will deliver targeted second tier support relating to priorities 1 and 2 with indicative budget allocations totalling £450,000 per year.
5. The proposed total expenditure budget of £8.668 million will be funded by borough contribution of £7.668 million and ESF grant income of £1 million.
6. In addition, for 2017/18 only, a proposed transfer from uncommitted S.48 Grants Committee reserves of £156,000 be made and returned to boroughs in the form of a repayment;
7. In addition, and subject to a review after 12 months, a further transfer from uncommitted S.48 Grants Committee reserves of £75,000 is proposed to fund a post to work with the City Bridge Trust to provide leadership and infrastructure support to the third sector. This follows the decision by members, at the Grants Committee AGM, 13 July 2016, that officers make provision in the 2017/18 budget proposals for this work. A report outlining the proposed work is included on the agenda.

8. The Committee will need to reach a view on both the appropriate overall level of expenditure and to recommend the budget to constituent Councils, subject to approval of the overall budget by the Leaders' Committee on 6 December 2016.
9. The financial year 2017/18 represents to first year of the new four-year programme of commissions provided by the Grants Committee under S.48 of the Local Government Act 1985, as recommended by the Grants Committee and approved by the Leaders' Committee in March 2016, as detailed in paragraphs 3-4 above.

Approval of Expenditure

10. The statutory basis of the Grants Scheme is Section 48, Local Government Act 1985. Constituent councils agreed to some changes to the operation of the Scheme as part of the establishment of the new ALG on 1 April 2000: these changes mean that the budget for the London Councils Grants Scheme must be approved by the London Councils Leaders' Committee. This will need to happen before any budget that is recommended to constituent councils by the Grants Committee can be formally referred to them as a basis for consideration in their respective councils.
11. The recommendations of the Grants Committee will be reported to Leaders' Committee, which will be considering the budget for the London Councils Grants Scheme for 2017/18 at its meeting on 6 December 2016. If Leaders do not accept the recommendations of the Grants Committee, and instead agree to recommend a different budget figure to Boroughs, the Grants Committee will need to meet urgently to consider the implications for the Grants programme.
12. Section 48(3) of the Local Government Act 1985 requires that at least two-thirds of the constituent councils in Greater London must approve the proposed overall level of expenditure on grants to voluntary organisations and other costs incurred in "the making of grants". This is not a decision that can be delegated to the Grants Committee although that Committee is able to make decisions with regard to allocation of that expenditure once overall expenditure has been approved. This means that when the Committee decides on an overall level of expenditure, subject to the agreement of the London Councils Leaders' Committee, it will recommend it to the London Boroughs and the Cities of London and Westminster and at least 22 of them must agree through their respective decision-making arrangements to ratify and give effect to that overall level of expenditure. Once 22 councils have given their approval, the overall level of expenditure and contributions to it are binding on all constituent councils.

Timing of Decisions

13. The Committee needs to make its recommendation in good time so that constituent councils are able to consider the budget proposal within their own decision-making arrangements and make a response within the timescales laid down for the Scheme. The Scheme approved by the boroughs provides that constituent councils shall be asked to agree to the Committee's recommended level of overall expenditure not later than the third Friday in January, in this case 20 January 2017. All constituent councils will have received copies of this report and will be informed of the Committee's recommendation as to overall expenditure for next year, once the decision has been taken.

14. The City of London Corporation has been the Designated Council for the Scheme since 1 February 2004. Bearing in mind the issues raised above, it is essential for the Committee make a recommendation today, to provide sufficient time for constituent councils to consider the matter before the 1 February deadline, and enable the City of London Corporation to approve the levy on constituent councils by the deadline of 15 February 2017.

15. In the event that constituent councils are unable to reach agreement by the two-thirds majority required on an overall level of expenditure before 1 February 2017 the Secretary of State for Communities and Local Government has powers to intervene and set the budget at the same level as the preceding year. Section 105 of the Local Government Finance Act 1992 inserted a new sub-section (4A) into section 48 of the Local Government Act 1985 which states that:

"4A. The Secretary of State may by order provide that if -

- *a scheme requires the total expenditure to be incurred under the scheme in any financial year _*
 - *in the making of grants; and*
 - *in the discharging by the designated council of its functions under the scheme, to be approved in accordance with the scheme by some or all of the constituent councils; and*
- *the total expenditure to be incurred in any financial year is not approved as required by the scheme before such date as may be specified in relation to that financial year in the order, the constituent councils shall be deemed, subject to any order which has been or may be made under subsection (5) below, all to have given their approval for that financial year to total expenditure of an amount equal to the amount that was approved or, as the case may be, deemed to have been approved for the preceding financial year".*

Contributions by constituent councils

16. Section 48(3) of the 1985 Act provides that the amount of contributions to the London Councils Grants Scheme shall be determined so that expenditure is borne by constituent councils in proportion to the population of their respective areas. Section 48(4) of the 1985 Act states that the population of any area shall be the number estimated by the Registrar-General and certified by him to the Secretary of State.

17. Under The Levying Bodies (General) Regulations 1992, arrangements made under section 48 of the 1985 Act (and also section 88) use total resident population as the means of apportionment and it is no longer necessary for the Registrar General to certify the estimates. The Regulations came into force on 11 December 1992. Regulation 6(8) is of particular importance, stating that:

"A levying body shall secure that the expenses to be met by levies issued by it under these Regulations by reference to the relevant precepting power conferred by section 48 or 88 of the Local Government Act 1985 are borne by the relevant authorities in a proportion calculated by reference to the total resident population of the area of each relevant authority on 30th June in the financial year beginning two years before the beginning of the financial year in respect of which the levy is issued, as estimated by the Registrar General."

18. The Designated Council is defined as a levying body further to Sections 74 and 117 of the Local Government Finance Act 1988, which means that the levy will have to be approved formally at a meeting of the Court of Common Council of the Designated Council before the payment requests are sent to constituent councils. The Court of Common Council will consider this matter before the deadline of 15 February 2017. The Levying Bodies (General) Regulations 1992 then require the approved levy to be sent out to constituent councils by 15 February in any year. The term levy refers both to the total contributions from constituent councils and to the apportionment of that total between them.

Summary Timetable

19. To summarise, the timetable for the approval of the budget for 2017/18 is expected to be as follows:

Date	Action
23 November 2016	Grants Committee considers proposed budget and borough contributions for 2017/18 detailed in this report and makes recommendations to Constituent Councils, subject to approval of Leaders' Committee
6 December 2016	Leaders' Committee is asked to approve the level of budget and borough contributions for 2017/18, as recommended by the Grants Committee on 23 November
7-9 December 2016	Constituent Councils formally notified of the approved level of budget and borough contributions for 2017/18
12 December 2016 – 31 January 2017	Constituent Councils to individually ratify the overall level of expenditure for 2017/18 through their respective decision-making arrangements
1-15 February 2017	The City of London Corporation, as the Designated Councils for the Grants Scheme, approves the levy for 2017/18 on Constituent Councils
15 February 2017	Constituent Councils informed of level of approved expenditure and borough contributions for 2017/18

Budget Proposal for 2017/18

20. Appendix A to this report sets out detailed information relating to the proposed budget for 2017/18. The budget assumes:

- A core, pan-London scheme of services to meet agreed service priorities of £6.233 million, which includes the membership subscriptions for boroughs for London Funders of £60,000;
- An additional gross sum of £1.88 million relating to the new 2016+ ESF joint funded programme;

- An indicative gross commissioning budget of £8.113 million, a reduction of £1.332 million on the budget of £9.445 million for the current year;
- In addition to the indicative gross grant payments budget of £8.113 million, the proposal includes a provision for grants administration of £555,000. This comprises of 6.5% (5.3% excluding central recharges) of the boroughs grants budget of £6.668 million, amounting to £435,000, plus 5.99% of the £2 million gross ESF programme, amounting to £120,000.
- In addition, and subject to a review after 12 months, a proposed transfer from uncommitted S.48 Grants Committee reserves of £75,000 to fund a post to work with the City Bridge Trust to provide leadership and infrastructure support to the third sector. Further details are provided in the report on Leadership in the Third Sector on the agenda.
- Finally, for 2017/18 only, a proposed transfer from uncommitted S.48 Grants Committee reserves of £156,000 be made and returned to boroughs in the form of a repayment. For those 21 boroughs participating in the new borough ESF programme, which is managed by the Joint Committee, not the Grants Committee, the share of the repayments relating to these boroughs will be transferred to the Joint Committee to contribute towards the overall funding of the new programme.

Administration of Commissions

21. The staffing costs figures within the proposed 2017/18 budget options reflects all of these posts, together with the apportionment of time spent on Grants Committee activities by other London Councils staff, such as Grants Committee servicing and Public Affairs. The staffing budget also includes a £10,000 provision for maternity cover and the vacancy level of 2%.
22. In terms of dedicated staff, the overall number of staff is 5.99 fte posts (6.105 fte 2016/17) split between the S.48 programme of 4.69 fte posts (4.83 fte 2016/17) and 1.3 fte posts (1.275 fte 2016/17) dealing with the S.48 Borough/ESF programme.
23. In addition, an apportionment of time spent by Corporate Resources, Corporate Governance other than Committee Servicing, the Chief Executive's office, and London Councils Political Advisors are included in the central recharges figure for supporting the Committee's functions, as well as a notional rental figure for office space occupied at Southwark Street.
24. All estimates of administration expenditure levels have previously been based upon a threshold of 5% of the budget for payments to commissions in respect of the borough funded S.48 scheme, as agreed by Grants Committee in the review of non-grants expenditure levels conducted in early 2009. However, trends emerging over the current four years programme suggest that it is becoming increasingly difficult to contain all administrative costs within the 5% envelope, especially after the introduction of the new monitoring arrangements in April 2013 and the increase in central costs following the review of the recharge model during 2013/14 following an objection to the accounts. Administrative expenditure for the S.48 commissions, therefore now equate to 6.5% (or 5.3% excluding central recharges) of the boroughs S.48 budget of £6.668 million, amounting to £435,000 in total for 2017/18.

25. For the ESF programme, the claimable amount is limited to 5.99% of the total budget as stated in the funding guidelines, equating to £120,000. Total administration costs for 2017/18 are, therefore, estimated to be £555,000, the same amount as for 2016/17.

ESF Grant Income

26. The proposed budget includes gross expenditure of £2m million on activities commissioned under London Councils approved priorities, including administration costs of £120,000, which attracts grant income at 50%, thus reducing the net cost of this activity to £1 million. Both the gross expenditure and the ESF income it attracts are reflected in Appendix A.

2016/17 Outturn Projections

27. The Month 6 forecast report is included as a separate report on this agenda and highlights projected surplus of £854,000 in total for 2016/17, reflecting:

- A projected underspend of £68,092 in respect of S.48 borough funded commissioned services relating to 2016/17, offset by the additional one-off payment of £22,000 to Ashiana, as agreed by the Grants Committee in March 2016;
- A projected net underspend of £828,000, including administration costs, due to slippage in anticipated payments made in respect of the new 2016+ programme, based on the assumption that the programme becomes operational by the end of the third quarter of 2016/17 and that the funding will be applied at this point, offset by grant receipts; and
- A projected overspend position of £20,000 in respect of the administration of S.48 commissions.

Use of Reserves

28. Table 1 below updates the Committee on the revised estimated level of balances as at 31 March 2017, if all current known liabilities and commitments are considered, plus the projected underspend of £854,000 for 2016/17 highlighted in paragraph 21 above:

Table 1 – Estimated Uncommitted Reserves as at 31 March 2017

	Borough	ESF	Total
	£000	£000	£000
Audited reserves as at 1 April 2016	634	1,358	1,992
Projected surplus/(deficit) for the year	26	828	854
One-off payments to boroughs in 2016/17	(185)	(301)	(486)
Potential funding of a post to work with City Bridge Trust developing leadership regarding support to the Third Sector in 2016/17	(38)	-	(38)
Projected reserves as at 31 March 2017	437	1,885	2,322

29. Following discussions at the Grants Executive meeting in September 2013, it was agreed that it would be appropriate to retain a minimum level of reserves equating to 3.75% of the S.48 borough programme. Based on a reduced borough programme of £6.668 million, this equates to £250,000 for 2017/18. If the recommendations contained in this report are agreed by this Committee and approved by the Leaders' Committee on 6 December, the revised projected position on reserves is detailed in Table 2 below:

Table 2 – Estimated Uncommitted Reserves as at 31 March 2017

	Borough	ESF	Total
	£000	£000	£000
Projected reserves as at 31 March 2017	437	1,885	2,322
Repayment to boroughs in 2017/18	(156)	-	(156)
Potential funding of support to the Third Sector via the City Bridge Trust in 2017/18	(75)	-	(75)
ESF commitments 2017/18 – 2019/20	-	(1,885)	(1,885)
Projected reserves as at 31 March 2017	206	-	206
Indicative total expenditure 2016/17	6.668	2,000	8.668
Forecast reserves as a % of indicative expenditure	3.09	-	2.38

30. The projected residual level of reserves of £206,000, or 3.09%, of the S.48 programme, therefore, is clearly less than the 3.75% benchmark. However, over the past four years, monitoring has been tight, with no overspends reported on individual commissions. In fact, the opposite has prevailed with early interventions ensuring that in a number of instances, funding has been withheld if outcomes or information cannot be verified, resulting in some minor underspends that have been taken into reserves. It is envisaged, therefore, that based on recent trends, uncommitted reserves are likely to replenish towards the desired benchmark level during the course of 2017/18. It is proposed, therefore, that the Committee approves the return of £156,000 to boroughs in the form of a repayment in 2017/18 as laid out in this report.
31. For the ESF programme, reserves of £1.808 million are attributable to the new 2016+ ESF funding arrangements that are now managed by the GLA/LEP. The start of the new programme has slipped until November 2016, so this sum will be applied over the three-year project period up until the revised project end date of 2019/20. The residual £77,000 relates to the expired 2013-15 ESF programme, the final position for which is close to being finalised and this sum will be used to fund any residual liabilities or shortfalls in grant funding.

Borough Contributions

32. Paragraphs 16 to 18 of this report set out the legal position relating to contributions payable by constituent councils to the London Councils Grants Scheme. Contributions for 2017/18 have been calculated using the ONS mid-year population estimates for June 2015 and are set out in Appendix B, together with the effect of the proposed repayment to boroughs of £156,000.

Summary

33. This report considers the proposed budget for the Grants Scheme for 2017/18 and makes a recommendation to the Committee on the appropriate level to recommend to constituent councils for approval, subject to the agreement of the overall budget by Leaders' Committee. Specifically, the report proposes to continue with an overall level of expenditure in 2017/18 of £8.668 million, which requires borough contributions of £7.668 million (refer to Appendix B). A repayment to boroughs of £156,000 from Committee reserves is also recommended, subject to approval from the Leaders' Committee on 6 December, as well as an additional sum of £75,000 from reserves to fund a post to work with the City Bridge Trust to provide leadership and infrastructure support to the third sector.

