

Grants Committee

8th February 2017 : 2:00 pm

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 (1st Floor) 1:00pm

Conservative Group:

(Political Adviser: 07903 492195) Room 6 (4th Floor) 1:00pm

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A sandwich lunch will be provided in the political group pre-meetings

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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
23 November 2016

Minutes of the Grants Committee held at London Councils, 59½ Southwark Street, London SE1 0AL on Wednesday 23 November 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 Denise Scott-McDonald
Harrow	Cllr Sue Anderson
Havering	Cllr Melvin Wallace
Hounslow	Cllr Richard Foote
Islington	Cllr Kaya Comer-Schwartz
Kensington & Chelsea	Cllr Gerard Hargreaves
Lambeth	Cllr Paul McGlone (Chair)
Lewisham	Cllr Joan Millbank
Merton	Cllr Edith Macauley
Newham	Cllr Forhad Hussain
Redbridge	Cllr Bob Littlewood
Southwark	Cllr Barrie Hargrove
Sutton	Cllr Simon Wales
Tower Hamlets	Cllr Rachael Saunders
Waltham Forest	Cllr Clyde Loakes (substitute)
Westminster	Cllr Rachel Robathan (substitute)

London Councils officers were in attendance.

Yolande Burgess, Strategy Director, was introduced to the Committee as this was the last meeting to be attended by Nick Lester-Davis, Corporate Director, Services. The Chair proposed a vote of thanks for Nick's work, endorsed by the Committee. Nick Lester-Davis thanked the Chair and Committee and said he hoped that in his work with members he had supported the voluntary sector to move to a more partnership way of working.

1. Apologies for Absence

- 1.1 Apologies were received from Cllr Richard Cornelius (Barnet), Cllr Hamida Ali (Croydon), Cllr Jonathan McShane (Hackney), Cllr Sue Fennimore (Hammersmith & Fulham), Cllr Eugene Ayisi (Haringey), Cllr Douglas Mills (Hillingdon), Cllr Julie Pickering (Kingston upon Thames), Cllr Meena Bond (Richmond), Cllr Liaquat Ali (Waltham Forest), Cllr James Madden (Wandsworth), Cllr Nicki Aiken (Westminster)

2. Declarations of Interest

- 2.1 There were three declarations of interest: Cllr Joan Millbank (Lewisham) as an employee of City Bridge Trust; Cllr Alison Gowman (City of London) as Chair of City Bridge Trust; and Cllr Sue Anderson (Harrow) as a member of the National Autistic Society.

3. Minutes of the Grants Committee AGM – 13th July 2016

3.1 The minutes were agreed as an accurate record of the meeting, subject to the correction of the spelling of Cllr Comer-Schwartz's name in item 6.1 (written incorrectly as Cllr Komer-Schwartz).

3.2 The Chair raised the following points in relation to items in the minutes:

- Regarding the requirement to review Terms of Reference, it was confirmed by Simon Courage, Head of Grants and Community Services, that item 7 on this agenda would address the issues raised at the previous meeting
- The issue of clustering, raised by members on page 5 of the minutes, had been considered by staff. The Head of Grants and Community Services commented that while the clusters had made sense at the time, not enough consideration had been given to borough's needs to work together. The cluster would have to remain until the current agreements conclude at the end of 2018. However the clusters will be revisited at the end of 2016/17. Cllr Carr felt that more detail was required in order to understand the fuller picture as he felt that it was difficult to see the value added in terms of areas like employment initiatives under the present arrangements.
- Borough profiles (referred to in page 6 of the minutes) – the Head of Grants and Community Services had tabled an example of the pro forma to be sent to boroughs going forward as part of the review of the Commissioning Performance Management Framework.

3.3 Cllr Anderson asked why people on the Autism spectrum were not specifically targeted in terms of employment initiatives. The Head of Grants and Community Services responded that around 65% of people on the programme had additional needs, including Autism, but because the programme was working within the National Framework there were no specific Autism targets. However, he agreed to consider the issue and report back to the Councillor.

4. Performance of Grants Programme 2013-17

4.1 The Head of Grants and Community Services outlined the key performance areas, namely: Priority 1 – outcomes were 27% above profile; Priority 2 – outcomes were overall 12% above profile; Priority 3 - outcomes were not currently being reported as projects had closed at the end of 2015; Priority 4 – overall 5% below profile.

4.2 The number of interventions in each of the priorities was also mentioned, and that 21 projects were green and 4 amber; the amber projects were so rated because of a combination of delays in collecting data, and loss of partner organisations. It was hoped that the Women in Prison project would pick up, but section 6 of the report also set out the process for the recovery of funding. The Ashiana Network project, which had been delayed in starting up, had moved from red to amber and it was hoped to move to green by the next quarter. In response to a question from the Chair, it was confirmed that while many of the interventions were unique, there may also be some crossover between them.

4.3 Referring to Appendix Two of the report, Cllr Loakes asked why there had been so little impact of Service Area 2.1 projects in Waltham Forest? Katy Makepeace-Gray, Principal Programme Manager, responded that it was likely that the project had not reached the borough yet (there were similar low numbers in Kensington and Chelsea) but would check and respond to the Councillor. The project works on a rolling basis delivering prevention activities in schools and youth settings.

- 4.4 Cllr Scott-McDonald asked for assurances that robust delivery would be guaranteed as projects moved toward their deadline? The Principal Programme Manager confirmed that the performance management framework would ensure delivery by the end of the programme.
- 4.5 In response to a question from Cllr Carr, regarding outcomes with and without interventions, Officers confirmed that there is a need to strengthen the clarity of outcomes, which will be covered in the new specifications in July 2017. Cllr Carr asked whether an intervention in a school of, say 200 pupils would count as one intervention or 200? Members were referred to the table at Appendix 2 which includes both new service user numbers and numbers successfully achieving each outcome from the London Councils specification. The Corporate Director, Services mentioned that the complexity of these tables reflected the issues associated with plotting outcomes.
- 4.6 Cllr Hargreaves asked a question about the apparent disparity between clusters and outcomes for Kensington and Chelsea. It was agreed that the Head of Grants and Community Services would check the detail and confirm this.
- 4.7 In relation to a concern from Cllr Massey about groupings and the need to identify borough issues rather than pan London ones, the Head of Grants and Community Services said that, moving forward, borough targets have been identified in the service specifications and that quarterly reporting of this information would take place. Performance issues would then be discussed with those individual boroughs. This was supported by the Chair, who confirmed that Grants Committee had previously given a clear steer for the need for borough accountability.
- 4.8 Cllr Wales mentioned the issue regarding the discrepancy between housing and homelessness, and the general likelihood of more homelessness in central London. The Head of Grants and Community Services agreed that it can be difficult to assess this, and that the figures are more definite within, say, the poverty priority. The Corporate Director, Services, mentioned that 45% of all recorded homelessness was in outer London.
- 4.9 Cllr Robathan commented on the issue of homelessness in Westminster, and the fact that the number of people sustained in tenancies in the borough is very low. The Head of Grants and Community Services mentioned that it is often difficult to obtain statistics on sustainability, but it would be possible to use a larger sample to recognise this.
- 4.10 Cllr Carr mentioned that homeless households are often housed in outer London because the cost of housing is lower, and was concerned about people being housed in Bromley when they had declared themselves homeless in central London. The Head of Grants and Community Services confirmed that the homelessness target setting factored this movement into the calculations as far as possible. The borough targets in the new programme would reflect this. Cllr Carr also hoped that the issue of one organisation providing two projects where each individual project was below the financial scrutiny target would be looked at.
- 4.11 Cllr Millbank commented that any performance against targets would be impacted on by indirect factors, for example wider policy changes. Cllr Anderson observed that another impact on homelessness was the volatile nature of private sector rented accommodation and the actions of landlords.
- 4.12 Members agreed to note Section 1 (a – d) of the report.

5. Month 6 Revenue Forecast 2016/17

- 5.1 The Chair asked Frank Smith, Director of Corporate Resources, to introduce the report.

- 5.2 The Director of Corporate Resources reported that the projected £854,000 surplus was mainly attributable to slippage attributable to the delayed start of the new ESF programme, with slippage minor underspend projected in respect of Priority 1, 2 and 4 projects. There is also a projected small overspend in respect of preparatory work in setting up new commissions.
- 5.3 It was confirmed that, in terms of the ESF funding for the new programme, the total commitment from boroughs would not exceed £3million; £1million had been paid in 2015/16, £1million in the current financial year and the final £1million was to be paid in 2017/18. There would be no further contribution from boroughs from 2018/19 onwards.
- 5.4 The Committee noted the projected surplus of £854,000 and the projected level of reserves highlighted in the report.

6. Grants Programme 2017-21: Update on Commissioning Process

- 6.1 The Chair recognised that there had a good commissioning relationship had been developed to carry out this work, and formally thanked borough officers, who had all been involved in the process.
- 6.2 Members were informed that the next step would be a confirmation of scoring, followed by an assurance process with extensive due diligence, before officers make recommendations in 2017.
- 6.3 Cllr Millbank asked whether due diligence was carried out for sub-applicants as well as the main applicant? Officers confirmed that although it is the responsibility of the lead applicant to check the viability of sub-applicants, that all applicants are checked by LC prior to allocation of any grant.
- 6.4 Cllr Comer-Schwartz asked about the quality of the reference process, and was informed by officers that as well as taking up two references (for the applicants applying for more than £1m) relevant borough staff are also involved in the scoring. The Chair pointed out that references are in the public domain and as such could be made available to bidding organisations.
- 6.5 In response to a question from Cllr Carr, it was confirmed that the financial threshold was assessed on a per annum basis, and other capacity assessments are also be carried out.
- 6.6 Cllr Wallace asked whether organisations in Havering could now bid for other contracts in neighbouring boroughs? The Head of Grants and Community Services clarified that his earlier comments regarding clusters had meant that there would be a review of them in 2017, and that if any opportunities were presented for such bidding, this would be subject to an open process.
- 6.7 The Chair was keen that the assessment work be done as soon as possible so that the final recommendations could be done well in time for the February Committee, possibly to be sent out a little prior to the usual dispatch deadline. Officers agreed to consider this.
- 6.8 The Committee formally thanked the borough officers involved in the scoring and moderation process and noted the remainder of the report.

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

- 7.1 The Chair informed members that in July 2016 Grants Committee Members had 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 to deliver on the work with City Bridge Trust (CBT). The report provided to Grants Committee was as a result of a requirement to provide with a report back on the financial comment required, capacity issues and a workplan.
- 7.2 The Head of Grants and Community Services drew members' attention to Appendix One of the report which set out, within three aims of providing local government leadership, a voice for boroughs and working in partnership with CBT, a series of shorter and longer term objectives, which had been a specific requirement from members. He commented that discussion with boroughs was ongoing to build up intelligence that CBT would turn into a strategy linked to funding deliverables.
- 7.3 The Chair added that the CBT offer asked the Committee to provide leadership in the Third Sector, an offer which he felt should be taken up, and with which members agreed. This could be undertaken by the Grants Committee, and members may wish to consider whether the terms of reference needed to be enhanced to adequately reflect working with City Bridge Trust and an enhanced leadership role within the sector. Should members wish to do this it would require an agreement from Leaders' Committee. The Chair also proposed the establishment of a separate Sub Committee. He asked officers to facilitate both of these requirements.
- 7.4 Cllr Comer-Schwartz supported this and felt that the boroughs were well placed to know their own needs.
- 7.5 Cllr Millbank supported this but felt that, as 'The Way Forward' report was in her opinion not always clear, this echoed the need for the mechanism of a Sub Committee to help work out a set of detailed outcomes and to help make the work sustainable. This comment was endorsed by Cllr Wales. Cllr Hargreaves supported the setting up of a sub-group, and that the outcomes would need to be strengthened going forwards, given that it was an early stage in the process.
- 7.6 Cllr Carr felt that £75,000 was a lot to expect in terms of year one delivery. It was confirmed that this figure was net of salaries but included accommodation costs.
- 7.7 Cllr Scott-McDonald felt that as this was a new role for Grants Committee that a conversation with the Deputy Mayor would be useful. Officers confirmed that this was factored in as was a link to London Funders. The Chair had been contacted by Matthew Ryder, Deputy Mayor Social Integration, Social Mobility and Community Engagement at the GLA, who would work with the Sub Committee.
- 7.8 The Committee noted the budget proposals, agreed the workplan and agreed to propose to Leaders' Committee an extension of its Terms of Reference to accommodate this wider role in providing leadership in the third sector , including the establishment of a new Sub Committee.

8. London Boroughs Grants Scheme – Budget proposals 2017/18

- 8.1 The Director of Corporate Resources introduced the report, which detailed the indicative overall budget for the Grants scheme for 2017/18 of £8.668 million. He also reported that

£156,000 would be repaid to boroughs, and that £75,000 be transferred to fund a post to work with City Bridge Trust.

8.2 Members were informed about the projected shortfall in overhead recovery in respect of the new borough ESF programme over the three year programme period. The borough programme is managed by the Leaders' (Joint) Committee, not the Grants Committee. To contribute to the projected shortfall, the Grants Committee was being asked to approve that the proportion of the proposed £156,000 repayment to boroughs from uncommitted Grants Committee reserves that relates to the 21 boroughs participating in the borough ESF programme be transferred to the Leaders' Committee. This proposal was approved by the Committee.

8.3 Members agreed to:

- the overall level of expenditure in 2017/18 of £8.668 million
- borough contributions for 2016/17 at £7.668 million
- the transfer of £156,000 to be returned to the boroughs in the form of repayment
- the transfer of £75,000 to fund a post to work with City Bridge Trust
- assumptions in the apportionment of 2017/18 contributions
- setting aside provision for £555,000 for staff and support services to ensure delivery of grants responsibilities

9. Commissioning Performance Management Framework Review

9.1 The Chair introduced the report, telling members that a lot of work had been done on the framework in 2012/13, and that before the revised framework was reported back to Committee in February 2017, he was keen that Members should have the opportunity to comment fully. Members agreed this, and raised several issues under the item:

- There needs to be a clear definition of what 'not for profit' means, as there were a number of new charitable structures with different governance arrangements
- The term 'qualified accounts' needs clarifying in that smaller charities need only have an 'independent examination' of their accounts
- A glossary of abbreviations and their meanings would be useful

9.2 The Chair asked for any further comments by no later than the end of January 2017. On this basis members noted the other parts of the report.

The meeting finished at 12:25pm

Grants Committee

Grants Programme 2017-21

Item 4

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

Date: 8 February 2017

Contact Officer: Katy Makepeace-Gray

Telephone: 020 7934 9800 **Email:** Katy.makepeace-gray@londoncouncils.gov.uk

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 in August and closed in September. A robust scoring and moderation process was undertaken involving borough officers, MOPAC and GLA. This report makes recommendations for the 2017-21 Grants Programme. Members are requested to consider officer's recommendations on applications, right to replies and within the context of the Public Sector Equality Duty as set out in the 2010 Equality Act.

Funding is recommended for the period 1 April 2017 – 31 March 2021, subject to continued availability of resources and performance of the programme. Members are also asked to consider the performance management framework on this agenda, which will be used to monitor, manage and report on the programme.

Recommendations

Members are recommended to,

1. Note London Councils response to the issues raised during the Grants Review, the steer provided by Grants and Leaders' Committee, how these matters have been addressed through the design and application stages of the 2017-21 Programme (outlined in Section Two of this report) and how the driver for Grants Committee - specifically ensuring a pan-London programme that

complements local service delivery and responds to increased need presenting in outer London boroughs - underpins programme delivery.

2. Note the approach to embedding equalities throughout the process and the programme, (outlined in Section Six and the Legal and Equalities Implications sections of this report) to ensure recommendations appropriately and fully take account of the Public Sector Equality Duty as set out in the 2010 Equality Act.
3. **Agree recommendations relating to Priority 1 Combatting Homelessness** as outlined in **Table 1** (further detail in **Appendix 1**). Funding is recommended for the period 1 April 2017 – 31 March 2021, at an annual level of £2,472,427 and an indicative level of £9,889,711 over four years subject to continued availability of resources, performance against the relevant service specification and adherence to the grant agreement, including the standard grant conditions.
4. **Agree recommendations relating to Priority 2 Tackling Sexual and Domestic Violence** as outlined in **Table 1** (further detail in **Appendix 1**). Funding is recommended for the period 1 April 2017 – 31 March 2021, at an annual level of £3,700,705 and an indicative level of £14,802,821 over four years subject to continued availability of resources, performance against the relevant service specification and adherence to the grant agreement, including the standard grant conditions.
5. Note the reasons for not recommending funding to applications set out in **Table 2** (with further detail provided in **Appendix 2**) and Right to Replies (and officer responses to these) set out in **Appendix 5**

Appendices

Appendix One	Applications recommended for funding (pages 33-62)
Appendix Two	Applications not recommended for funding (pages 63-96)
Appendix Three	Outcomes in more detail (pages 97-120)
Appendix Four	Maps showing spread of service provision against target (pages 121 -134)
Appendix Five	Right to replies received and officers responses (pages 135-138)

Grants Programme 2017-21

1. Background

- 1.1 Following recommendations from Grants Committee, Leaders' Committee considered a report on the future of the London Councils Grants Programme at its meeting on 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 the findings from two consultations, information 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 alterations to address the changes in need 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 the GLA/MOPAC. The specifications were drafted and included clear, robust and SMART¹ outcomes, ensuring 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.
- 1.5 The London Councils Grants Committee considered proposals for expenditure in 2017/18 at its meeting on 23 November 2016. The Leaders' Committee agreed a budget at its meeting on 6 December with an overall expenditure level of £8,899,000 comprising payments to commissions of £8,053,000, of which 6,173,133 is allocated to Priorities 1 and 2.

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

2. Addressing issues raised in the Grants Review

- 2.1 As outlined above a number of themes emerged during the London Councils Grants Review July 2015 - March 2016. These included the need for commissions 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 commissions would need to have robust SMART outcomes, to deliver a highly focused service that does not duplicate, but links well with and complements local provision. These issues were addressed through the service specifications that were co-produced with boroughs and have been reflected in the recommended applications.

Robust Outcomes

- 2.2 The Principles of the London Councils Grants Programme agreed by Leaders' Committee in 2012 focus on the funding of outcomes, not organisations. This issue was drawn out in the Grants Review as one that needed to be strengthened. Grants team officers worked with borough officers and key stakeholders to ensure the standard outcomes in the specifications were robust, SMART and clearly demonstrated the aims of the specifications. An example of this is the focus on sustained tenancies in the service area 1.1, reflecting the change in availability of housing since 2013 and the need to re-focus the service on sustaining service users in their tenancies.
- 2.3 All the recommended applications were able to effectively demonstrate how (together with partners and working together with local authorities) they would deliver the London Councils standard outcomes and how these would be measured. Further details on the outcomes relating to each service area are provided in **Appendix Three**. Members are asked to note that where the recommended amount of funding is less than the requested level, the outcomes can be adjusted reasonably in line with the funding.

Value for Money

- 2.4 London Councils Grants Programme administers public money on behalf of, and with, the London boroughs and therefore must ensure value for money. 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"². Through the commissioning of services on behalf of the boroughs, London Councils ensures value for money through the commissioning performance management framework (on this agenda) which

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

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 outlined 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)³

- 2.5 The design and awards phases of the framework are key to ensuring value for money for the Programme. Whilst unit costs are provided on the project summaries in **Appendix One**, Members are asked to note that this measure does not fully reflect all the elements of determining value for money as outlined above, therefore more detail is provided in the following paragraphs on the measurement of the other 'E's. The unit cost measure also does not take into account the fact that recommended projects cover a range of different models of service delivery and varied depth of service provided for. Officers will continue to review this to establish a more robust unit cost measure during the delivery phase.
- 2.6 Through involving the boroughs and other key stakeholders (for example, GLA/MOPAC) in the co-production of the specifications and assessment of applications, officers have ensured the recommended projects do not duplicate existing local and other regional activities and duties (Efficient) and contain clear and robust SMART outcomes and targeted services (Effective) addressing the needs identified in the service specifications.
- 2.7 The Grants Review 2015-16 also identified a number of areas in which the focus of services could be changed to enhance the outcomes achieved for service users. For example the need to link the areas of unemployment and homelessness and homelessness and domestic violence. Through commissioning services that address these interrelated issues more robust, sustainable outcomes are achieved for service users (Effective).
- 2.8 Officers have assessed applications using criteria that include a range of elements to determine whether an application offers value for money for the boroughs. 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); elements of quality, including service user involvement in the design of the service to ensure it effectively addresses need; joined up services to ensure service users do not fall between service gaps, thereby securing better

³ National Audit Office

service-user outcomes (Effective); and ensuring relevant sector quality standards are adhered to (Effective).

- 2.9 Budgets were reviewed as part of the scoring process and will be further scrutinised during the grant agreement stage (subject to awards being agreed). The performance management framework sets out a threshold of 15 per cent for overhead costs to ensure the project budget is predominantly focused on delivering activities and achieving outcomes for the boroughs. Where the number of high scoring applications exceeds the indicative amount allocated by Grants Committee, officers have recommended funding levels lower than the requested level. In these cases officers will ensure that any adjustments in the activities and outcomes are proportionate and reasonable in line with the recommended reduction to funding requested and will investigate whether there are any savings to be found associated with organisations funded across more than one partnership.
- 2.10 Officers have liaised with borough officers to provide a steer to applicants regarding recommended revised budgets and activities in terms of which activities should be prioritised, for example, the applications by Homeless Link, Women's Resource Centre and Shelter. In terms of the application made by Shelter, officers have suggested that the project fully utilises the capacity within Priority 3 and other employment projects when revising their project budget. These grants conditions are detailed in **Appendix One**.
- 2.11 Due Diligence checks are designed to provide confidence to Grants Committee that all reasonable action has been taken to assess (and where necessary mitigate) any risks associated with the financial viability and stability/sustainability and capacity of providers (Economic).

Pan-London Delivery complementing local delivery

- 2.12 The Principles of the London Councils Grants Programme agreed by Leaders' Committee in 2012 focuses on services that are best delivered at a pan-London level and complement local delivery. This was an issue that was drawn out in the Grants Review as one that needed to be strengthened further in the new programme. Extensive borough involvement in the design of the service specifications has re-focused services on those that are best delivered at a pan-London level and that will support actions being undertaken locally.
- 2.13 This has been translated into new elements in the recommended applications. For example, borough sexual and domestic violence leads have requested that service area 2.2 should have a focus on providing wrap-around care to their local IDVA⁴ service. This is reflected in the three

⁴ Independent domestic violence advocate

recommended applications under service area 2.2, which have outlined specialist wrap-around care for local IDVA services. The application from Solace Women's Aid has also outlined a process in which they draw up an individual contract with each borough based on the needs presenting in that borough (this can be facilitated given the size of the project).

- 2.14 Issues relating to the different needs in inner and outer London were raised during the Grants Review have been reflected in the specifications and recommended applications. An example is the focus on addressing increased levels of rough sleeper hotspot encampments and also PRS repossessions in outer London, which Shelter has outlined in its application as an area they will address. The St Mungo's application outlines work to resolve issues with landlords (including harassment, abandonment and behaviour issues) with a particular focus on outer London boroughs.
- 2.15 The scoring framework was adapted from the previous programme to include more emphasis on links to boroughs, complementing local services, referral routes, and achievement of outcomes in different boroughs and more weight was given to these criteria. This was then strengthened by the involvement of borough officers and the GLA/MOPAC in scoring and moderating of applications.
- 2.16 The specifications include a table of indicative levels of service delivery based on need. **Appendix Four** sets out the recommended applications' intended borough spread against these indicative levels. This is a significant enhancement compared to the 2013-17 programme.

Linking priorities

- 2.17 The Grants Review drew out the importance of tackling interrelated issues which pointed towards greater linkage between the priorities, in particular the interrelated issues of homelessness and unemployment and homelessness and sexual and domestic violence. The 2017-21 Programme has been developed to ensure a three-fold approach to addressing this issue.
- 2.18 Firstly, the specifications included an additional focus/ outcome that relates to one of the other priorities. These include the introduction of homelessness targets for the Priority 3 Poverty specifications, activities to tackle unemployment in the Priority 1 Combatting Homelessness specifications, and housing advice in a number of the Priority 2 Sexual and Domestic Violence Specifications. An example of this is the recommended application for Solace Women's Aid, under service area 2.2 which includes housing advice provision.
- 2.19 Secondly, there have been links made between the priorities. For example, there is an expectation of a relationship between the Priority 3 and Priority 1 providers with agreed methods

of referral (or to alternative unemployment or in house provision where relevant). Thirdly the role of the second tier services embedded in Priorities 1 and 2 (service 1.3 and 2.5) includes making a link between the two priorities. This has been translated into the recommended application Standing Together Against Domestic Violence which is recommended under service area 1.3. It outlines a joined up approach supporting housing associations and officers to improve their response in terms of sexual and domestic violence.

- 2.20 The work detailed above has ensured that the input to the Grants Review from boroughs - and particularly members of the Grants Committee - lay at the heart of the process to commission services on behalf of the boroughs for the 2017-21 programmes. That process is detailed from section 3 onwards of this paper.

3. The commissioning process

- 3.1 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, the GLA and a press release.
- 3.2 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 level of funding outlined in the grants budget of £6,173,133 agreed by Leaders' Committee at their meeting of 6 December 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 to 14 partners in each (not including the lead partner) and there are a total of 62 partner organisations across all applications.
- 3.3 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.
- 3.4 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 per cent) were in partnership. In 2016, of the 33 applications, 22 (67 per cent) are in partnership. The reduced number of applications also reflects the fact that the specifications were co-produced with the boroughs and key stakeholders to ensure that the services outlined reflected the principles of the programme, did not duplicate local provision and were best suited to pan-London delivery. It was clear during the application process that organisations were mindful of this when making a decision as to whether to apply.

- 3.5 The programme has also reduced significantly compared to the 2013-17 round, which reduced the number of speculative applications from priority areas that were not taken forward.
- 3.6 The reduced number of applications may also be a consequence of the fact that since 2012 a number of organisations have gone into administration due to recent economic conditions and availability of funding.

4. Scoring and moderation process

- 4.1 The scoring process was 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 to be 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, equalities duties, and sustainability of the organisation/management of risk. To ensure transparency the scoring framework was published during the application round.
- 4.2 Officers have undertaken eligibility checks on the organisations to ensure that they meet the London Councils eligibility criteria. The eligibility criteria requires funded organisations to be constituted as voluntary and not for profit (and excluding public bodies), be constituted to deliver the types of services outlined in the specifications and in the geographical areas to which the organisation is intending to deliver.
- 4.3 Officers have also undertaken due diligence checks to ensure the organisations leading on the recommended projects are financially viable and have the capacity to deliver the projects. Where any issues have been identified officers will put measures in place to ensure that risks are mitigated or issues are addressed; these are included as grant conditions in **Appendix One**. The performance management framework outlines some enhanced checks that were recently recommended following an auditor visit. These will be undertaken during the grant agreement

process, subject to agreement of recommendations, and will form part of the annual due diligence and risk assessment. As part of the performance management approach to managing risk a number of additional documents were required during the application process such as equalities policies, safeguarding policies and insurance documents.

- 4.4 A reference is required by all organisations applying for funding and two references are required for those applying for funding of over £1m. Referees could be from a local authority or funder. These have been received for all applications. Officers will ensure that a second reference is sought for any organisation that is recommended to receive over £1m funding through being involved in more than one partnership.
- 4.5 All applications were scored against the standard criteria by two officers individually and then a joint score was undertaken by both officers together. 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.
- 4.6 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 specialist and local knowledge.
- 4.7 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 the boroughs. 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 eight boroughs each) and GLA officers were engaged in the process. The joint scoring outlined above was generally undertaken by a London Councils officer and an officer from a borough or the GLA. 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.
- 4.8 Secondly, borough officers (and key stakeholders, namely GLA and MOPAC) were invited to moderation meetings to review the highest scoring applications. These meetings were designed to review the package of highest scoring applications and provided an opportunity for boroughs to comment on the extent to which the recommended package of support meets the objectives of the 2017-21 Grants Programme, will deliver the commissioned outcomes and how the package complements local services.

4.9 Officer recommendations for funding are based on a number of considerations. These include those applicants having the higher scores against the answers provided to the application questions set out in the application document coupled with a number of other criteria as follows. This is to ensure services are commissioned both in accordance with the principles and relevant priority of the Grants Programme 2017-21, and across all priority areas to enable funding of the best possible spread of pan-London services to meet the needs of target groups identified in the relevant service specification within the budget available. This assessment may have resulted in bids being recommended which are not only based on the highest scores. Commissions may be awarded to more than one applicant to deliver a joint or complementary service to meet the requirements of the relevant service specification and the Grants Programme as a whole. The additional criteria are:

- receipt of mandatory information (including satisfactory references);
- available budgetary resources i.e. services across the Programme as a whole will be commissioned on the basis of the total budget available; and
- with reference to the relevant service specification:
 - target groups
 - equalities characteristics
 - delivery methods

5. Recommendations

5.1 As a result of the assessment and moderation process outlined above officers have worked with borough colleagues to create a package of recommended applications. All applications recommended for funding were the highest scoring within the service area to which they applied. Those scoring less highly in their service areas have not been recommended for funding for the reasons set out in Appendix 2. Members are asked to note that scores were moderated against the criteria and specification for each service area. Each application recommended for funding has effectively demonstrated how it will meet the principles and one of the priorities of the London Councils Grants Programme 2017-21.

5.2 Officers have recommended a number of grants that are less than that requested by applicants to reflect the requirements of the specifications and to provide a balance of service delivery that can support achievement of the Committee's overall objectives within the resources available in 2017-18. For this reason there may be adjustments made to the project summaries in **Appendix One**, subject to agreement of detailed budgets with the recommended applicants before projects

can start in April 2017. It is not recommended that funds recommended to organisations be reduced further so as to enable more organisations to be recommended for some funding, because, in addition to the reasons set in Appendix 2, it was considered that further reduction of funds recommended to the organisations in Table 1 would prejudice the economy, efficiency and effectiveness of the services delivered. Where partnership proposals could be strengthened by the engagement of an additional partner that has independently applied for funding, officers propose that those organisations be invited to develop agreements to consolidate the joint working arrangements if agreed by the Grants Committee.

- 5.3 Members are asked to agree applications recommended for funding as summarised in Table one. More detailed information relating to these applications is set out in **Appendix One**. Members are asked to note that the project descriptions provided in **Appendix One** are taken directly from the applications (with minor editing for clarity). These reflect the applicant's description of the project. For applications that have been recommended for funding at a level that is lower than the requested level it is anticipated that these project descriptions may need to be adjusted to reflect the re-submitted delivery plan and budget.

Table one: 2017-21 applications recommended for funding

Service Area	ID	Organisation	Score	Percentage	Request Amount (per year)	Recommended amount (per year)	Recommended amount (2017-21)
1.1	8252	Shelter - London Advice Services	127	78%	£1,126,523	£1,003,495	£4,013,979.32
	8254	St Mungo Community Housing Association	122	75%	£282,197	£251,378	£1,005,512.47
1.2	8259	New Horizon Youth Centre	124	76%	£1,131,960	£1,008,338	£4,033,352.21
1.3	8257	Homeless Link	121	74%	£150,000	£120,239	£480,957.35
	8258	Standing Together Against Domestic Violence	103	63%	£111,000	£88,977	£355,909.62
Priority 1: Combatting Homelessness						£2,472,427	£9,889,711
2.1	8262	Tender Education and Arts	139	85%	£265,000	£265,000	£1,060,000.00
2.2	8269	Solace Women's Aid	142	87%	£1,440,177	£1,425,238	£5,700,950.77
	8266	Galop	138	85%	£147,852	£146,318	£585,273.18
	8268	SignHealth	131	80%	£150,000	£148,444	£593,776.05
2.3	8275	Women's Aid Federation of England (Women's Aid)	117	72%	£314,922	£314,922	£1,259,688.00
2.4	8245	Ashiana Network	144	88%	£840,000	£840,000	£3,360,000.00
2.5	8271	Women's Resource Centre	102	63%	£300,379	£240,783	£963,133.03
2.6	8276	Asian Women's Resource Centre (AWRC)	143	88%	£320,000	£320,000	£1,280,000.00
	8277	Domestic Violence Intervention Project	128	79%	£26,811	Recommended as a partner under AWRC project.	
Priority 2: Tackling Sexual and Domestic Violence						£3,700,705	£14,802,821
Total						£6,173,133	£24,692,532

5.4 Table two sets out a summary of applications that are not recommended for funding. More detailed information relating to these applications is set out in **Appendix Two**.

Table two: 2017-21 applications not recommended for funding

Service Area	ID	Organisation (Lead Partner)	Request Amount	Score	Percentage
1.1	8251	Release (Legal Emergency And Drugs Services Limited)	£541,969	113	69%
1.1	8255	The Connection at St Martin's	£184,215	108	66%
1.1	8248	Hopscotch Asian Women's Centre	£437,107	104	64%
1.1	8273	The Nehemiah Project	£30,000	89	55%
1.1	8247	Highway of Holiness - Highway House	£98,115	87	53%
1.1	8256	Women in Prison Ltd	£147,561	86	53%
1.1	8253	Single Homeless Project (SHP)	£734,329	84	52%
1.1	8249	OBAC-(Organisation of Blind Africans & Caribbeans)	£97,794	66	40%
1.2	8260	The Peabody Trust	£282,999	106	65%
1.3	8250	The Passage	£150,000	99	61%
2.1	8261	Hestia Housing and Support	£262,479	84	52%
2.1	8263	Independent Academic Research Studies	£36,934	69	42%
2.2	8267	METRO Charity	£146,582	105	64%
2.2	8270	Trust Women's Project	£90,445	89	55%
2.2	8264	E.A.S.E. (Empowering Action & Social Esteem) Ltd.	£430,000	68	42%
2.2	8265	Faith Regen Foundation Ltd.	£301,039	58	36%
2.3	8274	Hestia Housing and Support	£314,201	116	71%
2.4	8272	Hestia Housing and Support	£801,983	96	59%
2.5	8278	Southall Community Alliance	£17,600	106	65%

6. Equalities

- 6.1 The principles of the Grants Programme set out a commitment to commission services that work with statutory and non-statutory partners to meet the objectives of the Equality Act 2010. The Grants Review considered a wide range of equalities implications relating to setting the priorities of the programme in March 2016. The priorities of the Grants Programme agreed by Leaders' Committee have a strong equalities focus as they impact the most disadvantaged in society and are areas that are overrepresented by particular equalities groups. In addition, the priorities focus on issues that are difficult for boroughs to address at a local level (due to small numbers per borough and in some cases relate to people moving across London to flee violence).
- 6.2 Following the agreement of the priorities officers worked closely with borough officers and key stakeholders to develop service specifications. Material gathered during the Grants Review fed into this process as well as research and data from the 2013-17 programme. For example, the London Councils commissioned UKROL data revealed certain target groups that were particularly unsuccessful in accessing refuge provision (individuals with no recourse to public funds, or those with mental health problems). Grants Committee agreed that the indicative funding level for service area 2.4 Emergency Refuge Provision be increased to reflect the shortage of specialist provision in London and for the service specification to have a particular focus on these groups, as well as disability accessible bed spaces. This is reflected in the recommended application from Ashiana which addresses these issues.
- 6.3 Specifications highlight particular equalities groups to focus on where they are disproportionately affected by particular issues, or because they are groups that typically do not go through the local authority route, or need support to do so. Specifications also contain robust, SMART, standard outcomes, which all recommended commissions must demonstrate. These include outcomes focused on people within the nine protected characteristics. By embedding equalities considerations in the Grants programme, service specifications and commissioning arrangements (as explained further under "Equalities Implications for London Councils", below), compliance with Equalities Act duties has been ensured.
- 6.4 Applications were scored against a standard criteria (published during the application round), fairly and consistently. Borough officer involvement supported the robustness of this process as well as internal moderation processes. This process ensured applications were treated in an equal and transparent way and provided a further layer to the process, for example reviewing the lower scoring applications to ensure that target groups covered by these would be covered by the recommended applications. The application criteria contained a criteria focused on equalities considerations with a threshold score that applicants had to reach to be recommended. Applicants needed to demonstrate how they would ensure their services were accessible to

people with any of the nine characteristics under the Equality Act 2010 as well as how they would further the objectives of the Act. All recommended applications met this threshold. The organisation's equalities policies were reviewed in combination when awarding a score against this criterion.

- 6.5 Following the drafting of recommendations, all applicants were offered the opportunity to submit a 'right to reply'; there is a standard framework for dealing with this process.
- 6.6 These processes are in line with the commissioning performance management framework (for consideration on this agenda). A key aspect of the framework is the triangulation approach which utilises a range of partners in the performance management of the programme (borough officers, members, London Councils (policy and grants sections), other key stakeholders (MOPAC)).
- 6.7 Recommended applications all meet the assessment criteria focused on all nine protected characteristics. The applications also provide particular focus on certain target groups that are either disproportionally affected, face challenges in accessing mainstream services or are not in sufficient numbers to warrant a local specialist service. These include LGBT focused services around homelessness and sexual and domestic violence (Stonewall Housing in the partnership led by Shelter, and GALOP). Another example is SignHealth which focuses on deaf and hearing impaired service users that have experienced sexual and domestic violence. Details of the specialist focus of applications are presented in **Appendix One** and **Two**.
- 6.8 The equalities impacts of the recommendations, including the impacts of not providing funds to the organisations whose applications are not recommended, have been assessed. There will be positive equalities impacts of the recommended funding. Where funding is not recommended, this has potential adverse equality impacts in that the services of the relevant organisations may not be available to potential beneficiaries with protected characteristics. However, any such impacts have been mitigated by ensuring that the needs of affected target groups are addressed by organisations recommended for funding. Had the recommended funding levels been reduced to enable funds to be spread to more organisations, it is considered that the services to be provided by the organisations in Table 1 would be prejudiced, including the services provided to people with protected characteristics.
- 6.9 London Councils lead member for equalities has endorsed the approach to ensuring equalities measures are built into the grants programme. To continuously ensure that the programme maintains a strong equalities focus and delivers significant impact for the most disadvantaged London residents the lead member for equalities, with the Chair of the Grants Committee, will expect that reports on progress against equalities targets will:

- Demonstrate that users of services at borough level reflect, where possible, the protected characteristics groups targeted through the grants scheme
- Show that that the schemes pan-London reach serves the very small minority groups that have been targeted e.g. LGBT domestic violence
- Determine that the approach to deliver a scheme for a London-wide demography can also deliver against borough demographics.

Additionally the lead member for equalities will have ongoing engagement with the Performance Management Framework, including through a schedule of visits to projects to 'test' delivery and gauge equalities impact.

7. Budget Considerations

- 7.1 The package of applications has been recommended at a funding level of £6,173,133 which can be met from the approved budget for grant payments of £6,173,133 for 2017-18, approved by the Leaders' Committee in December 2016.
- 7.2 Where the number of high scoring applications exceeds the indicative amount allocated by Grants Committee, officers have recommended lower funding levels. Indicative levels of funding for each service specification were agreed by Grants Committee at its meeting, 13 July 2016, subject to budget setting processes in November/December 2016. These figures were provided to give an indication to applicants of the potential funding level per specification. The meeting on 13 July set out the fact that these were indicative only and members reserved the right to award a different amount to each service area depending on the budget setting process and the configuration of recommended applications across the different elements of the service specifications.
- 7.3 The Grants Review led to a refocusing of funding from the 2013-17 Programme's similar service areas, to address particular issues which have increased in severity or complexity in the last four years. This included a general increase in the emphasis to sexual and domestic violence services and an increase in the homelessness elements of the Priority 2 Sexual and Domestic Violence service areas. Officers have reflected this in the recommended funding levels.

8. Right to Replies

- 8.1 In line with the performance management framework officers sent a letter to applicants on 9 January setting out the officer recommendation and offering the opportunity for applicants to submit a 'right to reply' within 10 working days should they wish to question any aspect of the recommendation. As outlined in the Commissioning Performance Management Framework applicants can submit a right to reply based on the recommendation having:
- Misinterpreted information submitted in the application
 - Given incorrect weight (either too much or too little) to information submitted in the application
 - Ignored relevant information submitted in the application
- 8.2 Applicants were directed to focus on the above three reasons and were instructed to not submit new information as it would not be considered under this process. One right to reply was received. Officers have reviewed the letter, application and scoring. Officers have provided a response to the right to reply which is included alongside the right to reply in **Appendix Five**. The Grants Committee is asked to consider these in making its decisions on the grants programme and commissions that may be funded to deliver the services outlined in the specifications.

9. Next steps

- 9.1 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 as practical shortly after that date. Any delays to projects commencing will be reviewed by officers to establish whether under-delivery can be made up in subsequent quarters or if funds need to be withheld/returned to address any under-delivery. Funding will not be released until a signed grant agreement is in place. In addition to standard grant conditions, the grant agreement will include agreed targets in terms of activities and outcomes and indicative levels of service delivery per borough against the needs based borough targets provided in the service specifications.
- 9.2 The first delivery period will be 1 April 2017 to 30 June 2017 and the first quarterly returns will be due for submission during July 2017. Officers will provide an update on the grant agreement process at the July Grants Committee AGM and will provide performance information at the following scheduled meeting (anticipated to be in November 2017).

Appendices

Appendix One	Applications recommended for funding
Appendix Two	Applications not recommended for funding
Appendix Three	Outcomes in more detail
Appendix Four	Maps showing spread of service provision against target
Appendix Five	Right to replies received and officers responses

Recommendations

Members are recommended to,

1. Note London Councils response to the issues raised during the Grants Review, the steer provided by Grants and Leaders' Committee, how these matters have been addressed through the design and application stages of the 2017-21 Programme (outlined in Section Two of this report) and how the driver for Grants Committee - specifically ensuring a pan-London programme that complements local service delivery and responds to increased need presenting in outer London boroughs - underpins programme delivery.
2. Note the approach to embedding equalities throughout the process and the programme, (outlined in Section Six and the Legal and Equalities Implications sections of this report) to ensure recommendations appropriately and fully take account of the Public Sector Equality Duty as set out in the 2010 Equality Act.
3. **Agree recommendations relating to Priority 1 Combatting Homelessness** as outlined in **Table 1** (further detail in **Appendix 1**). Funding is recommended for the period 1 April 2017 – 31 March 2021, at an annual level of £2,472,427 and an indicative level of £9,889,711 over four years subject to continued availability of resources, performance against the relevant service specification and adherence to the grant agreement, including the standard grant conditions.
4. **Agree recommendations relating to Priority 2 Tackling Sexual and Domestic Violence** as outlined in **Table 1** (further detail in **Appendix 1**). Funding is recommended for the period 1 April 2017 – 31 March 2021, at an annual level of £3,700,705 and an indicative level of £14,802,821 over four years subject to continued availability of resources, performance against the relevant service specification and adherence to the grant agreement, including the standard grant conditions.

5. Note the reasons for not recommending funding to applications set out in **Table 2** (with further detail provided in **Appendix 2**) and Right to Replies (and officer responses to these) set out in **Appendix 5**
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Financial Implications for London Councils

The Director of Corporate Resources reports that the proposal to allocate grants to the value of £6,173,133 in 2017-18 can be met from the approved budget for grant payments of £6,173,133 for 2017-18, which was approved by the Leaders' Committee in December 2016.

Legal Implications for London Councils

In reaching its decision to agree the services to be funded by London Councils the Committee must comply with general public law requirements and in particular it must take into account all relevant matters, ignore irrelevant matters and act reasonably and for the public good.

In addition, the Committee is required to consult those likely to be affected by the decision. London Councils has, in the opinion of officers, completed substantial consultation of people with a current and potential interest in the delivery of services and received a wide range of responses (reported to the Grants Committee in March 2016) and evidenced by the range of applications now received and assessed by officers (33 applications and some 95 organisations proposing partnerships for the delivery of services). In July 2016, the Grants Committee received a report on the proposed specifications which were drawn up with boroughs and other key stakeholders including VCS and GLA/ MOPAC. London Councils published detailed specifications for each of the services that it proposed to deliver in line with the principles and priorities as agreed by the Leaders' Committee.

In order to be lawful a consultation exercise must take place when the proposals are still at a formative stage, sufficient time and information must be given to permit intelligent consideration and response and the product of the consultation must be conscientiously taken into account by the decision maker in reaching a decision.

A public authority must also in the exercise of its functions, comply with the requirements of the Equality Act 2010 and in particular section 149 (the Public Sector Equality Duty). The protected characteristics to which the Public Sector Equality Duty ("PSED") applies now include age as well as the characteristics covered by the previous equalities legislation applicable to public authorities (i.e. disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, sexual orientation, religion or belief and sex).

The PSED is set out in section 149 of the Equality Act 2010 ("the Act") provides (so far as relevant) as follows:

(1) A public authority must, in the exercise of its functions, have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

(2) Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

(3) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

(4) Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to (a) tackle prejudice, and (b) promote understanding.

(5) Compliance with the duties . . . may involve treating some persons more favourably than others.

Case law has established the following principles relevant to compliance with the PSED which the Committee will need to consider:

(i) Compliance with the general equality duties is a matter of substance not form.

(ii) The duty to have "due regard" to the various identified "needs" in the relevant sections does not impose a duty to achieve results. It is a duty to have "due regard" to the "need" to achieve the identified goals.

(iii) Due regard is regard that is appropriate in all the circumstances, including the importance of the area of life of people affected by the decision and such countervailing factors as are relevant to the function that the decision-maker is performing.

(iv) The weight to be given to the countervailing factors is in principle a matter for the Committee. However in the event of a legal challenge it is for the court to determine whether an authority has given “due regard” to the “needs” listed in s.149. This will include the court assessing for itself whether in the circumstances appropriate weight has been given by the authority to those “needs” and not simply deciding whether the authority’s decision is a rational or reasonable one.

(v) The duty to have “due regard” to disability equality is particularly important where the decision will have a direct impact on disabled people. The same goes for other protected groups where they will be particularly and directly affected by a decision.

(vi) The PSED does not impose a duty on public authorities to carry out a formal equalities impact assessment in all cases when carrying out their functions, but where a significant part of the lives of any protected group will be directly affected by a decision, a formal equalities impact assessment (“EIA”) is likely to be required by the courts as part of the duty to have ‘due regard’.

(vii) The duty to have ‘due regard’ involves considering whether taking the particular decision would itself be compatible with the equality duty, i.e. whether it will eliminate discrimination, promote equality of opportunity and foster good relations. Consideration must also be given to whether it will be possible to mitigate any adverse impact on any particular protected group, or to take steps to promote equality of opportunity by, for example treating a particular affected group more favourably.

The Committee should therefore carefully consider the outcome of the assessment of applications and the PSED, together with the other relevant considerations set out in the report in reaching its decision.

Equalities Implications for London Councils

Section Six in the main body of the report highlights equalities considerations.

The ways in which equalities considerations were embedded in the grant process is explained further below.

The principles and priorities contain specific reference to the objectives of the Equality Act 2010. Applicants were asked to identify the protected groups that they will work with and to provide information on how they will attract and support users, monitor the impact of the services being offered and provide data on the outcomes achieved. Applicants were asked to say how the proposed service would address

the needs of specific equalities issues identified in the specifications and the specific requirements agreed by the Grants Committee in July 2016.

All applicants were asked to set out how they will each ensure that their proposed service is accessible and how their proposed project will support London boroughs to deliver the public sector equality duty as outlined in the Equality Act 2010. The Grants Committee is asking all organisations to meet the aims of the Equality Act 2010 and both ensure all groups with protected characteristics are able to access the services offered by organisations delivering commissioned services and those services, as evidenced by the results and outcomes, are delivering services equally to all people in London who seek assistance.

Officers have sought to assess all applications equally and consistently. The recommendations aim to offer a balanced programme to assist boroughs in meeting the objectives of the legislation and provide practical assistance to the protected groups that may require assistance.

Officers have recommended partnerships that support the engagement of a range of partners including those organisations that bring a focus and knowledge of the groups with protected characteristics that will enable the effective delivery of the specifications set by the Grants Committee.

The recommended organisations have each provided policies that demonstrate that equal opportunities practices, which relate to staffing, management, governance, service users and the wider community, are implemented. As a condition of funding all organisations will be required to demonstrate how they involve service users in the delivery of services and how they are monitoring impact in achieving the delivery of services, tackle discrimination and racism as well as promote equality of opportunity to London's community.

All services must also demonstrate the ability to comply with relevant equalities legislation in delivering services. Through the agreements with the organisations and through monitoring their progress, officers will ensure the projects deliver their services in a way that is fully accessible, compliant with equality and diversity practice and targets the communities that are traditionally termed as hardest to reach.

The recommended programme includes services that give priority to preventing homelessness and sexual and domestic violence which are evidenced to have particular impacts on certain target groups, as set out in the service specifications.

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.

Equalities implications relating to each of the current service areas are set out in the following documents available on the London Councils website <http://www.londoncouncils.gov.uk/>

- Grants Committee, Grants Programme 2017-21, 9 March 2016
- London Councils Grants Additional Consultation 2017/21 December 2015 – January 2016
- London Councils Grants Consultation 2017/21 July – October 2015
- Grants Committee, Review of London Councils Grants Programme, Item 8, 18 November 2015

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)

Priority and Service Area	Priority 1: Combatting Homelessness 1.1 Homelessness: Early intervention and prevention				
Organisation:	Shelter The National Campaign For Homeless People Limited				
Project title:	STAR Partnership (Supporting Tenancies, Accommodation and Reconnections)				
Score:	127	78%	Ref ID:	8252	
Grant requested:	£1,126,523		No. of Users:	5000	Unit cost: £225
Target group:	People at risk of, or experiencing homelessness focusing on priority target groups listed				
Partners:	Thames Reach, Stonewall Housing, St Mungo's				
Project summary (from application)					
<p>Shelter is leading the STAR Partnership (Supporting Tenancies, Accommodation and Reconnections), a specialist partnership with Thames Reach, Stonewall Housing and St Mungo's. Through this partnership the following will be provided:</p> <ul style="list-style-type: none">- An integrated multiple point of access for all users, enabling rapid response triage and advice.- London-wide targeted engagement and promotion to be relevant and accessible to key priority groups in all 33 boroughs.- Support for users to directly access the PRS and innovative housing solutions.- Assertive and targeted outreach direct to street homeless people especially in hotspots and encampments.- Safe and secure pathways into emergency accommodation.- Intensive support, including skills training, money management and housing advice to enable families and individuals to maintain their tenancy.- Personal resilience and independence planning to secure a long-term, healthy and happy home.- Real opportunities for work.					
Pan-London					
<p>Together the Partnership will target specialist support for adults at risk of, or experiencing homelessness, improving people's' resilience to sustain a safe and secure home. STAR will focus on six priority needs groups that borough officers have highlighted as ones that would benefit from specific additional support and/or have reasons for not receiving local authority support (no borough connection, non-priority need), as outlined above. In this way the application reflects the Grants Programme priority of working together with and not duplicating local service provision. The Partnership will build on an existing network of over 40 different access points across all London boroughs and the grant condition outlined above will place an emphasis on working closely with borough officers to identify the most effective venues. The STAR Partnership has locations, referral arrangements and connections across every inner and outer London borough. The numbers of service users is based on previous delivery levels and is therefore realistic and achievable and reflects issues witnessed by the project including increased levels of rough sleeper hotspot encampments and also PRS repossessions in outer London.</p> <p>The project work with other key stakeholders and services such as the GLA's London Street Rescue and Routes Home, and have a clearly defined role in this partnership approach, particularly in relation to service delivery in outer London</p>					
Officer recommendation and Grant Conditions					

This application represents the highest scoring application under service area 1.1. It is a comprehensive application which addresses the key aspects and outcomes of the London Councils service specification (tenancy sustainment, closure of rough sleeper hotspots, targeted work to key service user groups, and financial resilience). A strong partnership bid, with Thames Reach, Stonewall Housing and St Mungo's will provide a pan-London service able to engage and help key priority groups and those most in need. The STAR partnership will deliver advice and support in all 33 London boroughs. It uses a range of partners to tackle the different issues and provide relevant support for the different target groups outlined in the specification (LGBT - Stonewall Housing, Thames Reach - rough sleeper hotspots). The service will support borough housing teams in providing additional support to people, in particular non-statutory cases and those needing specialised support. The application is strong in terms of tenancy support work which was seen as a key issue by borough officers given the recent changes to housing availability in London.

STAR will focus on 6 priority needs groups that borough officers have highlighted as ones that would benefit from specific additional support : 1. LGBT; 2. Multiple and/or Complex Needs (especially mental health, substance misuse and offending); 3. EEA Nationals, No Recourse to Public Funds, BAMER; 4. Street Homeless/rough sleepers/hidden homeless; 5. Disability and enduring physical health conditions and 6. Low Income/unemployed at risk of changes to benefits legislation. The Partnership will build on an existing network of over 40 different access points, such as: - Local authority service points (including Job Centre Plus, Borough Housing Options Teams); Community centres; Local VCS organisations; Libraries ; Children's centres; GPs; Health visitor teams (inc. Hospital Discharge Teams and Community support teams (inc. Clearing House Accommodation) and food banks. The application demonstrates a high level of previous experience at delivery across London, and to relevant target groups by each of the different partners. The application demonstrates a good understanding of the needs of the target groups and explains effectively how it will address these needs. The application highlights how it will ensure its services are accessible to people with the protected characteristics under the Equality Act 2010.

Conditions of grant –

To work closely with borough housing teams to ensure the most effective venues are selected, including the potential for borough co-location following the piloting of this approach.

To work closely with both borough housing options teams and housing policy teams in each local authority and sub-regional housing networks

To submit a revised budget, work plan and outcomes targets in relation to the recommended amount to be reviewed by officers and an update to be provided to the Chair of the Grants Committee. Officers recommend that the project fully utilises the capacity under Priority 3 (ESF) and other employment providers when addressing the revision of their budget and work plan.

Recommended for funding?	Yes	Annual Recommended amount:	£1,003,495
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Priority and Service Area	Priority 1: Combatting Homelessness 1.1 Homelessness: Early intervention and prevention				
Organisation:	St Mungo Community Housing Association				
Project title:	Housing Advice, Resettlement and Prevention Connect				
Score:	122	75%	Ref ID:	8254	
Grant requested:	£282,197		No. of Users:	2880	Unit cost: £98
Target group:	People with complex needs, involved in the criminal justice system, requiring specialist intervention around housing				
Partners:	n/a				
Project summary (from application)					
<p>St Mungo will deliver a Pan London Housing, Advice, Resettlement and Prevention (HARP) service to people who are or are at risk of homelessness, providing holistic intervention.</p> <p>Proposed activities:</p> <ul style="list-style-type: none"> • A through-the-gate service, enabling people access to intervention and housing, promoting a smooth transition into communities. • A service which is flexible to the demand of need 'making each contact count', allocating specialist workers in each region who will work and receive referrals from probation/CRCs, local authorities, GPs and prisons in that region. • A Central Hub providing access to intervention for people through self-referral route • A Help-line for outside London Prisons and probation/CRCs discharging people returning to London. • Specialist intervention, advocacy and housing promoting the well-being and interests of individuals with protected characteristics, No recourse to public funds and complex needs inclusive of mental health and substance use. • A catalogue of services and private landlords within each borough to support better outcomes. • An emergency discretionary access fund to purchase small essential needs led resources for our clients, instigated by the project workers (such as fees relating to access to birth certificates, travel etc.) • Promotion of education, employment and volunteering, inclusive of peer volunteering opportunities. <p>Proposed outcomes:</p> <ul style="list-style-type: none"> • People housed, engaged in positive intervention and activities; sustaining their tenures in a safe environment. 					
Pan-London					
<p>The HARP service will sit within St Mungo's criminal justice services. The Criminal Justice Service sits within a larger directorate inclusive of; Rough sleeping, Ex-offenders and Migrants. St Mungo's works closely with London's local authorities, forming part of local homelessness pathways. The project will liaise directly with the prison-based and community-based offender teams from each borough.</p> <p>The boroughs will be divided into four regions, North, South, East, West with a main Hub based within central London, to deal with self-referrals and referrals from prisons outside of London releasing people into London. The lead specialist worker for each of the four regions will have secured a</p>					

part-time base within probation/CRC, prison or the local authority housing office where the greater need for the service has been identified. Internally, St Mungo's will utilise its housing provision and services which are within each of the 33 London borough to access crisis and specialist resources such as Roots Home, Outside In, MOT, Diversity Networks. St Mungo's has already established key contacts and partnership within all London prisons, probation/CRC; Barking and Dagenham, Waltham Forest, Pentonville, SEND, Worm Word Scrubs, Newham, Lambeth, Bromfield, Down View, Brixton, Wandsworth and probation/CRC's across London to generate referrals, providing quality intervention and attracting a high volume of users. The application outlines a flexible approach so that if the populations of the prisons change, such that they no longer receive offenders from across the London boroughs, the project will relocate staff and resources to achieve the necessary geographical spread. The project's work to resolve issues with landlords (including harassment, abandonment and behaviour issues) will have a particular focus on outer London boroughs, reflecting the rise in these issues there.

Officer recommendation and Grant Conditions

The application scored highly as it was able to effectively describe how it would deliver the outcomes of the service specification. It also effectively demonstrated how it meets the principles of the grants scheme. The project provides a 'through-the-gate' service to those leaving prison and at risk of homelessness. The proposed project will work closely with all prison teams across 14 London prisons providing the PAN-London through the gate and community intervention, reconnecting users and providing tailored support. St Mungo is the only organisation contracted and with access to deliver services from within all 14 London estate prisons. Referral routes were clearly set out and realistic and the project was able to demonstrate effective experience of delivering a similar service. St Mungo's will provide early intervention and on-going support reducing the risk of homelessness and re-offending across all boroughs. Elements that were highlighted by scorers and borough officers included the strong focus on mental health and the fact that local authorities face difficulties in accessing all prisons. St Mungo's has existing links to all London prisons and have outlined a central hub service for prisons based outside London that are releasing into London. This was seen as particularly key for remand cases. The application outlines a good understanding of the needs of its target beneficiaries and also highlights the importance of identifying their strengths and how to build on these. The project will utilise a range of specialist internal services to support people from different equalities groups.

Conditions of grant –

To work closely with both borough housing options teams and housing policy teams in each local authority and sub-regional housing networks

To submit a revised budget, work plan and outcomes targets in relation to the recommended amount to be reviewed by officers and an update to be provided to the Chair of the Grants Committee.

To work closely with (and adapt services if necessary in relation to any changes to) the London Community Rehabilitation Company, which manages the majority of offenders under probation supervision.

Clarity that 'the catalogue of services and private landlords within each borough to support better outcomes' will be electronic (to avoid becoming out of date quickly)

Recommended for funding?	Yes	Annual Recommended amount:	£251,378
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Priority and Service Area	Priority 1: Combatting Homelessness 1.2 Youth homelessness				
Organisation:	New Horizon Youth Centre				
Project title:	London Youth Gateway (LYG)				
Score:	124	76%	Ref ID:	8259	
Grant requested:	£1,131,960		No. of Users:	6738	Unit cost: £168
Target group:	Young people. Aged 16-24, who are homeless, at risk of homelessness and/or vulnerable				
Partners:	Depaul UK, Stonewall Housing, Galop, Albert Kennedy Trust and Shelter				
Project summary (from application)					
<p>The London Youth Gateway (LYG) project will provide a youth-targeted collaborative pathway to address increasing demand and emerging needs of young people who are homeless or at risk of homelessness, in each London borough. The LYG project will be delivered in partnership by New Horizon Youth Centre (lead), Depaul UK (Nightstop and Alone in London services), Shelter, and Stonewall Housing and its LGBT Jigsaw partners Galop and Albert Kennedy Trust.</p> <p>The joint work will provide:</p> <ul style="list-style-type: none"> • direct access to emergency accommodation • affordable accommodation options, delivered in innovative new partnership models, and PRS access • family mediation and reconnection support • youth-focused advice and advocacy services around housing need, eviction, welfare benefits and debts via one-to-one, telephone and online provision • youth homelessness prevention sessions in schools and colleges • outreach into Young Offender Institutes (YOIs), prisons and on the street to ensure young people are linked up early with necessary support • satellite services and a telephone advice line to reach young people across London • independent living skills and financial literacy workshops • counselling, communication and interpersonal skills support • 7-days per week employment, education and training programme delivered in-house and in partnership, and in-depth accredited training programme 					
Pan-London					
<p>The applicant has provided its pan London outreach under each activity heading, for example - extensive advice, advocacy and family mediation satellite provision throughout London, LGBT advice drop-ins, across London, Nightstop emergency accommodation available in and to every London borough. A number of the target groups worked with include young people who are highly transient and move across boroughs for a range of reasons (for example fleeing gang activities, abuse etc.)The application highlights current work which includes a greater focus on service users with a connection to an outer London borough (60%). Outreach will take place across all boroughs. Referral routes include self-referral and referral from local authority and a wide existing network of statutory and VCS services. LYG project partners currently work closely with each</p>					

London local authority, including Housing Options and Young People's services and Young Offenders Teams (YOTs), and other statutory stakeholders such as sub-regional housing partnerships, Job Centre Plus (JCP), CAMHS, police, and London Community Rehabilitation Company (CRC). LYG project partners have a very significant presence in multi-agency, cross-sector and strategic forums such as Trident, Youth Justice Boards, Mayor's London Gang Exit programme, GLA Youth Practitioners Network, LGBT Hate Crime Partnership, LGBT local community forums, LVSF Steering Group, Clinical Commissioning Groups and borough homelessness forums providing significant reach and strategic overview of the key issues and emerging needs.

Officer recommendation and Grant Conditions

The application scored highly as it was able to effectively describe how it would deliver the outcomes of the service specification. It also effectively demonstrated how it meets the principles of the grants scheme. The application represents a good example of joined up partnership working, with a range of partners providing different elements of the service. The LYG project will target provision to young people, aged 16-24, who are sleeping rough, hidden homeless, or at risk of homelessness. For the majority, local authorities will not have a statutory housing duty and/or there is a need for specialised advice and support. Around 90% of the LYG partners' current beneficiaries face multiple marginalisation: many identify as BAMER and significant increases of young women and LGBT young people in housing need. The application highlights research that demonstrates that LGBT rough sleepers were avoiding and not being picked up by mainstream homelessness outreach and support services. Similarly young people's patterns of rough sleeping differ significantly and are more mobile than those of adult street homeless people, demonstrating the need for a pan-London solution for these target groups. The project has outlined effective previous experience and results achieved. By working in the consortium, the LYG project enables effective sharing of specialist knowledge and activities that will maximise the positive impact for specific groups, such as homeless LGBT young people, young women, young migrants or gang-affiliated beneficiaries as well as young people with equalities characteristics. The application has demonstrated that the partners have a good understanding of the needs of the beneficiaries it will work with and the relevant experience to deliver outcomes for them. Referral routes are clearly explained and are realistic. The project offers good value for money.

Conditions of grant –

To work closely with both borough housing options teams and housing policy teams in each local authority and sub-regional housing networks

To make links to service provision under Priority Two.

To submit a revised budget, work plan and outcomes targets in relation to the recommended amount to be reviewed by officers and an update to be provided to the Chair of the Grants Committee.

In the Due Diligence stage it was revealed that the grant level requested would account for a large portion of the organisation's income (both as a total amount, and in consideration of just the element allocated to the lead partner). In addition the growth of the project from the current programme is significant. Officers propose a number of measures during the grant agreement stage and ongoing to mitigate these risks (including examination of range, size and sustainability of funding sources, fundraising strategy to be reviewed, quarterly updates on the financial health of the lead organisation and partners, further details on how the project will manage the increase in capacity). Also to ensure their employers liability insurance level of cover is for £10m.

Recommended for funding?	Yes	Annual Recommended amount:	£1,008,338
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Priority and Service Area	Priority 1: Combatting Homelessness 1.3 Support services to homelessness voluntary sector organisations				
Organisation:	Homeless Link				
Project title:	PLUS Project				
Score:	121	74%	Ref ID:	8257	
Grant requested:	£150,000		No. of Users:	362	Unit cost: £414
Target group:	Frontline service providers, 33 London borough housing professionals, private landlords and equalities agencies				
Partners:	Shelter				
Project summary (from application)					
<p>To strengthen the homelessness sector (voluntary, public and private) to work more collaboratively. To bring sectors together to better understand, define and identify their role in preventing homelessness. To support frontline providers and commissioners to be responsive to changing patterns of need, policy, legislation and equalities issues. To build the capacity of frontline providers to improve service delivery and effectiveness and ultimately be more sustainable. With the ultimate aim of achieving improved outcomes for those at risk of or experiencing homelessness.</p> <p>Activities:</p> <ul style="list-style-type: none">• providing specialist advice, support, training and information• supporting and improving working relationships between the VCS, boroughs and landlords through forums• improving collaboration and communication between the homelessness, employment, domestic/sexual violence, substance use, and health sectors through relationship brokerage, bespoke support and peer networks• providing quality policy, law and research information identifying London specific impact and trends through briefings and bulletins• testing new models through special initiatives responding to the London specific context. <p>Outcomes delivered:</p> <ul style="list-style-type: none">• Higher quality, more responsive and effective service delivery (measured against a baseline , and using an external evaluation)• More effective cross sector/priority collaboration to deliver more effective services• Improved and focussed response to prevention• Better evidence of successful creative interventions responsive to specific London context.					
Pan-London					
Homeless Link will primarily be working with front-line homelessness providers, equalities groups, landlords, housing and other professionals in delivering the proposed project. These groups are experiencing challenges relating to reduced resources, changes in legislation and policy, increasing demand and clients with increasing complexity of need. Existing work with PLUS members alongside Homeless Link and Shelter membership networks provide a VCS contact database of over 900. The project will be promoted through existing networks and programmes					

which are delivered by Homeless Link e.g. Strategic Alliance on Migrant Destitution involving agencies representing refugees and asylum seekers, Day Centres Project developing alliances, City Bridge Project building capacity for small organisations to collect and use data effectively. Both PLUS partners have a long history of working with boroughs to complement their local services, including providing guidance and support to several local authorities and sub-regional housing networks. In terms of contacts/referral routes/experience with all boroughs partners have extensive experience as demonstrated by ongoing involvement with cross-borough and borough homelessness forums. The project will offer an enhanced service to outer London boroughs where homelessness numbers have significantly increased and there are fewer homelessness services, to ensure local authority and VCS services complement and contribute to local pathways.

Officer recommendation and Grant Conditions

The application scored highly as it was able to effectively describe how it would deliver the outcomes of the service specification. It also effectively demonstrated how it meets the principles of the grants scheme. The activities outlined primarily focus on working with front-line homelessness providers, equalities groups, landlords, housing and other professionals. These groups are experiencing challenges relating to reduced resources, changes in legislation and policy, increasing demand and clients with increasing complexity of need. The project will bring together learning on topics such as how to incentivise the PRS to make properties available and how to communicate effectively with landlords and letting agencies. The organisation has extensive links to VCS in boroughs and has links to borough officers. The application outlines good examples of relevant previous experience and the impact that this has had.

Conditions of grant –

To work closely with both borough housing options teams and housing policy teams in each local authority and sub-regional housing networks in the planning of work, including an enhanced focus on outer London boroughs. The work plan to be reviewed and adapted periodically.

To submit a revised budget, work plan and outcomes targets in relation to the recommended amount to be reviewed by officers and an update to be provided to the Chair of the Grants Committee. This should include some further clarity on targets relating to work around mental health.

Revisions to the work plan should be made in coordination with borough officers and VCS to ensure the elements that are most required are prioritised, and avoiding any duplication with activities funded by DCLG. Officers have undertaken some initial work with borough housing leads to prioritise the activities. There were a range of responses, prioritising different elements, however the following three elements were cited most often by the borough officers as being key.

- Providing specialist advice, support, training and information (to frontline organisations, equalities organisations, housing professionals, landlords)
- Improving collaboration and communication between the homelessness, employment, domestic/sexual violence, substance use, and health sectors through relationship brokerage, bespoke support and peer networks
- Providing quality policy, law and research information identifying London specific impact and trends through briefings and bulletins

To deliver services to small and medium sized frontline homelessness VCS organisations (and VCS organisations focused on sexual and domestic violence where relevant).

Recommended for funding?	Yes	Annual Recommended amount:	£120,239
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Priority and Service Area	Priority 1: Combatting Homelessness 1.3 Support services to homelessness voluntary sector organisations				
Organisation:	Standing Together Against Domestic Violence				
Project title:	Setting the standard of practice for domestic abuse for housing providers in London: DAHA				
Score:	103	63%	Ref ID:	8258	
Grant requested:	£111,000		No. of Users:	99	Unit cost: £1,121
Target group:	Local authority housing and registered housing providers in London				
Partners:	Peabody and Gentoo				
Project summary (from application)					
<p>The Domestic Abuse Housing Alliance (DAHA) is a partnership between three agencies who are leaders in innovation to address domestic abuse within housing; Standing Together Against Domestic Violence (STADV), Peabody and Gentoo. DAHA's mission is to transform the housing sector's response to domestic abuse (DA) through the introduction and adoption of an established set of standards and an accreditation process.</p> <p>STADV is submitting this bid on behalf of this partnership and will be solely responsible for the deliver of this grant. The key aim is to accelerate DAHA's ability to reach local authority housing and registered housing providers in London to support their standards of practice in relation to domestic abuse. This grant will enable DAHA to offer free workshops which reflect the DAHA accreditation standards, to provide training and to influence housing providers to undertake the DAHA accreditation. This ultimately will achieve early intervention for domestic abuse and better service and support to survivors of abuse and their children.</p>					
Pan-London					
<p>London local authorities all have domestic abuse and/or VAWG strategies and contained within them is the aspiration for a coordinated response to domestic abuse. Housing is central to this aspiration. DAHA have reported that they have often received feedback from local authorities that they struggle with raising the practice of their own local authority housing but also the varied providers which overlap their boroughs into other boroughs. They often meet challenges in ensuring that the range of housing providers in their area engage and understand their local referral pathways related to domestic abuse. The DAHA workshops proposed in this bid which will lead to DAHA accreditation which will make a marked difference to the local authority and will ensure a much closer working relationship with housing providers in relation to cases which address domestic abuse. Commissioning services that cannot reasonably be delivered locally, at a borough or sub-regional level, it is only economical to offer this programme of support pan-London. DAHA also reports that local authorities have often fed back that they will host workshops and encourage DAHA accreditation but they ultimately cannot invest in further DAHA work on behalf of housing providers.</p>					
Officer recommendation and Grant Conditions					
<p>This application was discussed in borough officer groups relating to both homelessness and sexual and domestic violence. It was felt that it was a really useful innovative application which tackles the key interrelated issues of homelessness and sexual and domestic violence. This was a key issue raised by boroughs during the Grants Review. Borough officers were in support of the fact that the partnership planned to work with both local authority housing and registered landlord providers. The recruitment methods outlined in the application are convincing and appropriate and the number of users is explained and is realistic. The application clearly outlines similar relevant previous experience.</p>					

Conditions of grant –

To submit a revised budget, work plan and outcomes targets in relation to the recommended amount to be reviewed by officers and an update to be provided to the Chair of the Grants Committee.

To be strongly linked into the MOPAC and London Councils work on bringing together the tackling of interrelated issues of homelessness and VAWG

To work closely with other providers under service area 1.3 and 2.5 to ensure increased synergy in tackling the interrelated issues and avoiding duplication.