34. The financial year 2017/18 represents to first year of the new four-year programme of commissions provided by the Grants Committee under S.48 of the Local Government Act 1985, as recommended by the Grants Committee and approved by the Leaders' Committee in March 2016. This has resulted in a reduction in the £8 million budget for the priority, pan-London commissioned services of £1.332 million to £6.668 million, with all of the reduction applying to the existing Priority 4 Capacity Building stream of work.

Recommendations

35. Subject to the agreement of London Councils Leaders' Committee on 6 December 2016, that Members agree:
- an overall level of expenditure of £8.668 million for the Grants Scheme in 2017/18 (inclusive of £2 million gross ESF programme);
 - that taking into account the application of £1 million ESF grant, borough contributions for 2016/17 should be £7.668 million;
 - that, in addition and for 2017/18 only, a proposed transfer from Grants Committee uncommitted S.48 reserves of £156,000 be made and returned to boroughs in the form of a repayment;
 - that a further sum of £75,000 be transferred from uncommitted S.48 reserves to fund a post to work with the City Bridge Trust to provide leadership and infrastructure support to the third sector;
 - that further to the recommendations above, constituent councils be informed of the Committee's recommendation and be reminded that further to the Order issued by the Secretary of State for the Environment under Section 48 (4A) of the Local Government Act 1985, if the constituent councils have not reached agreement by the two-thirds majority specified before 1 February 2017 they shall be deemed to have approved expenditure of an amount equal to the amount approved for the preceding financial year (i.e. £10 million);
 - that constituent councils be advised that the apportionment of contributions for 2017/18 will be based on the ONS mid-year population estimates for June 2015 and that this methodology will also apply to the proposed repayment of £156,000 for 2017/18; and
 - that subject to the approval of an overall level of expenditure, the Committee agrees to set aside a provision of £555,000 for costs incurred by London Councils in providing staff and other support services to ensure delivery of the Committee's "making of grants" responsibilities, including ESF administration of £120,000.

Appendices

Appendix A – Proposed revenue income and expenditure budget 2017/18;

Appendix B – Proposed borough subscriptions 2017/18;

Background Papers

Grants Committee Budget Working Papers 2016/17 and 2017/18;

Grants Committee Final Accounts Working Papers 2015/16;

Grants Committee Revenue Budget Forecast Working Papers 2016/17; and

London Councils Consolidated Budget Working Papers 2016/17 and 2017/18.

Grants Committee Income and Expenditure Budget 2017/18

Expenditure	Revised Budget 2016/17 £000	Developments £000	Inflation £000	Original Budget 2017/18 £000
Payments in respect of Grants				
London Councils Grants Programme	7,505	-1,332	0	6,173
Membership Fees to London Funders (for all boroughs)	60	0	0	60
City Bridge trust Liaison	0	75	0	75
European Social Fund Co-Financing	1,880	0	0	1,880
Sub-Total	9,445	-1,257	0	8,188
Operating (Non-Grants) Expenditure				
Contractual Commitments				
Maintenance of GIFTS Grants IT system	10	0	0	10
	10	0	0	10
Salary Commitments				
Officers	353	0	0	353
Members	19	0	0	19
Maternity provision	10	0	0	10
	382	0	0	382
Discretionary Expenditure				
Staff training/recruitment advertising	6	0	0	6
Staff travel	2	0	0	2
	8	0	0	8
One-off payment to boroughs	486	-330	0	156
Total Operating Expenditure	886	-330	0	556
Central Recharges	155	0	0	155
Total Expenditure	10,486	-1,587	0	8,899
Income				
Core borough subscriptions				
Contribution to grant payments	8,600	-1,332	0	7,268
Contribution to non-grants expenditure	400	0	0	400
	9,000	-1,332	0	7,668
Other Income				
ESF Grant Income	1,000	0	0	1,000
	1,000	0	0	1,000
Transfer from Reserves	486	-255	0	231
Central Recharges	0	0	0	0
Total Income	10,486	-1,587	0	8,899
Net Expenditure	0	0	0	0

Borough Subscriptions 2017/18

ONS Mid-2014 Estimate of Population ('000)	%	2016/17 Base Borough Contribution (£)		ONS Mid-2015 Estimate of Population ('000)	%	2017/18 Base Borough Contribution (£)	Base Difference from 2016/17 (£)
234.85	2.71%	247,537	Inner London	241.06	2.78%	213,113	-34,424
8.07	0.09%	8,506	Camden	8.76	0.10%	7,744	-762
268.68	3.10%	283,195	City of London	274.80	3.17%	242,941	-40,253
263.15	3.03%	277,366	Greenwich	269.01	3.10%	237,823	-39,543
178.37	2.06%	188,006	Hackney	179.41	2.07%	158,610	-29,396
221.03	2.55%	232,971	Hammersmith and Fulham	227.69	2.63%	201,293	-31,677
156.19	1.80%	164,628	Islington	157.71	1.82%	139,426	-25,202
318.22	3.67%	335,411	Kensington and Chelsea	324.43	3.74%	286,818	-48,593
291.93	3.37%	307,701	Lambeth	297.33	3.43%	262,859	-44,841
302.54	3.49%	318,884	Lewisham	308.90	3.56%	273,088	-45,796
284.02	3.27%	299,363	Southwark	295.24	3.40%	261,012	-38,352
312.15	3.60%	329,013	Tower Hamlets	314.54	3.63%	278,074	-50,939
233.29	2.69%	245,893	Wandsworth	242.30	2.79%	214,209	-31,684
			Westminster				
3,072.49	35.42%	3,238,473		3,141.18	36.21%	2,777,011	-461,461
198.29	2.29%	209,002	Outer London	201.98	2.33%	178,564	-30,438
374.92	4.32%	395,174	Barking and Dagenham	379.69	4.38%	335,671	-59,503
239.87	2.77%	252,828	Barnet	242.14	2.79%	214,068	-38,760
320.76	3.70%	338,088	Bexley	324.01	3.74%	286,446	-51,642
321.28	3.70%	338,636	Brent	324.86	3.75%	287,198	-51,438
376.04	4.34%	396,354	Bromley	379.03	4.37%	335,088	-61,267
342.12	3.94%	360,602	Croydon	343.06	3.96%	303,288	-57,314
324.57	3.74%	342,104	Ealing	328.43	3.79%	290,354	-51,750
267.54	3.08%	281,993	Enfield	272.86	3.15%	241,226	-40,767
246.01	2.84%	259,300	Haringey	247.13	2.85%	218,479	-40,821
245.97	2.84%	259,258	Harrow	249.09	2.87%	220,212	-39,046
292.69	3.37%	308,502	Havering	297.74	3.43%	263,222	-45,280
265.57	3.06%	279,917	Hillingdon	268.77	3.10%	237,610	-42,306
169.96	1.96%	179,142	Hounslow	173.53	2.00%	153,412	-25,730
203.52	2.35%	214,515	Kingston upon Thames	204.57	2.36%	180,853	-33,661
324.32	3.74%	341,840	Merton	332.82	3.84%	294,235	-47,606
293.06	3.38%	308,892	Newham	296.79	3.42%	262,382	-46,510
193.59	2.23%	204,048	Redbridge	194.73	2.25%	172,154	-31,894
198.13	2.28%	208,833	Richmond upon Thames	200.15	2.31%	176,946	-31,888
268.02	3.09%	282,499	Sutton	271.17	3.13%	239,732	-42,767
			Waltham Forest				
5,466.23	63.02%	5,761,527		5,532.55	63.79%	4,891,141	-870,387
8,538.72	98.44%	9,000,000	Totals	8,673.73	100.00%	7,668,152	-1,331,848

9,000,000

7,668,152

Share of repayment in 2017/18 (£)	Returned to borough (£)	Transferred to Joint Committee (£)	Net payment 2017/18 (£)
-4,336	0	-4,336	213,113
-158	0	-158	7,744
-4,942	-4,942	0	237,999
-4,838	-4,838	0	232,984
-3,227	0	-3,227	158,610
-4,095	0	-4,095	201,293
-2,836	0	-2,836	139,426
-5,835	0	-5,835	286,818
-5,348	0	-5,348	262,859
-5,556	0	-5,556	273,088
-5,310	0	-5,310	261,012
-5,657	0	-5,657	278,074
-4,358	0	-4,358	214,209
-56,495	-9,781	-46,715	2,767,231
-3,633	-3,633	0	174,931
-6,829	0	-6,829	335,671
-4,355	-4,355	0	209,713
-5,827	0	-5,827	286,446
-5,843	-5,843	0	281,355
-6,817	-6,817	0	328,271
-6,170	0	-6,170	303,288
-5,907	0	-5,907	290,354
-4,907	0	-4,907	241,226
-4,445	0	-4,445	218,479
-4,480	0	-4,480	220,212
-5,355	0	-5,355	263,222
-4,834	0	-4,834	237,610
-3,121	-3,121	0	150,291
-3,679	0	-3,679	180,853
-5,986	-5,986	0	288,249
-5,338	-5,338	0	257,044
-3,502	-3,502	0	168,652
-3,600	-3,600	0	173,346
-4,877	-4,877	0	234,855
-99,505	-47,071	-52,434	4,844,070
-156,000	-56,852	-99,148	7,611,300

156,000

7,611,300

Grants Committee

Commissioning Performance Management Framework Review

Item 9

Report by:	Simon Courage Katy Makepeace-Gray	Job title:	Head of Grants and Community Services Principal Programme Manager
Date:	23 November 2016		
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Summary

Local authorities have a statutory duty to secure best value for money¹. Founded on this, the Grants Committee agreed a framework for the management of the Programme – the Commissioning Monitoring Arrangements (CMA) - in February 2013. This is based on the principle of triangulation: performance management of projects by officers in the London Councils team; self-evaluation by projects; oversight from members in the Committee itself, the Executive and any other sub-committees, and member visits to projects.

The programme is commissioned. This means the Grants Committee specifies targets (and borough-level indicators). London Councils seeks open and competitive bids to deliver the targets. The Committee selects providers. The triangulation approach to performance management leads to quarterly reports to Committee. Poor performance may cause funding to be withheld.

In July 2016 Grants Committee considered an initial review of the CMA. The initial review outlined the successes of the model in terms of resolving issues that it was established to address.

This report builds on the report considered in July, playing particular regard to issues raised through the Grants Review and suggests ways in which these could be strengthened following the input of boroughs and other stakeholders.

¹ Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government & Public Involvement in Health Act 2007)

- 1 ensuring value for money
- 2 robust outcomes
- 3 non-duplication and best fit with existing services at a borough (or regional) level
- 4 risk-based approach
- 5 clear communications, referrals and reporting plan with boroughs

A draft of the new Commissioning Performance Management Framework* is provided for comment at this Committee meeting in **Appendix One**. A final version that takes on board decisions at this meeting will be provided at the Grants Committee on 8 February 2017.

*The title CMA has been changed to Commissioning Performance Management Framework (CPMF) to reflect the fact that the framework covers the enhanced elements of performance management following the framework's review

Recommendations

Members are asked to,

1. Note the summary of the implementation of the Commissioning Monitoring Arrangements framework (CMA) to date and the progress of the CMA (and alterations) in successfully addressing the issues which led to its creation (as previously reported) as considered by members in July 2016.
2. Note the issues raised in the Grants Review 2015-16 and the follow up work officers have taken to scope the range of ways to address these issues with borough officers and other stakeholders including the GLA and The Cabinet Office's Grants Efficiency Programme (GEP) .
3. Discuss the draft new Commissioning Performance Management Framework provided for comment in **Appendix One**. A final version will be provided at the Grants Committee, 8 February 2017.

1 Background

- 1.1 Local authorities have a duty to ensure value for money, through the Best Value Duty when commissioning public services.² This is described as the optimal use of resources to achieve the intended outcomes. The model focuses on three 'E's, effectiveness, economy and efficiency. This model runs alongside other key principles of commissioning of public services, regularity and propriety to ensure the highest standards in governance and management.
- 1.2 Grants Committee agreed a framework for the management of the Programme – the Commissioning Monitoring Arrangements (CMA)- in February 2013. These arrangements are used to provide the Committee with assurance on
- Regularity – assurance the money is being spent only on what the Committee intended
 - Propriety – assurance that the programme is being managed in accordance with the standards required in public life and that there is no fraud or abuse
 - Value for money – assurance that the management of the programme provides the best combination of efficiency, economy and effectiveness.
- 1.3 Specifically, the CMA was designed to assure the Committee that London Councils has in place systems of oversight, control and reporting to ensure that funded organisations deliver the required outcomes in a manner that provides value for money for the taxpayer. These improvements were introduced following concerns raised by the Grants Committee in the light of an internal audit review of grants management and the Daniel Review in 2012.³
- 1.4 In July 2016 Grants Committee considered a report covering an initial review of the CMA. The report concluded that the CMA has been implemented successfully and has addressed the issues that led to its creation. It has driven up the performance of red and amber rated projects in the initial quarters of the cycle and the majority of projects are now consistently green. The tools are sophisticated and allow for the capture of over 150 pieces of data quarterly as well as complex qualitative analysis and case study information.

² Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government & Public Involvement in Health Act 2007)

³ London Councils Chief Executive commissioned Gareth Daniel to undertake a review into grants management procedures.

- 1.5 Following the Daniel Review, presented to Grants Committee in February 2013, the internal audit team at the City of London Corporation undertook an audit of the grants programme in January and February 2014. The audit reviewed the management controls which ensure that grants were issued in accordance with established priorities and the adequacy of due diligence checks, monitoring procedures and payment processes. The review also measured the extent to which the recommendations of the 2012 grant investigation had been implemented.
- 1.6 The review established that 'there is a sound control environment with risks to system objectives being reasonably managed'. The review concluded that internal control of grants was robust and a 'substantial' assurance rating was issued. In addition, it has been verified that all recommendations raised following the grant investigation in October 2012 have been fully implemented. The report also concluded that there were a number of areas in which the model could be strengthened, outlined in section six.

2. Proposed enhancements to the framework

- 2.1 During the Grants Review a number of issues were raised regarding areas of the commissioning performance management framework that respondents wanted a greater focus on, in particular
- 1 robust outcomes
 - 2 ensuring value for money
 - 3 Risk-based approach
 - 4 non-duplication and best fit with existing services at a borough (or regional) level
 - 5 clear communications, referrals and reporting plan with boroughs
- 2.2 The following sections address these issues and outline the changes to the new draft commissioning performance management framework included as **Appendix One**.