Recommended for funding?	Yes	Annual Recommended amount:	£88,977
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Priority and Service Area	Priority 2: Tackling Sexual and Domestic Violence 2.1 Sexual and Domestic Violence: Prevention				
Organisation:	Tender Education and Arts				
Project title:	London Councils pan-London VAWG Consortium Prevention Project				
Score:	139	85%	Ref ID:	8262	
Grant requested:	£265,000		No. of Users:	73,056	Unit cost: £4
Target group:	Children and young people aged 8-25 years and the professionals that work with them				
Partners:	IMECE, Women and Girls' Network (WGN), The Nia Project, Solace Women's Aid, Latin American Women's Rights Service (LAWRS), FORWARD, Ashiana Network and Iranian and Kurdish Women's Rights Organisation (IKWRO)				
Project summary (from application)					
<p>The Pan-London VAWG consortium prevention project is a strategic partnership of nine organisations set to deliver across 32 boroughs. Led by Tender, it presents an innovative, holistic response to gender based violence amongst young people, covering a range of VAWG themes through specialist arts and drama workshops. This project builds on robust foundations established by the consortium's work funded by London Councils since 2013. Building on the momentum created to date, we the project will establish Centres of Excellence in each borough, adding an enhanced stage to the existing project through a champion school programme. This enables us to reach more vulnerable young people and carry out more activities ultimately leading to whole school change. We will work with schools to identify targeted groups of young people at high-risk of experiencing abuse due to multiple disadvantage. The consortium will provide early intervention group work with these groups to decrease their vulnerability. Each school will receive support in developing effective policies to prevent domestic abuse and sexual bullying and respond to disclosures from students.</p> <p>Outcomes: Young people warn each other of abusive relationships, more young people challenge abusive behaviour safely and have the opportunity to comment on national policy and programmes of work.</p>					
Pan-London					
<p>The Pan-London VAWG consortium prevention project is a strategic partnership of nine organisations set to deliver across 32 boroughs. Led by Tender, it presents an innovative, holistic response to gender based violence amongst young people, covering a range of VAWG themes through specialist arts and drama workshops. Violence against women and girls is a Pan-London issue with Pan-London need. Building on the momentum created to date, the consortium will establish Centres of Excellence in each borough, adding an enhanced stage to the existing project through a champion school programme. Each partner is experienced in providing referral routes to Domestic Violence Forums, IDVA services, MARACs, FGM clinics, Children's Centres, CAMHS, Forced Marriage Units, drugs and alcohol services, Child Protection officers etc. As part of the enhanced phase of this project, Centres for Excellence are established in a champion school per borough, making deeper connections with borough specific services, safeguarding boards and SDV officers. By delivering this work as a consortium rather than a single organisation, it will enable a valuable network of contacts, referral routes and unique expertise to enrich the beneficiaries' experiences.</p> <p>The application proposes the following per borough:</p> <ul style="list-style-type: none"> - 1 secondary school receives the Champion school programme to establish Centre for Excellence status 					

- 1 secondary school receives the Healthy Relationships Project
- 1 primary school receives the Healthy Relationships Project
- 1 targeted setting e.g. SEN school or pupil referral unit

Healthy Relationships Project. In each setting:

- 2 day intensive arts based workshops 25 Young Leaders
- 1 educational assembly performance by the core group to 180 peer learners
- E-learning resources for teachers and parents
- Support in responding to disclosures and creating abuse prevention policies
- Signposting resources given to 500 young people

Centres for Excellence; Champion School Project

- The above Healthy Relationship Project is delivered and in addition,
- A targeted group of 15 at-risk young people receive ten weeks of group work to reduce their vulnerability
- 2 educational assembly presentations reach all students (approx. 900)
- 2 whole-staff trainings reach 60 professionals

Officer recommendation and Grant Conditions

The application outlines a comprehensive package of work to be delivered in schools and other youth settings. It has a wide range of partners which can provide specialist support relating to different target groups and different types of sexual and domestic violence. The project has a good level of experience and has made good links with boroughs. Borough feedback is positive on the impact of the project.

The application clearly describes how it will meet the principles of the programme with a strong focus on outcomes, delivering a service that is identified as something that is difficult to deliver by individual boroughs (both in terms of the lack of statutory requirement, low confidence of schools in tackling some of the subject matter, range of specialist areas covered by the project and that other providers focus on those already identified as experiencing violence), value for money and strong links locally to avoid duplication.

The application clearly describes how it will achieve the outcomes. The use of drama encourages feelings of empathy which borough officers highlighted as key to affecting changes in opinion. The drama activities also allow the teenagers to explore different scenarios and options and the pressures that affect what options are available. The techniques allow the children to witness healthy role models and then rehearse ways to disclose. Schools will be supported to develop policy including policies on disclosure.

Conditions of grant –

- Ensure borough leads can direct Tender to work with certain schools within the boroughs.
- Ensure borough leads can influence which partners are utilised for particular schools if it is identified that a particular issue is a high risk for the school (for example FORWARD for schools with population of pupils with higher levels of FGM risk)
- Ensure a closer match to the indicative borough spread in the service specification (within the confines of the numbers for each youth setting).
- Ensure the service learns from and adapts services in the light of the MOPAC pilot

Recommended for funding?	Yes	Annual Recommended amount:	£265,000

Priority and Service Area	Priority 2: Tackling Sexual and Domestic Violence 2.2 Sexual and Domestic Violence: Advice, counselling, outreach, drop-in and support for access to services				
Organisation:	Solace Women's Aid				
Project title:	Ascent: Advice and Counselling				
Score:	142	87%	Ref ID:	8269	
Grant requested:	£1,440,177		No. of Users:	9002	Unit cost: £160
Target group:	Women aged 16+ across London who have experienced domestic/sexual violence including women with protected characteristics. This includes women affected by issues including, young women and gangs, substance misuse, prostitution, trafficking, no recourse to public funds, as well as culturally specific provision, delivered in a number of languages.				
Partners:	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, Jewish Women's Aid (JWA) Latin American Women's Rights Service (LAWRS), The Nia project, Rape and Sexual Abuse Support Centre (RASAC), Rights of Women (ROW), Southall Black Sisters (SBS), Women and Girls Network (WGN),				
Project summary (from application)					
<p>The project aims to provide support for women affected by DV/SV and prevent its escalation through individually tailored advice, support and therapeutic services to enable women to cope, recover and move to independence.</p> <p>We will provide four key service areas with a holistic delivery model providing initial response to VAWG as well as after care from IDVA services:</p> <ul style="list-style-type: none"> - Advice, including legal support, through a hub and spoke model and inclusive of targeted support for BME women, those with NRPF and young and sexually exploited women as well as women with problematic substance use. We will provide a specialist focus on housing support with a dedicated housing support officer and access to safe accommodation. - One to one BACP accredited counselling delivered within each borough as well as counselling in over 20 languages provided by BME led by and for organisations. - Group work in all Boroughs and BME partner organisations to aid recovery and increase understanding of abuse. - Training including legal training to professionals and accredited VAWG training to volunteers and therapeutic training to clinicians. <p>We will deliver a range of outcomes including increased safety, access to safe housing, legal support, reduced risk, improved mental/physical health and well-being, increased confidence/self-esteem and increased knowledge for service providers around DV/SV.</p>					
Pan-London					
<p>The project aims to provide support for women affected by DV/SV and prevent its escalation through individually tailored advice, support and therapeutic services to enable women to cope, recover and move to independence. 13 partners have been selected that work across all London boroughs ensuring distinct local/borough knowledge, and all service elements have been developed using the service area activities and outcomes requirements. The hub and spoke delivery model enables women to access any service locally which is important for service</p>					

users experiencing agoraphobic symptoms/anxiety and depression/physical disabilities and mobility issues as well as symptoms of post-traumatic stress disorder. The partnership will also ensure that where local/borough-based services may not be a safe option for service users, they are able to access an appropriate service through the Partnership. The partnership will initiate meetings with each local authority/ VAWG coordinator and map existing and planned provision in each borough, ensuring that all commissioning partners' strategic plans are incorporated. Its borough plans will reflect the findings of the mapping/scoping exercise. Provision will be targeted to each borough, with a base in each borough, whilst being accessible Pan-London where relevant and complementing borough based provision.

The partnership has strong links with every London borough and community-based organisations including, all borough MARACs and IDVAs, DV/SV Forums and agencies, Police including Community Safety and Sapphire Units, health services, rape Crisis teams and HAVENS, social services (Children and Adults), local authority housing teams, mental health services, children's centres, Forced Marriage Unit, amongst others.

Officer recommendation and Grant Conditions

The application received a high score. The model involves a hub and spoke model with two central hubs and spokes in each borough providing specialist support. Borough officers were keen that the London Councils service specification outlined a service which wrapped around local borough IDVA (independence domestic violence advocates) services. The application reflects this service delivery model and also addresses the issue raised in the grants review of the need to address sexual and domestic violence and homelessness simultaneously. The service will be tailored to each borough following a scoping exercise involving borough officers. The application clearly outlines how it will meet the principles of the programme, including clear and robust outcomes and effective pan-London working, providing services that would be difficult for boroughs to deliver individually (given the range of specialist support).

Conditions of grant –

To submit a revised budget, work plan and outcomes targets in relation to the recommended amount to be reviewed by officers and an update to be provided to the Chair of the Grants Committee.

To work with the other providers recommended under service area 2.2 to ensure clear supported referral pathways when referring from one to another.

To include specific outcome indicators for women supported who have experienced prostitution or trafficking and substance misuse.

Recommended for funding?	Yes	Annual Recommended amount:	£1,425,238
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Priority and Service Area	Priority 2: Tackling Sexual and Domestic Violence 2.2 Sexual and Domestic Violence: Advice, counselling, outreach, drop-in and support for access to services				
Organisation:	Galop				
Project title:	The LGBT DAP (Domestic Abuse Partnership)				
Score:	138	85%	Ref ID:	8266	
Grant requested:	£147,852		No. of Users:	542	Unit cost: £273
Target group:	Lesbian, Gay, Bisexual, Transgender (LGBT) victims of Domestic Abuse				
Partners:	Stonewall Housing, London Friend and Switchboard				
Project summary (from application)					
<p>The LGBT Domestic Abuse Partnership (DAP) will provide specialist support to over 500 LGBT victims of Domestic Violence annually. It is the only pan London multi-agency domestic violence service for LGBT people. It will deliver a joined-up service enabling vulnerable LGBT survivors, who face barriers to accessing support, to quickly access comprehensive, specialised support tailored to their needs.</p> <p>As the lead partner in the DAP, Galop will: Build links with borough based services to raise awareness of LGBT domestic abuse and improve referrals pathways; provide specialist one-to-one DV advocacy, and through the National LGBT Domestic Abuse Helpline provide specialist telephone, email advice and support to victims 5 days a week, referring London callers into the DAP. Stonewall Housing will provide housing advice and advocacy to DV victims at risk of homelessness, or with housing support needs. London Friend provides counselling and group support. Switchboard provides additional support through a helpline open 7 days per week and sign-posting into DAP services.</p> <p>The DAP has consistently delivered outcomes that improve the safety and wellbeing of LGBT survivors of sexual and domestic violence. Victims receive help navigating the criminal justice system and accessing specialist support aimed at reducing risk and repeat victimisation.</p>					
Pan-London					
<p>The LGBT Domestic Abuse Partnership (DAP) will provide specialist support to over 500 LGBT victims of Domestic Violence annually. It is the only pan London multi-agency domestic violence service for LGBT people. It will deliver a joined-up service enabling vulnerable LGBT survivors, who face barriers to accessing support, to quickly access comprehensive, specialised support tailored to their needs. There is no other equivalent pan-London LGBT DVA partnership. Demand for services far exceeds capacity. The DAP works closely with local statutory services such as MARACs, the police and IDVAs, and other services including members of the London Violence Against Women and Girls Consortium, with whom the lead charity has a close partnership, and specialist LGBT services including The Naz Project and CliniQ. The DAP's expertise, specialist services, and capacity to work with LGBT clients will complement those services already available on a borough level. The delivery of joined-up services enables vulnerable LGBT survivors of domestic violence to quickly access specialised support and advocacy around safety, criminal justice, housing and counselling. The DAP has eight years' experience of delivering a pan-London specialist service, attracting clients and referrals from every borough.</p>					
Officer recommendation and Grant Conditions					
<p>The application received a high score. The project focuses on Lesbian, Gay, Bisexual and Transgender (LGBT) victims of Domestic abuse.</p>					

This is a target group which borough officers have highlighted as one that does not always access local authority provision and therefore may be 'off the radar' of borough officers. The application clearly outlines the needs of the target group and how these will be addressed through the partnership of providers. The application demonstrates a deep understanding of and experience of working with the client group. There is a clear explanation of the need for a pan-London LGBT service for cost-effectiveness and continuity of care. The view of borough officers is that local areas could not commission such a service locally but that the service is needed. The application clearly lists all activities from partners and which outcomes they deliver on. The application represents low unit costs because there would be no start-up costs, the project will use volunteers and have low overheads. Volunteers receive an extensive package of support and training and retention rates been good as a result of this.

Conditions of grant –

To submit a revised budget, work plan and outcomes targets in relation to the recommended amount to be reviewed by officers and an update to be provided to the Chair of the Grants Committee.

To work with the other providers recommended under service area 2.2 to ensure clear supported referral pathways when referring from one to another.

To work closely with local authority sexual and domestic violence leads to ensure awareness of the project.

Also to ensure their employers liability insurance level of cover is for £10m.

Recommended for funding?	Yes	Annual Recommended amount:	£146,318
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Priority and Service Area	Priority 2: Tackling Sexual and Domestic Violence 2.2 Sexual and Domestic Violence: Advice, counselling, outreach, drop-in and support for access to services				
Organisation:	SignHealth				
Project title:	DeafHope London				
Score:	131	80%	Ref ID:	8268	
Grant requested:	£150,000		No. of Users:	150	Unit cost: £1000
Target group:	Deaf female sign language users				
Partners:	n/a				
Project summary (from application)					
<p>DeafHope is the UK's only, award-winning, specialist service for Deaf female survivors of domestic abuse and violence, and their children. It is delivered by Deaf women for Deaf women, and is vastly more cost-effective than using Interpreters. The service also provides support to Deaf men, through advice and supported signposting. Caseworkers use British Sign Language and other international sign languages. The service is regularly assessed as 'outstanding' by London Councils' RAG rating.</p> <p>DeafHope London will deliver:</p> <ul style="list-style-type: none"> • Specialist D/deaf referral for all London Borough Officers and IDVAs • IDVA and outreach 1-2-1 support for deaf women and young people • Prevention/early intervention workshops in schools/youth groups to boys and girls (Young DeafHope) • Psychological Therapy for clients with complex needs, anxiety and/or depression • Survivors' Workshops - Deaf-led support groups • British Sign Language (BSL) and other accessible information about domestic abuse for Deaf community • Deaf awareness training/support for London Borough Officers and mainstream domestic violence providers <p>This will achieve all specification outcomes:</p> <ul style="list-style-type: none"> • Reduced levels/ repeat victimisation of sexual and domestic violence • Improves wellbeing • Increases safety and independence • London Borough Officers and IDVAs have a quality Deaf referral route • Multi-agency providers have a better understanding of how to meet Deaf access • Supports BAMER, LGBT and Multiple Complex Needs Deaf women 					
Pan-London					
<p>Delivering a pan-London service to the Deaf community. A Deaf specialist service cannot reasonably be delivered locally, because of safety and low-population numbers. Mainstream services cannot afford to buy in BSL interpreters, and interpreters are not able to advocate. An analysis of the charity's casework data from 2013-2015 shows that 70% of referrals are from London borough officers, Local IDVA's and other sexual and domestic violence community groups/voluntary sector groups, Deaf organisations and mainstream providers. Referring</p>					

professionals include: sexual and domestic violence workers, midwives, GPs, social services, MARACs¹, probation, mental health workers, victim support workers, Action on Hearing Loss workers and Deaf Parenting UK. Clients are referred to DeafHope from every London borough, and referrals are taken from the pan-London Ascent project delivered by the London VAWG Consortium. The applicant advises that it will target boroughs where it is not receiving sufficient referrals with an enhanced awareness raising strategy. The application outlines the importance of Deaf survivors receiving a multi-agency approach to find safety for themselves and their children, make informed choices, recover and build new lives. To achieve this, the project will work closely with refuges, housing providers, local borough officers (sexual and domestic violence), CAFCASS, family support services, immigration, police, courts, health visitors, child protection teams, safeguarding teams, education services, job centres and solicitors.

Officer recommendation and Grant Conditions

The application received a high score. The target group outlined (deaf victims of sexual and domestic violence) is one that does not always access local government provision, borough officers report challenges in supporting them, and service users strongly identify with deaf/hearing impaired provision. It is therefore well suited to a pan-London specialised programme. The recommendation is supported by borough officers who felt that just the savings made from not having to use interpreters was reason enough to recommend the project, as well as the fact that the specialist service provision was better at identifying and supporting victims leading to better outcomes. The service will provide a wrap-around service to borough IDVA services, addressing the call for this during the grants review. The application outlined a clear understanding of the needs of the target group including the additional needs of deaf victims of sexual and domestic violence, including entrenched and complex issues, lack of awareness of support, inaccessibility of talking therapies, difficulty with engaging with CAFCASS² and difficulties of those from other countries that use a different sign language (including those trafficked for sexual exploitation).

Conditions of grant –

To submit a revised budget, work plan and outcomes targets in relation to the recommended amount to be reviewed by officers and an update to be provided to the Chair of the Grants Committee.

To work with the other providers recommended under service area 2.2 to ensure clear supported referral pathways when referring from one to another.

To continue to work towards and obtain the Safe Lives, Leading Lights quality standard or similar.

Recommended for funding?	Yes	Annual Recommended amount:	£148,444
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¹ Multi Agency Risk Assessment Conference

² Children and Families Court Advisory Support Service - Cafcass represents children in family court cases

Priority and Service Area	Priority 2: Tackling Sexual and Domestic Violence 2.3 Helpline and coordinated access to refuge provision					
Organisation:	Women's Aid					
Project title:	Pan-London Domestic and Sexual Violence Helplines and Data Collection Project					
Score:	117	72%	Ref ID:	8275		
Grant requested:	£314,922		No. of Users:	20,502	Unit cost:	£15
Target group:	All victims of domestic and sexual violence, plus those supporting as professionals, family or friends					
Partners:	Refuge, Women and Girls Network (WGN), Rape and Sexual Abuse Support Centre (RASASC) and Respect					
Project summary (from application)						
<p>This project will work to ensure that people affected by all forms of domestic and sexual violence receive the non-judgmental, confidential support that they need, and access to emergency refuge provision when they need it, and to assist commissioners and strategic stakeholders to effectively coordinate refuge provision based on robust data:</p> <ul style="list-style-type: none">• Expert Pan-London telephone, email and online support to victims of domestic and/or sexual violence and those supporting them;• Comprehensive data on London services facilitating immediate refuge referrals;• Collection, analysis and dissemination of data on the nature and usage of refuge and other provision and needs in London. <p>The project will assist London boroughs directly through a dedicated refuge referral mechanism, plus informative data for improving services and better understanding needs, including provision of a 'heat map'.</p> <p>UK Refuges On Line (UKROL) is an integral part of this project, and the project will work with London Councils, MOPAC³ and borough stakeholders to ensure the maximum benefit is achieved from the range of data collected through the improved data analysis tools and resources that the project will implement going forward.</p> <p>The project will be committed to impactful liaison with London boroughs and promoting its services to all those who might benefit.</p>						
Pan-London						
<p>The project will assist London boroughs directly through a dedicated refuge referral mechanism, plus informative data for improving services and better understanding needs, including provision of a 'heat map'. To ensure that take-up is reflected across all London boroughs the Pan-London Helplines will undertake a proactive programme of engagement with key officers within the London boroughs. All of the partners are members of a wider consortium of 22 London VCS organisations. Women's Aid, Refuge, WGN, RASASC and Respect working together can ensure coordinated pan-London provision of domestic and sexual violence services. Through the Pan-London Helplines partnership, victims will be able to access support 24 hours a day, 365 days a year. The partners have a wide reach across London and have information about the helpline available through local networks, boroughs, NHS, specialist VCS, website, events and newsletters.</p>						
Officer recommendation and Grant Conditions						

³ MOPAC – Mayor's Office for Policing and Crime

The application scored highly. The package of support is comprehensive and addresses the service specification. The application clearly outlined how it would address the needs of the people who require the service. A range of support by the different partners is outlined including, National Domestic Violence Helpline London, RASAC and WGN's rape and sexual abuse helpline service, a male helpline provided by Respect and access to refuge provision through the UK refuges online database (UKROL). A second element is the data that can be captured through the UKROL to assist commissioners in planning refuge provision, and establishing which target groups are not able to access provision. The specialised nature of the service was strongly favoured by borough officers. The application displays a good level of experience of delivering the service previously and the anticipated numbers of service users is based on the project's current experience and is therefore realistic and robust. The application has outlined the outcomes information that it has provided which is well evidenced and realistic, and the project offers value for money.

Conditions of Grant –

- Awareness raising needed with boroughs about logging directly onto UKROL and not ringing the helpline (working in partnership with London Councils and MOPAC)
- Awareness raising needed with boroughs and other funders of refuge provision to ensure refuges they commission are registered on UKROL (UK Refuges Online)
- To work with London Councils, MOPAC and boroughs to plan the enhanced data collection elements, support greater coordinated commissioning of refuge provision, explore the capture of a range of other data (for example men), and include information in the data gathering that is relevant to changes in services and need (such as the outlined further data to be captured on housing tenure on entering/exiting refuge provision (as requested by stakeholders))

Recommended for funding?	Yes	Annual Recommended amount:	£314,922
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Priority and Service Area	Priority 2: Tackling Sexual and Domestic Violence 2.4 Emergency refuge accommodation that offers services to meet the needs of specific groups				
Organisation:	Ashiana Network				
Project title:	Specialist Refuge Network				
Score:	144	88%	Ref ID:	8245	
Grant requested:	£840.000		No. of Users:	795	Unit cost: £1,057
Target group:	DSV survivors with complex needs: mental-health, no-recourse, problematic substance use, sexual-exploitation (exiting prostitution/trafficking) BAMER, disabilities				
Partners:	Ashiana Network, Solace Women's Aid, Nia project, IKWRO and Iranian & Kurdish Women's Rights Organisation				
Project summary (from application)					
<p>London Specialist Refuge Network seeks to continue to provide a unique and innovative Pan-London service through specialist refuge accommodation and targeted support to high-risk women/children affected by domestic and sexual violence (DSV) with complex needs. The Network will provide specialist refuge, targeted support and outreach and second stage accommodation. We will work intensively with women to assess/address needs, improve safety/health/wellbeing enabling women to exit violent/abusive relationships/situations.</p> <p>The services comprise:</p> <p>Programme of group-work/workshops to enhance health/wellbeing/living-skills/resilience</p> <p>Resettlement programme to support independence/longer lasting outcomes</p> <p>Outreach service supporting/enabling women to access alternative refuge accommodation/be supported in independent living</p> <p>Training/awareness raising workshops for professionals to remove barriers/widen access</p> <p>Housing advocacy securing/maintaining referral pathways with housing providers to secure alternative accommodation for women at risk and unable to access refuge</p> <p>38 specialist 24-hour refuge and second-stage accommodation bedspaces and package of intensive targeted support to enhance safety and remove barriers:</p> <p>6 (24-hour) bedspaces: Problematic substance use</p> <p>5 (24-hour) bedspaces: Sexually exploited women (including prostitution and trafficking)</p> <p>8 (24-hour) bedspaces: Women with mental health/problematic substance use</p> <p>7 second-stage bed spaces: Trafficked women</p> <p>6 bed spaces: Middle Eastern and North African women fleeing harmful practices including forced marriage</p> <p>6 bed spaces: South Asian, Turkish and Iranian women with NRPF experiencing DV/SV and harmful practices</p>					

Within the existing 38 bedspaces, the project will allocate an additional 3 bedspaces for women with NRPF⁴, particularly for trafficked women and 2 bedspaces for women with mobility related disabilities.

Pan-London

The partnership will reach individuals and organisations working with DSV survivors with complex needs, and their children including: Mental-health, NRPF, problematic substance use, sexual-exploitation (exiting prostitution/trafficking) BAMER, harmful practices and/or disabilities is based on existing networks, track record/reputation and evidenced by the project's currently oversubscribed services. Referrals into the current London Councils funded project come from UKROL and homeless sector providers/local authorities/community organisations/Ascent DSV partnerships/ self-referrals. The project will continue to develop these networks and pathways. Borough-specific action plans will map existing provision in each borough, overlaying current/ intended provision. As members of a 21 organisation consortium, the partnership has formalised referral pathways with 21 sexual and domestic violence services across London with clear protocols to reduce the risk of duplication. Through attendance at borough-specific/ regional sexual and domestic violence forums, the partnership is able to make/maintain connection with borough-level services and where necessary, service level agreements will be drawn up to ensure clear and effective referral pathways. Partners are well established across London with offices/refuges in north/south/east/west London.

Officer recommendation and Grant Conditions

The application scored highly. The application has given examples of clear and effective links with the target group of people. The application has effectively addressed the specification, in particular in specialised services for a range of beneficiaries (including those with disabilities, substance misuse, women with no recourse and trafficked). These are all target groups that have been highlighted by borough officers as those that are difficult to provide specialist services for at a local level. This has also been evidenced in recent UKROL⁵ data showing groups that face barriers in accessing refuge accommodation.

Conditions of grant –

- To provide further information on how the project will manage the increase in delivery targets
- To ensure referral routes are clear and raise awareness with relevant borough officers.

Recommended for funding?	Yes	Annual Recommended amount:	£840,000
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⁴ No recourse to public funds

⁵ UK Refuges Online

Priority and Service Area	Priority 2: Tackling Sexual and Domestic Violence 2.5 Support services to the sexual and domestic violence voluntary sector organisations				
Organisation:	Women's Resource Centre				
Project title:	The ASCENT project (This stands for Amplifying, Supporting, Capacity building, Engaging, Networking, Training)				
Score:	102	63%	Ref ID:	8271	
Grant requested:	£ 300,379		No. of Users:	369	Unit cost: £814
Target group:	VCO's working in the sexual and domestic violence sector across London and other key stakeholders.				
Partners:	RESPECT (perpetrators), Imkaan, Rights of Women, Against Violence and Abuse and Women and Girls Network				
Project summary (from application)					
<p>ASCENT is part of the Pan London VAWG Consortium and will specifically address the long term sustainability needs of the provision of services to those affected by sexual and domestic violence (S&DV). It will improve the quality of such services across London, by providing a variety of services that includes sustainability, expert-led and accredited (assured) training, borough surgeries, seminars and special events, best practice briefings, BME networks for front-line staff from both voluntary and statutory services to improve service provision and ensure it meets the needs of service users. During this period ASCENT will develop a flexible on-line learning resource that will contribute to front line workers CPD and enhance the quality of VAWG services across London as well as a key local contacts directory.</p> <p>ASCENT will also draw on the wide and varied expertise of all its partners, and of those within the wider Pan London VAWG Consortium in order to meet the requirements of the Equality Act 2010. As a partnership, ASCENT will both model and promote the value of partnerships to service users, funders and commissioners.</p>					
Pan-London					
<p>It will improve the quality of sexual and domestic violence VCS services across London through the activities delivered by the range of partners, to improve service provision and ensure it meets the needs of service users. The ASCENT project has a track record of work with more than 710 VSO and statutory services across London. ASCENT has strong links with other sectors including health and community services, local authorities, criminal justice agencies, amongst others. ASCENT works closely with specialist services working with disabled women, BAME women, LGBT, refugees; homelessness and housing providers including housing associations and refuges. Continuous review of the project's monitoring and evaluation data will enable the identification of gaps in geographical spread of the service and help to address this at the earliest opportunity. In order to ensure accessibility to the project activities will be held in each of the four quadrants of London to ensure comprehensive outreach. One-to-one support will be available to organisations with reduced capacity, together with a range of web-based support.</p>					
Officer recommendation and Grant Conditions					
<p>The application received a good score. It offers a comprehensive package of support for frontline organisations working in the sexual and domestic violence sector, including support to perpetrator programmes through the partner RESPECT. The application displays a good understanding of its target beneficiary organisations and the capacity building needs of this sector. Output and outcomes targets appear to be</p>					

realistic and achievable. The application received a high score in terms of its ability to meet equalities objectives.

Conditions of grant –

To explore potential links/ shared learning between the perpetrator elements of the project and the perpetrator issues that are covered in the Standing Together Against Domestic Violence project (such as perpetrators holding social housing tenancies).

To submit a revised budget, work plan and outcomes targets in relation to the recommended amount to be reviewed by officers and an update to be provided to the Chair of the Grants Committee. Revisions to the work plan should be made in coordination with borough officers and VCS to ensure the elements that are most required are prioritised. Officers have undertaken some initial work with borough sexual and domestic violence leads to prioritise the activities. There were a range of responses, prioritising different elements, however the following elements were cited most often by the borough officers as being key, mostly focusing on the need to capacity build and upskill the sector to face the current challenges,

- Sustainability training sessions (tendering, strategic and financial planning, measuring impact/outcomes, partnerships, fundraising)
- Expert led training sessions (harmful practices, coercive control, sexual violence, online abuse, perpetrators, harmful practices)
- Accredited training (mental health, perpetrator, BAME women, harmful practices)
- Best practice briefings
- Annual sector needs assessment
- Issues relating to no recourse, BAME women, perpetrators, older women

The following elements of the project were ones that were not prioritised as strongly by borough officers.

- borough directory (MOAPC have commissioned a services directory, and in terms of borough contacts the MOPAC borough officer network should be the main contact route)
- borough surgeries
- E-newsletter
- E-learning module
- activities for borough officers (some felt it was better to concentrate on VCS)

The project should consider the above when submitting the revised work plan and budget, addressing the difference in the requested amount and the recommended amount. The project should also work with London Councils, borough officers and MOPAC to plan and adjust activities (keeping in mind that not all borough officers responded on the above).

<u>Recommended for funding?</u>	<u>Yes</u>	<u>Annual Recommended amount:</u>	<u>£240,783</u>
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Priority and Service Area	Priority 2: Tackling Sexual and Domestic Violence 2.6 Specifically targeted services FGM, Honour based violence (HBV), forced marriage and other harmful practices				
Organisation:	Asian Women's Resource Centre (AWRC)				
Project title:	Ascent Ending Harmful Practices project				
Score:	143	88%	Ref ID:	8276	
Grant requested:	£320,000		No. of Users:	623	Unit cost: £514
Target group:	BMER women and girls affected by FGM, FM, HBV and other harmful DV/SV practices				
Partners:	Ashiana Network, Latin American Women's Rights Service, IKWRO, IMECE Women's Centre, Southall Black Sisters Trust, Women and Girls Network, FORWARD and African Women's Care				
Project summary (from application)					
<p>The partnership will provide intensive support to 623 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, annually. Activities will include: 1) 1:1 advice and information on rights and entitlements: 2) casework and advocacy support which will include accompanying women to report crimes of violence to the police and housing departments, as well as accompanying women to court and advocating their needs to social services 3) therapeutic support groups and a counselling provision to 66 women 4) raising awareness of the impact of HBV, FM and FGM within communities and other voluntary and statutory agencies (not only BMER communities) through delivering workshops, training and presentations and 5) specific work with young women through the delivery of workshops to support peer mentoring and youth advocacy. These activities aim to improve service users' safety, self-esteem, confidence and wellbeing, as well as improving understanding of rights and options and uptake of other services in the domains of criminal justice, health, housing and employment training.</p>					
Pan-London					
<p>The application demonstrates previous experience in its ability to coordinate a pan-wide London project which has delivered positive outcomes for women across a range of communities. The EHP partnership has been able to strengthen the pre-existing and well-established referral networks, as well as establish new ones across all 33 boroughs. For example, in all boroughs, the partnership has relationships/links with the local DV Coordinators/Community Safety Teams and DV/VAWG Forums who provide a vital role in promoting the services throughout their boroughs to the community and voluntary sector and providing links to the MARAC. Where some boroughs do not have DV forums, the partnership has worked hard to develop individual contacts. The partners are operational, through their central offices or satellite services, in a total of 28 boroughs. Each partner has taken responsibility to deliver services in boroughs in which their communities are concentrated. Over the past four years the partnership has developed service provision across all 33 boroughs and intends to continue to build on this work.</p>					
Officer recommendation and Grant Conditions					

The application was supported by borough officers. The application achieved a high score. The application clearly outlined how it would deliver the outcomes in the specification. The application outlines a range of partners to address the different types of harmful practices outlined in the specification. The partnership has a good knowledge of their target group and has outlined effective previous experience in delivering outcomes for these groups.

Grant Conditions:

To bring DVIP into the partnership as a paid partner, subject to a number of conditions (revised partnership agreement to include DVIP, revised budget, work plan)

To be flexible to the learning from the MOPAC pilot.

To ensure that new and emerging needs are addressed (including breast ironing)

To ensure their employers liability insurance level of cover is for £10m.

Recommended for funding?	Yes	Annual Recommended amount:	£320,000
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Priority and Service Area	Priority 2: Tackling Sexual and Domestic Violence 2.6 Specifically targeted services FGM, Honour based violence (HBV), forced marriage and other harmful practices				
Organisation:	Domestic Violence Intervention Project (DVIP)				
Project title:	Al-aman Project: Women's Support Service				
Score:	128	76%	Ref ID:	8277	
Grant requested:	£26,811		No. of Users:	40	Unit cost: £670
Target group:	Women from Arabic speaking communities across London affected by harmful practices and domestic abuse.				
Partners:	n/a				
Project summary (from application)					
<p>1. To increase the safety of women and children within Arabic speaking communities across London who are affected by forced marriage, honour based crime, female genital mutilation and domestic abuse. We provide culturally sensitive and effective information, safety planning, advocacy and emotional support services in Arabic alongside a group work programme designed to empower women, build skills and promote peer support.</p> <p>2. To increase awareness of domestic abuse and harmful practices within the community and voluntary and statutory services as well as to create change by stimulating dialogue and challenging practices that have led to a 'wall of silence' surrounding these issues within the community.</p> <p>To achieve our aims, we offer a woman centred and needs-led Arabic speaking service comprising regular phone contact, face-to-face meetings, a group work programme designed through service-user feedback, counselling and community workshops.</p> <p>The main changes that we strive for when working with Arabic speaking women are the increased safety and wellbeing of our service-users, an improved awareness of domestic abuse and harmful practices and their effects as well as an increased confidence and ability to make positive life changes for themselves. Overall, we aim to reduce and prevent violence against women.</p>					
Pan-London					
Based on experience and on interviews with beneficiaries and representatives of cultural and religious institutions, Al-aman is aware that many Arab women experiencing domestic abuse and harmful practices will turn first to such institutions. Through the DVIP Al-aman intends to continue to undertake weekly outreach work with the two main London mosques for Arabic speaking communities: London Central Mosque (Westminster) and the Heritage Cultural Centre. The application also outlines work to facilitate workshops and presentations on these issues as part of the yearly Ramadan programme which is delivered in Mosques and cultural centres. The partnership regularly work with statutory organisations and will provide information sessions on services and referral pathways to local authority officers, ISDVAs, VAWG forums, children's services, health services, probation and police. The Partnership will continue to work closely with London VAWG coordinators and the MOPAC funded pan-London IDVA service, and attend monthly MARACs. The DVIP will attract people through partnerships with Healthwatch, NHS Back On track, IKWRO, Making Communities Work and Grow and the Police as well as promote services through relevant forums such as the BME Health Forum.					