3 Working with the London boroughs (non-duplication, best fit, reporting/communications and liaison with boroughs)

- 3.1 The Grants Review highlighted the need for the performance management framework to be strengthened in terms of the relationship of the programme with the 32 boroughs and City of London. This is both in terms of providers needing to work closely with boroughs and London Councils reporting back to boroughs on the progress of the projects. Feedback from relevant borough officers was mixed, with some boroughs stating that funded services had integrated well with their services, and other boroughs which were

less aware of the funded organisations. In addition some boroughs felt that reporting on progress had improved and was satisfactory, where as others felt that this was an area that could be improved.

3.2 Members have expressed a desire to be more involved in the management of the programme, including at the last Committee meeting, This is welcomed by London Councils and this can be achieved through the existing terms of reference and this revised commissioning and performance management framework. Members who wish to do this are asked to make themselves known to London Councils officers, who can arrange visits and next steps. Any changes to the 'constitution' of the Committee would be considered at the next Grants Committee AGM if members wished to pursue this.

3.3 Officers sought the views of boroughs officers and other stakeholders on both of these issues as part of the specification development work. In terms of reporting of progress by London Councils it was felt that at times there was too much data provided and thought should be given to matching the information provided to the audience. There was also a view expressed that it was unclear who to report concerns to at London Councils. Contact details (both within providers and boroughs) change regularly and it was felt that it was difficult to maintain relationships and that keeping contact information up to date used a lot of resources. The specification development process outlined this as a potential role for service areas 1.3 and 2.5.

3.4 Housing officers asked for regular reports to be submitted to Housing Directors. These have been provided previously (generally to the Housing Needs and Homelessness Network), and are circulated with the papers to these meetings. However, it could be the case that there needs to be attendance at these meetings on occasions to present on the papers. In terms of Priority 2 it was suggested that presentations are given at the London Heads of Community Safety (LHoCS) meetings convened at London Councils as well as VAWG Coordinators which meets at City Hall.

3.5 Some boroughs also requested the quarterly returns of commissions be sent to the relevant borough officers and one borough suggested that these should be signed off by the borough officers. Sexual and domestic violence officers suggested the importance of a 360 degree approach in which a range of stakeholders were asked to feedback about the effectiveness of a project (such as housing providers, health, police, and borough officers). It was suggested that London Councils carry out regular reviews of pan-London services to ensure they ensure they add value to and do not duplicate borough provision, and be prepared to vary contracts if provision needs to be slightly remodelled.

- 3.6 VCS organisations felt that awareness of projects could be promoted more through presentations at Grants Committee and relevant officer networks, more visits in which members and officers were invited and events with relevant borough officers (such as children's services, housing departments etc.).
- 3.7 Respondents have suggested a stronger requirement for providers to work with borough officers in the planning of services, once funding has been awarded, for example through scoping meetings and a menu of options for each borough. In terms of housing officers, it was suggested that a useful point of contact should be the sub-regional groups (such as the South East Housing Partnership). It was also suggested that linking into regional structures was important such as the Mayor's Rough Sleeping Group. VCS organisations welcomed a strengthened relationship and have suggested ideas such as shadowing and sharing of knowledge about emerging need. In terms of priority 2 projects it was felt that connection should be made with local boroughs and existing structures like the governing VAWG strategy group for each borough, MARAC, IDVA. DV action forum, safeguarding adults partnership board and other borough based VCS.
- 3.8 In reviewing these options, officers are mindful that potential changes to the framework need to match the resources available to administer them. In addition resources spent by voluntary organisations need to be proportionate so that there is not an unreasonable level of resources diverted from the delivery of services. The capacity of relevant borough officers also needs to be kept in mind and this can vary across London.
- 3.9 In terms of addressing these issues to date, borough officers have been involved in responding to the two consultations which contributed to the priority setting process. Boroughs have been involved in the co-production of service specifications through focus groups, phone calls and email input. Through this process borough officers from the relevant borough officers networks fed in their views with regards to the draft specifications and in particular the outcomes. This process was aimed at ensuring the outcomes set out the specifications are SMART, robust and do not duplicate the activities and duties of boroughs. Boroughs have been involved in the scoring process with nearly every application being jointly scored by a relevant borough officer and a London Councils officer. Borough officers from the relevant borough officer networks have been invited to meetings to review the applications, alongside representatives from the GLA/ MOAPC. This enhanced role is reflected in the triangulation approach outlined in the new draft commissioning performance management framework included as **Appendix One** and a summary of the changes is provided below in section seven.

4 Value for Money

4.1 Local authorities have a duty to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness” under the Local Government Act 1999⁴. The Social Value Act requires those who commission public services, to consider wider value, including social value.⁵ Through the commissioning of services on behalf of the boroughs, London Councils ensures value for money (including social value) through the performance management framework, which outlines its approach to commissioning services. Through commissioning voluntary and community organisations, the programme effectively achieves the outcomes for individuals that have been agreed by boroughs, as these organisations are often best placed to achieve these outcomes. The triangulation approach, which involves boroughs and other key stake holders ensures the efficient and effective use of resources. The performance management framework also includes measures which ensure the best economic use of resources invested in the programme by the boroughs (RAG rating, risk based approach).(please see **Appendix One** for further details on these issues).

4.2 Officers have sought to enhance these aspects of value for money as part of the Grants Review. During the specification development process outlined in the body of the report, officers have sought the views of relevant borough officers, VCS, funders and other stakeholders with regard to measuring value for money. Officers have also approached the Cabinet Office's Centre for Grants Excellence, for information on best practice in this area.

4.3 Officers sought information on what is widely used so that this could be used as a benchmark for what could be included or enhanced in the performance management framework to deliver ‘the optimal use of resources to achieve the intended outcomes’. There was also a wide range of methods used to measure and ensure value for money. Responses can be grouped under the following headings as outlined above.

- **Economy:** minimising the cost of resources used or required (inputs);
- **Efficiency:** the relationship between the output from goods or services and the resources to produce them; and

⁴ Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government & Public Involvement in Health Act 2007).

⁵ Public Services (Social Value) Act 2012

- **Effectiveness:** the relationship between the intended and actual results of public spending (outcomes)⁶

4.4 Table one provides a number of examples provided by London boroughs, VCS and other funders. These are arranged using the categories above of economy, efficiency and effectiveness and are listed against the stages of the framework (design, award etc). The table does not cover all the examples provided, but covers the key ones and illustrates the fact that there are a large number of different measures used. In terms of frequency of responses, robust outcomes were mentioned the most frequently, as well as intelligence-led commissioning. Payment by results was described by two boroughs but was generally was not used. It was felt that this was not suitable given the highly vulnerable nature of service users that are affected by multiple issues and the desire for commissions not to 'cherry pick' those that are most likely to hit an outcomes target, as well as the fact that (for the sexual and domestic violence sector) service providers are not of a size and capacity that could withstand the financial insecurity of payment by results. Table two includes the measures currently used by London Councils and (in bold) additional areas to be strengthened.

Table one – examples of value for money measures provided by boroughs and other stakeholders

	Economic – (minimising cost)	Efficient – (resources against output)	Effective – (quality)
Stage 1: Design		Avoiding duplication of statutory and local voluntary services.	Services designed to integrate or work jointly with other local and regional organisations to ensure improved outcomes Clear targets groups set. Evidence based commissioning. Aligning contract length with targets.
Stage 2: Application, Award	Costs questioned at meetings at the application/ award stage.	Robust tendering process, measures efficiency of applications. Unit costs assessed (balanced with the fact that some service users with complex needs require more resources to support)	Competitive tendering to ensure the best application is chosen that can best deliver the outcomes. Lowest cost is not necessarily the best value for money. Relationship setting/ maintaining – being clear that providers are delivering commissioned services against specified targets. Social impact and added value assessed Ensuring that services are embedded / aligned with other relevant services, in terms of access, referral routes, casework and marketing or publicity
Stage 3: Delivery and monitoring	Minimising costs of delivery (using VCS venues etc.) Proportionate/capped overhead costs Contract value reduced year on year. Staff with community languages (saving time and interpreter costs)	Having a unit cost. Attracting in additional funding. Payment by results. Monitoring/evaluating requirements that are proportionate to the delivery of agreed outcomes to maximise outcomes delivery.	Monitoring of commissions against SMART outcomes targets and agreed levels of delivery, including KPI dashboards De-commissioning/ withholding payment from commissions that are not successfully delivering the agreed outcomes. Effective monitoring and measuring of impact. Benchmarking against similar organisations. Ensuring consistent and quality of service provision. Service user involvement in the continuous review and adaptation of service.

	<p>Standard, sector wide approved costs (such as salary grading in line with NJC)</p> <p>Procurement policy – regular review of suppliers using market comparison</p>		<p>Effective targeting of services and effective signposting where services are not relevant.</p> <p>Customer/ service user feedback in monitoring returns.</p> <p>Social Impact Bond (SIB) - social investors taking the risk associated with uncertainty around expected outcomes achievement.</p> <p>Measurement of Social Impact Value/Social return on Investment SROI</p> <p>Beneficiary satisfaction surveys.</p> <p>Virtuous circle – service users who have been helped go on to become volunteers.</p> <p>Holistic services and provision of a sufficient length to allow recovery and therefore the people worked with are less likely to take up future services.</p> <p>Quality Frameworks such as the Ministry of Justice Quality Framework: Getting it Right for Victims</p>
Stage 4: Evaluation and review			<p>Independent evaluation</p> <p>Insights tool, developed by SafeLives</p>

Table Two – London Councils Commissioning Framework measures (areas to be strengthened/ introduced in bold)

	Economic – (minimising cost)	Efficient – (resources against output)	Effective – (quality)
Stage 1: Design		Co-production of specifications with boroughs and other stakeholders to avoiding duplication of existing local/ regional services.	Co-production of specifications with boroughs and other stakeholders to <ul style="list-style-type: none"> - Design services that fit well with local provision to ensure improved outcomes - Clear robust outcomes. <p>Specifications cover needs assessment, indicative borough service levels and equalities sections to ensure services are targeted to where there is need.</p>
Stage 2: Application, Award	<p>Budgets assessed as part of the application process.</p> <p>Budgets reviewed and amended as part of the Grants Agreement Process.</p> <p>Projects funded over a number of partnerships asked to review costs to check for any shared cost savings.</p> <p>Partnerships encouraged in order to reduce costs in shared resources.</p>	<p>Robust tendering process, measures efficiency of applications.</p> <p>Enhanced questions on Value for Money in application stage.</p> <p>Due Diligence checks carried out to measure the risk of funding each organisation (such as grant v turnover ratio) and measures introduced for any that do not fully meet the criteria.</p> <p>Enhanced Due Diligence checks, reviewing more than one set of accounts.</p> <p>Unit costs reviewed (balanced with the fact that some service users with complex needs require more resources to support)</p>	<p>Competitive tendering to ensure the best application is chosen that can best deliver the outcomes. Lowest cost is not necessarily the best value for money.</p> <p>Grant agreement process, including meetings to ensure expectations are clear.</p> <p>Grant agreement process - Ensuring that services are embedded / aligned with other relevant services, in terms of access, referral routes, casework and marketing or publicity</p> <p>Encouragement of partnerships to ensure best outcomes for service users, utilising a range of specialist support.</p> <p>Applications assessed to ensure they work to quality standards such as sector specific ones.</p> <p>Steering joined up work between priorities 1 and 2 and 1 and 3, creating improved outcomes for service users by addressing multiple need using the knowledge of different providers.</p>

<p>Stage 3: Delivery and monitoring</p>	<p>Review of budgets</p> <p>Capped overhead costs</p> <p>Review of Section 37 Statement in accounts and reclaiming of any unspent grant.</p> <p>Sustainable development policy checked at monitoring visits (saving costs on energy etc)</p> <p>Review Procurement policy at monitoring visits and check there is regular review of suppliers.</p>	<p>Asking on an annual basis what other funding has been levered in as a result of London Councils funding.</p> <p>Monitoring/evaluating requirements that are proportionate to the delivery of agreed outcomes to maximise outcomes delivery.</p>	<p>Monitoring of commissions against SMART outcomes targets and agreed levels of delivery</p> <p>Reducing payment from commissions where there has been significant non-delivery of agreed outcomes.</p> <p>RAG scores including delivery against target and service users satisfaction surveys, used to determine risk based monitoring.</p> <p>Monitoring visits undertaken to review information and view delivery (including speaking to service users).</p> <p>Requiring organisations to show how service users have been involved in the continuous review and adaptation of service.</p> <p>Increased reporting and involvement of relevant borough officer networks and regional stakeholders to ensure delivery continues to complement local and regional provision.</p> <p>Sampling methodology – which is agreed with boroughs and with input from GLA.</p>
<p>Stage 4: Evaluation and review</p>			<p>All boroughs and other stakeholders encouraged to respond to consultations on the review of the programme.</p> <p>Some commissions have included social impact value in the review of their commissions.</p> <p>Grants Review – Statutory requirement to assess need periodically</p>

- 5 **The Cabinet Office's Grants Efficiency Programme (GEP)** Officers have sought the advice of the Cabinet Office's Grants Efficiency Programme (GEP) on their tools for measuring value for money. There are a number of toolkits which they have kindly shared. Some key points include,
- Ensuring any value for money indicators are included at the grant inception to ensure accurate and consistent monitoring of these.
 - Tools for evaluation
 - The importance of measuring economy, efficiency and effectiveness

- 6 **Audit Recommendations** London Councils receives regular audit visits from internal and external auditors. The Corporation of London auditors have undertaken two audits which directly inform the review of the commissioning performance management framework. As mentioned above an internal audit was undertaken by the Corporation of London in January/February 2014. The audit recommended that for applications seeking funding over £1m per year that two references be sought. This has been added to the revised performance management framework in the Due Diligence table **(Appendix One)**.

6.2 On 22 September 2016, London Councils Audit Committee received a report from the Corporation of London's internal auditors with recommendations from their recent audit.. The review concluded that, generally, there is a satisfactory level of control over: checking and assessing applications for funding; monitoring project progress to agreed outcomes; and assessing performance and the achievement of value for money. The general monitoring framework, in place, is sound; however, scope exists to improve the processes for checking the financial stability of organisations prior to and during funding. (For example, obtaining three sets of accounts for applicants at application stage; increasing the number of financial checks undertaken on accounts in response to the following the closure of Eaves Housing For Women charity; and logging checks made on the GIFTS system). These additions have been added to the revised performance management framework in the Due Diligence table **(Appendix One)**.

7 **Recommended changes to the commissioning monitoring framework 2017-21**

7.2 Officers have reviewed the comments and have attempted to reflect both the differing requests and the need to balance increased levels of liaison with boroughs and monitoring

with the need to keep these elements proportionate and without diversion of too much resource away from direct service provision.

7.3 The following list provides a summary of the proposed changes to the performance management framework, which have been included in the revised version in **Appendix One.**

- Additional/ enhanced value for money measures
 - o Covering the three 'E's Efficiency, Effectiveness and Economic
 - o Enhanced elements outlined in table two above (in bold), ensuring any new measures are embedded at the grant inception.
 - o Enhanced checks that have been recommended following the internal audits outlined in section six.
- Improved borough liaison/ reporting / involvement to avoid duplication, ensure effective fit with local services and provide scrutiny to commissions
 - o Improved quarterly reporting to Grants Committee and relevant officers groups , including presentations (including Housing Directors, Housing Needs and Homelessness Group, Safeguarding Coordinators, Heads of Community Safety and the MOPAC convened VAWG Coordinators.
 - o More clarity on who to contact at London Councils when raising a query or concern.
 - o More presentations by projects at Grants Committee, relevant officer groups
 - o More frequent Chair visits to projects in which members are relevant officers are invited.
 - o Service areas 1.3 and 2.5 to support the relationship between boroughs and providers, including keeping contacts up to date and support the promotion of services (relevant contacts include, IDVAs, MARACs, safeguarding leads, regional structures (such as the Mayor's rough sleeping steering group), Housing Needs and Homelessness Network, VAWG Coordinators, DV action forum, safeguarding adults partnership board, governing VAWG strategy groups and locally based VCS – in particular specialist VCS)
 - o Build on the increased role of borough officers in the commissioning process, during the grant agreement and delivery phases. Including a requirement for providers to work with relevant boroughs to plan their services (including sub-regional housing leads, and VAWG Coordinators).
 - o Evaluation during the programme, including surveys of borough officers annually.
- Ensuring services reflect need and ensuring robust relevant outcomes

- Review of need at a mid-way point in the programme (in the second half of year two) to ensure services remain responsive to need and outcomes remain relevant. (ensuring grant agreements reflect this)

Recommendations

Members are asked to,

1. Note the summary of the implementation of the Commissioning Monitoring Arrangements framework (CMA) to date and the progress of the CMA (and alterations) in successfully addressing the issues which led to its creation (as previously reported) as considered by members in July 2016.
2. Note the issues raised in the Grants Review 2015-16 and the follow up work officers have taken to scope the range of ways to address these issues with borough officers and other stakeholders including the GLA and The Cabinet Office's Grants Efficiency Programme (GEP) .
3. Discuss the draft new Commissioning Performance Management Framework provided for comment in **Appendix One**. A final version will be provided at the Grants Committee, 8 February 2017.

Appendices

Appendix One Draft new Commissioning Performance Management Framework

Background Papers

Grants Committee, February 2013, Commissioning Monitoring Arrangements

Grants Committee, March 2016, Grants Programme 2017-21

Grants Committee, July 2016, Commissioning Performance Management Framework

Legal Implications

There are no specific legal implications with the report.

Equalities Implications

The Grants Programme Commissioning Monitoring Framework outlined in this report covers equalities monitoring. Commissions are required to submit equalities monitoring and an annual review is undertaken to assess the equalities impact at a programme level.

Financial Implications

There are no financial implications within this report.

Grants Committee



Commissioning Performance Management Framework

Item no:

Report by: Simon Courage **Job title:** Head of Grants and Community Services
Katy Makepeace-Gray Principal Programme Manager

Date: 8 February 2016

Contact Officer: Simon Courage

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Summary

This paper sets out how London Councils will monitor and manage the performance of commissioned projects. It builds on the Commissioning Monitoring Framework agreed by members of the Grants Committee at their meeting 20 February 2013 and further additions agreed at subsequent meetings. It includes new and enhanced elements drawing on members' suggestions and the evidence gathered as part of the Grants Review 2015-16 and follow up work, including audit recommendations. The primary aim of the approach is to provide the Grants Committee the assurance it requires regarding the effective delivery of commissioned outcomes.

The report covers four distinct phases of the commissioning process:

1. Design
2. Application, assessment, awards and agreements
3. Delivery
4. Programme Closure and evaluation

Recommendations

The Grants Committee is recommended to adopt the commissioning performance management framework as policy of this committee.

Members are asked to note the cycle of reporting to the Grants Committee as outlined in sections three to six. Reports will include periodic progress updates and an annual cycle of reviews against the four commissioning objectives.

Commissioning Performance Management Framework

1. Background

- 1.1 London Councils administers public funds on behalf of the boroughs and it is therefore essential that grants given by London Councils show transparency and value for money through scrutiny and evaluation of funding. A Commissioning Monitoring Framework was agreed by members of the Grants Committee at their meeting 20 February 2013 and further additions were agreed at subsequent meetings.
- 1.2 From July 2015 to March 2016 London Councils undertook a Grants Review seeking the views of London borough members and relevant officers as well as other stakeholders. The review sought views on the programme including elements of performance management. These have been taken forward with further work with borough officers and research with other funders and the cabinet Cabinet Office's Centre for Grants Excellence.
- 1.3 This paper sets out a revised model of how London Councils will monitor and manage the performance of commissioned projects ensuring the delivery of commissioned outcomes against service specifications developed with the London boroughs and agreed by Grants Committee. It builds on the previous framework and includes new and enhanced elements drawing on members' suggestions and the evidence gathered as part of the Grants Review 2015-16 and follow up work, including audit recommendations. The primary aim of the approach is to provide the Grants Committee the assurance it requires regarding the effective delivery of commissioned outcomes.

2 Introduction

- 2.1 London Councils plays a key role in working with the London boroughs and voluntary organisations to find London wide solutions to the key issues affecting the city. Each of the 32 London boroughs and City of London pay for the commissioned projects.
- 2.2 In March 2017 London Councils Leaders' Committee agreed new Priorities for the 2017-21 Grants Programme. These covered three priorities:
1. Combatting Homelessness;
 2. Tackling Sexual and Domestic Violence;
 3. Tackling Poverty through Employment (ESF match funded)

Appendix One - Draft Commissioning Performance Management Framework

2.3 Organisations have been asked to make an application against nine service specifications across Priority 1 and Priority 2 agreed at the July 2016 Grants Committee. Priority 3 works on a slightly different timetable due to the ESF match funding and these commissions were agreed July 2016. Each service specification contains standard outcomes with suggested outcome measures and types of activities (outputs). Applicants are expected to demonstrate how they will meet the requirements of each specification with a particular focus on the delivery of commissioned outcomes.

2.4 The proposed performance management arrangements contained in this paper are designed to give the Grants Committee confidence that London Councils has in place systems of oversight, control and reporting to ensure that funded organisations deliver the required outcomes in a manner that provides value for money for the tax-payer and mitigates potential risks (such as the impact of financial viability of organisations delivering commissions).

2.5 They are also designed to ensure that the services are delivered to the people who need them and, and as importantly, to let people know about the successes when the service improves lives and creates opportunities for people to succeed in future.

2.6 The commissioning process is a cyclical activity. Proper monitoring and control is built into each stage of the cycle. This paper covers each stage of this process:

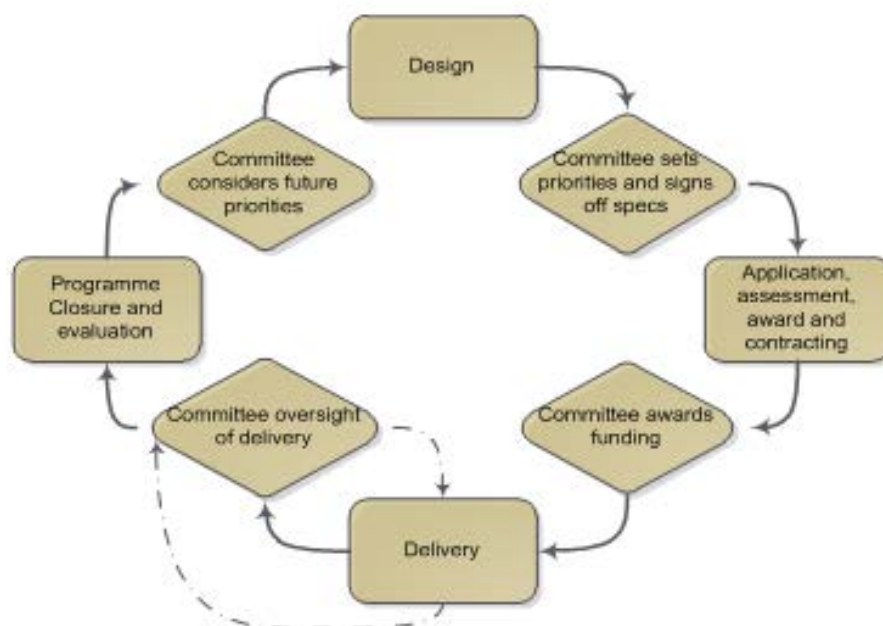
1. Programme design¹
2. Application, assessment, awards and agreements;
3. Delivery;
4. Programme closure and evaluation;

This reflects the typical commissioning cycle used throughout the public sector: Analysis (need) Development (market), Procurement (meet need), Delivery (services), Review (quality and impact on needs)

2.7 There are four stages in the framework – see Figure One.

Figure One: Commissioning Performance Management Cycle

¹ This stage would normally be covered first in a report of this nature. However, given the timing of this report, coming during the assessment stage, it will be covered last.



2.8 For each stage of the cycle, the report will describe the proposed monitoring systems and processes, highlight what they are designed to do, assign roles and responsibilities and describe reporting arrangements.

3 Overarching Themes

3.1 Regularity, Propriety, Value for Money

As outlined above London Councils Grants Programme administers public money on behalf of, and with, the London boroughs and there is therefore a need to ensure regularity, propriety and value for money.

Regularity can be described as being compliant with the relevant legislation (including EU legislation), delegated authorities and relevant policies and guidance (for example the Grants Committee Terms of Reference and internal policies and procedures governing the actions of London Councils officers). Propriety can be described as meeting high standards of public conduct, including robust governance and the relevant expectations of elected representatives, especially transparency. These are in line with central government guidance² on the use of public funds and run as a continuous thread throughout the procedures set out in this report. In line with the three values of regularity, propriety and value for money the framework is based on a risk-based approach with levels of performance management varied depending on risk/ RAG (red,amber,green) scores.

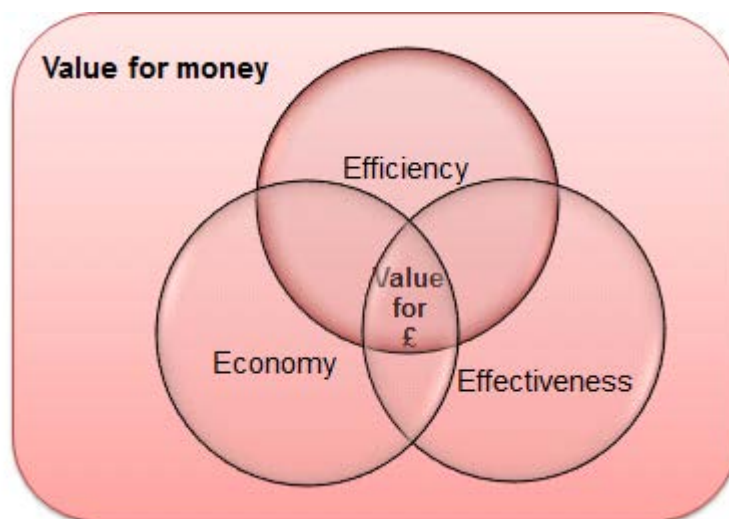
² *Managing Public Money*, HM Treasury, July 2013

Appendix One - Draft Commissioning Performance Management Framework

Local authorities have a duty to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”³ Through the commissioning of services on behalf of the boroughs, London Councils ensures value for money through the performance management framework, which outlines its approach to commissioning services. Value for money is deemed as the optimal use of resources to achieve the intended outcomes. The model focuses on three ‘E’s as outlined in figure two below.

- **Economy:** minimising the cost of resources used or required (inputs);
- **Efficiency:** the relationship between the output from goods or services and the resources to produce them; and
- **Effectiveness:** the relationship between the intended and actual results of public spending (outcomes)⁴

Figure Two: Value for Money



3.2 Co-production/ Triangulation

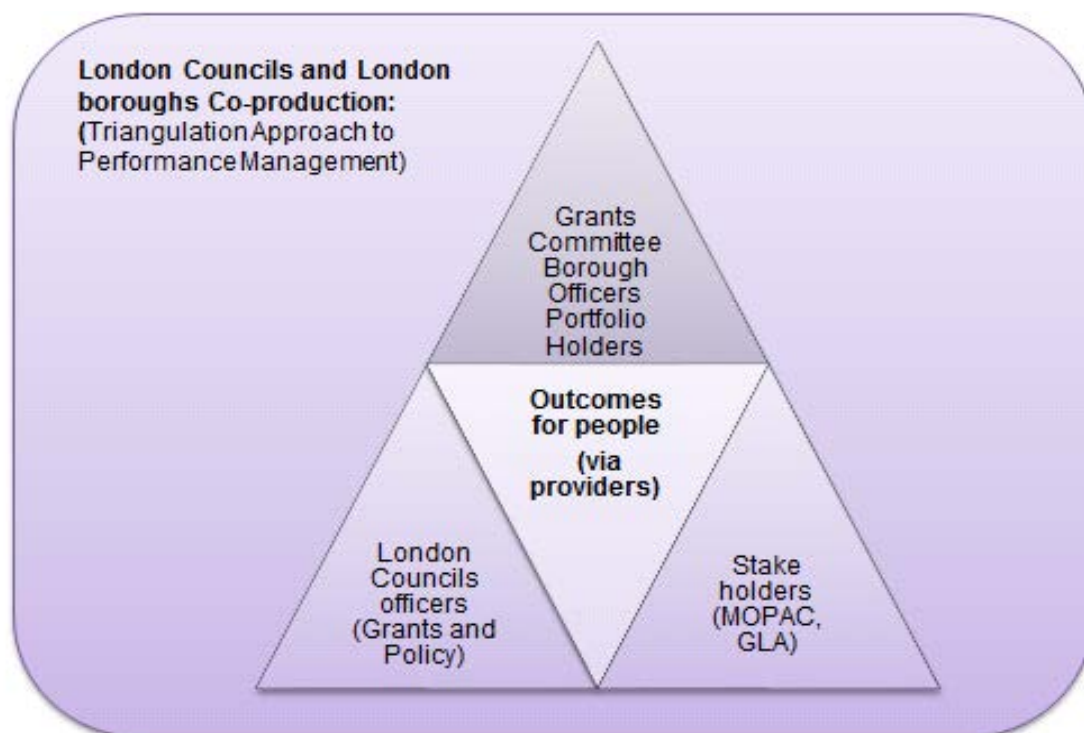
Throughout each stage of the process the involvement of boroughs members and relevant borough officers networks (such as the Housing Needs and Homeless Network and Violence Against Women and Girls Coordinators), London Councils officers and other stakeholders (GLA, MOPAC, other funders) ensures a robust approach to performance management which reflects a knowledge about local areas and service areas. This triangulation approach underpins the commissioning cycle. Figure two outlines this triangulation approach.

³ Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government & Public Involvement in Health Act 2007).

⁴ National Audit Office

Appendix One - Draft Commissioning Performance Management Framework

Figure Two: Triangulation Approach to Performance Management



4. Stage 1: Design

4.1 Section 48 of The Local Government Act 1985 includes a requirement to review need in London in relation to the Grants Programme. London Councils Grants Committee resolved at their Annual General Meeting in July 2015 to undertake a review to inform future decisions by Grants and Leaders' Committee as to the continued delivery of a pan-London grants programme under the Grants Scheme at the conclusion of the current programme.

4.2 The review followed the earlier review of commissions which was considered by Grants Committee in November 2014 and focused on how effective, economical and efficient current commissions were. The Grants Review which took place between July 2015 and March 2016 included the consideration of a wide range of evidence including research, evidence relating to the 2013-17 Programme two public consultations, equalities information, a report that Homeless Link was commissioned to produce and an event focused on sexual and domestic violence with borough officers and members.

4.3 Leaders' Committee, at its meeting in December 2015, agreed that the Grants Programme would continue to be underpinned by the same principles agreed by boroughs in a review of the Programme 2012 as they remained valid. The current grants programme operates on the basis that each of the priorities identified for funding must meet all the principles and it was proposed that this continue.

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Principles
1. Commissioning services that deliver effectively and can meet the outcomes specified by London Councils, rather than funding organisations.
2. Commissioning services where there is clear evidence of need for services that complement borough and other services to support organisations that deliver services.
3. Commissioning services where it is economical and efficient to deliver services on a London wide basis or where mobility is key to delivery of a service to secure personal safety.
4. Commissioning services that cannot reasonably be delivered locally, at a borough or sub-regional level.
5. Commissioning services that work with statutory and non-statutory partners and contribute to meeting the objectives of the Equality Act 2010.

4.4 The Grants Review concluded in March 2016 and, following recommendations from Grants Committee, Leaders' Committee considered a report on the future London Councils Grants Programme at their meeting 22 March 2016. Leaders agreed, that there should be a Grants Programme from April 2017 to March 2021, operating in accordance with the current principles and focused on the following priorities -

Priority 1 Combatting Homelessness

Priority 2 Tackling Sexual and Domestic Violence

Priority 3 Tackling Poverty through Employment (European Social Fund match funded)



London Councils and London boroughs Co-production: (Triangulation Approach to Performance Management)

London boroughs (and other key stakeholders) were invited to respond to public consultations on the priorities and service areas. Officers worked with boroughs on the development of the service specifications to ensure the services outlined would work well with local services and meet a need that is best served on a pan-London basis.



Value for Money (the three 'E's): Through involving the boroughs and other key stakeholders (GLA/MOPAC) in the co-production of the specifications, officers

4.5 Using the body of evidence from the Grants Review officers drafted outline service areas.

These draft service areas were then used to co-produce full specifications with the relevant borough officer networks and other key stakeholders such as the GLA/ MOPAC and voluntary and community organisations and through research on needs, equalities, delivery models and relevant policies. This reflects the triangulation model outlined in Figure Two above. At its meeting of 13 July 2016 Grants Committee agreed the nine specifications for services to be delivered from April 2017 to March 2021.

5. Stage 2: Application, Assessment, Awards and Agreements

5.1 The purpose of the application, assessment, awards and agreement stage is three-fold. First, the Grants Committee will be asked to approve a package of provision that meets the principles and priorities set out in the project specifications, delivers commissioned outcomes and which provides value for money. To do this they will have to be confident that the bidding and assessment process has been properly conducted. Second, the Grants Committee will require assurance that the organisations recommended for funding have the resources, capabilities and proper governance to deliver successfully. Third, the Grants Committee must have the means to hold organisations to account. For this to happen, the relationship between London Councils and funded organisations has to be underpinned by a robust grant agreement.

5.2 In many respects, this is the most important stage of the monitoring cycle as it sets the parameters for every other stage. Therefore, the following sections set out in detail how the application, assessment, awards and agreement process will operate.

Application and Assessment

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5.3 An application round was undertaken between August and September 2016 following the conclusion of the Design Stage. The application process is open and competitive. All applicants are required to submit their bids using a standard application form on London Councils on-line system. Guidance is provided via online portal and applicants are able to view the scoring criteria matrix. In addition frequently asked questions are included on the website and updated based on the questions received. The use of a standard application form allows London Councils to collect the information required to assess applications, make direct comparisons between each applicant, and ultimately, recommend a package of provision that will deliver commissioned outcomes.

5.4 Once received, applications are logged and saved the London Councils database software GIFTS. This provides an audit trail for this stage of the process. The GIFTS system also allows grants officers to produce reports that can be used to assist the awards process.

5.5 Once the applications have been logged and saved on to GIFTS, the process of assessment is undertaken. There are several ways in which the scoring process has been designed to give members confidence that it is undertaken in a robust manner.

5.6 First, London Councils recognises the importance of local borough officer knowledge to ensure that recommended projects fit well with and do not duplicate existing local services and duties. In order to use this knowledge in the scoring process, borough officers are invited to participate in scoring and assessment based on their functional areas of expertise:

- Borough co-ordinators for the sexual and domestic violence specifications
- Housing Officers for the homelessness specifications, and
- Regeneration Officers for the poverty specifications

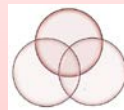
London Councils also recognises the importance of ensuring that services complement and do not duplicate those commissioned by the GLA. For this reason GLA officers from the relevant departments are invited to participate in the scoring and assessment as well.



London Councils and London Boroughs Co-production (Triangulation Approach to Performance Management)

Scoring is undertaken by London Councils officers and relevant borough officers (housing managers and sexual and domestic violence leads. Joint scoring ensures learning in both directions about the pan-London programme and local issues and ensures that services fit with local provision with clear referral pathways and avoiding duplication

5.7 Second, officers score against a standard criteria that measures bids against ability to deliver outcomes, value for money, ability to complement local delivery, accessibility of the service, and criteria relating to the quality of the work and experience and sustainability/stability of the organisation, amongst others. All officers (whether London Councils, borough or GLA) are provided with scoring guidance which emphasises the principles of the 2017-21 Grants Programme.



Value for Money (the three 'E's): Officers assess a range of issues when making a judgement about whether an application offers value for money. These include, the numbers of service users, outputs and outcomes against the value of funding requested, costs outlined in the proposed project budget (Economic, Efficient). Also important are elements of quality including service user involvement in the design of the service to ensure it effectively addresses need, joined up services that avoid service users falling between the gaps and thereby securing better outcomes for them. Also that relevant sector quality standards are adhered to (Effective).

5.8 Third, the systems used by London Councils allow for direct comparison of one application against another. All applicants are required to answer a set of questions, which are assessed using a scorecard that aids objective consideration of the application. The scorecard covers the following 11 areas:

- i. The needs of the target group (and how the service will address them)
- ii. Recruitment of beneficiaries (including links to boroughs and referral pathways)

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- iii. How it delivers the principles of the 2017-21 London Councils Grants Programme
- iv. How the specification outcomes will be delivered (including how it will deliver these in different parts of London)
- v. How the specification activities (outputs) will be delivered
- vi. How the project will meet its equalities duties (mandatory: applicants must reach a scoring threshold to proceed)
- vii. Experience of delivering similar activities
- viii. The project plan (including risk management and partnership working)
- ix. The staffing and governance structure for the project
- x. How the project will be monitored and quality assured (including service user involvement).
- xi. The requested level of funding and assessment of value for money and financial management

5.9 Each bid is scored by two officers (in most cases a London Councils officer and a borough officer/ GLA officer). The two officers then undertake a joint score to come to an agreed score. Once scoring is completed for each specification, applications are ranked in score order⁵ to form the basis of later recommendations to the Grants Committee. The scoring is weighted to emphasise the London wide requirement, partnership working and equalities as well the value for money of the proposal.

5.10 Fourth, London Councils officers meet to check that the scoring process has been carried out consistently and fairly across all specifications⁶. Where there is evidence of inconsistencies in the way the criteria have been applied, scores will be revised to ensure uniformity of approach. Once this process is complete, officers will draw up a list of initial funding recommendations based on score, target group and geographical coverage and value for money considerations.

5.11 Fifth, as a means to obtain further borough level involvement and involvement of key stakeholders, borough officers and GLA /MOPAC officers are invited to attend meetings for each priority based on their area of functional expertise⁷. At these meetings, borough

⁵ Where other factors (due diligence checks, value for money considerations or feedback from borough officers) suggest that score order should be overridden by other published criteria, this will be shown.

⁶ For the current round, this meeting will take place in November 2016.

⁷ For the current round, these meeting will take place in November 2016

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officers will be invited to feed in their views of the way in which the scoring process has been carried out, provide feedback on the organisations being recommended and comment on the extent to which the package of support meets the objective of the 2017-21 Grants Programme and will deliver the commissioned outcomes⁸. This feedback will be used to inform the awards process (described below).



London Councils and London boroughs Co-production: (Triangulation Approach to Performance Management)

Relevant borough officers are invited to a meeting (one meeting per priority) to review the highest scoring applications. This provides the opportunity to look at the package of highest scoring applications against the specification to identify any issues or gaps.

Due Diligence Checks ensure that organisations have the financial, resourcing and governance strength required to deliver the priorities of the Grants Committee. Table 1. Due Diligence Checks sets out the checks that are undertaken. Where acceptance criteria for items 1-3 are not met, the organisation will not be recommended for funding.

Table 1. Due Diligence Checks

Basic Eligibility Checks – carried out on all organisations:			
No	Acceptance Criteria	What to Check	Purpose
1	Constitution allows the organisation to work pan-London.	Constitution.	To ensure the organisation's constitution allows it to deliver pan-London.
2	Constitution allows the organisation to deliver the activities outlined in the bid.	Constitution.	To ensure the organisation is constituted to deliver against the specification.
3	Constitution states the organisation is not for profit	Constitution.	To ensure the organisation is

⁸ Officers unable to attend will be able to feedback by correspondence.

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	and constituted as a voluntary or community organisation.		not for profit.
	Enhanced Checks – carried out on organisations being considered for funding:		
4	The Charity or Company is properly registered and the information provided by the organisation is correct.	Check the organisation's charity/company number on the Charity Commission/Companies House website.	To ensure the organisation is who it says it is.
5	The Charity Commission and/or Companies House website indicates that all returns are up to date and have been received within statutory guidelines.	Charity Commission/Companies House website.	To ensure the organisation is meeting its statutory obligations. N.B. Where Charity Commission information is not up to date officers will be required to state this in their checks.
6	The organisation has provided accounts for the three most recent financial years. ⁹	The accounts are for the three most recent years.	To ensure that the organisation produces proper accounts.
7	The certifying accountant has not raised any concerns.	The certifying auditor's statement in the accounts.	To ensure that there are no concerns in the way the organisation prepares its accounts for inspection that might impact on London Councils' grant. .
8	The trustees have not raised any concerns about the health of the organisation.	The trustees' statement in the accounts.	To ensure that the trustees do not have concerns about the future of the organisation that might impact on London Councils' grant.

⁹ The requirement has changed from one to three based on recommendations by the internal audit 2016.

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9	<p>The organisation's accounts show a positive net worth position.</p> <p>(Where organisations have received London Councils funding previously officers should also check that the amount received has been properly disclosed and was used for the purposes intended)</p>	<p>That the organisation's current assets are greater than its current liabilities as shown on the balance sheet in the accounts.</p> <p>To complete the check, officers subtract liabilities from assets and the result should be a positive number.</p>	<p>To ensure that the organisation is solvent.</p>
10	<p>The organisation's accounts show that total assets exceed total liabilities.</p>	<p>That the organisation's total assets are greater than its total liabilities as shown on the balance sheet in the accounts.</p> <p>To complete the check, officers subtract liabilities from assets and the result should be a positive number.</p>	<p>To assess long-term solvency.</p>
11	<p>The grant to turnover ratio does not exceed 25%.</p>	<p>Officers divide the grant requested by the revenue (turnover) figure listed on the organisation's statement of income and expenditure as shown in the accounts.</p>	<p>To ensure that London Councils' grant does not represent such a high proportion of the organisation's income so as to represent a risk to the organisation or to London Councils.</p>
12	<p>That the organisation's current year and next year's budgets indicate that the grant to turnover ratio will not exceed 25% over the period.</p>	<p>Officers divide the grant requested by the revenue (turnover) figure listed on the organisation's projected income as shown in the budgets.</p>	<p>A forward looking check to ensure that London Councils' grant does not represent such a high proportion of the organisation's income so as to represent a risk to the organisation or to London Councils.</p>

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13	Additional financial solvency checks as outlined in paragraph 5.17.	Audited Accounts	To safeguard London Councils funding by assessing a range of indicators that could point towards an organisation having/ about to have solvency issues.
14	Lead partners provide an annual statement confirming the financial viability of delivery partners	Annual partners viability Statement	To safeguard London Councils funding by ensuring lead partners have checked the financial viability of delivery partners
15	The organisation has an equal opportunities policy.	The policy.	That the organisation has a codified approach to meeting its equalities duties.
16	The organisation has a health and safety policy.	The policy.	That the organisation has a codified approach to meeting its health and safety duties.
17	The organisation has a safeguarding policy (APPLICABLE FOR ORGANISATIONS WORKING WITH CHILDREN, YOUNG PEOPLE, OR VULNERABLE ADULTS ONLY).	The policy.	That the organisation has a codified approach to meeting its safeguarding duties.
18	The organisation has a sustainability policy	The policy or a letter confirming the organisation's commitment to produce a policy within a year of award.	That the organisation has a codified approach to meeting its sustainable development duties.
19	The organisation has employer's liability insurance of at least £10m.	The policy.	That the organisation is ensured for claims against it by employees and that any such claims will not impact on the organisations financial health and ability to deliver the

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			specification.
20	The organisation has public liability insurance of at least £5m.	The policy.	That the organisation is ensured for claims against it by users and that any such claims will not impact on the organisations financial health and ability to deliver the specification.
21	Reference from named referee does not highlight concerns with the organisation. (For organisations applying for funding over £1m per year two references are sought). ¹⁰	The reference letter or email from referee.	To obtain third party assurance that the organisation is reputable.