Officer recommendation and Conditions			
<p>The project was highlighted as a good project by borough officers. The application received a high score. It has clearly set out the needs of the service users it will work with and how to address these needs. The application clearly outlined how it would deliver the outcomes in the specification.</p> <p>Conditions</p> <ul style="list-style-type: none"> - To become a partner under the partnership led by Asian Women's Resource Centre, meeting the requirements of entry into that partnership (due diligence checks, partnership agreement etc.) 			
Recommended for funding?	Yes (within the AWRC Partnership)	Annual Recommended amount:	Recommended to be included in the partnership that is led by AWRC under service area 2.6.

Priority and Service Area	Priority: 1. Combatting Homelessness Service Area: 1.1 Prevention and Targeted Intervention				
Organisation:	Release (Legal Emergency And Drugs Services Limited)				
Project title:	Release Legal Social Welfare Outreach Project				
Score:	113	69%	Ref ID:	8251	
Grant requested:	£541,969		No. of Users:	3895	Unit cost: £139
Target group:	People with mental health/multiple complex issues-specifically those who use drugs and/or alcohol.				
Partners:	£541,969				
Project summary (from application)					
<p>Working across all London boroughs we would provide outreach legal advice and representation to people with substance misuse problems at drug and alcohol treatment centres ('DATCs'). We would establish weekly legal projects in 29 boroughs in partnership with DATCs. We operate in seven boroughs currently, with four boroughs contracted for 2017-18, we are proposing an additional service in Newham. A Release legal advisor would see six clients per week at each DTC providing representation on homelessness, housing (including issues that lead to eviction), disrepair, debt and welfare benefits in order to maintain and sustain suitable accommodation. Follow up would be undertaken at the office (at least 8 hours per DATC) and would involve drafting letters, negotiating with relevant parties, collating supporting evidence (including medical evidence), submitting legal arguments to courts/tribunals, providing representation if necessary. By resolving legal problems such as homelessness, insecure housing or financial matters, people are more able to address their substance misuse and report improved mental health. The accessible nature of the project, by locating it in a DATC, increases engagement and retention in treatment services. Working with the DATC's, and by addressing people's social legal problems, we will support access to employment programmes and volunteering opportunities.</p>					
Pan-London					
<p>Release (Legal Emergency And Drugs Services Limited) – propose to work across all London boroughs, Release would provide outreach legal advice and representation to people with substance misuse problems at drug and alcohol treatment centres ('DATCs'). The charity plans to establish weekly legal projects in 29 boroughs in partnership with DATCs. Each of the legal welfare outreach services would be delivered within 32 local boroughs (double delivery in Newham and Westminster) at existing treatment provider's premises, so as to engage service users in an environment familiar to them, eliminate any travel charges, and work in collaboration with their keyworkers/support/clinical staff.</p>					
Officer Recommendation					
<p>The application has received a good score. However, officers have highlighted a number of areas in which the application is not recommended as it has not addressed the specification as effectively as recommended applications. The outcomes section of the application would have benefited from more detail in terms of target numbers against the different London Councils outcomes, as set out in the service specification. The service is largely focused on legal advice provision, which does not fully reflect the different elements of the specification. Further information on contact and liaison with local authorities would have been beneficial. Other areas that the application could have improved upon are a bit more detail in terms of risks and mitigation. The application proposes to work with people from a range of equalities groups. The</p>					

application would have scored further points had it provided more on how the project will be accessible to people from all the protected equalities characteristics (as listed in the 2010 Act), with methods for reaching people and meeting their needs outlined effectively.

Recommended for funding?	No	Annual Recommended amount:	£0
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Priority and Service Area	Priority: 1. Combatting Homelessness Service Area: 1.1 Prevention and Targeted Intervention				
Organisation:	The Connection at St Martin's				
Project title:	London Reconnections				
Score:	108	66%	Ref ID:	8255	
Grant requested:	£184,215		No. of Users:	400	Unit cost: £461
Target group:	Single homeless people aged 25+ from all London Councils service target and equalities groups				
Partners:	Deptford Reach, The Ace of Clubs, Providence Row				
Project summary (from application)					
<p>The project will prevent people from London boroughs who are arriving in central London from becoming street homeless. It will do this through a programme of assessment, referral and reconnection to the home borough. Three partner agencies in nine boroughs from which we have identified larger number of clients originating will take fast-track referrals and provide a local assessment and referral service. In total 400 individuals a year will be met, assessed and referred to appropriate local services, either by ourselves or partner agencies, preventing them from rough sleeping in central London where they are at risk of devastating consequences to their lives without intervention.</p>					
Pan-London					
<p>The project has experience of supporting people from every borough in London and the organisation has links to contacts statutory and voluntary in each borough. For the proposed project, the applicant has outlined an expected 400 target beneficiaries - people who are newly homeless and have either just begun to rough sleep or are at risk of rough sleeping who have a connection to one of the London boroughs. The applicant has set targets for each borough based on these profiles and are aiming to reconnect project clients to their home boroughs, where their needs can be best met and local connections maintained. As part of its links to the 33 boroughs, the organisation liaises with three partner agencies in nine boroughs, with the highest numbers.</p>					
Officer Recommendation					
<p>The application received a good score. However, it did not fully address all aspects of the specification, including all the outcomes. It outlines a good re-connection service but provides insufficient information on how users will then achieve the outcomes outlined in the specification, including tenancy sustainment, employment support and debt/financial advice. To a lesser extent a small number of points were missed from the following areas. More detail on specific previous staff experience would have been beneficial as well as more detail on additional benefits.</p>					
Recommended for funding?	No	Annual Recommended amount:	£0		

Priority and Service Area	Priority: 1. Combatting Homelessness Service Area: 1.1 Prevention and Targeted Intervention					
Organisation:	Hopscotch Asian Women's Centre					
Project title:	SAFEGWAY IN PROJECT					
Score:	104	64%	Ref ID:	8248		
Grant requested:	£ 437,107		No. of Users:	4,642	Unit cost:	£94
Target group:	EEA nationals, in particular CEE, No recourse to public funds, BAME groups, disabled, women					
Partners:	Refugee Women's Association , Mace Housing Co-operative Limited, East European Advice Centre, Shpresa Programme					
Project summary (from application)						
<p>Safeway Way In Project (SIP) is partnership of four BAME community organisations and a housing cooperative limited. SIP is a pan London project that provides services on housing and prevention of homelessness to 4,821 service users from BAME, EEA particularly CEE communities. The service will be provided in 23 community languages and will include one to one housing advice and advocacy in relation to homelessness, prevention of eviction, providing short and long term housing solutions. The project will provide training on personal resilience, financial and debt management, life skills and employability. The project will also provide mental health support on one to one and in groups and find employment in care and property management as well as in other areas. The project is developed within the framework of the Equality Act 2010 adhering to the needs of all protected characteristics by providing either direct services or make referrals to specialist organisations.</p>						
Pan-London						
<p>The project outlined is a pan London project that proposes to provide services on housing and prevention of homelessness to 4,821 service users from BAME, EEA particularly CEE communities. The SiP has a physical presence in 25 London boroughs and collectively provide services in all 33. The partnership proposes to develop links and referral pathways in the remaining 8 boroughs where they do not have a direct presence. The partnership has connections in all London boroughs e.g. Citizen Advice Bureaus, Law Centres, Voluntary Actions/CVS, refugee and migrant forums, advice forums, homelessness forums, DV forums, housing and social services departments, grass root community organisations, the Police, schools, children centres and housing organisations.</p>						
Officer Recommendation						
<p>The application achieved a good score. However, there are a number of reasons why it did not score as highly as the recommended applications. These include the following. The outcomes in the London Councils specification were not fully addressed. The scoring criteria relating to advancing equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it was partially addressed. The application would have benefitted from further detail in terms of how the lead partner has worked with people who are homeless/ at risk of homelessness. The application did not fully address how it would address the specific requirements listed in the specification.</p>						
Recommended for funding?	No	Annual Recommended amount:		£0		

Priority and Service Area	Priority: 1. Combatting Homelessness Service Area: 1.1 Prevention and Targeted Intervention				
Organisation:	The Nehemiah Project				
Project title:	Supported Housing Programme				
Score:	89	60%	Ref ID:	8273	
Grant requested:	£30,000		No. of Users:	40	Unit cost: £750
Target group:	Vulnerable adult men (18+) with comorbid substance misuse, mental health, offending and homelessness problems.				
Partners:	n/a				
Project summary (from application)					
<p>Our Supported Housing Programme is an abstinence-based, residential project that offers vulnerable men a place on our recovery programme that will help them address their addiction and mental health issues, and enable them to plan a new future by making informed decisions. For the first three months they attend a daily CBT-based programme (A New Future) which addresses the root causes of their problems, and gives them a toolkit with which to face future challenges without returning to old, destructive behaviours. The course delivers regular process groups which use peer support and reflection to address problems; it also includes education sessions that tackle issues such as budgeting, debt management and self-care. All Residents have a dedicated keyworker who they see weekly, and all are encouraged to attend counselling sessions, as well as having a mentor. After graduating from A New Future, men move to our move-on house, where they have one group session weekly, continue meetings with their keyworker, and seek meaningful activity such as volunteering, training or employment. Our aim is for our Residents to achieve independence in about two years, and throughout the programme we provide the professional and life changing-support necessary to secure a new future.</p>					
Pan-London					
<p>The Project has existing referral routes and send their referral information packs to agencies and local authorities all over London, as well as the wider country. The Project regularly market services to the DIP/DAT Teams, Homelessness Services and Adult Services in all London boroughs, including Barking & Dagenham, Barnet, Bexley, Brent, Bromley, Camden, City of London, Croydon, Ealing, Enfield, Greenwich, Hackney, Hammersmith & Fulham, Haringey, Harrow, Havering, Hillingdon, Hounslow, Islington, Kensington & Chelsea, Kingston, Lambeth, Lewisham, Merton, Newham, Redbridge, Tower Hamlets, Waltham Forest, Wandsworth and Westminster. The Project also works with a number of homelessness agencies: Spires, Ace of Clubs, West London Mission, Emmaus, Lambeth Assessment Centre, Broadway, St Mungo's, Homeless Action in Barnet, Connection at St Martin's, Turning Point, Spear and more. We also take referrals from community organisations such as churches, and charitable homeless night centres.</p>					
Officer Recommendation					
<p>The application did not score sufficiently to be considered. The application did not make a sufficiently strong case about how it will deliver a pan-London service. The application did not fully address the outcomes in the specification. A range of additional benefits have not been identified. The application does not sufficiently describe how it will monitor the project and the measures that it will use. The application would have benefitted from further information on risks and challenges and how these would be mitigated.</p>					

Recommended for funding?	No	Annual Recommended amount:	£0
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Priority and Service Area	Priority: 1. Combatting Homelessness Service Area: 1.1 Prevention and Targeted Intervention				
Organisation:	Highway of Holiness - Highway House				
Project title:	Life Impact				
Score:	87	53%	Ref ID:	8247	
Grant requested:	£98,115		No. of Users:	83	Unit cost: £1,182
Target group:	Men 18 plus years, No recourse to public funds, Multiple complex issues, EEA, CEE, BAMER				
Partners:	N/A				
Project summary (from application)					
<p>The project will provide a safe abode and multi service support to the homeless with the aim of preparing and supporting individuals toward independence in employment and accommodation.</p> <p>Activity: Courses in Pre-employment Preparation, Money Management, Nutrition and English language</p> <p>Outcomes: Improved overall health, Improved ability to manage personal finances, Increased confidence and self esteem, Increased conversational English language skills, Work placement and/or volunteering opportunities</p> <p>Activity: Access to Services Events,</p> <p>Outcome: Access to supporting health services for improved health including mental health, alcoholism and addiction, Access to housing options, Access to work placement/volunteering, Access to other support services</p> <p>Activity: Health Checks</p> <p>Outcome: Improved overall health, increased opportunity for work placement and/or volunteering, Increased opportunity for housing</p> <p>Activity: Counselling</p> <p>Outcome: Increased confidence and self esteem, Reconnection with family and friends</p> <p>Activity: Housing support/brokerage,</p> <p>Outcome: Independent living in shared and/or private rental, Rent deposit support, Brokerage with landlords, as appropriate</p> <p>Activity: Life Impact Project Launch</p> <p>Outcome: Awareness raising, Awareness of referral process to Highway House, Networking</p>					
Pan-London					
<p>Highway of Holiness operates Highway House, a homeless shelter and support programme for homeless men. Highway House has an existing strong referral network across London including local authorities, hospitals, support services, Metropolitan Police and other homeless shelters, which means they currently accept a broad range of referrals within the greater London area. This includes 270 people supported in total with 138 people referred from all 13 inner London boroughs. The charity has a well developed referral and networking relationships with 9 of these 13 boroughs. The project has also supported 138 people from 11 of the 20 outer London boroughs and developed strong referral and networking relationships with 6 of these boroughs.</p>					
Officer Recommendation					

The application did not score sufficiently to be considered. The project has not delivered to all boroughs previously. The application outlines a launch event to raise awareness with other boroughs. The application would have benefitted from providing a bit more information as to how it would reach the other boroughs, beyond an initial launch event.

Recommended for funding?	No	Annual Recommended amount:	£0
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Priority and Service Area	Priority: 1. Combatting Homelessness Service Area: 1.1 Prevention and Targeted Intervention				
Organisation:	Women in Prison Ltd				
Project title:	WiP Housing				
Score:	86	53%	Ref ID:	8256	
Grant requested:	£147,561		No. of Users:	500	Unit cost: £295
Target group:	Target group is women in or leaving prison who are homeless/ at risk of homelessness.				
Partners:	N/A				
Project summary (from application)					
<p>Women in, or coming out of, prison have many profound and complex needs. Based on user led assessments of services in London and practice-based experience, specialist workers have identified the 2 most significant barriers to women securing or keeping a home during or after leaving prison:</p> <ol style="list-style-type: none"> 1. Lack of Housing advocacy -access to housing including support with applications, advocacy to challenge initial decisions by housing providers, and support with debts that result in homelessness. 2. Lack of support for women traumatised by experiences of domestic/sexual violence as children, young people or adults. <p>This project will, through in-reach and community advocacy / support, work to address the issue of hidden homelessness for women in, or exiting, prison; and interlinked issues such as domestic violence, lack of financial independence and sexual exploitation,(where vulnerable women are exploited in exchange for a roof over their heads). The project's activities will deliver housing and associated support including 1 to 1 community advocacy; in prison advice sessions; individual rights, 'returning home' & 'I'm worth it' workshops ; aimed at promoting and improving physical and mental health and emotional well-being , for London women in, or leaving prison, including BAMER groups & vulnerable adults.</p>					
Pan-London					
<p>The proposed project will, through in-reach and community advocacy / support, work to address the issue of hidden homelessness for women in, or exiting, prison; and interlinked issues such as domestic violence, lack of financial independence and sexual exploitation, (where vulnerable women are exploited in exchange for a roof over their heads). The project proposes to undertake activities to deliver housing and associated support including 1 to 1 community advocacy; in prison advice sessions; individual rights, 'returning home' and 'I'm worth it' workshops ; aimed at promoting and improving physical and mental health and emotional well-being , for London women in, or leaving prison, including BAMER groups & vulnerable adults. The project has built relationships with relationships with various professionals, including therapy services, mental health in reach, CARATS and resettlement services both in prison and in the community. Drop in housing advice sessions would be offered in key partner agencies.</p>					
Officer Recommendation					
<p>The application did not score sufficiently to be considered. The application outlines worthwhile activities, however, the application lacked detail/ focus in a number of areas. The application form has a threshold score which is needed to progress in relation to equalities. The threshold was not met, in particular around how it will ensure its services are accessible to people with any of the protected characteristics as provided for in the Equality Act 2010, and how it would meet the specific duties. The application would have benefitted from a better</p>					

description of how it would reach beneficiaries from all the London boroughs. The application does not fully address the principles of the programme. The activities outlined do not fully demonstrate how they would achieve the outcomes in the service specification.

Recommended for funding?	No	Annual Recommended amount:	£0
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Priority and Service Area	Priority: 1. Combatting Homelessness Service Area: 1.1 Prevention and Targeted Intervention				
Organisation:	Single Homeless Project (SHP)				
Project title:	SHP Crisis Solutions				
Score:	84	52%	Ref ID:	8253	
Grant requested:	£734,329		No. of Users:	1,100	Unit cost: £668
Target group:	Primary: multiple complex issues, Additionally: Low income, Unemployed, Street & Hidden Homeless, Rough-sleepers, Affected by benefit changes				
Partners:	Crisis UK				
Project summary (from application)					
<p>We propose delivering a service with two distinct elements (supporting approximately 1,000 people pa through brief intervention support and 100 people pa with intensive floating support) in order to achieve the following outcomes:</p> <p>Providing access to crisis/short-term accommodation (150 pa.) Supporting people to gain documentation (320 pa.) Enabling people to recover deposits (50 pa.) Brokering PRS accommodation/settled accommodation enabling long-term sustainment - (150pa. 96% sustaining for 6 months, 87% sustaining for 12 months). Approximately 10% of these clients having one or more protected equality characteristic). Preventing evictions (110 pa.) Diverting people from supported housing (30 pa.) Resolving landlord/accommodation issues including disrepair, health and safety breaches and property standards (350 pa.) Increasing knowledge in relation to housing options and money management (800 pa.) Improving clients' physical and mental health and life skills (500 pa.) Supporting people into employment (100 pa.) Number with increased employability skills (250 pa.)</p>					
Pan-London					
<p>Currently SHP and Crisis provide services in 25 London boroughs, providing housing, employment and holistic support to a variety of client groups, some of whom have multiple complex needs. The two organisations have established referral routes with a range of borough specific statutory and non-statutory agencies, including: Adult Social Care Teams; Housing Options/Housing Advice Teams; Primary Care Trusts including mental health National Probation Service Community Rehabilitation Company providers Pan-London Outreach Services Borough/neighbourhood specific support and community groups Neighbourhood Housing Teams Registered Providers Tenancy Sustainment Officers. SHP and Crisis have client 'hubs' in North, South, East and West London, enabling clients to access a range of services, including those related to education, employment, training and housing and use IT, telephones, etc.</p>					
Officer Recommendation					
The application did not score sufficiently to be considered. Insufficient explanation is provided in terms of how the project reached the projected					

numbers of service users. The application has outlined how it will undertake a mapping exercise in relation to boroughs in which it currently does not have reach. However, it would have benefitted from further information on how they would target the awareness raising. The activities outlined do not fully demonstrate how they would achieve the outcomes in the service specification.

Recommended for funding?	No	Annual Recommended amount:	£0
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Priority and Service Area	Priority: 1. Combatting Homelessness Service Area: 1.1 Prevention and Targeted Intervention				
Organisation:	OBAC-(Organisation of Blind Africans & Caribbeans)				
Project title:	OBAC Homelessness and Housing Service (disabled, vulnerable people, BAME and EEA nationals)				
Score:	66	40%	Ref ID:		
Grant requested:	£97,794		No. of Users:	480	Unit cost: £204
Target group:	Disabled people, Vulnerable people, People from minority ethnic groups, EEA nationals, Young adults, Older people				
Partners:	Brickhouse Training Academy based in Islington and Lambeth, Don't Sleep Rough - Based in Barking and Dagenham				
Project summary (from application)					
<p>The overall aim of this project is to identify and provide a range of specialist service, which help 480 disabled/vulnerable people cope with the physical and psychological crisis of being homeless and or facing housing eviction.</p> <p>The project will adopt an holistic approach that supports them to rebuild their lives so they have viable alternatives to prevent homelessness. The project will form the basis of support to disabled and vulnerable people by providing a comprehensive advice, information, assessments, employment training to overcome the barriers they experience.</p> <p>The project will also enable them to have a better understanding and are able to assist the disabled person in making informed decisions on their general well being and living healthy lifestyles.</p> <p>The project will provide advice and guidance on preventative measures leading to their living less quality lives.</p> <p>The project activities will be;</p> <ol style="list-style-type: none"> 1. Supporting vulnerable and disabled people to be independent 2. Preventing people at risk of being homeless by providing advice and guidance 3. Linking with key housing agencies, CVS's and local authorities to address housing and homelessness issues locally. <p>Outcomes</p> <ol style="list-style-type: none"> 1. The beneficiaries will have increased understanding of preventing homelessness i.e. private renting, council house, housing benefit, housing deposits. 					
Pan-London					
<p>The overall aim of this project is to identify and provide a range of specialist services, which help 480 disabled/vulnerable people cope with the physical and psychological crisis of being homeless and or facing housing eviction. The project will form the basis of support to disabled and vulnerable people by providing a comprehensive advice, information, assessments, employment training to overcome the barriers they experience. The project will be delivered in both inner London and greater London boroughs. Based on over 25 years of experience of delivering advice, guidance and casework to disabled people, vulnerable people and EEA nationals, OBAC and its partners understand the need to overcome the challenges and barriers they experience in terms of housing and being homeless. Two part time outreach workers will work in the identified areas i.e. such as community groups, faith and religious centres, hostels, housing and homeless organisations, tenants associations, libraries. The central office is located centrally with good transport links.</p>					
Officer Recommendation					

The application did not score sufficiently to be considered. The application does not make a strong enough case on how it will reach all boroughs and operate on a pan-London basis, working to complement local provision. Outcome targets are listed but it is not fully clear how these will be reached. The activities outlined do not fully demonstrate how they would achieve all the outcomes in the service specification. The application would have benefitted from further detail on previous experience in particular in relation to the impact/ results it had achieved.

Recommended for funding?	No	Annual Recommended amount:	£0
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Priority and Service Area	Priority: 1. Combatting Homelessness Service Area: 1.2 Youth Homelessness					
Organisation:	The Peabody Trust					
Project title:	Transitions London					
Score:	106	65%	Ref ID:	8260		
Grant requested:	£282,999		No. of Users:	834	Unit cost:	£339
Target group:	Young people either homeless or at risk of becoming homeless aged between 16 and 24					
Partners:	Affinity Sutton					
Project summary (from application)						
<p>Transitions London will support 3320 young people who are homeless or at risk of homelessness, to build positive independent futures and develop essential employment and life-skills. This will be achieved through:</p> <ol style="list-style-type: none"> 1. Quality direct delivery: Tier 1 - information, advice and guidance offered through events, drop-ins, physical and online material; Tier 2 - workshops providing early intervention and targeted support; Tier 3 - 1-2-1 support including objective setting, personal budgets and Housing Association tenancies. This raises awareness and prevents crises for clients, enabling them to identify personal resources, develop skills and access support to progress into independent living. 2. Business development across the sector: creating organisational networks, and developing and sharing best practice to increase effectiveness and efficiency of delivery. Clients will have increased access to quality services, and there will be an increase in cost effectiveness and a reduced burden on services. 3. Influence local and national policy: work alongside lobbyists and campaigners to generate data and research that will support the case for reform in policy, legislation and institutional attitude. Policies and practices will better respond to the needs of clients, and clients will be involved in decision making that has a direct impact upon them. 						
Pan-London						
<p>Transition London's formal partnership between Peabody and Affinity Sutton is complemented by their membership of the Housing Associations' Youth Network (HAYN), a partnership between the Youth and Community Departments of fifteen housing associations to provide services for young people. HAYN members are the landlords of over 200,000 properties in London. Borough mapping of provision will identify where additional support and services can enhance existing delivery. Core specialist housing teams/experts (e.g. tenant and revenue teams) will provide additional support. North -- Islington, Barnet, Camden, Haringey, Enfield, Hackney, Waltham Forest; East -- Tower Hamlets, Greenwich, Redbridge, Newham, Barking and Dagenham, Bexley, Bromley, Lewisham, Havering; South -- Southwark, Wandsworth, Lambeth, Kingston, Richmond, Merton, Sutton and Croydon and West & Central -- Westminster, Ealing, Kensington & Chelsea, Hammersmith & Fulham, Hillingdon, Harrow, Brent, Hounslow and the City. Transitions London delivers efficiency and economy primarily through partnership working to achieve economies of scale and leveraging in resources.</p>						
Officer Recommendation						
<p>The application achieved a good score. However, there were a number of aspects that would have benefitted from improvement. These include more clarity on how the activities outlined would deliver the outcomes outlined in the service specification. The application would also have benefitted from outlining more on previous staff experience. Greater clarity on partners and referral partners and links to local authorities and other stakeholders would have been beneficial. The application did not fully meet the equalities criteria, in particular coverage of all protected</p>						

characteristics, and detail on how they would support the duties of fostering good relations and tackle discrimination and harassment. The application would have benefited from more on additional benefits anticipated for the project.

Recommended for funding?	No	Annual Recommended amount:	£0
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Priority and Service Area	Priority: 1. Combatting Homelessness Service Area:1.3. Supporting the response to homelessness in London through support to voluntary sector organisations				
Organisation:	The Passage				
Project title:	Sector Support Service				
Score:	99	61%	Ref ID:	8250	
Grant requested:	£150,000		No. of Users:	33	Unit cost: £4,545
Target group:	Homeless people with specialist needs: housing; health; substance misuse; employment; immigration; welfare rights and NRPF.				
Partners:	N/A				
Project summary (from application)					
The Passage currently provides the following services: homelessness prevention projects; outreach; hospitality; assessment and advice; health; primary services; employment, training and welfare rights; faith and community-based projects and chaplaincy at our resource centre in Westminster. The centre is host to 260 clients per week on average. We offer short term accommodation at Passage House, a 40 bed hostel in Westminster. Montfort House provides homes for 16 of the most vulnerable and entrenched clients with long and complex homelessness histories, who have traditionally turned down offers of hostel accommodation as there are too many rules and regulations. We are keen to share our expertise with smaller organisations that are under-resourced; to achieve consistency in the standards of support offered and show relevance in distinguishing and directing services that are offered across London. With bespoke mentoring and development programmes we could be responsive on the ground and increase the efficiency with which organisations meet rapidly changing needs in an uncertain social, political and economic climate. There is a growing need to work in partnership due to decreasing funding and we could add value with our person-centred approach and experience of delivering good outcomes in a psychologically informed environment.					
Pan-London					
The project's Westminster centre is host to 260 clients per week on average. The charity offers short term accommodation at Passage House, a 40 bed hostel in Westminster. The project proposes two community outreach workers with geographical targets covering all boroughs.					
Officer Recommendation					
The application did not score sufficiently to be considered. There are a number of areas in which the application would have benefitted from further focus/ detail. The application did not effectively set out the needs of its target beneficiaries and it is not entirely clear how the applicant has reached the numbers of target beneficiaries in the application. The application did not meet the threshold score on the equalities criteria.					
Recommended for funding?	No	Annual Recommended amount:		£0	

Priority and Service Area	Priority 2: Tackling Sexual and Domestic Violence 2.1: Prevention (working with children and young people)				
Organisation:	Hestia Housing and Support				
Project title:	Prevent				
Score:	84	52%	Ref ID:	8261	
Grant requested:	£262,479		No. of Users:	17.998	Unit cost: £15
Target group:	Young people, education professionals, parents, community agencies				
Partners:	Jacksons Lane				
Project summary (from application)					
<p>Aims</p> <ul style="list-style-type: none"> • Increase awareness of DASV in all its forms amongst young people, parents and professionals • Dispel any myths around DASV and strive to develop a balanced viewpoint amongst target groups • Increase awareness of sources of help, information and advice • Develop awareness of healthy relationships • Support young people to make healthy choices <p>Activities</p> <ul style="list-style-type: none"> • Provision of training in schools for young people and teachers delivered by Hestia • Use of forum theatre sessions delivered by actors • Training and workshops for young people within select schools delivered by NFL (American Football League) • Q&A sessions for parents • Information packs for parents, professionals and young people • Use of UK SAYS NO MORE campaign materials <p>Outcomes</p> <ul style="list-style-type: none"> • Teachers report a perceived shift in attitudes towards DASV amongst young people with which they work • Young people demonstrate greater awareness and insight in relation to DASV • Professionals feel better able to recognise signs and indicators • Professionals feel better able to support disclosures 					
Pan-London					
Hestia currently delivers services in 22 of the 33 London boroughs. This project will attract people from across London using Hestia's existing relationships and referral pathways, developing new relationships and actively delivering the communications strategy. Hestia currently provides domestic abuse support services in 13 London boroughs. with refuge provision in 12 London boroughs and IDSVA provision in three					

boroughs, this existing delivery has resulted in the project having strong links with the police, local authorities, health services and MARACs within each of the boroughs of operation.

Officer Recommendation

The application did not score sufficiently to be considered. It is not entirely clear how the project will extend its service to a pan-London level. In terms of measuring the outcomes, the application does list how it will gather information, however, it would have benefited from more focus on what measures would be used. More detail in terms of numbers of activity/output targets would have been beneficial. The examples of previous experience are not sufficiently similar to the service delivery outlined, although related relevant experience has been included. Insufficient risks and mitigation have been provided. Further information on additional benefits and service user involvement in the design of the service would have been beneficial.

Recommended for funding?	No	Annual Recommended amount:	£0
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Priority and Service Area	Priority 2: Tackling Sexual and Domestic Violence 2.1: Prevention (working with children and young people)				
Organisation:	Independent Academic Research Studies (IARS)				
Project title:	Time to Move On				
Score:	69	39%	Ref ID:	8263	
Grant requested:	£36,934		No. of Users:	2890	Unit cost: £13
Target group:	1. Children and Young people, 2. Professionals within youth organisations and schools, 3. Parents				
Partners:	London Youth - formal partner, Others include: Affinity Sutton (Rotherhide branch), Khulisa, London Probation, The Cassandra Learning Centre, Catch 22, The Anne Frank Trust				
Project summary (from application)					
<p>TMO will be a youth-led, pan-London, education and support intervention aimed at empowering children and young people as well as the adults who service them, to understand and identify the risks they face in relation to all kinds of domestic and sexual violence, and more importantly how to confidently and successfully address those risks.</p> <p>TMO's interventions will take the form of:</p> <ol style="list-style-type: none"> 1. Local face-to-face workshops in schools and youth settings 2. Pan-London e-training for (a) young people and (b) professionals that will be evidence based and constructed and monitored by children and young people of London. The tools will help our target groups to understand and prevent sexual and domestic violence. 3. A peer support network for professionals and parents 4. A peer mentoring initiative for young people piloted in schools. 5. Regular e-newsletters and 2 pan-London conferences. <p>This multifaceted approach is designed to raise awareness of the issue on a large scale as well as offering localised smaller scale solutions. The project's findings will also be used for policy development, aiming not only to prevent the issue but also help address it at a systemic level. Particular attention will be given to marginalised groups e.g. BAME and migrant communities.</p>					
Pan-London					
<p>TMO seeks to address the need for London's frontline organisations to better understand how to safeguard children and young people that they come into contact with against sexual and domestic violence (including FGM). The project will start with a pan-London opening conference which will invite at least 100 key individuals from all local authorities in order to raise awareness and receive their feedback. IARS is also a local provider (funded by Southwark Council to deliver youth services). The organisations include: London Youth which has members in all London boroughs which will be a primary promotional partner; Lambeth Council Social Services; Wandsworth Council Social Services; Hackney CVS; Young Harrow; Lewisham Youth Aid; Croydon Council; Croydon YOT; Newham YOT; and Netpex who provide supported housing for young people across London.</p>					
Officer Recommendation					
The application did not score sufficiently to be considered. The application did not provide enough information about how it will deliver the service					

at a pan-London level and reach the relevant teams locally. Insufficient information provided on how they reached the numbers of beneficiaries they intend to target. The project requires lead in time and the activities it intends to plan appear to be quite reliant on online resources, rather than more focus on working directly with young people. A range of sexual and domestic violence issues have not been fully described. The application has not fully addressed the service specific requirements set out in the specification.

Recommended for funding?	No	Annual Recommended amount:	£0
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Priority and Service Area	Priority 2: Tackling Sexual and Domestic Violence 2.2 Advice, counselling and support to access services (for medium risk post-IDVA and target groups not accessing generalist provision)				
Organisation:	METRO Charity				
Project title:	The Addressing Lesbian, Gay, Bisexual, Transgender, Queer, Intersex and Non-binary (LGBT*) Violence and Intersectionality (ALVI) Project				
Score:	105	64%	Ref ID:	8267	
Grant requested:	£146,582		No. of Users:	1554	Unit cost: £94
Target group:	LGBT* people including those with intersectional identities - faith, age, ethnicity, gender, disability				
Partners:	NAZ London, HER Centre, Stay Safe East				
Project summary (from application)					
<p>The ALVI Project aims to deliver innovative, early intervention services to LGBT* service users (SUs) experiencing DV/SV at all risk levels, providing intensive wrap around support. ALVI Project will respond to LGBT* people with intersectional characteristics, facing uniquely challenging barriers. ALVI offers specialist multi-agency collaboration, addressing specific inter-sectional issues contributing and compounding impact experience of DV/SV - racism, sexism, masculine/gender-based violence, homophobia, biphobia, transphobia (HBT), disablist attitudes, non-recognition of LGBT* parents/families, Honour Based Violence (HBV), anti-gay radicalisation. We will broaden access geographically, widening choice for victims across five outcomes.</p> <p>ALVI Project outcomes are:</p> <ol style="list-style-type: none"> 1. Reduced/repeat victimisation of DV/SV: <ul style="list-style-type: none"> • Specialist IDVA/ISVA & Caseworker - risk reduction • MARAC and Criminal Justice Service (CJS) support • Liaison/awareness raising of pan-London, Local Authority (LA), VAWG, Social Services (SS), Safeguarding, specialist providers 2. Improved SU wellbeing <ul style="list-style-type: none"> • Early intervention/information/rapid response • Accredited, diverse LGBT*DV/SV counselling • Rainbow LGBT* DV/SV Outcome Star (ROS) • Peer/Gender-specific group work/support 3. SUs make safe choices <ul style="list-style-type: none"> • Identity-specific staff - sexuality, disability, gender, gender identity • Safety planning/review 4. SUs rebuild their lives <ul style="list-style-type: none"> • Housing/Tenancy advocacy • Appropriate health service referrals • Legal support 5. Accessible LGBT*services provision 					

<ul style="list-style-type: none"> • LGBT* community engagement • DV/SV/sexual health drop-ins 			
Pan-London			
<p>ALVI Project will respond to LGBT people with intersectional characteristics, facing uniquely challenging barriers. ALVI offers specialist multi-agency collaboration, addressing specific inter-sectional issues contributing and compounding impact experience of DV/SV - racism, sexism, masculine/gender-based violence, homophobia, biphobia, transphobia (HBT), disablist attitudes, non-recognition of LGBT parents/families, Honour Based Violence (HBV), anti-gay radicalisation. Collectively, the ALVI partners have been providing services across London for over 80 years. The partners are geographically spread across London's sub-regions, engaged in service delivery sub-regionally and pan-London, networked with current DV/SV projects, linked through pan-London VAWG, MOPAC DV services, and connected to borough level local authority, police, and VCO networks.</p>			
Officer Recommendation			
<p>The application outlines a good project. It was not felt that there was sufficient knowledge about the project across boroughs, despite the application highlighting links. Further detail on effective links would have been beneficial. The application would have benefitted from further information on numbers of service users relating to certain activities and outcomes. Examples are provided of previous work, but would have benefitted from further detail on what had previously been achieved and previous experience of staff on the project.</p>			
Recommended for funding?	No	Annual Recommended amount:	£0

Priority and Service Area	Priority 2: Tackling Sexual and Domestic Violence 2.2 Advice, counselling and support to access services (for medium risk post-IDVA and target groups not accessing generalist provision)				
Organisation:	Trust Women's Project				
Project title:	Recover and Exit				
Score:	89	53%	Ref ID:	8270	
Grant requested:	£90,445		No. of Users:	115	Unit cost: £786
Target group:	Women involved in prostitution with multiple/complex needs and experiences of sexual and domestic violence.				
Partners:	n/a				
Project summary (from application)					
<p>Our 'Recover and Exit!' project addresses the safety and well- being of women who through their involvement in prostitution experience exploitation, sexual and domestic violence. We will achieve this by delivering our successful model of specialised, intensive support and advocacy, which has been proven in our existing project across South London initially and London-wide eventually. We will develop a London-wide network of referral agencies and providers and identify gaps in provision.</p> <p>Our approach adopts the principles of (i) responding to women's presenting needs (ii) understanding the dynamic nature of risk (iii) working holistically with women to achieve best possible outcomes.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> exiting or reduced involvement in prostitution and related risky behaviours better health improved self-esteem greater decision making skills assisting women to take control of their lives. <p>Activities:</p> <ul style="list-style-type: none"> Referral and proactive outreach service identifying women in crisis, at risk of harm Ongoing intensive case support and advocacy responding to women's diverse presenting issues Active engagement with health services and substance misuse programmes Therapeutic group-work building resilience, self-esteem and life skills, including developing communication skills and safe relationships Peer volunteering scheme run by women who have exited prostitution mentoring service users 					
Pan-London					
<p>The 'Recover and Exit!' project addresses the safety and well- being of women who through their involvement in prostitution experience exploitation, sexual and domestic violence. The Project will achieve this by delivering specialised, intensive support and advocacy, which has been proven in its existing project across South London initially and London-wide eventually. The project will develop a London-wide network of referral agencies and providers and identify gaps in provision.</p>					
Officer Recommendation					
<p>The application did not score sufficiently to be considered. The application sets out the needs of the target group but does not fully explain how its service delivery will address these needs. It is not fully clear how the project will ensure that it operates at a pan-London level and there are</p>					

anomalies in the numbers referenced throughout the application in terms of target number of beneficiaries. Outcomes are clearly outlined, but it is not completely clear on how they will be achieved.

Recommended for funding?	No	Annual Recommended amount:	£0
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Priority and Service Area	Priority 2: Tackling Sexual and Domestic Violence 2.2 Advice, counselling and support to access services (for medium risk post-IDVA and target groups not accessing generalist provision)				
Organisation:	EASE (Empowering Action & Social Esteem) Ltd				
Project title:	P.E.A.C.E. (Prevention, Education, Advocacy, Counselling, Empowerment) Project				
Score:	68	42%	Ref ID:	8264	
Grant requested:	£430,000		No. of Users:	9,586	Unit cost: £45
Target group:	Women experiencing Domestic Abuse - women with no recourse to public funds protected characteristics				
Partners:	TRYangle				
Project summary (from application)					
<p>We aim to reduce the occurrences of domestic violence and therefore the devastating effects it has on survivors. By holistically and meeting their practical and emotional individual needs, they will be able to rebuild their lives effectively and independently. We aim to raise awareness and increase reporting of Domestic Abuse through our Uplift Course for service users, DV awareness and Working with Perpetrators Training for frontline staff.</p> <p>We will increase the safety of survivors and family members by providing ongoing support through the Buddy Service, Survivors Groups and increasing access to individual counselling to improve self-esteem, the ability to recognise abusive behaviour, make better life choices and a de-escalation in the use of violence/abuse.</p> <p>Where survivors need to continue to co-parent with the perpetrator, where victims are unable to leave or where the perpetrator is willing to change their behaviour, we provide access to effective intervention and support to the perpetrator to ensure the ongoing safety of the victim and children.</p> <p>We will deliver this project in sustainably, working with services and delivery partners and supporting with training and clinical supervision and therefore building the capacity locally whilst developing a pan-London network of counsellors, facilitators and buddies.</p>					
Pan-London					
The service will be London wide and proposes to work with each London borough and the organisations in each area. The partnership will make contact with the local authority and the Voluntary Service Council and identify two key partner organisations to develop services in the area.					
Officer Recommendation					
The application did not score sufficiently to be considered. The application has links to a limited number of boroughs and did not provide a sufficient and convincing description of how it would build links with the others. The application does not clearly demonstrate how it will deliver the outcomes of the specification, nor are the activities described sufficient to deliver the outcomes of the service specification. The activities rely heavily on volunteers, and sufficient information on recruitment and retention of volunteers is not provided. The application does not fully cover how it will meet the service specific requirements. It has not met the threshold score on the equalities criteria.					

Recommended for funding?	No	Annual Recommended amount:	£0

Priority and Service Area	Priority 2: Tackling Sexual and Domestic Violence 2.2 Advice, counselling and support to access services (for medium risk post-IDVA and target groups not accessing generalist provision)				
Organisation:	Faith Regen Foundation				
Project title:	The Butterfly Programme				
Score:	58	36%	Ref ID:	8265	
Grant requested:	£301,039		No. of Users:	150	Unit cost: £2,007
Target group:	BAME women, older women, young women, lone parents, women in domestic violence				
Partners:	Shiyan Housing, Maryam Centre				
Project summary (from application)					
The Butterfly programme in essence is a programme of transformation. It will work with multiply disadvantaged women who are fleeing or are currently in domestic violence. Our target group includes mainly BAME women who are 50+ years old, physically disabled, undergoing some mental health issues, younger women and women who have no recourse to public funds due to their immigration status. 150 women/year will be able to transition themselves out of domestic violence through access to refuge, training/education for volunteering/employability and thus have reduced fear and be able to prevent repeat victimisation through specialist services. The clients will have better access to legal, health and housing services through IAG and be involved in physical exercise resulting in the ability to make more informed decisions about their physical and mental health and the services they can access.					
Pan-London					
Target groups include mainly BAME women who are 50+ years old, physically disabled, undergoing some mental health issues, younger women and women who have no recourse to public funds due to their immigration status. 150 women/year will be able to transition themselves out of domestic violence through access to refuge, training/education for volunteering/employability and thus have reduced fear and be able to prevent repeat victimisation through specialist services. The programme will work in Brent, Harrow, Newham and Tower Hamlets.					
Officer Recommendation					
The application did not score sufficiently to be considered. The application did not provide sufficient information on how it would address the needs of their target group. It did not fully address the principle of delivering a pan-London service and has not fully addressed how the project meets the principles of the programme. The outcomes in the service specification have not been fully addressed. The application provides insufficient detail in terms of previous experience and it has not met the threshold score for the equalities criteria.					
Recommended for funding?	No	Annual Recommended amount:		£0	

Priority and Service Area	Priority 2: Tackling Sexual and Domestic Violence 2.3: Helpline, access to refuge provision/ support and advice, data gathering on refuge provision and supporting regional coordination of refuge provision.					
Organisation:	Hestia Housing and Support					
Project title:	London wide helpline and support service					
Score:	116	71%	Ref ID:	8274		
Grant requested:	£314,201		No. of Users:	29,094	Unit cost:	£11
Target group:	Victims of domestic abuse and/or sexual violence					
Partners:	n/a					
Project summary (from application)						
<p>The project will deliver a London wide helpline and support service to people experiencing domestic and/or sexual violence. This service will deliver capacity to the national helpline by allowing all London based calls be managed by the London helpline, which will be available 24hrs a day, 7 days a week.</p> <p>Depending on need, service Users will be provided with risk assessments, advice, safety planning and referrals to other services. Service users will also be supported to access refuge provision.</p> <p>The project will work with every London local authority to develop referral pathways and seek ways to protect secure tenancies; such as through reciprocal arrangements, promoting sanctuary schemes and linking into Community Safety Teams.</p> <p>Intelligence gathered by the service will result in heat maps being produced that deliver a picture of domestic abuse and sexual violence provision in London to inform policy and future commissioning.</p>						
Pan-London						
<p>As a London based charity, Hestia has delivered services across the London region for over 46 years. Hestia currently delivers services in 22 of the 33 London boroughs. This project will attract people from across London using Hestia's existing relationships and referral pathways, developing new relationships and actively delivering the communications strategy. Hestia currently provides domestic abuse support services in 13 London boroughs and provides the largest number of refuge spaces in London. With refuge provision in 12 London boroughs and IDSVA provision in three boroughs, this existing delivery has resulted in the organisation having strong links with the Police, Local Authorities, Health Services and MARACs within each of the boroughs of operation. Hestia attends the Violence Against Women & Girls Strategic Forums in all of the 13 boroughs where services are delivered.</p>						
Officer Recommendation						
<p>The application did score well. However, there are a number of reasons that have led to officers not recommending it for funding as well as the fact that it is not the highest scoring application and does not provide anything significantly additional to the highest scoring application.</p>						

The application has highlighted recruitment methods which concentrate around established events (periodic) and would have benefited from referencing some more frequent methods. The application would have benefitted from providing further detail on all the protected characteristics under the 2010 Equality Act as required in the application process. The application would have scored more highly if it had provided more evidence of experience of previous pan-London delivery and achievements.

Recommended for funding?	No	Annual Recommended amount:	£0
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Priority and Service Area	Priority 2: Tackling Sexual and Domestic Violence 2.4: Emergency refuge accommodation and support and alternative housing options to meet the needs of specific groups					
Organisation:	Hestia Housing and Support					
Project title:	Emergency refuge accommodation					
Score:	96	59%	Ref ID:	8272		
Grant requested:	£801,983		No. of Users:	168	Unit cost:	£4,774
Target group:	Victims of domestic abuse					
Partners:	n/a					
Project summary (from application)						
<p>The project will deliver a London wide Emergency Accommodation service. The service will be comprised of two parts.</p> <p>Firstly, a house that will provide 8 single rooms, offered on 30 day licence agreements within a Trauma Informed Environment. The house will be staffed 24hrs a day, the project will be able to welcome a woman at any time into the safe, secure and homely environment.</p> <p>Secondly, a resettlement service that will work intensively with women once they leave the accommodation and with both men and women with high and complex needs living in the community in any of the 33 London boroughs.</p>						
Pan-London						
<p>As a London based charity, Hestia has delivered services across the London region for over 46 years. Hestia currently delivers services in 22 of the 33 London boroughs. This project will attract people from across London using Hestia's existing relationships and referral pathways, developing new relationships and actively delivering the communications strategy. Hestia currently provides domestic abuse support services in 13 London boroughs and provides the largest number of refuge spaces in London. With refuge provision in 12 London boroughs and IDSVA provision in three boroughs, this existing delivery has resulted in the organisation having strong links with the Police, Local Authorities, Health Services and MARACs within each of the boroughs of operation. Hestia attends the Violence Against Women & Girls Strategic Forums in all of the 13 boroughs where services are delivered.</p>						
Officer Recommendation						
<p>The application did not score sufficiently to be considered. The application would have benefitted from further focus on delivering at a pan-London level and how it will make links to boroughs in which it has not previously had referrals from. Insufficient information is provided about how the project will support and address the needs of service users with complex issues. As a consequence officers are not sufficiently convinced about the plan to move women within 30 days to the next stage accommodation, given that the service users for this service specification are those with very complex needs. The application would have benefitted from providing more detail on all the protected characteristics in the equalities section.</p>						
Recommended for funding?	No		Annual Recommended	£0		

		amount:	
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Priority and Service Area	Priority 2: Tackling Sexual and Domestic Violence 2.6: Specifically targeted services for those affected by harmful practices (FGM, Honour based violence (HBV), forced marriage and other harmful practices)					
Organisation:	Southall Community Alliance					
Project title:	'FGM Voice'					
Score:	106	65%	Ref ID:	8278		
Grant requested:	£17,600		No. of Users:	630	Unit cost:	28
Target group:	Women and girls from FGM practising Communities					
Partners:	Horn of Africa Youth Association Anti Tribalism Movement Refugees in Effective and Active Partnership (REAP)					
Project summary (from application)						
<p>Capitalising on our successful delivery of FGM prevention work in Ealing, SCA in partnership with REAP, HAYA and ATM is seeking a total grant of £67,000 to support a cross sectoral London wide initiative for the prevention and sustainable rejection of FGM. Due to their considerable reach into affected communities, community organisations will be at the core of our preventative work, focussing on empowering communities to reject FGM through innovative educational, outreach and peer advocacy programmes. The programme which will be accessible to all across London will aim to impact parents, young people and women from practicing communities by highlighting FGM as a safeguarding issue, a criminal act and a human and child rights violation. The project will include the following activities:</p> <ul style="list-style-type: none"> - Inclusive Governance- have monthly steering group meetings involving partners - FGM advocacy support for affected communities -- this individualised support is aimed at families or individuals who may want to know what support available. - Training FGM Advocates across London - peer educator strand focussing upon youth involvement across London - social media to promote FGM work and projects - robust community outreach programme London venues - networking opportunities for statutory VCS representatives to consider FGM issues 						
Pan-London						
<p>Capitalising on successful delivery of FGM prevention work in Ealing, SCA in partnership with REAP, HAYA and ATM is seeking funding to support a cross sectoral London wide initiative for the prevention and sustainable rejection of FGM. SCA already has extensive reach within the VCS in the London Borough of Ealing where we have been established since 2002. SCA's partner organisation HAYA has an existing track record and reach into practising communities in Ealing, Hounslow and Hillingdon.</p>						
Officer Recommendation						
The project did not score sufficiently highly on Question 6 which focuses on equalities accessible services. There is a threshold to this						

question which this application did not meet. The application does not fully address how its activities will meet the needs of service users. Further detail on how the project would reach different London boroughs would have been beneficial. The outcomes in the service specification have not been fully addressed.

Recommended for funding?	No	Annual Recommended amount:	£0
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Appendix Three – Recommended applications: Outcomes

London Councils worked with borough officers (working in housing and sexual and domestic violence) and other key stakeholders to develop service specifications with robust outcomes. These were agreed by members of the Grants Committee at their meeting in July 2016. The table below sets out the outcomes measures that recommended applicants have outlined, addressing the outcomes in the London Councils service specifications. A number of applications have been recommended at a level of funding lower than that requested. For these applications, there is a grant condition outlined in Appendix 1 to submit a revised work plan and budget, this is likely to affect the levels of outcomes outlined below.

Priority	Specification	Headline Outcome Indicators Agreed by Grants Committee July 2016	Recommended applications: outcome indicators
1. Combatting Homelessness	1.1	1: Brief support and intervention work (applicant required to choose one bullet point from below) <ul style="list-style-type: none"> • Number assisted to obtain crisis or intermediate short term accommodation • Number assisted to gain supporting documentation • Number with recovery of deposit issues resolved 	Shelter <ul style="list-style-type: none"> • 1,332 assisted to obtain crisis or intermediate short term accommodation St Mungo's <ul style="list-style-type: none"> • 1,285 assisted to obtain crisis or intermediate short term accommodation
		2: Intensive long term support and intervention work (applicant required to choose two – three bullet points from below including one mandatory) <ul style="list-style-type: none"> • Number of tenancies brokered • Number moving in to PRS • Number with evictions successfully 	Shelter <ul style="list-style-type: none"> • 367 obtain suitable settled accommodation • 80% with one/more protected equalities characteristic (Equality Act 2010) • 80 reconnections of rough sleepers outside the UK • 50 Number of rough sleeper hotspot closures St Mungo's <ul style="list-style-type: none"> • 100 tenancies brokered

Priority	Specification	Headline Outcome Indicators Agreed by Grants Committee July 2016	Recommended applications: outcome indicators
		averted <ul style="list-style-type: none"> • (mandatory) Number assisted to obtain suitable settled accommodation <ul style="list-style-type: none"> • % with one/more protected equalities characteristic (Equality Act 2010) • Number assisted into shared accommodation • Number reconnected with stable family/friends accommodation • Number supported to develop a planned safe return home to country of origin, where appropriate • Numbers of reconnection of rough sleepers outside UK • Number of rough sleeper hotspot closures 	<ul style="list-style-type: none"> • 300 assisted to obtain suitable settled accommodation • 50 % with one/more protected equalities characteristic (Equality Act 2010) • 200 reconnected with stable family/friends accommodation
		3. Work with landlords, hostels, other accommodation providers (applicant required to choose one to two bullet points from below) <ul style="list-style-type: none"> • Number with resolved landlord/accommodation service issues affecting tenancy stability (particularly in outer London) may include harassment, abandonment and behaviour issues • Numbers with disrepair resolved and able to maintain tenancy • Numbers with adaptations organised and able to maintain tenancy • Number with health and safety issues resolved and able to maintain tenancy 	Shelter <ul style="list-style-type: none"> • 360 with resolved landlord/accommodation service issues affecting tenancy stability • 400 with disrepair resolved and able to maintain tenancy St Mungo's <ul style="list-style-type: none"> • 192 with resolved landlord/accommodation service issues affecting tenancy stability (particularly in outer London) may include harassment, abandonment and behaviour issues
		4: Tenancy sustainment work including improving financial resilience (applicant required to	Shelter

Priority	Specification	Headline Outcome Indicators Agreed by Grants Committee July 2016	Recommended applications: outcome indicators
		<p>choose two bullet points from below including a mandatory one)</p> <ul style="list-style-type: none"> • (mandatory) Number supported to successfully sustain tenancies/accommodation for 6 and 12 months • Number with resolved debt, benefits and financial hardship issues • Number with increased knowledge of housing options 	<ul style="list-style-type: none"> • 192 Tenancy sustainment 6/12 months • 575 with resolved debt, benefits and financial hardship issues <p>St Mungo's</p> <ul style="list-style-type: none"> • 451 supported to successfully sustain tenancies/accommodation for 6 and 12 months • 360 with increased budgeting/money management skills
		<p>5: People gain greater personal resilience (applicant required to choose two to three bullet points)</p> <ul style="list-style-type: none"> • Number with improved physical health • Number with improved mental health • Number maintaining substance misuse programme <p>Number with improved life skills (can include independent living and be measured through distance travelled tool)</p>	<p>Shelter</p> <ul style="list-style-type: none"> • 200 with improved physical health • 540 with improved mental health <p>St Mungo's</p> <ul style="list-style-type: none"> • 421 with improved physical health • 210 with improved mental health • 843 with improved life skills (can include independent living and be measured through distance travelled tool)
		<p>6: People become employment-ready or are employed* (applicant required to choose two to three bullet points including one mandatory one)</p> <p>Mandatory (either /or)</p> <ul style="list-style-type: none"> • Number successfully obtaining employment for six months <p>Or</p> <ul style="list-style-type: none"> • Numbers referred successfully onto a 	<p>Shelter</p> <ul style="list-style-type: none"> • 103 successfully obtaining employment • 215 with increased employability skills <p>St Mungo's</p> <ul style="list-style-type: none"> • 50 referred successfully onto a London Councils Priority 3 project or similar employment project • 192 with increased employability skills (including apprenticeships) • 28 successfully obtaining work placements, volunteering

Priority	Specification	Headline Outcome Indicators Agreed by Grants Committee July 2016	Recommended applications: outcome indicators
		<p>London Councils Priority 3 project or similar employment project.**</p> <ul style="list-style-type: none"> • Number with increased employability skills (including apprenticeships) • Number successfully obtaining a training opportunity (accredited) • Number successfully obtaining an education opportunity for six months • Number successfully obtaining work placements, volunteering opportunities 	opportunities
	1.2	<p>1: Brief support and intervention work</p> <ul style="list-style-type: none"> • Number assisted to obtain crisis or intermediate short term accommodation 	<p>NHYC</p> <ul style="list-style-type: none"> • 441 assisted to obtain crisis or intermediate short term accommodation
		<p>2: Intensive long term support and intervention work(applicant required to choose five bullet points including the mandatory ones)</p> <ul style="list-style-type: none"> • (mandatory) Number supported to obtain suitable safe settled accommodation) <ul style="list-style-type: none"> • Number with one/more of the protected characteristics in the 2010 Equality Act (excluding age) • (mandatory) Number assisted with family mediation/reconnection leading to safe and settled reconciliation (where appropriate) • (mandatory) Number supported to successfully sustain suitable safe 	<p>NHYC</p> <ul style="list-style-type: none"> • 775 supported to obtain suitable safe settled accommodation, of which at least • 718 with more than one protected characteristic • 616 beneficiaries assisted with family mediation/reconnection leading to safe and settled reconciliation (where appropriate) • 330 supported to successfully sustain suitable safe accommodation for 6 months or more, and 160 for 12 months or more • 745 beneficiaries with resolved debt, benefits and financial hardship issues • 5,276 with increased knowledge of housing options

Priority	Specification	Headline Outcome Indicators Agreed by Grants Committee July 2016	Recommended applications: outcome indicators
		accommodation for 6 months and 1 year or more <ul style="list-style-type: none"> • Number with resolved debt, benefits and financial hardship issues • Number with increased knowledge of housing options • Number with reduced sanctions • Number with resolved landlord/accommodation service issues 	
		Young people gain greater personal resilience and independence (applicant required to choose two to three bullet points) <ul style="list-style-type: none"> • Number with improved physical health • Number with improved mental health • Number completing independent living skills workshops/course (incl. budgeting/money management) • Number with improved interpersonal skills (incl. behaviour, conflict and relationships) 	NHYC <ul style="list-style-type: none"> • 1,249 young people with improved mental health • 696 completing independent livings skills workshops/course (incl. budgeting/money management) • 742 with improved interpersonal skills (incl. behaviour, conflict and relationships)
		Young people become employment ready or are employed* (applicant required to choose two to three including mandatory one) <p>Mandatory</p> <ul style="list-style-type: none"> • Number successfully obtained employment for six months (including apprenticeships) <p>Or (where appropriate)</p> <ul style="list-style-type: none"> • Number successfully referred onto a London Councils Priority 3 employment projects (or similar specialist employment 	NHYC <ul style="list-style-type: none"> • 151 who successfully obtained employment for six months (incl. apprenticeships) • 686 with increased employability skills • 654 who successfully obtained a training opportunity (accredited)

Priority	Specification	Headline Outcome Indicators Agreed by Grants Committee July 2016	Recommended applications: outcome indicators
		provision)** <ul style="list-style-type: none"> • Number with increased employability skills • Number successfully obtained a training opportunity (accredited) • Number successfully obtained an education opportunity for six months • Number successfully obtained work placements, volunteering opportunities 	
	1.3	Frontline organisations deliver higher quality, specialist housing provision as a result of this service (applicant required choose three bullet points including the mandatory ones) <ul style="list-style-type: none"> • Number with increased awareness of specialist/equalities needs of clients • Number adapting and or introducing services to meet the specialist/equalities needs of clients • Number with increased knowledge of changes in homelessness policy/ legislation/ benefit reforms (mandatory) • Number with improved working relationships with local services (mandatory) • Number with increased knowledge to adapt service delivery as a result of change of need across London/policy and legislative change 	Homeless Link <ul style="list-style-type: none"> • 75% (127) agencies will have increased knowledge of changes in homelessness policy/legislation/benefit reforms • 50% (117) agencies will have improved working relationships with local services • 60% (90) will have increased knowledge to adapt service delivery as a result of change of need across London/policy and legislative change STADV <ul style="list-style-type: none"> • 75% (74) will have increased awareness of specialist/equalities needs of clients in relation to domestic abuse • 50% (49) will have adapted and or introduced services to meet the specialist/equalities needs of clients experiencing domestic abuse by working towards or meeting the DAHA accreditation • 75% (74) will have increased knowledge of changes in homelessness policy/ legislation/ benefit reforms in relation to domestic abuse • 75% (74) will have improved working relationships with local services and in particular domestic abuse service.

Priority	Specification	Headline Outcome Indicators Agreed by Grants Committee July 2016	Recommended applications: outcome indicators
		<p>Local authorities, housing professionals, landlords and relevant professionals more aware of VCS homelessness support available and specialist needs of clients</p> <p>(applicant required to choose four to five bullet points including the mandatory ones)</p> <ul style="list-style-type: none"> • Number of VCS able to demonstrate that they have adapted their services and increased their links (to local authorities, providers under Priority 1, 2 and 3, and other agencies) to deliver holistic solutions for service users (mandatory) • Number of VCS aware of changing need in inner and outer London and able to adapt services accordingly. (mandatory) • Number of housing professionals with increased awareness of specialist /equalities needs of clients • Number of landlords with increased awareness of specialist/equalities needs of clients • Number of housing professionals with increased knowledge of changes in homelessness policy/ law/benefit reforms • Number of housing professionals with improved working relationships with funded services <p>Mandatory (applicant required to choose one of the two following bullet points)</p> <ul style="list-style-type: none"> • Number of landlords with increased 	<p>Homeless Link</p> <ul style="list-style-type: none"> • 50% (45) VCS are able to demonstrate that they have adapted their services and increased links. • 70% (105) VCS have increased awareness of changing need in inner and outer London and able to adapt services accordingly • 60% (40) housing professionals will have increased knowledge of changes in homelessness policy/ law/benefit reforms • 60% (40) housing professionals will feel better informed of funded services and how they assist local delivery • 50% (16) will have increased knowledge of changes in homelessness law/benefit reforms <p>STADV –</p> <ul style="list-style-type: none"> • 50% (49) of VCS will be able to demonstrate that they have adapted their services and increased their links (to local authorities, providers under Priority 1, 2 and 3, and other agencies) to deliver holistic solutions for service users experiencing domestic abuse. • 75% (74) of VCS will be aware of changing need in inner and outer London and able to adapt services accordingly. • 75% (74) of housing organisations will have increased awareness of specialist /equalities needs of clients • 50% (49) of housing professionals with improved working relationships with funded services and in particular domestic abuse services and MARAC

Priority	Specification	Headline Outcome Indicators Agreed by Grants Committee July 2016	Recommended applications: outcome indicators
		<p>knowledge of changes in homelessness law/benefit reforms</p> <ul style="list-style-type: none"> • Number of housing professionals who feel better informed of funded services and how they assist local delivery 	
		<p>Small / medium frontline providers are effective and sustainable organisations (applicant required to choose three including the mandatory one)</p> <ul style="list-style-type: none"> • Number of organisations with more diverse funding streams (mandatory) • Number with a wider understanding of funding processes and opportunities • Number of organisations with better ICT capacity • Number with improved ability to form partnerships/work collaboratively • Number of organisations supported to work together on more than one occasion • Number with improved ability to demonstrate impact • Number of relationships brokered between VCS and social philanthropy/ investment organisations charitable arms of businesses to increase housing opportunities. 	<p>Homeless Link</p> <ul style="list-style-type: none"> • 30% (10) accessing support will have more diverse funding streams • 75% (125) front-line agencies will have a wider understanding of funding processes and opportunities. • 30% (10) to have new relationships with social philanthropy/investment organisations charitable arms of business to increase housing opportunities? <p>STADV</p> <ul style="list-style-type: none"> • 20% (19) organisations will be more aware of funding streams related to domestic abuse and best practice related to domestic abuse which will result in more diverse funding streams • 50% (49) of housing providers will have improved ability to form partnerships/work collaboratively • 75% (74) of housing providers who will be supported to work together on more than one occasion related to domestic abuse provision and best practice

Priority	Specification	Headline Outcome Indicators Agreed by Grants Committee July 2016	Recommended applications: outcome indicators
2. Tackling Sexual and Domestic Violence	2.1	Children and young people view sexual and domestic violence as unacceptable and can identify the warning signs and myths (this includes domestic violence, sexual violence, sexual exploitation, online/smartphone (sexting), gang related abuse, harmful practices, stalking)	Tender Education and Arts 85% of participants (2,448) can identify at least one warning sign to SDV 75% (2,160) can memorise key statistics pertaining to abuse 90% (2,592) state SDV is unacceptable
		Children and young people can identify what positive respectful relationships are based on equal power and have increased empathy, confidence and empowerment enabling positive choices to be made for themselves and in supporting their peers	Tender Education and Arts 70% of participants (2,016) report feeling confident to support a friend 75% (2,160) feel more confident to deal with abuse and understand it is based on power inequality 80% (49,920) enjoyed the workshop programme and/or performance and can now make positive relationship choices
		Children and young people can identify where to seek support/ their rights/ the legal framework / how to disclose	Tender Education and Arts 90% (2,592) of participants identify appropriate support channels and services 100% (2,880) know where to disclose and their rights and responsibilities within the law 100% (64,320) of participants, audience members and staff receive signposting cards
		Children and young people's communication with their peers reflects the change in knowledge and attitudes about healthy relationships	Tender Education and Arts 30% (864) report an improvement in their peer relationships 70% (1,344) of professionals report positive change in the behaviour and/or attitudes of participants

Priority	Specification	Headline Outcome Indicators Agreed by Grants Committee July 2016	Recommended applications: outcome indicators
		Professionals and parents (teachers, youth workers, borough officers) 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 and undertake further work.	Tender Education and Arts 80% (1,536) of professionals report increased confidence to use training in professional practice 70% (1,344) report increased knowledge about the complex nature of the issue 70% (1,344) recognise the need for further support for their setting
		Children and young people are more aware of sexual and domestic violence in relation to the eight protected characteristics (for specialist support available regarding violence in same sex relationships, harmful practices)	Tender Education and Arts 80% (2,304) recall criminal statistics of different forms of violence to protected groups 90% (2,592) know the levels of violence within same-sex relationships 100% (2,880) of performances that include the acknowledgement of the protected characteristics
	2.2:	Reduced levels/ repeat victimisation of sexual and domestic violence <ul style="list-style-type: none"> Reduced fear/ greater feelings of safety Reduced risk, reduced repeat victimisation, prevention of escalation (both are required)	Solace Women's Aid <ul style="list-style-type: none"> Sus (Safety Units) per quarter will have: <ul style="list-style-type: none"> Reduced fear/ greater feelings of safety -- 1,575 Reduced risk reduced repeat victimisation, prevention of escalation -- 1,238 Galop <ul style="list-style-type: none"> 65 clients receiving DV advocacy have increased knowledge of safer choices 99 clients accessing specialist telephone and email support have increased knowledge about how to make safe decisions.

Priority	Specification	Headline Outcome Indicators Agreed by Grants Committee July 2016	Recommended applications: outcome indicators
			<ul style="list-style-type: none"> 60 clients accessing housing advice feel safer as a result of access to housing or temporary options, as a result of safety planning and/or increased security and increased community support. 78 clients receive: needs and risk assessment, safety planning, healthy relationships support, support to access criminal justice system. 20 clients receiving one-to-one housing support feel safer as a result of safety planning and increased security/community support. 38 clients accessing counselling show increased understanding of healthy relationships. 157 clients accessing specialist telephone and email support report increased knowledge of rights, entitlements and options. <p>Sign Health</p> <ul style="list-style-type: none"> 90% clients feel safer - reduced fear/ greater feelings of safety by end of each year 90% - Reduced risk, reduced repeat victimisation, prevention of escalation
		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 (using recognised models that track improvements over time such as outcomes star).	<p>Solace Women's Aid</p> <ul style="list-style-type: none"> Increased level of confidence/ self-esteem – 1,013 Improved mental health/well-being – 750 <p>Galop</p> <ul style="list-style-type: none"> 57 clients receiving one-to-one support have improved self-esteem and confidence. 38 clients receiving counselling show improved mental well-being. 20 clients attending workshops report improvement in mental

Priority	Specification	Headline Outcome Indicators Agreed by Grants Committee July 2016	Recommended applications: outcome indicators
			<p>well-being.</p> <p>Sign Health</p> <ul style="list-style-type: none"> 12 clients each year improve Psychological Therapy GAD7 and PHQ9 measures 90% show improvements measured through Client Tracker Form
		<p>Beneficiaries more able to make safe choices leading to a reduction in occurrence and/or effects of violence, sexual abuse and repeat victimisation.</p> <ul style="list-style-type: none"> No of service users with continuing support to sustain new lives No of service users with safety plan <p>(both are required)</p>	<p>Solace Women's Aid</p> <ul style="list-style-type: none"> Continuing support to sustain new lives - 900- with a safety plan – 957 <p>Galop</p> <ul style="list-style-type: none"> 60 clients receiving housing support report making positive life changes and/or feel more hopeful about the future. 48 clients who have received one-to-one support with safety planning will have an increased ability to make safe choices. 99 people accessing specialist telephone and email support have increased knowledge about how to make safe decisions. <p>Sign Health</p> <ul style="list-style-type: none"> 100% continuing being supported 100% with ISP (Individual Safety Plan).
		<p>independence: health (including sexual health, mental health, drug and alcohol support), employment, legal/ criminal justice system, immigration status, education, training, housing, children's services)</p> <p>(applicants required to choose three to four)</p>	<p>Solace Women's Aid</p> <ul style="list-style-type: none"> Tenancies secured – 450 Accessing appropriate health services – 338 Accessing legal advice – 675 Accessing other services – 1125 <p>Galop</p>

Priority	Specification	Headline Outcome Indicators Agreed by Grants Committee July 2016	Recommended applications: outcome indicators
		<ul style="list-style-type: none"> No. of tenancies secured No. of tenancies sustained tenancies for 6 months No. of service users entering employment, training, volunteering, education No. of service users accessing appropriate health services No. of service users accessing legal advice <p>No. of service users supported to access other services including children's services.</p>	<ul style="list-style-type: none"> No. of tenancies secured: 40 people accessing housing advice will access housing or temporary options No. of service users accessing appropriate health services: 100 people will access support from one or more services, including local or specialist mental health/therapeutic services, drug/alcohol service, GP or sexual health clinics and/or other LGBT/VAWG services No. of service users accessing legal advice: 60 clients receiving DV advocacy / telephone / email support are referred to legal advice. 54 people will access the criminal justice system as a result of advocacy/support. <p>Sign Health</p> <ul style="list-style-type: none"> 95% Clients accessing mainstream services 90% better life choices 80% average score YDH Workshop Assessment 'Quiz' results
		<p>People from the protected characteristics have access to advice in a way that meets their needs.</p> <p>Example indicators</p> <p>LGBT service users increased reporting.</p>	<p>Solace Women's Aid</p> <p>SU's from protected characteristics report:</p> <ul style="list-style-type: none"> Increased safety/knowledge of their rights – 900 Satisfaction with services – 1125 <p>Galop</p> <ul style="list-style-type: none"> 54 LGBT people will access the criminal justice system as a result of accessing the DAP. 80 people who receive advice/support belonging to at least 2 equality strands (in addition to LGBT) will report the service has met their needs. 150 people contacting the DAP have one or more protected characteristics (in addition to LGBT). All clients'

Priority	Specification	Headline Outcome Indicators Agreed by Grants Committee July 2016	Recommended applications: outcome indicators
			<p>demographics recorded on database.</p> <p>Sign Health</p> <ul style="list-style-type: none"> 100% Deaf users have access to a specialist service that meets their needs
		<p>Local Authorities and local IDVAs are satisfied with the service</p> <p>(applicants required to choose one to two)</p> <ul style="list-style-type: none"> No. of women successfully referred onto the service from borough officers No of borough officers satisfied with the service 	<p>Solace Women's Aid</p> <ul style="list-style-type: none"> SUs Successfully referred from borough officers- 338 Effective links with other services (Havens/ISVA/IDVAs) – 225 Links to health services – 450 Links to housing/homeless services/social care/immigration/legal - 563 <p>Galop</p> <ul style="list-style-type: none"> Contact with 44 statutory or voluntary services across London boroughs , including borough DV/VAWG leads. 60 LGBT victims/survivors referred from borough or specialist VAWG and LGBT services, including MARAC, IDVAs and police. 44 Borough contacts including DV/VAWG Coordinators, MARAC/IDVA and other contacts report increased awareness of DAP and satisfaction with the service provided. <p>Sign Health</p> <ul style="list-style-type: none"> 63 women successfully referred onto the service from Borough Officers & IDVAs (70% of 90) pr yr 100% Borough Officer and IDVAs who make a referral say they are satisfied with the service
		Service providers are better informed of	Solace Women's Aid

Priority	Specification	Headline Outcome Indicators Agreed by Grants Committee July 2016	Recommended applications: outcome indicators
		<p>beneficiaries' needs and service users are enabled to communicate their needs and views to service providers/decision makers. Links made to other provision to ensure the best outcome for service users.</p> <p>Example indicators</p> <ul style="list-style-type: none"> • Links made to ISVAs¹, Havens • Links to health services • Links to housing departments, social housing providers, homelessness organisations • Housing providers report increased understanding of service users' needs 	<ul style="list-style-type: none"> • Service Providers have increased understanding around VAWG and legal options available – 113 <p>Galop</p> <ul style="list-style-type: none"> • Briefing sessions in statutory or voluntary services in 12 London boroughs annually including borough DV/VAWG leads and other voluntary/statutory services better inform service providers. • 4 housing providers report an increased understanding on LGBT domestic abuse following free training session. <p>Sign Health</p> <ul style="list-style-type: none"> • Deaf awareness and information given to 270 service providers each year (3 agencies per client) • 100% Service users say they are more able to communicate their needs and views.