Value for Money (the three 'E's): Due Diligence checks are designed to provide confidence to Grants Committee that all reasonable action has been taken to assess (and where necessary mitigate against) any risks associated with the financial viability and stability/sustainability and capacity of providers. (Economic)

5.13 Officers will note by exception to the Grants Committee the findings of the due diligence checks that have been undertaken. Where organisations fail due diligence checks, officers will suggest steps that could be undertaken to overcome any issues identified. This should allow members flexibility to consider awarding funding to new organisations who may not be able to pass all of the due diligence requirements initially, but who the Grants Committee consider are a good fit with the programme's objectives, if they can provide a credible plan for meeting due diligence requirements within a specified time of being awarded funding. Also in situations in which Grants Committee may wish to consider an organisation

¹⁰ The request for two references is in response to an internal audit recommendation 2014.

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that is working in a niche area and is the only specialised service to do so, but requires further checks/ reassurances/ and plans to meet the due diligence checks.

Awards Process

5.14 The awards process will be undertaken following the completion of the application, assessment and due diligences phases. Officers will report the outcome of the assessments and due diligence process and make recommendations to the Grants Committee on which organisations to fund.

5.15 The report will list which organisations are being recommended for funding and give due regard to how the recommendations will enable the 2017-21 Grants Programme to meet the commissioned outcomes listed in the specifications. The report will also include value for money assessments of each of the recommended commissions and relevant demographic information to suggest whether the recommended providers will enable London Councils to fulfil its equalities targets.

5.16 The report will include annexes which will include a full ranked list of organisations and their scores against each specification.

5.17 The report will be provided to the chair of the Grants Committee, the Lead Member for Equalities, the corporate director of services and the director of corporate resources. Their comments will be noted and where necessary, the report amended before sign off by the corporate director of services. It will cover the following areas:

- i. Introduction
- ii. Summary of applications received and recommended projects
- iii. Assessment
- iv. Equalities
- v. Value for money
- vi. Recommendations
- vii. Full recommended list
- viii. Full non-recommended list

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5.18 Once sign off has been given to the initial recommendations, the Grants Committee and applicants will be informed of these¹¹. Members will be informed of the recommendations in advance of Grants Committee and all applicants will then be given 10 working days within which to exercise a right of reply.

5.19 The guidelines for the right of reply allow organisations to suggest where they consider officers have:

- i. Misinterpreted information submitted with their application
- ii. Given an incorrect weighting to information submitted
- iii. Ignored relevant information

5.20 Officers will consider the right to reply responses received and update the recommendations as appropriate. The Grants Committee will be provided with a summary of officer responses to each right to reply. Where the Grants Committee considers that the right to reply process should change the recommendations contained in the initial report, due regard will be provided to the financial implications of proceeding in this way.

5.21 Final approval on the funding decisions will sit with the Grants Committee¹², which will decide on the package of funding. In the event that members did not wish to agree a recommendation it is advised that members instruct officers to return to the assessment and bring a further report to Committee.

5.22 Organisations will be notified of final decisions within five working days of the Committee. A full list of recommended organisations (subject to agreement) for each service area of funding will be published on London Councils website. This information will also be shared with the relevant borough officer groups identified above.

Agreements

5.23 The final stage of the application, assessment and awards process is the signing of agreements between the organisation commissioned to deliver and London Councils (on behalf of the boroughs).¹³ It is not until organisations have signed their agreement that they can formally begin delivery of their project.

¹¹ For the current round of funding results will be dispatched in January.

¹² For the 2017-21 round of funding, the Grants Committee will meet on the 8th of February 2017

¹³ Organisations will be issued with grant agreements, in accordance with the Law of Trust, which governs grant giving.

5.24 London Councils has strengthened the terms of the agreements it issues in recent years, placing a greater degree of conditionality on payment of grant. The agreements build in safeguards that protect borough investment and to ensure that organisations are fully aware of their obligations regarding the delivery of commissioned outcomes. Any organisations that do not complete this stage will have their offer of funding withdrawn¹⁴. The agreement process has three main elements.

5.25 All organisations will be expected to complete actions arising from the grant agreement meeting within agreed deadlines before being issued with their grant agreement.



Value for Money (the three 'E's): Officers review the proposed budget as part of the grant agreement process. Taking forward any comments/ conditions from the assessment stage officers ensure the budget has realistic costs and has not breached the threshold for overhead costs. (Economic)

5.26 First, delivery staff from all successful organisations will be required to attend a workshop. These workshops will be grouped by priority and cover all relevant elements of the grants process. They are a means to set the tone, prepare organisations for their relationship with London Councils, and to network with other providers. Areas included are:

- i. An introduction to and overview of the 2017-21 Grants Programme
- ii. Provider reporting requirements
- iii. The returns and payments processes
- iv. London Councils monitoring requirements and financial reporting
- v. Project evaluation requirements
- vi. Expectations of partnerships
- vii. How the providers will work with the service areas 1.3 and 2.5 and the support that is provided through these
- viii. Expectations of how the provider will work with boroughs
- ix. How links will be made between priority 1 and 2 and priority 1 and 3.

¹⁴ Where organisations do not complete the grant agreement process officers will report to Grants Committee with recommendations on how to proceed which could include recommending the reallocation of funding.

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- x. Questions and close

5.27 Second, successful organisations will be required to attend an agreement meeting. This meeting is an opportunity for officers to meet with each commissioned organisation. During each meeting officers will recap on the areas treated in the workshops (see paragraph 4.26) and in addition cover the following areas:

- i. Clarification of roles and responsibilities regarding lead partners / sole delivery organisations
- ii. Expectations of partnerships
- iii. How the providers will work with the service areas 1.3 and 2.5 and the support that is provided through these
- iv. Expectations of how the provider will work with boroughs
- v. How links will be made between priority 1 and 2 and priority 1 and 3.
- vi. Definition of outputs and outcomes
- vii. Reporting templates
- viii. Provider delivery plan and activities
- ix. London Councils publicity requirements
- x. Project finance, audit and budget
- xi. Section 37 requirements
- xii. The grant agreement and conditions of grant
- xiii. Next steps / requirements to be met before the grant agreement is issued.

5.28 Third, the agreement enables the Grants Committee and London Councils Officers to hold organisations to account. It requires funded organisations to deliver their projects in accordance with London Councils terms and conditions, the project specification, the application submitted by the organisation, the delivery plan agreed at the grant agreement meeting held by London Councils' staff and the provider, the London Councils project handbook (see delivery section below) and any subsequent terms agreed by the Grants Committee.

5.29 At this stage it is anticipated that providers will develop plans with relevant borough officers regarding how the project will operate in their borough. The scale of this work depends on the size of the project. Larger projects should enter into quite developed plans with each borough.



London Councils and London boroughs Co-production: (Triangulation Approach to Performance Management)

Providers will be required to establish plans of delivery with borough officers, to ensure services fit well with local provision and referral pathways are clear and publicised effectively.

5.30 The grant agreement sets the basis of the funding arrangements and expectations between the provider and London Councils. The agreement clearly states the outcomes and outputs the provider will be required to deliver and the consequences of underperformance (see delivery section below). It also sets out the reporting and monitoring requirements that the organisation have to meet. The funding agreements are the basis on which a robust approach to performance management in delivery of commissioned outcomes can be assured.

5.31 Progress on the grant agreement process will be logged by officers on a shared database. All correspondence with providers will be saved in relevant shared email folders and provider files in order to ensure a robust audit trail exists. Any issues arising from the agreement meetings will be recorded on the database and flagged to managers. This will allow managers to review progress and take necessary measures to overcome issues. The Grants Committee will be provided with a agreement progress report¹⁵.

6. Stage 3: Delivery

6.1 The following section of this report sets out the monitoring arrangements that will underpin the delivery phase of the 2017-21 Grants Programme. It is designed both to give members confidence in London Councils' processes of monitoring and control, and to provide officers with a clear framework within which to manage the programme on behalf of the Grants Committee. The focus will be the delivery of commissioned outcomes.

6.2 The delivery framework covers five aspects:

- i. Provider reporting
- ii. Provider monitoring

¹⁵ For the 2017-21 round of funding this report will be provided to the July 2017 Committee.

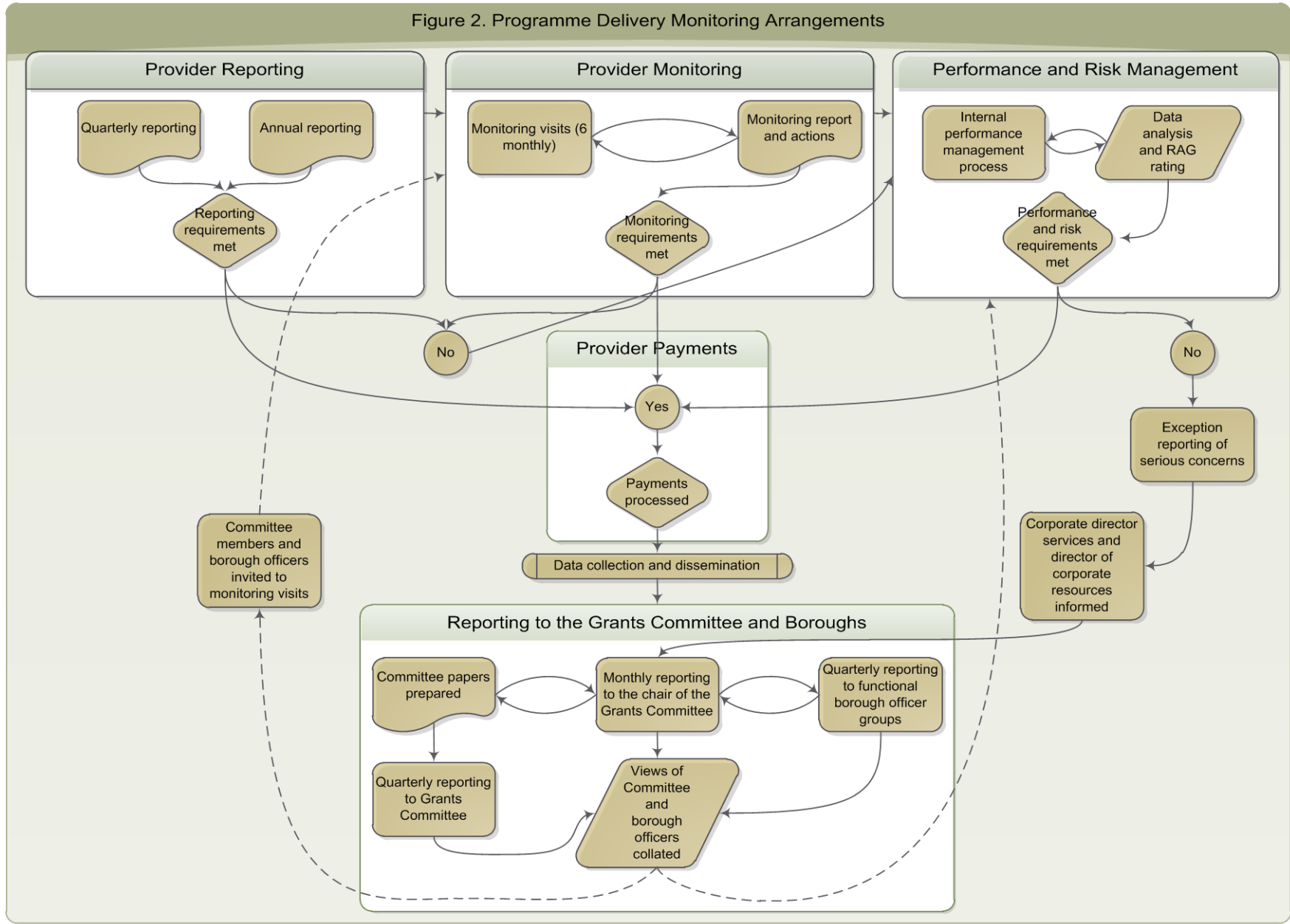
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- iii. Performance and risk management
- iv. Provider payments
- v. Reporting to the Grants Committee and boroughs

6.3 It should be noted that all correspondence with funded organisations, including emails, letters and reports will be saved to project specific folders on London Councils system. All milestones relating to the delivery and reporting on the programme will be logged by officers to provide a robust audit trail that can be used to aid internal and external audit. London Councils intends to use the GIFTS system to enhance this process.

6.4 An overview of the process is set out in figure 2 (below). This is followed by a detailed description of each element.

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Appendix One, Item 9 - Draft Commissioning Performance Management Framework

Provider Reporting

6.5 The provider reporting framework has been designed to give officers the data they need to effectively manage the programme and also to provide the Grants Committee with the information required to assess progress and hold providers and London Councils staff to account regarding the delivery of commissioned outcomes. The following sub-section outlines the quarterly and annual reporting requirements providers will submit to and describes the systems that support them.

6.6 All funded organisations will be required to report on a quarterly basis. Each quarter, providers will be required provide the following¹⁶:

- i. An outcomes delivery data report (including information on borough spread)
- ii. A short narrative report
- iii. Case studies

6.7 The outcomes data report will be provided in the form of an Excel workbook. The workbook will contain details relating to numbers of beneficiaries supported by the provider¹⁷. The report will collect the demographic information required to keep the committee informed of borough spread of provision and the extent to which the programme is meeting its equalities targets. The report will also cover the activities, outputs and outcomes delivered as well as information on the links the provider has with each borough. Each quarter, the provider will add additional beneficiaries and activities delivered and these will feed into a summary that compares progress against the delivery plan agreed with the provider at the grant agreement stage.



Value for Money (the three 'E's): Provider reporting has a number of elements that demonstrate value for money. These include the measurement of delivery against robust outcomes against the specification which was developed with boroughs. (Effective). On an annual basis providers will be asked to state how much additional resources have been levered into the organisation (Efficient). Monitoring requirements are designed to be proportionate to avoid unnecessary diversion of resources from delivery (Economical)

¹⁶ For details on how this information will be used see section on performance management below.

¹⁷ Where providers are working with vulnerable people, this information will be anonymised in line with legal requirements and best practice on data protection.

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6.8 In the 2017-21 programme service areas 1.3 and 2.5 have been designed to provide support to the relevant sectors to link to boroughs effectively, including through providing up to date contact information in both directions. There returns will provide a chance to assess how well this is working and if necessary officers will work with these providers to adjust the approach to ensure it is effective.

6.9 The narrative report gives providers the opportunity to describe how they are progressing against profile, to highlight any issues or challenges being faced and to look forward to the next quarter. It also asks the provider to inform London Councils of any proposed changes to the management of the project, including; staffing, partnerships and internal systems. It also asks information on equalities and how the project is publicised. Finally it covers progress on financial expenditure. A standard template will be used to ensure consistency of reporting.