¹ ISVA – independent sexual violence advisor

Priority	Specification	Primary outcome indicators	
2. Sexual and Domestic Violence (continued)	2.3	<p>Access to information, advice and emergency refuge accommodation for people experiencing/escaping sexual and domestic violence.</p> <p>(applicants required to choose two bullet points)</p> <ul style="list-style-type: none"> • No. with reduced level of risk • No of referrals to refuge • No of alternatives to refuge referrals to enable victims to exit domestic abuse e.g. reciprocal arrangements for secure tenancies. • No supported to move to a position of safety. 	<p>Women's Aid Federation</p> <p>4,375 callers a quarter with reduced level of risk.</p> <ul style="list-style-type: none"> • 500 callers each quarter are referred to a refuge.
		<p>Improved data collection of service users and service provision resulting in increased information on sexual and domestic violence services in London and beneficiaries needs, and greater coordination of refuge provision in London. Origins of refuge need and refuge places provision across London (demand and supply data)</p> <p>(all three to be addressed)</p> <ul style="list-style-type: none"> • Data on refuge referrals (successful and non-successful) by local authority area, and particular categories including equalities (to be drawn up with local authority officers). • Data on housing status of service users on 	<p>Women's Aid Federation</p> <ul style="list-style-type: none"> • A quarterly report on refuge referrals (successful and non-successful) by London borough, with particular categories including equalities (to be drawn up with borough officers) - sent to all borough officers and other stakeholders. • New data on housing status of service users on entry and exit is included in quarterly reports (from quarter 2). • The provision of reports and heat maps are used by borough officers and other stakeholders to coordinate refuge provision, plan strategically and improve responses to domestic and sexual violence - boroughs surveyed are to confirm this (minimum 32 positive responses per year).

Priority	Specification	Headline Outcome Indicators Agreed by Grants Committee July 2016	Recommended applications: outcome indicators
		entry and exit <ul style="list-style-type: none"> Evidence of fewer delays, successful referrals, more women in safe places as result of heat map and linking work. 	
		Survivors of rape and sexual abuse able to access appropriate support. Number/ Percentage of successful referrals	Women's Aid Federation 1125 London calls are received per quarter from survivors of rape and sexual abuse. 375 London callers are referred per quarter to counselling or other specialist service provision.
		People with the protected characteristics (2010 Equalities Act) are able to access support that meets their needs	Women's Aid Federation 20 callers per quarter feedback that they have been supported to access specialist services, where they are available, to meet their particular need
		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. <ul style="list-style-type: none"> Boroughs surveyed that find the service satisfactory 	Women's Aid Federation <ul style="list-style-type: none"> 20 service providers (including boroughs and refuges) per quarter report being able to respond to beneficiaries' needs 20 London professionals per quarter report that they have the information they need to support service users affected by DSV 5,500 logins to UKROL from services in London per quarter
		Wider environment/ other provider outcome Example indicators:	Women's Aid Federation 20 referrals per quarter to ISVA ² and sexual violence specific support services.

² Independent sexual violence advocate

Priority	Specification	Headline Outcome Indicators Agreed by Grants Committee July 2016	Recommended applications: outcome indicators
		Links made with ISVA services in London.	
	2.4	<p>Safety from immediate danger from perpetrators through specialist emergency accommodation and reduced risk of further violence</p> <p>(applicants required to choose two including mandatory one)</p> <ul style="list-style-type: none"> Numbers not returning to a perpetrator (partner, trafficker) (mandatory) Numbers with increased awareness of safety planning Decrease in fear/ increase in feeling of safety Numbers with reduced level of risk 	<p>Ashiana</p> <ul style="list-style-type: none"> 74 women not returning to a perpetrator 195 women with increased awareness of safety planning (self-reported and practitioner-observed)
		Engagement with in-house and external specialist support and culturally specific provision (such as drug and alcohol support, support with mental health, support to exit prostitution. harmful practices, immigration and no recourse to public funds).	<p>Ashiana</p> <ul style="list-style-type: none"> 32 women supported to successfully apply for Indefinite Leave to Remain (ILR) under the (Destitute Domestic Violence Concession (DDVC) or refugee status under an asylum application 50 women demonstrate reduced harmful substance use 37 women exited prostitution/trafficking safely
		Increased confidence, self-esteem, mental health and increased ability to deal with the effects of domestic violence	<p>Ashiana</p> <ul style="list-style-type: none"> 140 women demonstrate increased understanding of DSV/prostitution/trafficking as a form of violence against women 73 women demonstrate increased understanding and stabilisation of their mental health 17 demonstrate increased understanding of impact of mental

Priority	Specification	Headline Outcome Indicators Agreed by Grants Committee July 2016	Recommended applications: outcome indicators
			health and substance misuse on their children
		<p>Independent lives rebuilt whilst in refuge accommodation, through improved independent living skills, knowledge and access to benefits, entitlements, supported/ permanent housing and stabilised immigration status.</p> <ul style="list-style-type: none"> No of service users who moved on in a planned way No of tenancies maintained/ obtained No of service users with increased living skills (budgeting, etc.) No with more stabilised immigration status <p>No of service users progressing to education, training, volunteering or employment opportunities</p>	<p>Ashiana</p> <ul style="list-style-type: none"> 29 women moved on in a planned way 67 women with increased living skills 45 women with more stabilised immigration status
		No of people prevented (where appropriate) from unnecessary refuge admission through support to alternative housing options that enable them to stay safe. Support provided to service users for whom specific refuge provision does not exist / scarce / do not wish to access(LGBT)	<p>Ashiana</p> <ul style="list-style-type: none"> 6 pathways agreed with RSL and other Housing providers 33 women obtain/maintain tenancies (Outreach) 590 Awareness/training of DSV raised for professionals aimed at increasing marginalised clients access to services
		<p>Removal of barriers in accessing services for people with the protected characteristics of the 2010 Equalities Act</p> <ul style="list-style-type: none"> No. of people with disabilities accessing the service (mandatory) 	<p>Ashiana</p> <ul style="list-style-type: none"> 73 women with disabilities accessing the service 85 women with protected characteristics report having their support needs met (Disaggregated data: over 55/under 25/pregnant/single/with children/LBT/disabilities/faith/ethnicity/nationality)

Priority	Specification	Headline Outcome Indicators Agreed by Grants Committee July 2016	Recommended applications: outcome indicators
		Example indicators No. with access to appropriate culturally specific provision (including interpretation services).	
	2.5	Frontline providers are effective, efficient and sustainable organisations (financial management, governance, recruitment/ workforce, ICT, premises, fundraising/ tenders/contracts, recruitment or board members).	Women's Resource Centre 32 (50%) services/organisations that access one to one support sessions that report increased ability to run their organisations more effectively and efficiently 50 (50%) frontline organisations with an increased level of knowledge and ability to run services/organisations effectively and efficiently accessing sustainability training sessions 12 (40%) frontline organisations accessing one to one support sessions that report increased ability to be more financially sound and efficient. 40 (50%) frontline organisations with an increased level of knowledge in areas such as financial management, governance, recruitment/workforce; ICT premise management and income diversification.
		Frontline providers are able to develop effective partnerships/consortiums with other VCS and are better able to work in partnership with local authorities, health services, housing providers and homelessness provision (including Priority 1 providers) to ensure joint working to enable the best solutions for survivors of sexual and domestic violence.	Women's Resource Centre 120 (60%) organisations reporting greater ability to work in partnership after attending sustainability training or borough surgeries 120(60%) organisations expressing interest in forming partnership with other services/providers including LGBT and Homelessness services after borough surgeries and sustainability training sessions. 4 partnerships forming and accessing services from ASCENT partners to develop effectively. 5 public service agencies working together with VAWG sector in

Priority	Specification	Headline Outcome Indicators Agreed by Grants Committee July 2016	Recommended applications: outcome indicators
			<p>each borough.</p> <p>Number and types of outputs developed/delivered in collaboration with homeless and/or LGTB services and organisations To develop and deliver 4 joint training sessions with LGBT/homelessness services for frontline organisations, To host 2 roundtable discussions with LGBT/homelessness sector partners,</p> <p>40 (60%) frontline able to collaborate with other services such as local authorities, health services, housing providers and homelessness reported by borough leads and stakeholders attending special events.</p>
		Frontline organisations able to deliver improved services to meet their clients' needs and in line with relevant quality standards (deliver, monitor, evaluate and adapt)	<p>Women's Resource Centre</p> <p>200 (50%) frontline with increased ability to improve services to meet clients' needs in line with relevant quality standards reported by attendants to sustainability training sessions, services/organisations accessing web-based events and downloading best practice briefings.</p>
		Frontline organisations better able to gather data, demonstrate impact, ensure they are up to date with policy changes and represent their service users' needs.	<p>Women's Resource Centre</p> <p>150 (60%) frontline organisations more able to monitor and evaluate services/organisations impact and plan with a need based approach by those attending sustainability training sessions.</p> <p>150 (60%) frontline organisations/services with increased ability to meet their clients' needs after attending expert lead training sessions</p> <p>150 (60%) frontline organisations/services with increased ability to meet their clients need after attending quality assured training (accredited)</p>
		Borough officers, health professionals, social	Women's Resource Centre

Priority	Specification	Headline Outcome Indicators Agreed by Grants Committee July 2016	Recommended applications: outcome indicators
		housing landlords , housing officers, homelessness/hostel staff and other key professionals more aware of key issues, services available and referral pathways.	70 Borough officers, health professionals, social housing landlords, housing officers, homelessness/hostel staff and other key professionals are more aware of key issues, services available and referral pathways after attending London borough surgeries.
		Frontline organisations better able to achieve the three aims of the 2010 Equality Act.	<p>Women's Resource Centre</p> <p>120 organisations Level and extent of understanding of the Equality Act 2010 reported by services/organisations attending sustainability training, borough surgeries, accessing web-based events and downloading best practice briefings</p> <p>20 (60%) frontline organisations with increased diversification of boards of trustees amongst organisations that attend sustainability training sessions and borough surgeries where participants get training on the EA2010.</p> <p>120 (60%) frontline organisations with increased ability to meet the three aims of the 2010 Equality Act after attending training sessions and borough surgeries</p>

Priority	Specification	Primary outcome indicators	
2. Sexual and Domestic Violence (continued)	2.6	Service users have improved self-esteem, confidence and emotional health and well being	AWRC <ul style="list-style-type: none"> • 85% of all women supported annually (472) show improved levels of self-esteem /confidence • 85% of all women supported annually (472) have reduced levels of isolation • 85% of all women supported annually (472) Increased levels of peer support, • 85% of women attending counselling (56) show improved mental health condition
		Service users have a better understanding of the support options available to them and are more aware of their rights and entitlements	AWRC <ul style="list-style-type: none"> • 95% of all women have improved understanding of options and rights • Increased referrals to other services and their take up.
		Service users have an increased ability to communicate their needs and views to service providers	AWRC <ul style="list-style-type: none"> • Increase in numbers of women approaching other agencies for support • Improved understanding by professionals' of the barriers faced by BMER women in accessing services
		Service users are able to make safe choices and exit violent situations/ service users have enhanced coping strategies through risk assessment and safeguarding	AWRC <ul style="list-style-type: none"> • 291 women annually will undertake the CAADA Risk assessments and FGM cases will be measured separately through an internal measure that is being developed by partners • 85% of all women annually (472) report increased feelings of safety • 85% of all women annually (472) report increased understanding of options to help their decision making • 85% of all women annually (472) report enhanced coping

Priority	Specification	Headline Outcome Indicators Agreed by Grants Committee July 2016	Recommended applications: outcome indicators
			<p>strategies</p> <ul style="list-style-type: none"> Of survivors of dv, 65% make changes to living situations (including leaving a violent partner/relationship/family situation)
		Service users have improved life skills to help them rebuild their lives and move to independence	<p>AWRC</p> <ul style="list-style-type: none"> 66 women attending ESOL annually 66 of women attending computer lessons annually 66 women attending other employment skills workshops annually <p>support or make referrals into the service.</p>
		Local authority officers are able to access support to wrap around existing support or make referrals into the service.	<p>AWRC</p> <ul style="list-style-type: none"> 60 domestic violence coordinators and other Local Authority officers accessing the Ending Harmful Practice (EHP) Partnership advocacy, specialist advice, information and counselling for service users from their borough.
		<p>Wider environment/ other provider outcomes</p> <p>Example indicators:</p> <ul style="list-style-type: none"> links made with ISVA services in London. (The independent advisor service for sexual abuse). 	<p>AWRC</p> <ul style="list-style-type: none"> 40 referrals from Independent Domestic Violence Advocates (IDVAs) and sexual health clinics 40 service users accessing support from agencies (MARAC³, sexual health clinic and IDVAs).

³ MARAC multi-agency risk assessment conference

Appendix 4: Borough mapping

London Councils Grants Programme 2017-21

Proposed service delivery maps and recommendations

Please note:

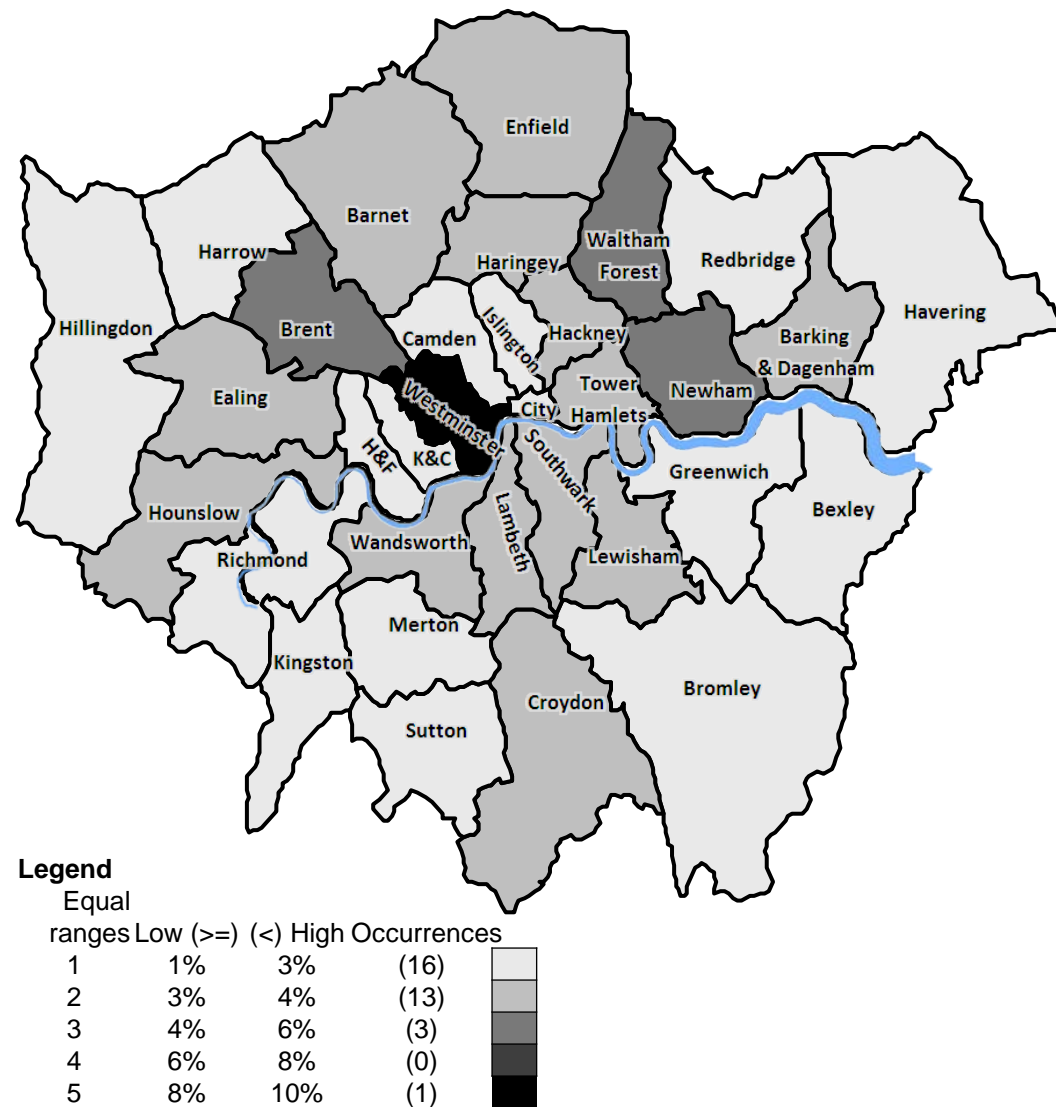
Data relates to annual levels of service delivery.

A number of applications are being recommended at a level lower than the level of funding requested. It is anticipated that service delivery levels will be lower due to this and revised targets will be set during the grant agreement stage, in line with the level of reduction.

Maps have not been provided for service areas 1.3, 2.4 and 2.5. These service areas did not have targets in the service specifications due to the nature of these services. However, successful applicants will be expected to capture borough spread data during delivery.

Priority 1 Combatting Homelessness **Service Area: 1.1 Prevention and Targeted Intervention**

Map A: London Councils Specification 1.1 Targets based on need*



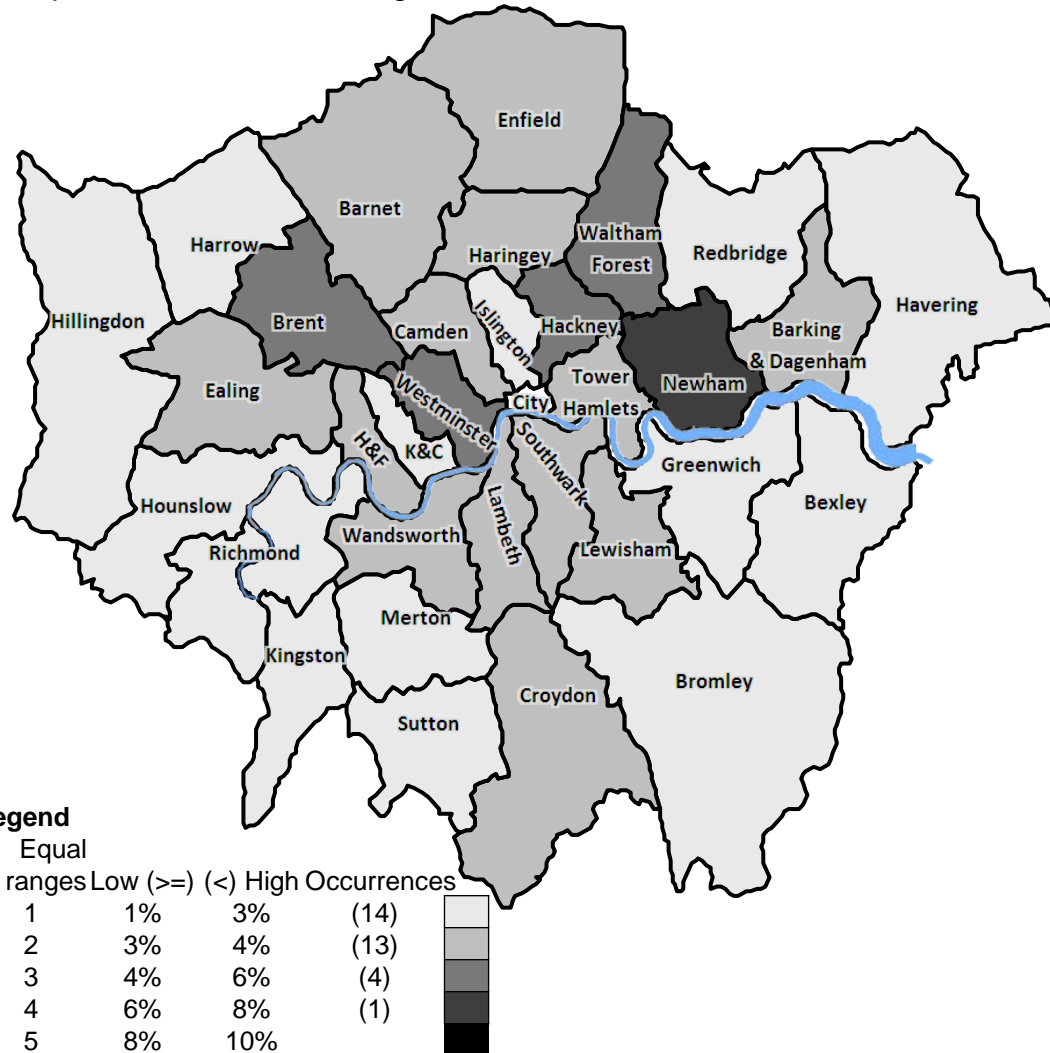
	Service Specification Targets
City of London	1.24%
Camden	1.94%
Greenwich	1.75%
Hackney	4.00%
Hammersmith and Fulham	2.41%
Islington	2.00%
Kensington and Chelsea	2.52%
Lambeth	3.22%
Lewisham	3.75%
Southwark	4.34%
Tower Hamlets	3.26%
Wandsworth	3.54%
Westminster	10.10%
Inner London sub-total	44.07%
Barking and Dagenham	3.90%
Barnet	3.68%
Bexley	2.17%
Brent	4.86%
Bromley	1.94%
Croydon	4.13%
Ealing	4.42%
Enfield	3.47%
Haringey	3.15%
Harrow	1.35%
Havering	0.81%
Hillingdon	1.51%
Hounslow	2.90%
Kingston upon Thames	1.04%
Merton	0.68%
Newham	6.05%
Redbridge	2.14%
Richmond upon Thames	1.47%
Sutton	1.21%
Waltham Forest	5.05%
Outer London sub-total	55.93%

*The London Councils service specification set out targets based on a combination of Chain rough sleeper data and GLA Health Inequalities Strategy Indicators – 2016

Priority 1 Combatting Homelessness

Service Area: 1.1 Prevention and Targeted Intervention

Map B: Shelter and St Mungo's



	Service Specification Targets	Combined Shelter & St Mungos %	Shelter	St Mungo Community Housing Association
City of London	1.24%	0.53%	6	36
Camden	1.94%	3.12%	190	56
Greenwich	1.75%	1.85%	96	50
Hackney	4.00%	5.82%	344	115
Hammersmith and Fulham	2.41%	3.85%	234	69
Islington	2.00%	2.54%	142	58
Kensington and Chelsea	2.52%	2.37%	114	73
Lambeth	3.22%	3.69%	198	93
Lewisham	3.75%	3.74%	187	108
Southwark	4.34%	4.39%	221	125
Tower Hamlets	3.26%	3.30%	166	94
Wandsworth	3.54%	3.17%	148	102
Westminster	10.10%	5.91%	175	291
Inner London sub-total	44.07%	44.30%	2221	1270
Barking and Dagenham	3.90%	3.73%	182	112
Barnet	3.68%	3.83%	196	106
Bexley	2.17%	1.78%	78	62
Brent	4.86%	4.52%	216	140
Bromley	1.94%	2.25%	121	56
Croydon	4.13%	3.97%	194	119
Ealing	4.42%	3.91%	181	127
Enfield	3.47%	3.35%	164	100
Haringey	3.15%	4.40%	256	91
Harrow	1.35%	1.08%	46	39
Havering	0.81%	0.84%	43	23
Hillingdon	1.51%	1.55%	79	43
Hounslow	2.90%	2.51%	114	84
Kingston upon Thames	1.04%	1.04%	52	30
Merton	0.68%	0.98%	57	20
Newham	6.05%	6.62%	348	174
Redbridge	2.14%	1.98%	94	62
Richmond upon Thames	1.47%	1.26%	57	42
Sutton	1.21%	1.08%	50	35
Waltham Forest	5.05%	5.03%	251	145
Outer London sub-total	55.93%	56%	2779	1610

Officer Comments/ Recommendation: The numbers relate to service users who are at risk of becoming or are homeless. The two recommended applicant's proposed service delivery provides a close match to the service specification targets. The spread of delivery shows a focus on outer London with 56% of service delivery anticipated in those boroughs. This reflects the focus that the recommended applicants have placed on issues that are increasing in outer London such as rough sleeper encampments as outlined in Appendix One, and as a result of the steer provided by the Grants Review.

Priority: Combatting Homelessness
Service Area: 1.2 Youth Homelessness

Map A: London Councils Specification 1.2 Targets based on need*



Borough Name	Service Specification Targets
Camden	3.64%
City of London	0.07%
Greenwich	3.30%
Hackney	3.14%
Hammersmith and Fulham	2.13%
Islington	3.17%
Kensington and Chelsea	1.51%
Lambeth	3.69%
Lewisham	3.30%
Southwark	4.10%
Tower Hamlets	4.40%
Wandsworth	3.28%
Westminster	2.54%
Inner London subtotal	38.25%
Barking and Dagenham	2.43%
Barnet	4.05%
Bexley	2.73%
Brent	3.76%
Bromley	2.86%
Croydon	3.89%
Ealing	3.85%
Enfield	3.80%
Haringey	3.09%
Harrow	2.49%
Havering	2.62%
Hillingdon	4.05%
Hounslow	2.96%
Kingston upon Thames	2.33%
Merton	1.90%
Newham	5.18%
Redbridge	3.18%
Richmond upon Thames	1.60%
Sutton	1.81%
Waltham Forest	3.19%
Outer London subtotal	61.75%

Legend

Equal
 ranges Low (\geq) ($<$) High Occurrences

1	0%	1%	(1)
2	1%	3%	(10)
3	3%	4%	(17)
4	4%	5%	(5)

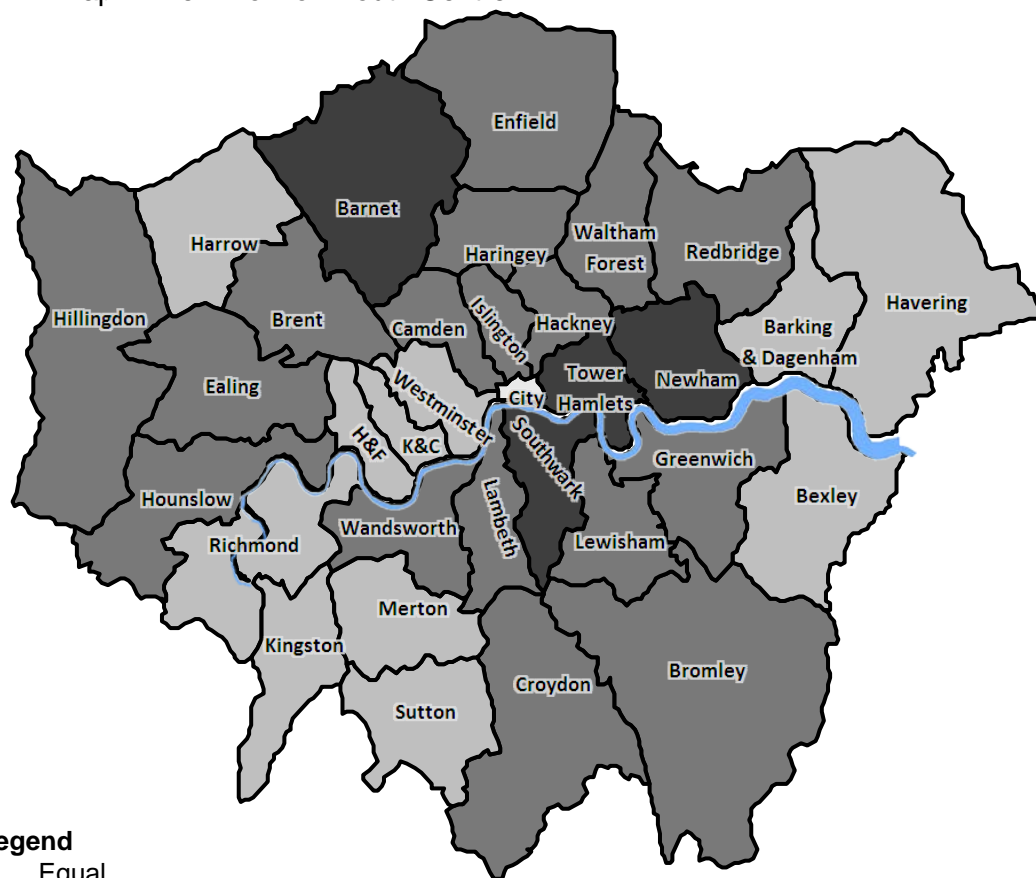


*The London Councils service specification set out targets based on ONS data on residency of young people by borough.

Priority: Combatting Homelessness

Service Area: 1.2 Youth Homelessness

Map B: New Horizon Youth Centre



Legend

Equal
ranges Low (\geq) ($<$) High Occurrences

1	0%	1%	(1)
2	1%	3%	(11)
3	3%	4%	(17)
4	4%	5%	(4)



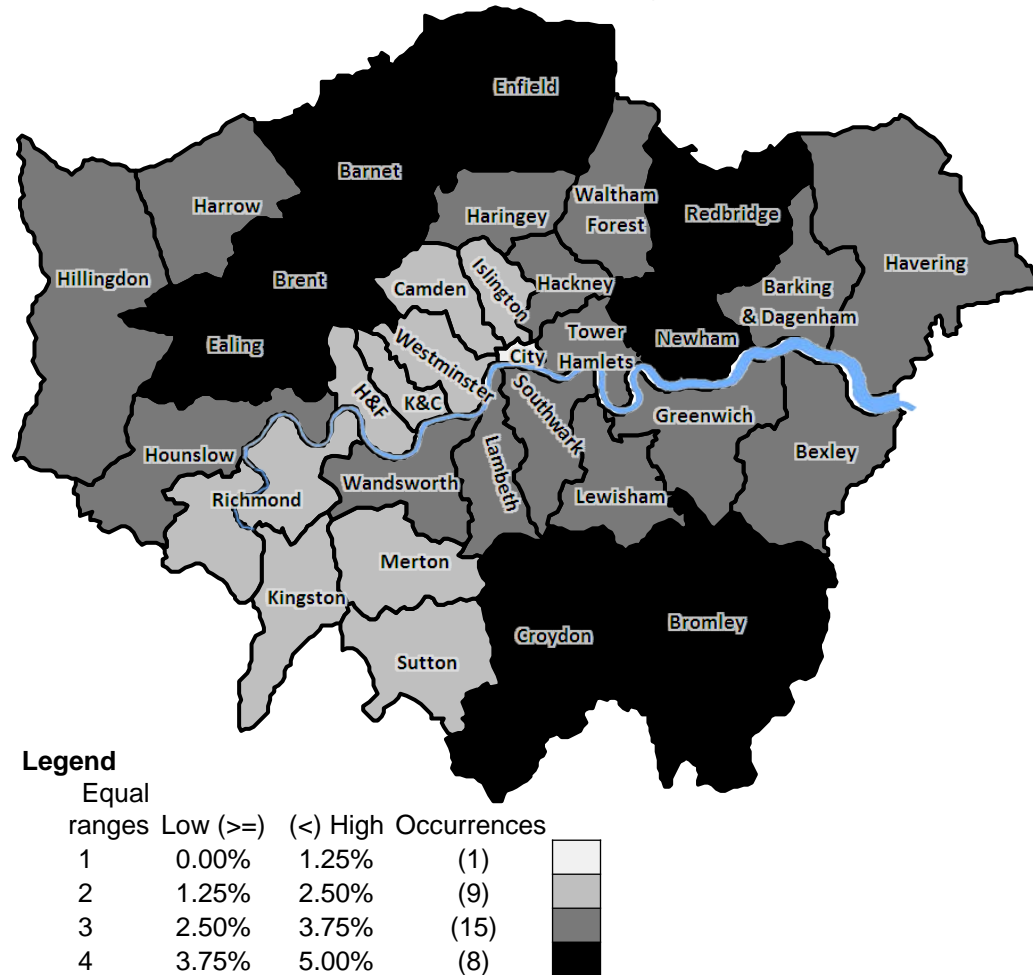
Borough Name	Service Specification Targets	New Horizon Youth Centre	
Camden	3.64%	3.62%	244
City of London	0.07%	0.10%	7
Greenwich	3.30%	3.29%	222
Hackney	3.14%	3.44%	232
Hammersmith and Fulham	2.13%	2.27%	153
Islington	3.17%	3.53%	238
Kensington and Chelsea	1.51%	1.42%	96
Lambeth	3.69%	3.61%	243
Lewisham	3.30%	3.61%	243
Southwark	4.10%	4.14%	279
Tower Hamlets	4.40%	4.33%	292
Wandsworth	3.28%	3.24%	218
Westminster	2.54%	2.54%	171
Inner London subtotal	38.25%	39.15%	2638
Barking and Dagenham	2.43%	2.42%	163
Barnet	4.05%	3.99%	269
Bexley	2.73%	2.61%	176
Brent	3.76%	3.67%	247
Bromley	2.86%	2.92%	197
Croydon	3.89%	3.80%	256
Ealing	3.85%	3.77%	254
Enfield	3.80%	3.87%	261
Haringey	3.09%	3.06%	206
Harrow	2.49%	2.40%	162
Havering	2.62%	2.52%	170
Hillingdon	4.05%	3.90%	263
Hounslow	2.96%	2.94%	198
Kingston upon Thames	2.33%	2.18%	147
Merton	1.90%	1.86%	125
Newham	5.18%	5.21%	351
Redbridge	3.18%	3.12%	210
Richmond upon Thames	1.60%	1.48%	100
Sutton	1.81%	1.80%	121
Waltham Forest	3.19%	3.32%	224
Outer London subtotal	61.75%	60.85%	4100

Officer Comments/ Recommendation: The numbers relate to young people who are at risk of becoming or are homeless. NHYC's proposed service delivery provides a close match to the service specification targets. The spread of delivery shows a focus on outer London with 61% of service delivery anticipated in those boroughs.

Priority2 Tacking Sexual and Domestic Violence

Service Area : 2.1 Prevention (working with children and young people) Sexual and Domestic Violence' is defined as domestic violence, sexual violence, 'honour-based' violence, female genital mutilation (FGM), forced marriages, prostitution and trafficking, stalking, sexual harassment, coercion, sexual exploitation and gang-related sexual violence.