6.10 Where a provider highlights any significant changes¹⁸, it will be required to submit an official change request. Where such requests do not increase the overall financial envelope of the programme and are within the priorities agreed by the Grants Committee, these will be considered by the officer, and approved by the team manager and the head of community services and grants. Variations that will materially change the delivery of the services agreed by committee will be reported to the chair of the grants committee and director of corporate services.

6.11 Case studies will be required from providers on a quarterly basis. These will be used to highlight areas of best practice relating to the delivery of the project, or to celebrate success relating to individual participant achievements (where appropriate). The case studies will be used by London Councils in a number of ways. These include a means to share knowledge and learning more widely, the basis for press releases or items for the website, and a method to keep the Grants Committee updated on how its funding is being used. The case study templates will include a section on the clients' views of the provision.

6.12 In addition to quarterly reporting, organisations will be required to submit information annually that will allow officers to assess wider issues of organisational health and compliance with London Councils' requirements. The following will be required of organisations:

¹⁸ A significant change is considered to be any change that alters the details contained within the grant agreement and schedules.

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- i. Annual report and accounts including 'Section 37 statement'¹⁹
- ii. Current and next years' budgets
- iii. Minutes of the organisation's AGM
- iv. An annual progress evaluation

The normal expectation for commissioned organisations completing annual reporting requirements will be by no later than June 30 each financial year.

6.13 Both the annual report and accounts and the current and next years' budget will be reviewed by officers in the same way as outlined in Table 1. Due Diligence Checks (above). The same criteria will be applied.

6.14 In addition officers review the 'Section 37 statement' to ensure that the funding was spent on the purposes to which it was awarded (including information on all partners). This process is also the final stage in the process for checking if there is any unspent funding. This follows the earlier requirements to submit a statement of anticipated underspend in the January during the relevant financial year and draft 'section 37 statement' three months after the close of the financial year (typically June). If unspent grant is identified officers make arrangements for this funding to be returned, either through reducing a subsequent payment or through the return of a cheque.



Value for Money (the three 'E's): Review of the Section 37 statement ensures that all funding provided to the organisation is correctly referenced in their accounts, and that all funding was spent on purposes to which it was awarded. Underspend that is identified is returned to London Councils. (Economic)

6.15 Where organisations fail to meet the criteria, officers will work with the finance team at London Councils to outline the best way forward. Where concerns are sufficient to suggest that London Councils' grant funding should be stopped, officers will brief the chair of the Grants Committee and corporate director of services. Following that a report will be

¹⁹ The requirement that organisations in receipt of local authority funding list this in their accounts and confirm that it was spent on the purposes to which it was awarded is set out in 137A of the Local Government Act 1972 which section was inserted into that act by section 37 of the Local Government and Housing Act 1989.

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provided to the Grants Committee recommending further action. Members will be asked to decide on the appropriate outcomes.

6.16 Officers will also review the organisation's accounts to check that the certifying accountant has prepared a Section 37 Statement in line with London Councils statutory requirements. In cases where this has not been done, London Councils will give the organisation a deadline within which to produce one. Where organisations do not comply, London Councils will use the performance management framework (see below) to deal with the issue.

6.17 Following the internal audit review reported to Audit Committee on 22 September 2016 the following additional elements have been added to the annual accounts checking process. Officers receive training periodically to ensure they are able to read and interpret/analyse audited financial accounting statements. Where additional support is needed, Issues are escalated up to managers including the senior finance manager and (depending on the severity of the issue) to the London Councils finance team. The Due Diligence Checks performed on annual audited financial statements submitted by funded organisations are recorded in one place to ensure they can be reviewed at any time.

6.18 A number of checks have also been added to the list of measures that are reviewed annually on accounts (these are to be reviewed after 12 months to assess if all the additional checks are useful given limited monitoring resources). These form part of the Due Diligence Checks table outlined in Table One above.

1. A historical look at assets and liabilities over past financial years to see whether there is a downward trend in assets;
2. Reviewing the accounts to see whether the organisation has lost any grant funding or is unable to attract other sources of funding;
3. Whether the accounts are in deficit over financial periods;
4. Whether credit balances brought forward are diminishing;
5. Whether restricted and unrestricted reserves are reducing over financial periods;
6. A review of the amounts being spent on designated funds.
7. A review of investment performance to see whether this is decreasing consistently over a two year period;

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8. Flag up and report any consistent deficits, decreasing reserves and investment performance, loss of funds and diminishing credit balances over a two year financial period.

6.19 All providers will also be required to submit minutes of their AGM. Officers will review the information in order to content themselves that there are no issues that could jeopardise London Councils' funding or the delivery of the project. Where concerns are noted, these will reported in the manner outlined in paragraph 5.12.

6.20 The final annual reporting requirement is the provision of an annual progress evaluation. This will include a more detailed version of the quarterly narrative report outlined in paragraph 5.8. It will be an opportunity for the organisation to report back on any wider issues that have contributed to particular areas of success or challenge in delivering commissioned outcomes. Providers will also be expected to provide a breakdown of project expenditure for that year and to re-confirm which members of staff and partners are involved in the delivery of the project. It will also include a work plan for the following year, which if necessary will be used by the organisation and grants officers to update the project plan. Providers will be asked how much additional funding has been levered into the organisation as one of the added value elements measured under the value for money theme.

Provider Monitoring Visits

6.21 The provider reporting arrangements will be supplemented by monitoring visits. These afford officers and others the opportunity to see at first hand both the activities that the organisation is delivering, but also to check that the organisation has the required evidence in place to support the claims made in the reports and to ensure there is a process of triangulation between borough officers, members and grants officers.



London Councils and London Boroughs Co-production (Triangulation Approach to Performance Management)

Providers visits can be open to relevant borough officers and members to attend where a particular issues arises. In addition, there are a number of Chair visits organised, in which the Chair of the Grants Committee invites members and relevant borough officers (such as the chair of a relevant borough officer network) to attend a visits to a project.

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6.22 There are two types of provider visits Information Visits and Delivery Visits. Information Visits involve the review of documentation and monitoring systems to verify service user delivery data provided in quarterly returns, including data relating to delivery partners. The visit also involves checks relating to the operation of the organisation in terms of management/governance, staffing, finance, risk and partnership working. Organisations will be expected to provide evidence of outputs and activities claimed, including information regarding how they link to local authority services, as well as grant expenditure. Information visits also provide officers with the opportunity to discuss the wider environment and policy changes and the impact that these have on the project.

6.23 Delivery visits involve a review of the delivery of the project, interview with a service user (where appropriate) and staff as well as checks on the physical environment of the delivery venue (such as disability access, information available to service users).

6.24 Officers will plan a schedule of monitoring activities with the providers. In the first year of operation, organisations will be visited once (or potential twice depending on their RAG performance and risk rating). In order to improve access by boroughs to the 2017-21 Grants Programme, nominated members and borough officers will be given the opportunity to attend a number of these monitoring visits.

6.25 Grants officers will also use intelligence gathered through the Grants Committee and borough officer functional groups to address any issues that arise. For example, if the Lambeth representative on the Housing Leads and Homelessness group reported that provider x had not made contact with the borough to ensure referral routes for local beneficiaries, officers would raise this issue at the monitoring visit and where the borough officer or nominated member wished to accompany the officer on the monitoring visit, this would be arranged.

6.26 In addition, commissioned organisations will, where appropriate, be invited to present to the Grants Committee and specialist borough officer functional groups. This will be an opportunity for these organisations to present some of the successes and challenges being faced and to explain the impact of their services across London.

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6.27 Officers will use a common template to guide their approach to the visits. The template will cover their observations on the delivery of the project and also a list of evidence checks to carry out. Officers will be expected to collect and report back participant feedback on the quality of provision.

6.28 At the end of each monitoring visit, the officers will agree (as necessary) a set of actions to be completed by the provider and a deadline for their completion. The findings of the visit will be recorded on the monitoring template and sent to the provider. Officers will be responsible for ensuring that monitoring actions are completed. Progress will be logged by the officer on London Councils internal systems.

6.29 Any issues of concern to officers will be managed within the performance and risk management framework outlined below. In the following years of delivery, officers will be able to reduce or increase the frequency of visits based on an assessment of risk.

6.30 Provision will be made to complete spot checks, including those undertaken by London Councils finance and audit staff and by boroughs where a local issue is identified. Joint working with London Councils will generate efficiencies and shared intelligence. Members will also be able participate in this activity.

6.31 London Councils will encourage (or require where this is necessary to demonstrate the results achieved in the delivery of outcomes) organisations to conduct surveys of users to support assessment of the quality and value of the services available. These surveys have a utility in offering an external source of ratings and appreciation of services actually received.



Value for Money (the three 'E's): The provider visits allow for a number of checks to take place that relate to value for money. Firstly, they act as a verification of the data provided in the quarterly returns including service user information and outcomes achieved, and service user involvement in the review and adapting of services (Effective). Secondly, there are a number of checks on financial elements including the organisation's financial oversight and spot checks on expenditure items (Efficient, Economic). Officers will also check the sustainability policy (energy costs etc), procurement policy and check that there is a regular review of suppliers.

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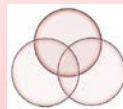
Performance and Risk Management

6.32 The performance and risk management framework has been developed with due regard to findings from previous programmes and audits. Full details will be outlined in a revised version of the programme manual used by all staff working on 2017-21 grants and ESF funded programmes. Providers will also receive handbooks that set out their responsibilities and London Councils' requirements.

6.33 Officers will use a performance rating calculator for individual providers that covers several aspects of delivery including:

- i. Performance (delivery against target outcomes (72% of score)
- ii. Quality (18% of score) (provider self-assessment (annual) and client satisfaction)
- iii. Compliance (10% of score) (timeliness and accuracy of claims and reporting, responsiveness and the proactive management of risk)
- iv. Organisational due diligence check (annually)

6.34 The calculators will be updated on a quarterly and annual basis following submission of provider reports. Organisations will be scored on a scale of zero to 100 and this will produce a RAG rating. Scores will be used to determine the frequency of provider monitoring visits and to suggest when to take remedial action. Where providers have an amber rating this will be reported to Grants Committee and any actions to address this outlined. Where providers have a red rating for two consecutive quarters, officers will be required to put in place recovery action plans.



Value for Money (the three 'E's): The Red/Amber/Green RAG process supports the Value for Money theme. It allows for effective performance management including the review of delivery against agreed outcomes and service user levels, service user involvement and ability to continue delivering the project within the grant conditions. It determines the level of intervention needed by officers (and Grants Committee) as part of the risk based approach to performance management.

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6.35 Where there are issues of underperformance, officers will also work with their relevant borough counterparts. For example, if there are issues specific to a locality that is preventing access to services; officers will seek to use local intelligence to unlock any difficulties that threaten the delivery of commissioned outcomes.

6.36 Principal programme managers will conduct monthly priority and 1:1 meetings with officers. Individual provider progress will be reviewed at these meetings the principal programme managers will also review progress of officers against agreed work plans, assessing reporting, monitoring, payments and project evaluation. Any risks or issues with providers will be reported back to the head of community services and grants at bi-weekly meetings. For example, where providers fail to meet the performance management recovery action plan, clauses in the grant agreement will be used to either reduce funding or terminate (depending on the severity of this issue and subject to Grants Committee approval). Where appropriate issues will be escalated to corporate director of services.

6.37 The services directorate risk register will also include a specific set of risks relating to the 2017-21 Grants Programme. This will be updated on a monthly basis by the grants team and will ensure that there is a means by which to alert the corporate director of services of risks related to the programme. Senior Management Team reviews the risk register on a regular basis as well as key performance indicators relating to the performance of the team.

6.38 The minuting of team meetings, use of performance rating calculators, and escalation reporting will support a programme management approach that encourages shared ownership of programme objectives and risks by the grants team.

6.39 This process will be supplemented by exception reporting (see figure 3 below) of issues of particular severity. The origination of exception reporting could potentially come from four sources:

- Grants officers
- Members – in particular Grants Committee Members
- Borough officers – primarily through the functional groups
- Third-parties such as a whistle-blower, another funder, or service user.

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London Councils and London Boroughs Co-production (Triangulation Approach to Performance Management)

A clear process for raising concerns or issues will be provided to which borough officers will be made aware.

6.40 Where officers suspect serious wrong-doing by providers, or receive reports of serious wrong doing, they are instructed to inform their line manager immediately of their concerns in line with the Anti-fraud and Corruption Strategy (which is found as an appendix to the manual).

6.41 The line manager will escalate issues to the corporate director of services within 24 hours of notification. Where concerns are upheld, the director of corporate resources will be informed within 24 hours. Where appropriate the Grants Committee will be informed (see below). At this stage, the risk will be categorised as high or low risk, using London Councils standard risk management framework, which considers financial, reputational and delivery risk.

6.42 Where a low risk categorisation is assigned, the originator of the concern will be informed of next steps. Where, a legitimate concern has been identified, the originator will be invited to monitor its resolution and grants officers will prepare a report that draws out lessons learnt. Where necessary, internal processes will be updated as appropriate.

6.43 Where a high risk categorisation is assigned, the chair of the Grants Committee will be informed at monthly update meetings and officers will prepare a report outlining next steps. The report must be agreed by the chair of the Grants Committee, the corporate director of services and the director of corporate resources before being shared with the originator of the risk and the Grants Committee²⁰.

6.44 Officers will then implement the recommendations contained in the report. To do this it will be necessary to work with the provider and possibly third parties such as the City of London Corporation or external auditors, the police, the Charity Commission and other

²⁰ There may be instances where the concerns are of a nature that precludes sharing the detail. Where this is the case, the originator and the committee may not receive the full report. The chair of the Grants Committee will decide where this is the case.

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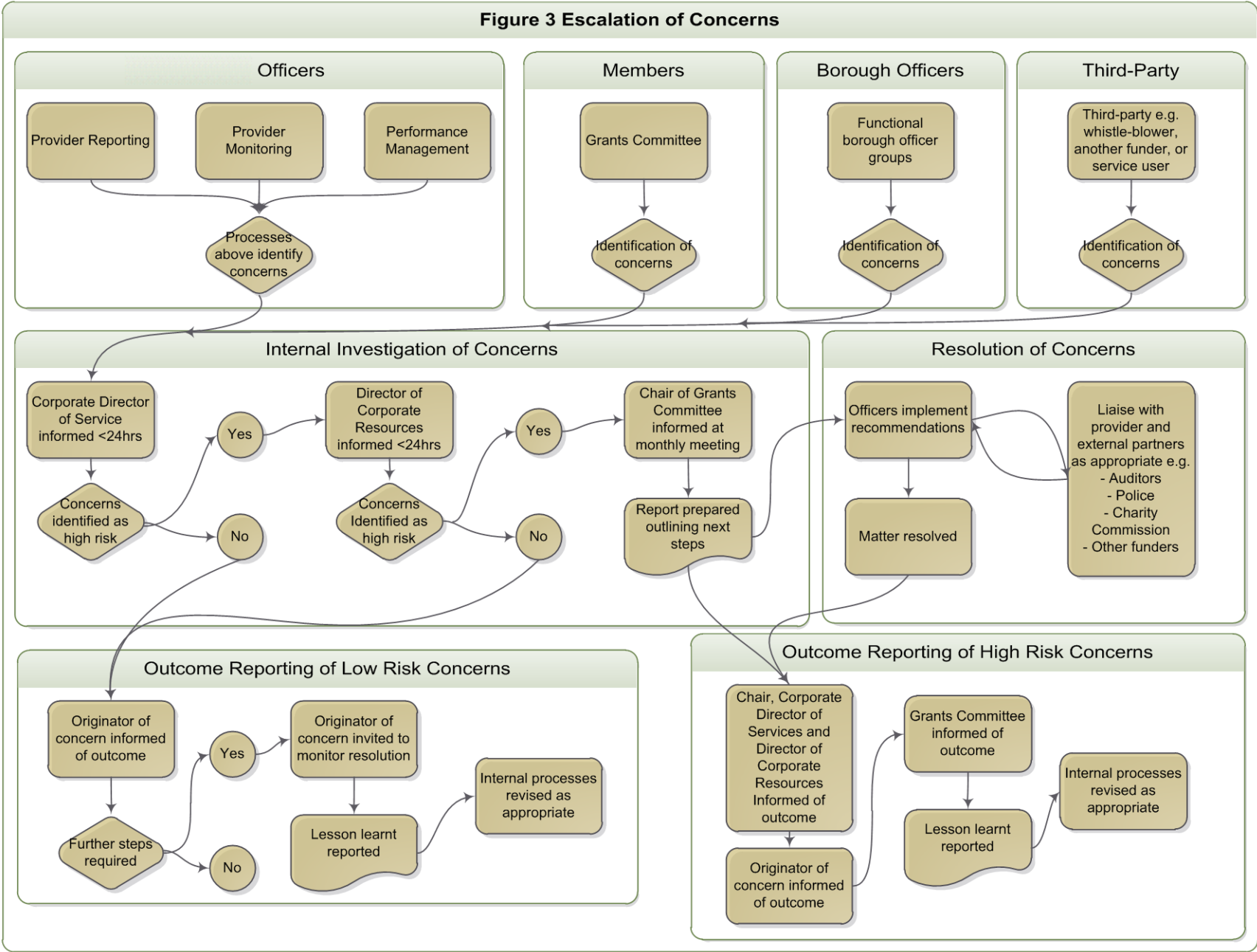
funders. Where matters are reported to the police, officers will be expected to follow the Anti-fraud and Corruption Strategy (which is found as an appendix to the manual).

6.45 On resolution of the issue, the chair of the Grants Committee, corporate director of services and the director of corporate resources will be informed of the outcome. This will be done in the form of a report that identifies lessons learnt. On their approval the report will be shared with the originator of the concern and the Grants Committee. Where necessary, internal processes will be updated as appropriate.

6.46 Records of the process, such as emails, letters and supporting evidence will be kept as detailed in previous sections of this report. All provider files will be kept open until matters are fully resolved.

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Provider Payments

6.47 The provider payment system has been designed to ensure that appropriate controls are in place to protect the public money invested in the programme by the boroughs. They have also been designed to ensure that there is link between delivery of commissioned outcomes, compliance and payment of funding. The section below sets out the process for paying providers and highlights the controls in place to ensure that only those providers that are meeting requirements receive funding.

6.48 It should be noted that the principles for paying providers differ slightly between priorities 1, 2 and 3. For the former priorities, payment is made quarterly in advance (in the second month of the quarter). For the latter priority²¹, payment is made quarterly in arrears, with providers receiving an advance payment which is reconciled in the second year of grant.

6.49 Despite the differences in the way providers are paid, the systems that support both are the same. The first payment to providers is made only when all grant agreement actions have been completed and signed agreements are in place. Subsequent payments are only made when reporting, monitoring and compliance requirements have been met. The trigger point for payment is the receipt of the quarterly (and where relevant, annual) reports.

6.50 When grants officers are satisfied that the grantee has met these requirements, they schedule the payment on London Councils' grants database, GIFTS. Every two weeks, the senior finance manager will run a payment request report. This report is provided to the officers, who certify the following information:

- i. That the amount requested is correct
- ii. That the organisation name is correct
- iii. There are no outstanding issues with the organisation
- iv. That the unique GIFTS reference number for the organisation is correct
- v. That the time period that the payment relates to is correct.

6.51 In order to ensure oversight of this process, the principle programme manager checks that the payments requested are supported by completed reports that have been properly signed off by the grantee. S/he will also check that the amounts

²¹ The ESF match funded part of the programme uses a *payments by results* model common to the England ESF programme. This system ensures that providers are paid for each achievement.

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requested match the payment request and are within the budget agreed for the provider. Finally, s/he will verify that there are no outstanding monitoring or compliance actions.

6.52 Once the principle programme manager has signed off the payment requests, these are sent to the finance department, who spot check the payments before they are released to organisations. Payments are made through the Corporation of London's CBIS payments processing system. This system has been designed to ensure that the payments process is robust.

6.53 Where there are concerns of the nature highlighted in previous sections, all payments will be put on hold. Where organisations are failing to deliver according to their delivery plan and underperformance is noted for two consecutive quarters, payments can be reduced in proportion to the level of underperformance. For example, if a provider has delivered only 75% of the outcomes and outputs agreed in its grant agreement and delivery plan, its scheduled payment could be subject to a proportionate reduction²².

6.54 The grants team will commission the City of London to carry out an annual audit of the programme. This will be used to ascertain the extent to which the performance management and payment processes outlined above are being adhered to. Auditors will be asked to comment on strengths and weaknesses of the London Councils' systems and make recommendations for improvements. The findings will be shared with the Grants Committee. This process will supplement the annual external London Councils audit.

Reporting to the Grants Committee and Boroughs

6.55 There are two key groups for whom regular reports will be provided. The first is the Grants Committee (and Grants Executive and other relevant members) and the second is the relevant borough officer networks. The reporting framework outlined in this section aims to strike a balance between reporting overall progress towards the objectives of the 2017-21 Grants Programme and exception reporting of areas of particular concern and indeed success.

6.56 Reporting to the Grants Committee will be done through two main channels. Firstly, officers will provide updates monthly to the chair of the Grants Committee. The

²² It should be noted that the performance management framework can be used to adjust delivery plans, where genuine reasons for underperformance exist. For example, if the provider identified issues with the way in which it was engaging beneficiaries and updated its delivery plan accordingly, it would be given time to put in place new systems.

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updates will highlight any issues of concern that have been identified through the performance and risk management framework outlined above.

6.57 The Grants Committee will receive reports on progress made towards the commissioned outcome objectives, as outlined in the service specifications agreed by the Grants Committee and as set at the beginning of the programme with providers. These will provide an overview of overall activities, outputs and results delivered and expenditure committed. A RAG rating for each grantee will be provided as appendices to the reports. The reports will flag up any groups where there are issues of concern as outlined above.

6.58 In addition to the overarching reporting on progress, the Grants Committee will agree an annual cycle of thematic reviews to scrutinise delivery against each of the 2017-21 grant programme's priorities. Members will be provided with additional information about how the projects for that priority are performing in the delivery of commissioned outcomes. A relevant provider will be selected to give a presentation to the meeting. These meetings will also look at the links between the providers and local officers. Relevant London Councils portfolio holders will also be invited to attend these meetings. It is anticipated that relevant Chair monitoring visits will coincide with the thematic reviews.

6.59 The Grants Committee will be provided with case studies that highlight any areas of good practice or success. This is being proposed as a means to ensure members get a balanced view of both challenges and successes.

6.60 All reports will be shared with the chair of the Grants Committee prior to wider circulation. This will be done to ensure enough time is available to incorporate the chair's feedback into the reporting process. It will also afford the officers opportunity to fully brief the chair on pertinent information that should be drawn to the Grants Committee's attention.



London Councils and London Boroughs Co-production Quarterly reporting to the Grants Committee, Grants Executive and relevant borough officer networks ensures scrutiny of provider performance. Thematic Reviews will provide an opportunity to review a priority area in more depth. This is enhanced with an annual survey of relevant borough officers to ensure service delivery is working well with local provision.

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6.61 It is important that borough officers are kept up to date with programme progress and that they are aware of the London Councils services being delivered locally to support the key target groups for the grants programme. To this end, the London Councils grants team will share Grants Committee reports at the point of publication with the borough officers identified in paragraph 5.6.

6.62 Officers will also work through London Councils' policy networks to disseminate information about programme progress to local officers. Where borough officers have particular concerns about the provision being offered through London Councils' grants programme, they will be invited to make a formal report and attend monitoring visits or feedback sessions with London Councils' staff. London Councils is committed to ensuring that the grants programme is a shared resource that benefits the members. Officers will undertake an annual survey of relevant borough officers to ensure the services are working well with local provision.

6.63 The process and timeframe associated with the new monitoring process is as follows:

- i. If members of Grants Committee agree funding to commissions at their meeting of 8 February 2017, then officers will have from 9 February to 31 March 2017 to draw up and sign off agreements or as soon as practicable after 1 April 2017.
- ii. Members will receive a six month progress report covering the period 1 April – 30 September at the first Grants Committee meeting following this period.
- iii. A more detailed annual return covering the period 1 April 2017 – 31 March 2018, will be reviewed at the July 2018 Grants Committee AGM. This return builds on the quarterly and annual progress reports, providing more detail and information on outcomes achieved.
- iv. Commissions are awarded for a four year period, subject to performance and availability of resources.

7. Stage 4: Programme Closure and Evaluation

7.1 The final stage in the programme lifecycle is programme closure and evaluation. At this stage, funded activities should be properly closed and lessons for future programmes noted and acted upon. There are a number of elements in the programme closure and evaluation phase. These include:

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- i. Project closure
- ii. Archiving
- iii. Evaluation

7.2 In order to ensure the programme is properly closed, each individual project should be closed. The project closure process covers a number of elements, each of which is recorded on project files and on London Councils grants management system, GIFTS.

7.3 First, a complete check of project finance is undertaken. For priorities 1 and 2 the final payment of the programme will be split. This is due to the fact that payments under these priorities are paid in advance (in the second month of each quarter). An initial payment is released on satisfactory returns being submitted for the penultimate quarter. The second part of the split payment is made after receipt of a satisfactory final return after the close of the project including a report on any underspend. Where there is significant under-delivery, in particular where providers have been performing at an amber or red level on the RAG rating system for two or more quarters officers will seek to reduce the final payment in line with the level of under-delivery.

7.4 Officers will be required to ensure that all financial records relating to payments is up to date on the GIFTS system and that all payments due to organisations have been disbursed and any financial reconciliations made. They also check that all financial reporting requirements, such as submission of accounts and Section 37 statements have been properly reported.

7.5 Second, officers will certify that all provider reports have been received and that all outstanding actions relating to reports have been fully cleared. Third, officers will certify that all monitoring visits have been logged on GIFTS and actions completed.

7.6 Fourth, officers will certify that providers have submitted a final evaluation report that summarises the successes and challenges of the projects delivered. Officers will quality control these reports before signing them off. Where providers have not addressed specific points that officers consider to be material, commissioned organisations will be asked to resubmit a revised report. The purpose of this approach is to ensure that genuine lessons can be learnt.

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7.7 Once each of the actions above has been concluded to the satisfaction of the officers in question, they will close down the GIFTS account for each organisation and email the provider thanking them for their work and explaining any document retention requirements. Where there are outstanding issues in any of these areas, projects will not be closed until issues are resolved.

7.8 In order to comply with best practice and external funding regulations, all documentation relating to the programmes will be archived (whether electronically or in hard copy) in line with London Councils document retention policy. This will ensure that documentation is available in the event of future audit or freedom of information requests.

7.9 On-going internal evaluation of the programme will be concluded at programme closure (as required by the Grants Committee). It will make use of the individual provider final reports and officer experience to highlight areas of best practice and suggestions for improvements to be made to future programmes. It will also consider the skill sets and requirements for the grants team in the on-going management of the programme.



Value for Money (the three 'E's): Key to ensuring value for money is the evaluation of the programme which involves the statutory requirement to periodically review need (including equalities information). Some of the large commissions will be encouraged to include social impact value in the review of their commissions.



London Councils and London boroughs Co-production: Boroughs are involved extensively in the review and evaluation of the programme, to ensure that the programme continues to be relevant to the needs presenting in their boroughs.

7.10 For priorities 1 and 2 the evaluation of the programme occurs concurrently with the design of the new programme. For the 2013-17 programme this included a provider level review which concluded in November 2014 and a programme level review (the 2015-16 Grants Review) which reviewed the programme. Further details of this are included in Section 4, Stage 1 Design above as the two stages of Evaluation and Design were both covered in the 2015-16 Grants Review.

7.11 As outlined above a risk-based approach is taken in this framework, which guides the level of performance management dependent on the level of risk/ RAG score of the project. During the evaluation and design phase this variance approach is

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enhanced to ensure sufficient resources are deployed on the evaluation of the programme and design of the following programme.

7.12 Going forwards, an evaluation stage will be built into the programme at a mid point to ensure the projects are delivering satisfactorily against the service specification. This will also include a review of need, to investigate new and emerging need and ensure that projects are able to address this.

Recommendations

The Grants Committee is recommended to adopt the commissioning performance management framework as policy of this committee.

Members are asked to note the cycle of reporting to the Grants Committee as outlined in sections three to six. Reports will include periodic progress updates and an annual cycle of reviews against the four commissioning objectives.

Financial Implications for London Councils

There are no financial implications for London Councils arising from this report.

Equalities Implications

The emphasis of the monitoring arrangements is to promote delivery and access to London Councils' funded services they need, and in particular the target groups highlighted in the specification as particularly hard to reach or more affected by the issues being tackled.

Organisations submit equalities monitoring data, which can be collated across the 2017-21 Grants Programme to provide data on the take up of services and gaps in provision.

The priorities of the programme were set after thorough consultation and consideration of equalities impacts. This fed into the equalities information in each of the specifications. A similar approach will be taken to future programmes.

Legal Implications

There are no legal implications arising from this report. Officers will work with Corporation of London legal team to ensure the grant agreement template and monitoring documentation is legally sound.