Map A: London Councils Specification 2.1 Targets based on need*



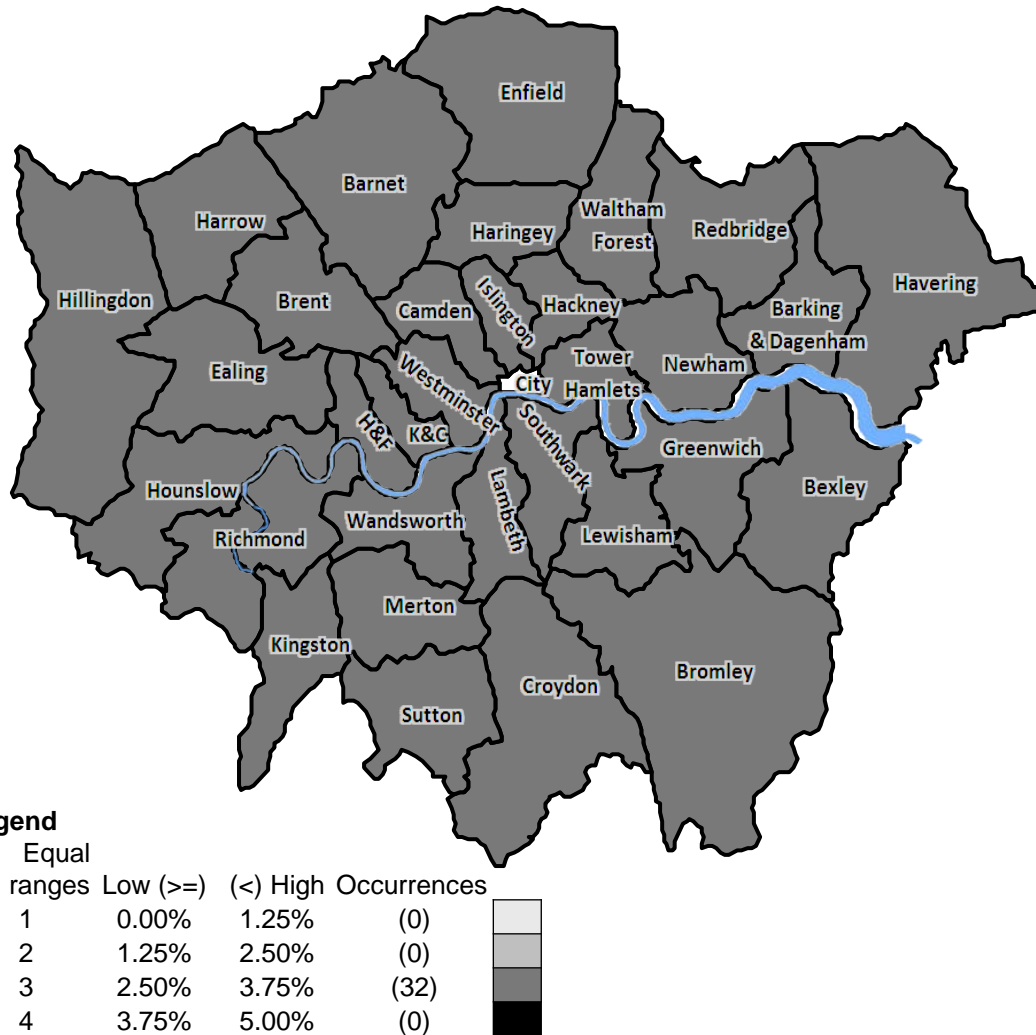
Borough	Service Specification Targets
Camden	2.40%
City of London	0.05%
Greenwich	3.33%
Hackney	3.08%
Hammersmith and Fulham	1.73%
Islington	2.02%
Kensington and Chelsea	1.48%
Lambeth	3.20%
Lewisham	3.40%
Southwark	3.13%
Tower Hamlets	3.26%
Wandsworth	2.91%
Westminster	2.18%
Inner London subtotal	32.17%
Barking and Dagenham	3.09%
Barnet	4.68%
Bexley	2.99%
Brent	3.80%
Bromley	3.83%
Croydon	4.88%
Ealing	4.15%
Enfield	4.37%
Haringey	3.15%
Harrow	2.97%
Havering	2.86%
Hillingdon	3.61%
Hounslow	3.11%
Kingston upon Thames	1.95%
Merton	2.29%
Newham	4.15%
Redbridge	3.95%
Richmond upon Thames	2.33%
Sutton	2.41%
Waltham Forest	3.26%
Outer London subtotal	67.83%

*The London Councils service specification set out targets based on Estimated Borough Residence of 5-16 years old Source: Office of National Statistics.

Priority2 Tackling Sexual and Domestic Violence

Service Area 2.1: continued

Map B: Tender Education and Arts Application



Comparison of London Councils Targets and Proposed Delivery by Applicant*

Borough	Service Specification Targets	Tender Education and Arts	
		%	No.s
Camden	2.40%	3%	2,283
City of London	0.05%	0%	-
Greenwich	3.33%	3%	2,283
Hackney	3.08%	3%	2,283
Hammersmith and Fulham	1.73%	3%	2,283
Islington	2.02%	3%	2,283
Kensington and Chelsea	1.48%	3%	2,283
Lambeth	3.20%	3%	2,283
Lewisham	3.40%	3%	2,283
Southwark	3.13%	3%	2,283
Tower Hamlets	3.26%	3%	2,283
Wandsworth	2.91%	3%	2,283
Westminster	2.18%	3%	2,283
Inner London subtotal	32.17%	36%	27,396
Barking and Dagenham	3.09%	3%	2,283
Barnet	4.68%	3%	2,283
Bexley	2.99%	3%	2,283
Brent	3.80%	3%	2,283
Bromley	3.83%	3%	2,283
Croydon	4.88%	3%	2,283
Ealing	4.15%	3%	2,283
Enfield	4.37%	3%	2,283
Haringey	3.15%	3%	2,283
Harrow	2.97%	3%	2,283
Havering	2.86%	3%	2,283
Hillingdon	3.61%	3%	2,283
Hounslow	3.11%	3%	2,283
Kingston upon Thames	1.95%	3%	2,283
Merton	2.29%	3%	2,283
Newham	4.15%	3%	2,283
Redbridge	3.95%	3%	2,283
Richmond upon Thames	2.33%	3%	2,283
Sutton	2.41%	3%	2,283
Waltham Forest	3.26%	3%	2,283
Outer London subtotal	67.83%	60%	45,660

*A breakdown of these figures is provided in Appendix One.

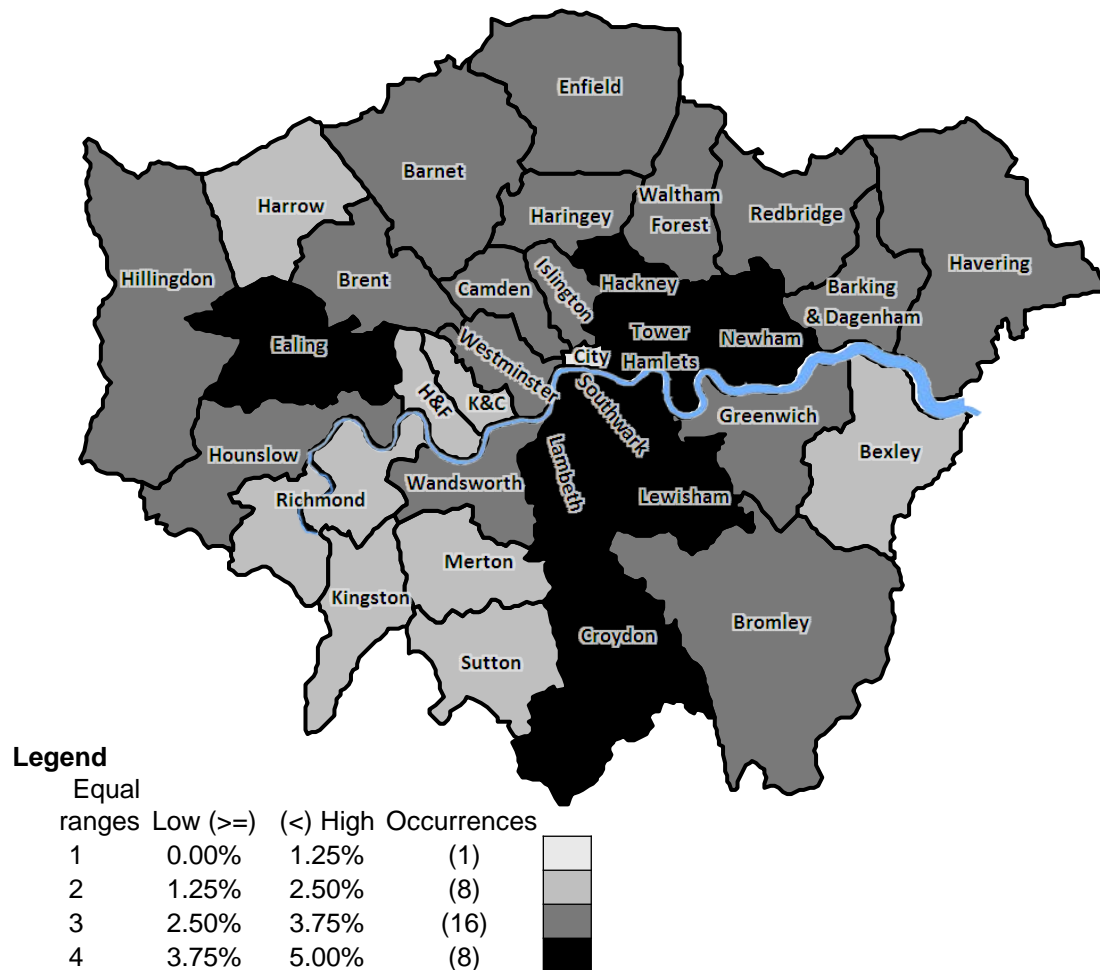
Officer Comments/ Recommendation:

The applicant has outlined the same number of schools and youth settings per borough (and therefore the same number of service users). Officers recommended that the project works with officers in the grant agreement stage to set targets that reflect a closer match to the borough spread targets in the service specification (within the confines of the numbers for each youth setting). Officers note that the application has reflected the higher numbers of children in outer London in its targets, and the revised targets will continue to reflect this.

Priority: Tackling Sexual and Domestic Violence

Service Area: 2.2 Advice, counselling and support to access services (for medium risk post-IDVA and target groups not accessing generalist provision)

Map A: London Councils Specification 2.2 targets based on need*



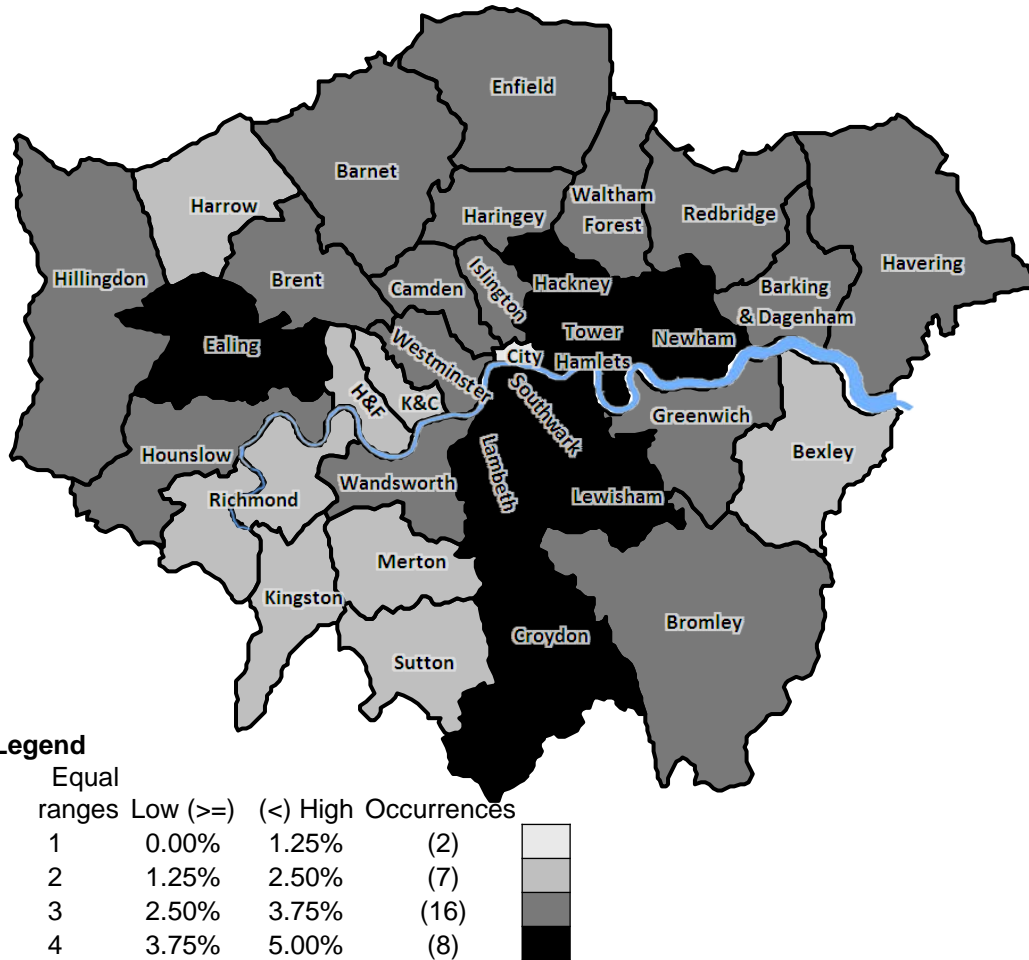
Borough	Service Specification Targets
City of London	0.14%
Camden	2.78%
Greenwich	3.61%
Hackney	3.85%
Hammersmith and Fulham	2.28%
Islington	3.02%
Kensington and Chelsea	1.62%
Lambeth	4.76%
Lewisham	4.01%
Southwark	4.30%
Tower Hamlets	3.90%
Wandsworth	3.08%
Westminster	3.49%
Inner London sub-total	40.85%
Barking and Dagenham	3.14%
Barnet	3.02%
Bexley	2.07%
Brent	3.58%
Bromley	2.91%
Croydon	4.92%
Ealing	3.80%
Enfield	3.42%
Haringey	3.50%
Harrow	1.96%
Havering	2.72%
Hillingdon	3.14%
Hounslow	3.52%
Kingston upon Thames	1.46%
Merton	1.70%
Newham	4.51%
Redbridge	3.18%
Richmond upon Thames	1.39%
Sutton	1.76%
Waltham Forest	3.44%
Outer London subtotal	59.15%

*The London Councils service specification set out targets based on MPS and City of London Recorded Offences: Sexual and Domestic 2014-2015.

Priority: Tacking Sexual and Domestic Violence

Service Area: 2.2 Advice, counselling and support to access services (for medium risk post-IDVA and target groups not accessing generalist provision)

Map B: Solace, GALOP and SignHealth



Borough	Service Specification Targets	Galop, SignHealth and Solace - combined	Galop	SignHealth	Solace Women's Aid
City of London	0.14%	0.22%	5	0	16
Camden	2.78%	2.85%	22	4	250
Greenwich	3.61%	3.57%	16	5	325
Hackney	3.85%	3.88%	24	5	347
Hammersmith and Fulham	2.28%	2.31%	16	3	205
Islington	3.02%	3.07%	22	4	272
Kensington and Chelsea	1.62%	1.65%	11	3	146
Lambeth	4.76%	4.82%	33	6	428
Lewisham	4.01%	4.00%	22	5	361
Southwark	4.30%	4.27%	22	5	387
Tower Hamlets	3.90%	3.92%	24	5	351
Wandsworth	3.08%	3.08%	16	6	277
Westminster	3.49%	3.56%	27	4	314
Inner London sub-total	40.85%	41.20%	260	55	3679
Barking and Dagenham	3.14%	3.09%	14	3	283
Barnet	3.02%	3.01%	14	6	272
Bexley	2.07%	2.07%	11	4	186
Brent	3.58%	3.55%	16	6	322
Bromley	2.91%	2.91%	14	6	262
Croydon	4.92%	4.88%	24	6	443
Ealing	3.80%	3.75%	16	6	342
Enfield	3.42%	3.40%	16	6	308
Haringey	3.50%	3.53%	22	5	315
Harrow	1.96%	1.94%	8	4	176
Havering	2.72%	2.68%	11	4	245
Hillingdon	3.14%	3.12%	14	5	283
Hounslow	3.52%	3.49%	16	5	317
Kingston upon Thames	1.46%	1.50%	11	3	131
Merton	1.70%	1.70%	8	4	153
Newham	4.51%	4.48%	22	6	406
Redbridge	3.18%	3.17%	16	5	286
Richmond upon Thames	1.39%	1.37%	5	3	125
Sutton	1.76%	1.74%	8	3	158
Waltham Forest	3.44%	3.41%	16	5	310
Outer London subtotal	59.15%	58.80%	282	95	5323

Officer Comments/ Recommendation:

The numbers represent service users who have been affected sexual/domestic violence. The combination of the three recommended applications reflects a close match to the London Councils service specification targets which are based on need.

Priority: Tackling Sexual and Domestic Violence

Service Area 2.3: Helpline, access to refuge provision/ support and advice, data gathering on refuge provision and supporting regional coordination of refuge provision.

Map A: London Councils Specification 2.3 Targets based on need*



Legend

Equal ranges	Low (>=)	(<) High	Occurrences
1	0.00%	1.25%	(1)
2	1.25%	2.50%	(8)
3	2.50%	3.75%	(16)
4	3.75%	5.00%	(8)

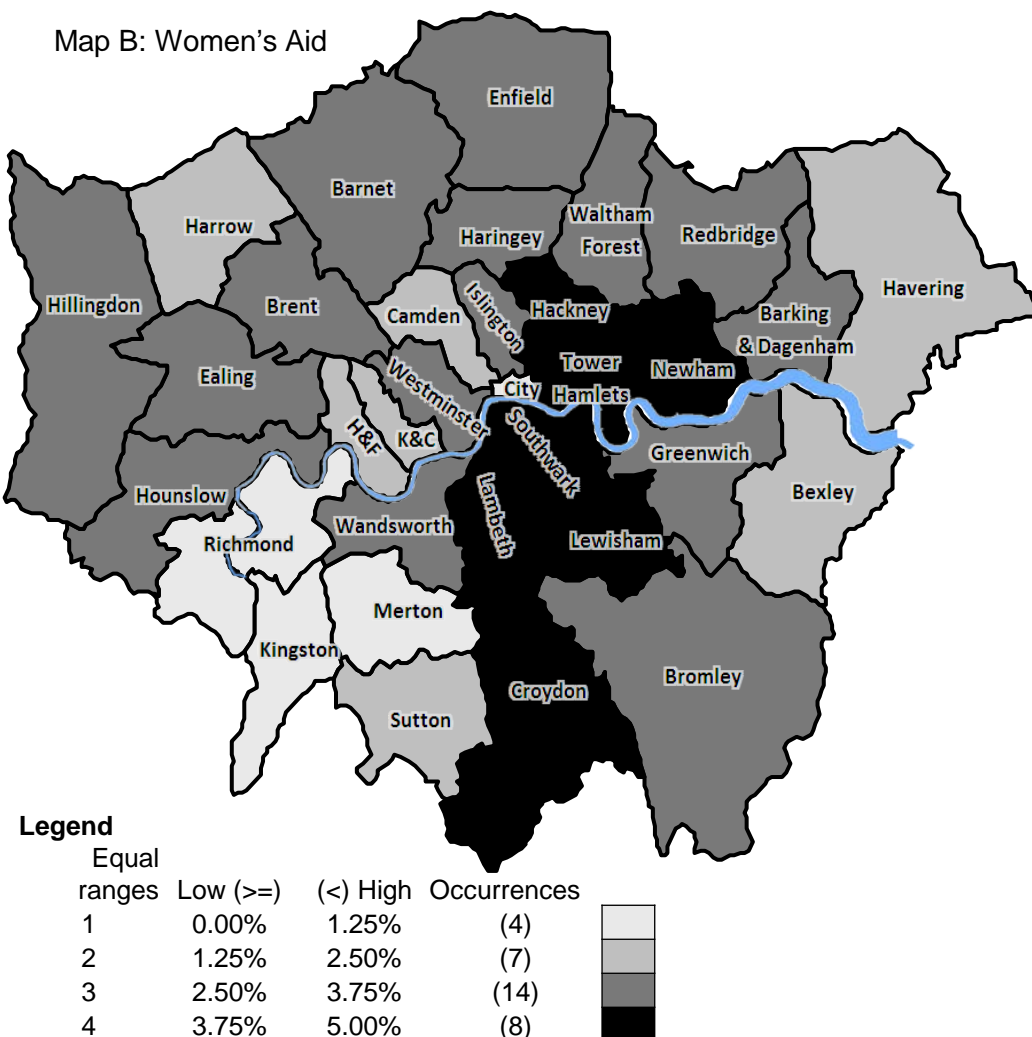
Borough Name	Service Specification targets
City of London	0.14%
Camden	2.78%
Greenwich	3.61%
Hackney	3.85%
Hammersmith and Fulham	2.28%
Islington	3.02%
Kensington and Chelsea	1.62%
Lambeth	4.76%
Lewisham	4.01%
Southwark	4.30%
Tower Hamlets	3.90%
Wandsworth	3.08%
Westminster	3.49%
Inner London sub-total	40.85%
Barking and Dagenham	3.14%
Barnet	3.02%
Bexley	2.07%
Brent	3.58%
Bromley	2.91%
Croydon	4.92%
Ealing	3.80%
Enfield	3.42%
Haringey	3.50%
Harrow	1.96%
Havering	2.72%
Hillingdon	3.14%
Hounslow	3.52%
Kingston upon Thames	1.46%
Merton	1.70%
Newham	4.51%
Redbridge	3.18%
Richmond upon Thames	1.39%
Sutton	1.76%
Waltham Forest	3.44%
Outer London subtotal	59.15%

*The London Councils service specification set out targets based on MPS and City of London Recorded Offences: Sexual and Domestic 2014-2015.

Priority: Tacking Sexual and Domestic Violence

Service Area 2.3: Helpline, access to refuge provision/ support and advice, data gathering on refuge provision and supporting regional coordination of refuge provision.

Map B: Women's Aid



Borough Name	Service Specification targets	Women's Aid
City of London	0.14%	0.11% 23
Camden	2.78%	2.35% 482
Greenwich	3.61%	3.47% 711
Hackney	3.85%	3.75% 769
Hammersmith and Fulham	2.28%	2.35% 482
Islington	3.02%	3.47% 711
Kensington and Chelsea	1.62%	1.43% 293
Lambeth	4.76%	4.67% 958
Lewisham	4.01%	4.59% 941
Southwark	4.30%	4.59% 941
Tower Hamlets	3.90%	3.92% 803
Wandsworth	3.08%	3.47% 711
Westminster	3.49%	3.47% 711
Inner London sub-total	40.85%	41.63% 8536
Barking and Dagenham	3.14%	3.44% 706
Barnet	3.02%	3.47% 711
Bexley	2.07%	2.32% 476
Brent	3.58%	3.53% 723
Bromley	2.91%	2.80% 574
Croydon	4.92%	4.70% 964
Ealing	3.80%	3.64% 746
Enfield	3.42%	3.50% 717
Haringey	3.50%	3.47% 711
Harrow	1.96%	1.68% 344
Havering	2.72%	2.35% 482
Hillingdon	3.14%	3.44% 706
Hounslow	3.52%	3.53% 723
Kingston upon Thames	1.46%	1.18% 241
Merton	1.70%	1.23% 252
Newham	4.51%	4.59% 941
Redbridge	3.18%	3.47% 711
Richmond upon Thames	1.39%	1.23% 252
Sutton	1.76%	1.34% 275
Waltham Forest	3.44%	3.47% 711
Outer London subtotal	59.15%	58.37% 11966

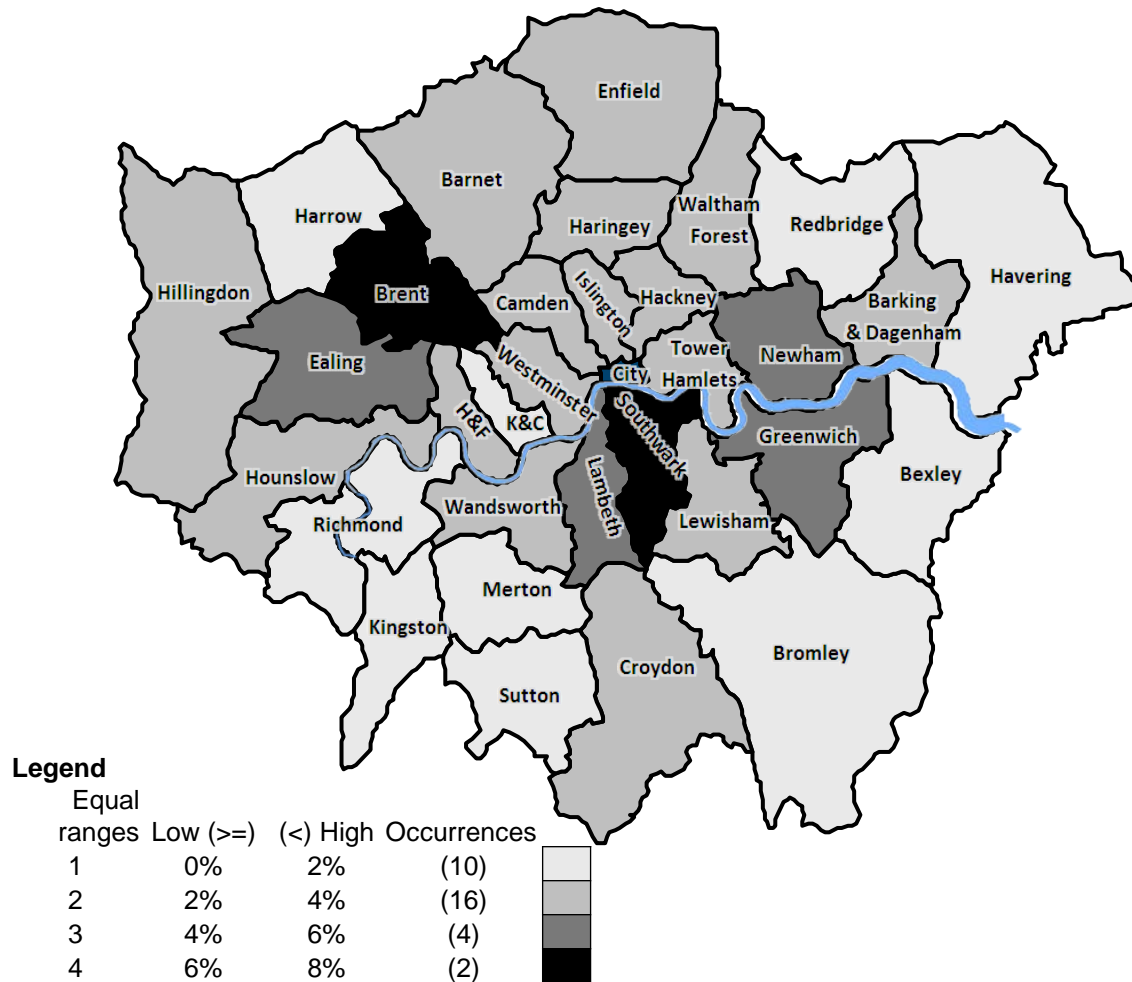
Officer Comments/ Recommendation:

The numbers represent service users who have been affected sexual/domestic violence, largely callers to the helplines. The proposed service delivery by Women's Aid reflects a relatively close match to the London Councils service specification targets which are based on need. Officers will work with the project (if members agree to the recommendation to award funding) to bring the borough spread closer to the service specification targets during the grant agreement process.

Priority 2 Tackling Sexual and Domestic Violence

Service Area 2.6: Specifically targeted services for those affected by harmful practices (FGM, Honour based violence (HBV), forced marriage and other harmful practices)

Map A: London Councils Specification 2.6 Targets based on need*



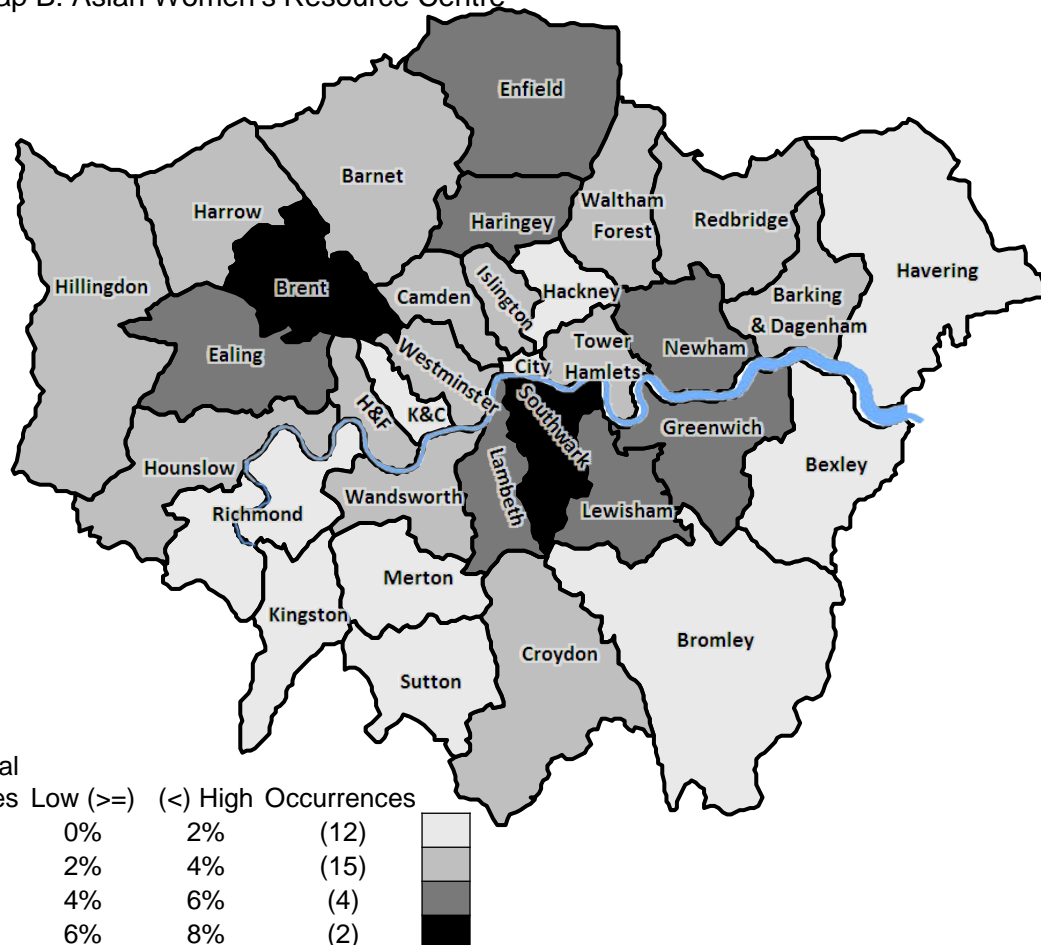
Borough	Service Specification Targets
City of London	
Camden	3.36%
Greenwich	4.38%
Hackney & City of London	3.79%
Hammersmith and Fulham	3.43%
Islington	3.29%
Kensington and Chelsea	1.89%
Lambeth	5.64%
Lewisham	4.07%
Southwark	7.94%
Tower Hamlets	2.76%
Wandsworth	2.94%
Westminster	3.01%
Inner London	51.53%
Barking and Dagenham	3.04%
Barnet	3.31%
Bexley	1.60%
Brent	6.93%
Bromley	1.12%
Croydon	2.98%
Ealing	5.88%
Enfield	4.01%
Haringey	3.94%
Harrow	2.02%
Havering	0.60%
Hillingdon	2.96%
Hounslow	2.74%
Kingston upon Thames	0.37%
Merton	1.08%
Newham	5.48%
Redbridge	2.01%
Richmond upon Thames	0.32%
Sutton	0.49%
Waltham Forest	2.61%
Outer London	48.47%

*The London Councils service specification set out targets based on ONS via City University London estimated numbers of women with FGM by local authority area, permanent residents of London. Please note that in the targets LB Hackney and the City of London are combined.

Priority 2 Tackling Sexual and Domestic Violence

Service Area 2.6: Specifically targeted services for those affected by harmful practices (FGM, Honour based violence (HBV), forced marriage and other harmful practices)

Map B: Asian Women's Resource Centre



Borough	Service Specification Targets	Asian Women's Resource Centre	
City of London		12	1.93%
Camden	3.36%	21	3.37%
Greenwich	4.38%	27	4.33%
Hackney & City of London	3.79%	12	1.93%
Hammersmith and Fulham	3.43%	21	3.37%
Islington	3.29%	20	3.21%
Kensington and Chelsea	1.89%	12	1.93%
Lambeth	5.64%	35	5.62%
Lewisham	4.07%	25	4.01%
Southwark	7.94%	49	7.87%
Tower Hamlets	2.76%	17	2.73%
Wandsworth	2.94%	18	2.89%
Westminster	3.01%	19	3.05%
Inner London	51.53%	288	46.23%
Barking and Dagenham	3.04%	19	3.05%
Barnet	3.31%	21	3.37%
Bexley	1.60%	10	1.61%
Brent	6.93%	43	6.90%
Bromley	1.12%	7	1.12%
Croydon	2.98%	19	3.05%
Ealing	5.88%	37	5.94%
Enfield	4.01%	25	4.01%
Haringey	3.94%	25	4.01%
Harrow	2.02%	13	2.09%
Havering	0.60%	4	0.64%
Hillingdon	2.96%	18	2.89%
Hounslow	2.74%	17	2.73%
Kingston upon Thames	0.37%	2	0.32%
Merton	1.08%	7	1.12%
Newham	5.48%	34	5.46%
Redbridge	2.01%	13	2.09%
Richmond upon Thames	0.32%	2	0.32%
Sutton	0.49%	3	0.48%
Waltham Forest	2.61%	16	2.57%
Outer London	48.47%	335	53.77%

Officer Comments/ Recommendation:

The numbers represent service users who have been affected by or are at risk of FGM, forced marriage, honour based violence and other harmful practices. Members are asked to note that the numbers of service users are low. As a result, a small increase or decrease in absolute numbers can have a big effect in percentage terms. Members are also asked to note that AWRC has based the anticipated service delivery on the current pan-London service. This may be more reflective of need relating to a range of harmful practices, whereas the service specification only reflects estimated levels of FGM. Officers will keep this in review and if more datasets become available, these will be reflected in revised targets.



Simon Grange
Head of Grants and Community Services
London Councils

20th January 2017

Dear Mr Grange

Women in Prison (WIP) is sending this letter as part of London Council's right to reply procedure, as detailed in the letter we received by email on Monday 9th January 2017.

Our appeal against London Council's decision to reject our recent application is grounded in a very grave concern, informed by our extensive practice based experience, that the decision not to award funding will have a disproportionate impact on disadvantaged women in London who have already faced the disproportionate impact of the closure of HMP Holloway - the only women's prison in London. Women in London sentenced to imprisonment will now serve sentences much further from home with all the difficulties for visiting families (including children) and real obstacles to resettlement including finding a home and a job on release. The impact of this will be compounded by the withdrawal of this important WIP service currently funded by London Councils. This is at a time when the homelessness crisis is deepening and this support is needed more than ever.

WIP believes that a right to reply response is justified in all 3 of the areas London Councils have bulleted in the letter received namely:

1. Misinterpreted information submitted in our application

'The application did not show how it would ensure its services are accessible to people with any of the protected characteristics...'

WIP has an exceptionally strong record in reaching out to women with protected characteristics and proactively providing a range of services available to women throughout their experience of the CJS and during the process of rehabilitation and recovery. We gave examples in the bid but according to the feedback did not list the protected characteristics or give sufficient detail about our record in this area. But our services clearly meet the requirements of the Equality Act and reach out specifically to women who are particularly disadvantaged and vulnerable including BAME women and those with mental ill health and a range of disabilities. Recently Women in Prison directly contributed to the Lammy Review by seeking out the views and experiences of women affected by the CJS on the experiences of BAME people of the system. We have specific services for women with complex needs and mental ill health as well as providing services to transgender women and those who are pregnant. Services are strongly promoted with specialist partner agencies which reach women across the protected characteristics. The fact that we provide services specifically for women (a particularly disadvantaged group in the CJS) is particularly strong evidence of our attention to the Equality Act in that we specifically seek to fill an important gap in current provision.

'Reaching beneficiaries from all London boroughs...'

The current provision of the WIP Housing service is a vital part of the London "whole system" response to women in the criminal justice system by linking across London boroughs including with other WIP and women's sector services. In fact the current London Councils project featured on



Woman's Hour recently with the co-ordinator of the project speaking about it as an example of good practice nationally. The project was also included in a national briefing on housing for women in the criminal justice system produced by the Prison Reform Trust (PRT) with WIP. The service links to those in WIP's Lambeth-based Beth Centre which is only one of two women's centres in London specifically serving the needs of London women affected by the criminal justice system – including those leaving prison.

2. Given incorrect weight (too much or too little) to information submitted in our application

We believe that insufficient weight has been given to the need for this vital work (which is described in the response as "worthwhile") and the feedback mainly relates to the detail and emphasis of the drafted bid, rather than the substance of the service proposed, the outcomes - and analysis of need.

We do not believe sufficient weight was given to the extent to which this service directly addresses the need for specialist provision for the most disadvantaged women in London who face homelessness - who often have multiple protected characteristics. Our service is specifically directed to addressing the protected characteristic of gender and to recognise that due to their small numbers in the CJS women are often further disadvantaged and need specialist services to address their needs. Perhaps this point was not explicit enough and we may have assumed too detailed a level of knowledge of our services and of the needs of disadvantaged women in the CJS in London (particularly those leaving prison).

Partner agencies across London have been working with this project for the past 3 years and strong relationships have been sustained and strengthened - even through the disruption of "Transforming Rehabilitation" and the challenges of HMP Holloway's closure. The decision has not given sufficient weight to the impact of removal of the service given the case for need and impact that has been made through the lifetime of the project.

3. Ignored relevant information submitted in our application

The housing service currently provided and funded by London Councils is key to addressing women's homelessness in London and will leave a major gap in provision as it has no alternative source of funding. This will lead to loss of services for women and loss of staff and expertise in a key area of specialism – particularly that of working with women's prisons.

HMP Holloway's closure has made additional support for women to tackle homelessness even more vital because London women in prison are held further from home. The London Councils project workers have been reaching out into prisons where London women are mainly held now that HMP Holloway is closed - using WIP's unique network of services across these prisons.

WIP asks that the decision not to award a grant is reconsidered by the London Councils Committee.

Yours sincerely

Kate Paradine

Chief Executive Officer

OFFICER COMMENTS ON RIGHT TO REPLY

Name of organisation: Women in Prison	ID: 8256
Strand: 1.1	

KEY POINTS IN RIGHT TO REPLY:

1.	<p>Women in Prison (WIP) considered that officers misinterpreted or gave incorrect weight to information submitted in their application and ignored relevant information in the specified areas below.</p> <p>Protected characteristics were addressed in our strong record in reaching out to women with protected characteristics and proactively providing a range of services and examples of this were provided in the application. Services are strongly promoted with specialist partner agencies which reach women across the protected characteristics; they meet the requirements of the Equality Act and reach out to particularly disadvantaged and vulnerable women including BAME, those with mental ill health and a range of disabilities. Specific services are provided or women with complex needs and mental ill health, transgender women and those who are pregnant.</p>
2.	<p>Pan-London reach. The current provision of the WIP Housing service is a vital part of the London "whole system" response to women in the criminal justice system by linking across London boroughs. This includes other WIP and women's sector services.</p>
3.	<p>The impact of removal, identified need and substance of the proposed service has been given insufficient weight as feedback mainly relates to the detail and emphasis of the drafted bid. More weight should be given to the need for specialist provision for the most disadvantaged women in London who face homelessness, - often with multiple protected characteristics. We may have assumed too detailed a level of knowledge of our services and of the needs of disadvantaged women in the CJS in London (particularly those leaving prison) in our application. Disadvantaged women in London will be disproportionately affected, and this is compounded by the closure of HMP Holloway. Sentences are being served further from home with difficulties for visiting families (including children) and obstacles to resettlement including finding a home and a job on release. The homelessness crisis is deepening and this support is needed more than ever. Strong relationships with partner agencies have been sustained and strengthened over the past 3 years.</p>
4.	<p>Removal of funding will leave a major gap in provision as the WIP housing service has no alternative form of funding. Services to women and expertise in a key area of specialism will be lost.</p>

RESPONSE TO KEY POINTS:

1.	<p>The application did not comprehensively address all areas under this question or provide sufficient detail on methods for reaching all groups of women under the protected characteristics. Specifically, it did not refer to advancing equality of opportunity for those who share protected characteristics but only covered how this could be advanced more generally. Some information was provided on accessibility of the service for people from the protected characteristics which has been repeated above but all characteristics were not addressed as required. Equal opportunities documents were examined and these provided some further information which was taken into account when scoring but a large proportion related to employees not service users. Specific activities to foster good relations between people were not included in the bid. Overall this area was not covered in sufficient detail as set out in the scoring guidance provided to applicants, low scores were awarded throughout and this resulted in the equalities threshold score not being met, which is a condition of funding being awarded. Additional information has been included in this Right to Reply that cannot be considered as part of this process.</p>
2.	<p>Officers stated the application would have benefited from a better description of how it would reach beneficiaries from all London boroughs. The number of users in the borough table supplied in the application did not sufficiently reflect indicative service levels outlined in the service specification</p>

	<p>particularly in outer London boroughs. The application did not make reference to service delivery in 33 London boroughs or how the service complements local provision as required under the scoring framework. There was also insufficient detail provided on borough locations of key partner agencies. London Councils principles state that it commissions services that deliver effectively and can meet the outcomes specified by London Councils, rather than funding organisations. Potential gaps in service provision against the service specifications were considered as part of the moderation process undertaken by boroughs, key funding partners and London Councils senior officers. Additional information included in this Right to Reply cannot be considered as part of this process.</p>
3.	<p>The application scored highly under the question related to the needs of beneficiaries of the proposed service and how this would be addressed. The application was assessed as fully providing a clear and convincing description of the needs of the people it intended to work with. However, the application did not score highly enough on other areas to improve this overall.</p>
4.	<p>The application scored highly on the question related to track record in delivering previous services, but. London Councils provides funding on a time limited basis which is clearly set out in the grant agreement agreed with organisations. London Councils principle for the grants programme is to fund outcomes not organisations. The impact of the recommended funding package and specialisms were considered as part of the moderation process undertaken by boroughs, key funding partners and London Councils senior officers. The recommended application, by St Mungo's will be working with Bronzefield, SEND and Downview women's prisons which will release women back to London. Officers recognise that this service provision may not represent as specialised a service relating to sexual and domestic violence. However, it is recommended as part of the wider package which includes a number of projects working around the interrelated issues of homelessness and sexual and domestic violence. Funding is recommended to projects under the second tier service areas of 1.3 and 2.5 which are tasked with supporting frontline homelessness and sexual and domestic violence providers to work more closely together to provide a more joined up service and tackling the two interrelated issues.. Additional information included in this Right to Reply cannot be considered as part of this process.</p>

SUMMARY COMMENT:

Officers do not propose a change to the recommendation as the key issues remain unaddressed. The application lacked clarity and detail in a number of areas and therefore did not score highly. It proposed to work outside a number of the specification standard outcomes or did not address them at all. It did not meet all the principles of the scheme. The equalities threshold score was not met, which is a condition of funding being awarded. It therefore did not have sufficient fit to the entire remit of the specification. Impact and gaps in provision are considered as part of the London Councils extensive moderation process with boroughs and key partners and funders. These do not fall within the scope of this process. However, the potential positive and negative equalities impacts are considered within the main report. Information that is additional to the application has also been included in this Right to Reply that cannot be considered as part of this process, as outlined in the guidance to the Right to Reply process.

Grants Committee

Commissioning Performance Management Framework

Item no: 5

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

Date: 8 February 2016

Contact Officer: Simon Courage

Telephone: 020 7934 9901 **Email:** simon.courage@londoncouncils.gov.uk

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

A draft of this report was considered by members of Grants Committee at their meeting 23 November 2016, and revisions to the report are summarised in paragraph 1.4 and Table A.

Recommendations

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.
- Note the amendments to the Commissioning Performance Management Framework considered by members of the Grants Committee at their meeting 23 November 2016, including clarity on issues around due diligence, a glossary and increased focus on equalities, as outlined in paragraph 1.4 and Table A.
- Agree to adopt the revised Commissioning Performance Management Framework as policy of this committee.

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.
- 1.4 A draft of this report was considered by members of Grants Committee at their meeting 23 November 2016. A report was provided alongside the draft report outlining issues that were raised in the Grants Review 2015-16 and how these are embedded in the new framework. Members requested a number of changes be made to the report as follows. Table A below provides details of the changes that have been made. Additional minor amendments have been made to assist clarity.

Table A

Amendments	Section amended
Glossary requested, in particular around abbreviations	Glossary added at the end of the report.
A clear definition of what 'not for profit' means, as there were a number of new charitable structures with different	Table one amended to provide clarity on this issue.

governance arrangements.	
Scrutiny of qualified accounts	Reflected in Table One: Due Diligence checks
Equalities elements strengthened	In addition to existing equalities considerations in the report the following paragraphs reflect a strengthening of the approach (4.3, 4.7, 5.12, 5.16, 6.24, 6.59, 7.13)

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)

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.

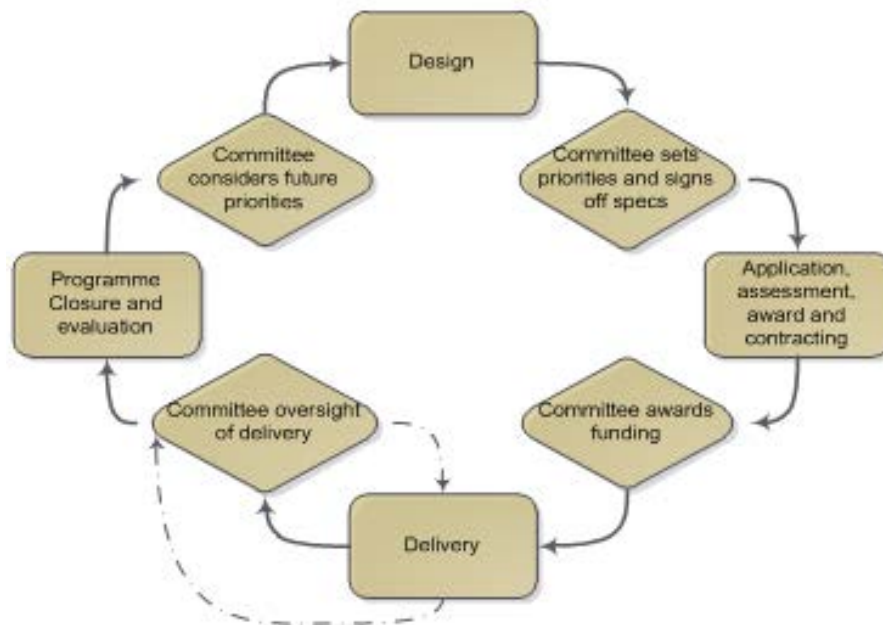
2.6 The commissioning process is a cyclical activity. Proper monitoring and control is built into each stage of the cycle. This paper covers each stage of this process:

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



2.8 For each stage of the cycle, the report will describe the proposed performance management 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

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.

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.

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.

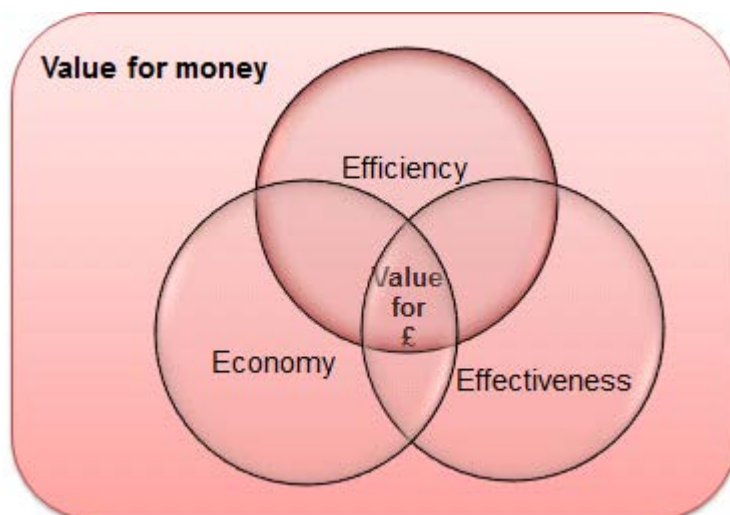
- **Economy:** minimising the cost of resources used or required (inputs);
- **Efficiency:** the relationship between the output from goods or services and the resources to produce them; and
- **Effectiveness:** the relationship between the intended and actual results of public spending (outcomes)⁴

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

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

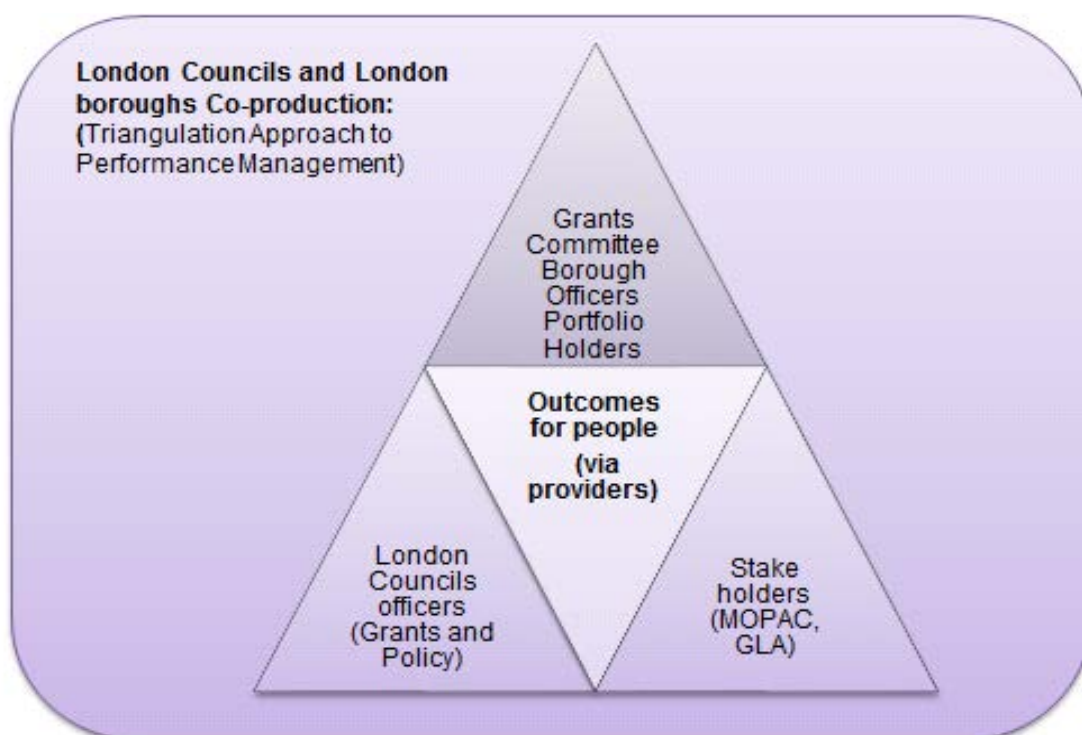
Figure Two: Value for Money



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 three outlines this triangulation approach.

Figure Three: Triangulation Approach to Performance Management



3.3 Risk Based Performance Management

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 levels of risk. Officers use a number of measures including RAG (red, amber, green) scores and due diligence findings to apply a risk-based approach to performance management. This approach ensures that officers prioritise resources to parts of the programme that present a greater level of risk. It provides the most efficient use of officer resources to ensure the programme delivers against the principles and priorities set by Grants and Leaders' Committee and within the non-grants allocation of the budget agreed by Leaders' and Grants Committee. Further detail relating to this approach can be found in sections five and six.

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, 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 At the point of reviewing the principles and priorities of the programme, a review of equalities information was undertaken. This was essential to inform members in taking any decisions to change the principles or priorities in terms of potential impact and mitigation, and to fully take account of the Public Sector Equality Duty as set out in the 2010 Equality Act. The principles of the Grants Programme set out a commitment to commission services that work with statutory and non-statutory partners to meet the objectives of the Equality Act 2010. The priorities of the Grants Programme agreed by Leaders' Committee have a strong equalities focus as they impact the most disadvantaged in society and are areas that are overrepresented by particular equalities groups. In addition, the priorities focus on issues that are difficult for boroughs to address at a local level (due to small numbers per borough and in some cases relate to people moving across London to flee violence).

4.4 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.

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.

4.5 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 ensure the specifications do not duplicate existing local and other regional activities and duties (Efficient) and contain clear and robust SMART outcomes and targeted services (Effective) addressing the needs identified. The Grants Review 2015-16 identified the need to link the areas of unemployment and homelessness and homelessness and domestic violence. Through commissioning services that address these interrelated needs more robust, sustainable outcomes are achieved for service users (Effective).

4.6 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.

4.7 Specifications highlight particular equalities groups to focus on where they are

disproportionately affected by particular issues, or because they are groups that typically do not go through the local authority route, or need support to do so. Specifications also contain robust, SMART, standard outcomes, which all recommended commissions must

demonstrate. These include outcomes focused on people within the nine protected characteristics.

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

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 an 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

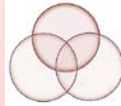
London Councils also recognises the importance of ensuring that services complement and do not duplicate those commissioned by the GLA. For this reason GLA officers from the relevant departments are invited to participate in the scoring and assessment as well.



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

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)
- 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 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.

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, these meetings took place in November 2016.

⁷ For the current round, these meetings took place in November 2016

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

5.12 Equalities considerations are a key part of the application and award process. Officers ensure that the process is fair, transparent and robust. This is done through the above mentioned standard criteria (published during the application round), use of borough officers in scoring and moderation and in providing a right to reply process. Officers also review targets groups served (in particular reviewing if target groups served by non-recommended application will be addressed by the recommended ones) and ability to deliver against the equalities elements of the service specifications. The application criteria contains a criteria focused on equalities considerations with a threshold score that applicants have to reach to be recommended. Applicants needed to demonstrate how they would ensure their services were accessible to people with any of the nine characteristics under the Equality Act 2010 as well as how they would further the objectives of the Act. The organisation's equalities policies are reviewed in combination when awarding a score against this criterion.

Due Diligence

5.13 Alongside the scoring and assessment process, London Councils staff also undertake due diligence on the organisations being recommended for funding. These 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 and constituted as a	Constitution.	To ensure the organisation is not for profit. (includes organisations such as social enterprises and

	voluntary or community organisation. ⁹		other organisations that generate surpluses, as long as the organisation's governing documents show that the surplus must be reinvested. This must be reflected in the accounts of the organisation)
	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. ¹⁰	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 and the accounts are not qualified. ¹¹	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 organisation's accounts show a positive net worth position. (Where organisations have received London Councils funding previously officers	That the organisation's current assets are greater than its current liabilities as shown on the balance sheet in the accounts.	To ensure that the organisation is solvent.

⁹ The legislation that governs the operation of the Grants Scheme does not allow funding to be awarded to public bodies such as NHS trusts, local authorities, state schools or colleges.

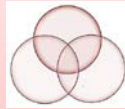
¹⁰ The requirement has changed from one to three based on recommendations by the internal audit 2016.

¹¹ Accounts are qualified when an auditor has reservations about aspects of the accounts and makes a note to this effect.

	should also check that the amount received has been properly disclosed and was used for the purposes intended)	To complete the check, officers subtract liabilities from assets and the result should be a positive number.	
10	The organisation's accounts show that total assets exceed total liabilities.	That the organisation's total assets are greater than its total liabilities as shown on the balance sheet in the accounts. To complete the check, officers subtract liabilities from assets and the result should be a positive number.	To assess long-term solvency.
11	The grant to turnover ratio does not exceed 25%.	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.	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.
12	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.	Officers divide the grant requested by the revenue (turnover) figure listed on the organisation's projected income as shown in the budgets.	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.
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	The policy.	That the organisation has a codified approach to meeting its

	equal opportunities policy.		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 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). ¹²	The reference letter or email from referee.	To obtain third party assurance that the organisation is reputable.

¹² The request for two references is in response to an internal audit recommendation 2014.



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) any risks associated with the financial viability and stability/sustainability and capacity of providers. (Economic)

5.14 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 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

5.15 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.

5.16 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 include annexes which will include a full ranked list of organisations and their scores against each specification. 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. Members will be advised on whether the applications address the service specifications fully, including equalities considerations.

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

- i. Introduction
- ii. Summary of applications received and recommended projects
- iii. Assessment
- iv. Equalities
- v. Value for money¹³
- vi. Addressing of issues raised in review of the programme¹⁴
- vii. Recommendations
- viii. Full recommended list
- ix. Full non-recommended list

5.18 Once sign off has been given to the initial recommendations, the Grants Committee and applicants will be informed of these¹⁵. 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.

¹³ This is based on the three 'E's outlined section three (efficiency, effectiveness and economy), a unit cost has been used in the 2017-21 recommendations. Officers will continue to review this to establish a more robust unit cost measure.

¹⁴ For the 2017-21 Programme this relates to issues raised in the 2015-16 Grants Review including reflection on need in outer London, linking of priorities, robust outcomes, delivery of pan-London complementing local provision.

¹⁵ For the current round of funding recommendations were dispatched in January.

5.21 Final approval on the funding decisions will sit with the Grants Committee¹⁶, 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).¹⁷ It is not until organisations have signed their agreement that they can formally begin delivery of their project.

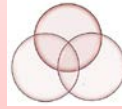
5.24 London Councils has strengthened the terms of the agreements it issues in recent years, placing a greater degree of conditionality on payment of grant. The agreements build in safeguards that protect borough investment and to ensure that organisations are fully aware of their obligations regarding the delivery of commissioned outcomes. Any organisations that do not complete this stage will have their offer of funding withdrawn¹⁸. 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.

¹⁶ For the 2017-21 round of funding, the Grants Committee will meet on the 8th of February 2017

¹⁷ Organisations will be issued with grant agreements, in accordance with the Law of Trust, which governs grant giving.

¹⁸ 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.



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.
- 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 requirements¹⁹
- xii. Equalities
- xiii. The grant agreement and conditions of grant
- xiv. 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.



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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

¹⁹ 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

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 report²⁰.

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:

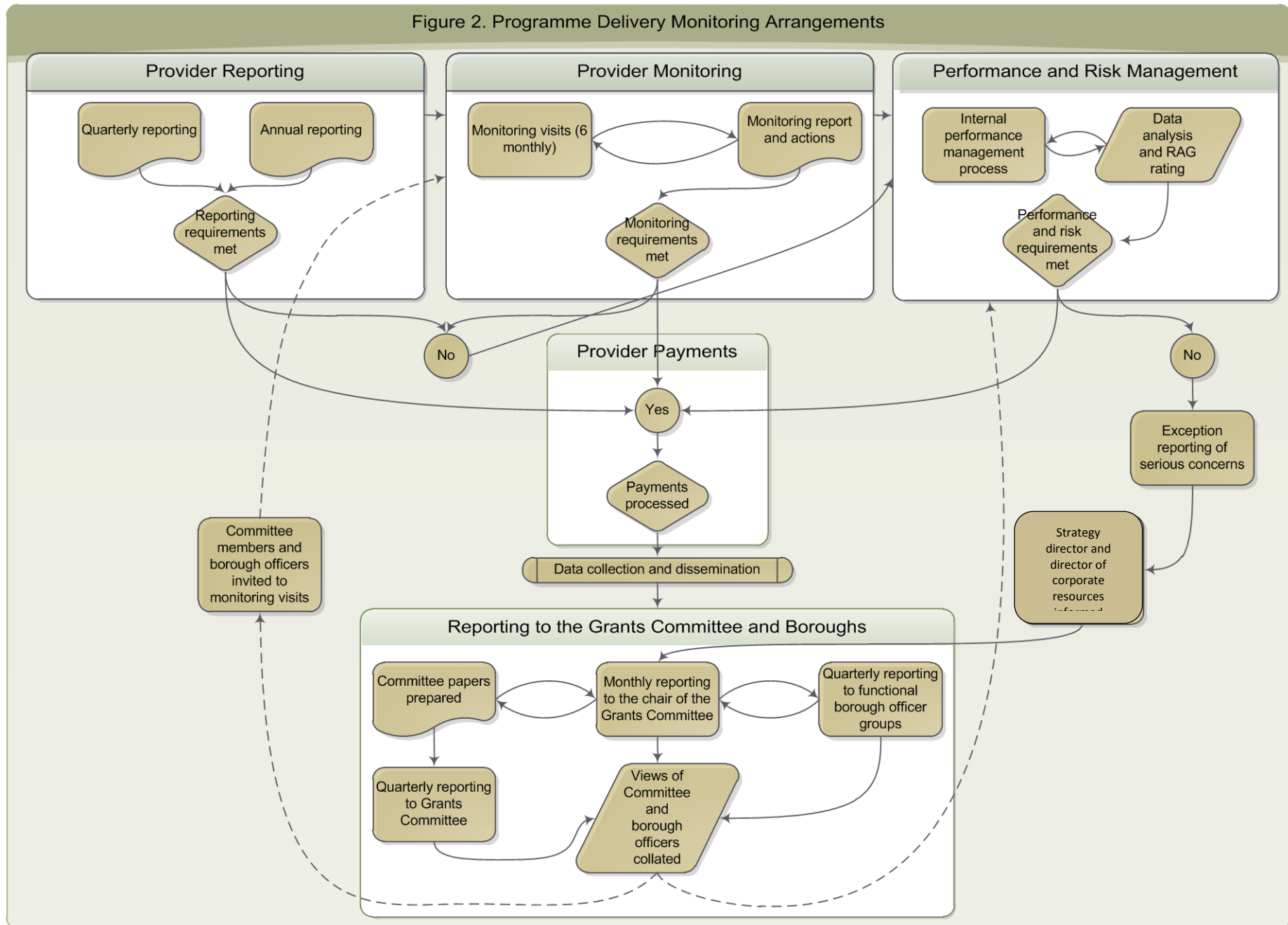
- i. Provider reporting
- ii. Provider monitoring
- iii. Performance and risk management
- iv. Provider payments
- v. Reporting to the Grants Committee and boroughs

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.

²⁰ For the 2017-21 round of funding this report will be provided to the July 2017 Committee.

Figure 2. Programme Delivery Monitoring Arrangements



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 following²¹:

- 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.²² The workbook will contain details relating to numbers of beneficiaries supported by the provider²³. 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. Information about the borough origin of service users is also collected to ensure delivery against the indicative service delivery levels in the service specifications. 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.

6.8

²¹ For details on how this information will be used see section on performance management below.

²² This software is currently being reviewed for this purpose to ensure it is the most efficient.

²³ Where providers are working with vulnerable people, this information will be anonymised in line with legal requirements and best practice on data protection.



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 (Efficient)

6.9 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.

6.10 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.

6.11 Where a provider highlights any significant changes²⁴, 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 strategy director, EI and community services.

6.12 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

²⁴ A significant change is considered to be any change that alters the details contained within the grant agreement and schedules.

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.

6.13 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:

- i. Annual report and accounts including 'Section 37 statement'²⁵
- 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.

6.14 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.

6.15 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.

²⁵ 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.



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)

6.16 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 strategy director, EI and community services. Following that a report will be provided to the Grants Committee recommending further action. Members will be asked to decide on the appropriate outcomes.

6.17 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.

6.18 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.

6.19 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;
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.

6.20 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 5.14.

6.21 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

6.22 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.



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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.

6.23 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.

6.24 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 information available to service users). An important element of reviewing the delivery premises is equalities considerations. This includes physical aspects (such as how accessible it is by public transport, wheelchair accessibility, safety and navigability for visually impaired, hearing loops etc.), as well as suitability of venue for the target group and nature of service delivery.

6.25 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.

6.26 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.

6.27 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.

6.28 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.

6.29 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.

6.30 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.

6.31 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.

6.32 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.

Performance and Risk Management

6.33 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.

6.34 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)

6.35 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.

6.36 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.

6.37 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.

6.38 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 officers and will ensure that there is a means by which to alert the strategy director, EI and community 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.

6.39 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.

6.40 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.



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.

6.41 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).

6.42 The line manager will escalate issues to the head of the team and strategy director, EI and community 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.

6.43 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.

6.44 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 strategy director, EI and community services and the director of corporate resources before being shared with the originator of the risk and the Grants Committee²⁶.

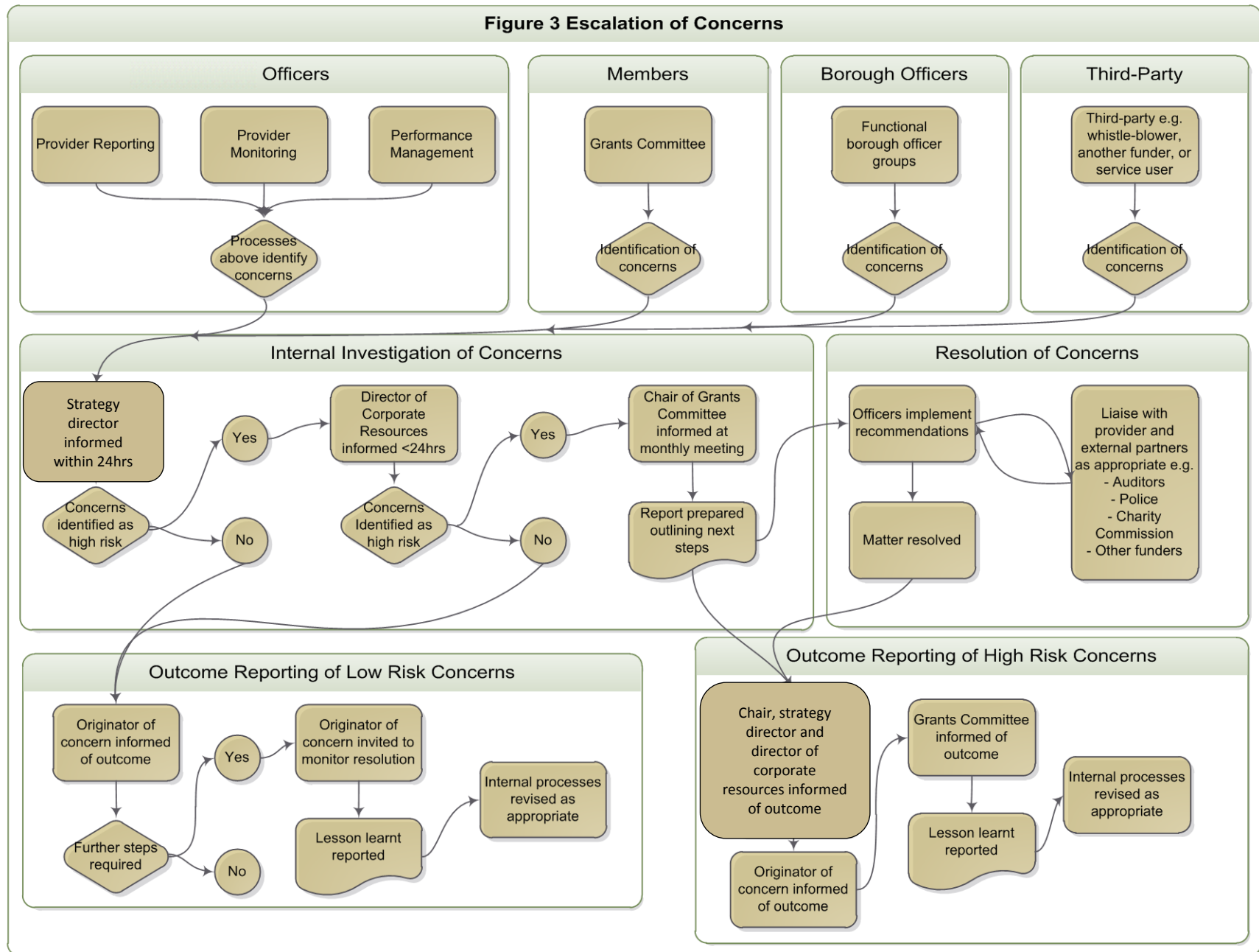
6.45 Officers will then implement the recommendations contained in the report. To do this it will be necessary to work with the provider and possibly third parties such as the City of London Corporation or external auditors, the police, the Charity Commission and other funders. Where matters are reported to the police, officers will be expected to follow the Anti-fraud and Corruption Strategy (which is found as an appendix to the manual).

6.46 On resolution of the issue, the chair of the Grants Committee, strategy director, EI and community 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.

6.47 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.

²⁶ 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.

Figure 3 Escalation of Concerns



Provider Payments

6.48 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.

6.49 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 priority²⁷, payment is made quarterly in arrears, with providers receiving an advance payment which is reconciled in the second year of grant.

6.50 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.

6.51 When 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.

6.52 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

²⁷ 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.

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.

6.53 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.

6.54 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 reduction²⁸.

6.55 London Councils 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

6.56 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.

6.57 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

²⁸ 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.

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

6.58 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.

6.59 An annual review will provide information on annual performance against targets as well as ensuring the programme remains in line with the principles, priorities and any issues that are raised in the review of the programme.²⁹ Members will be provided with an annual equalities audit of the programme as well as an annual report for each borough, providing information on the impact of the programme in that borough.

6.60 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.

6.61 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.

6.62 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.

²⁹ For the 2017-21 Programme these are the issues raised in the 2015-16 Grants Review including need in outer London, pan-London services that complement local services, linking of priorities, robust outcomes and value for money.



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.

6.63 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.

6.64 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.

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

- i. If members of Grants Committee agree funding to commissions at this meeting, 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 an update on the grant agreement process at the Grants Committee AGM in July 2017
- iii. Members will receive a six month progress report covering the period 1 April – 30 September at the first Grants Committee meeting following this period.
- iv. 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.

- v. Commissions are awarded for a four year period, subject to performance, adherence to grant conditions 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. It is important to note that evaluation is embedded through the lifetime of the programme and concludes at the end. 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:

- 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.

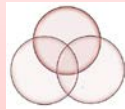
7.5 Second, officers will certify that all provider reports have been received and that all outstanding actions relating to reports have been fully cleared. Third, officers will certify that all monitoring visits have been logged on GIFTS and actions completed.

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.

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). 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 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.

7.13 Equalities considerations are a key aspect in the evaluation of the programme and in particular in relation to informing any decisions taken about a future programme. More details about this are provided in section four.

Recommendations

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.
 - Note the amendments to the Commissioning Performance Management Framework considered by members of the Grants Committee at their meeting 23 November 2016, including clarity on issues around due diligence, a glossary and increased focus on equalities, as outlined in paragraph 1.4 and Table A.
 - Agree to adopt the revised Commissioning Performance Management Framework as policy of this committee.
-

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.

Glossary

Audit Committee	A sub-committee of London Councils Leaders' Committee, overseeing the internal and external audit process.
Co-production	(see Triangulation)
Commissioning	Style of grant making used by London Councils in which funding is awarded following an open, competitive application round in which organisations apply to deliver against a specification which includes standard outcomes and delivery targets.
CPMF	Commissioning Performance Management Framework (the framework within which London Councils designs, awards, performance manages, reports and reviews the London Councils Grants Programme)
Due diligence	Checks to ensure organisations have the financial, resourcing and governance strength required to deliver the priorities of the Grants Committee
EI team	Employment and Inclusion Team at London Councils (the team that administers grants funding on behalf of the London Councils Grants Programme as well as ESF funding on behalf of a number of boroughs.
ESF	European Social Funding, funding matched from Europe via DWP and GLA
GIFTS	Grant making database software used by London Councils and other funders
GLA	Greater London Authority
Leaders' Committee	A London Councils committee in which each borough is represented on the committee by their Leader.
MOPAC	Mayor's Office for Policing and Crime
Outcomes	Changes in the service user, a result/ impact
Outputs	Activities delivered to achieve outcomes
Propriety	Meeting high standards of public conduct
RAG	Rating system to measure performance and risk using red, amber and green ratings
Regularity	Compliant with the relevant policies and legislation

Section 37	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.
SMART	Specific, measurable, achievable, realistic (or relevant), time bound
Triangulation	the approach taken by London Councils to design, award, performance management and review which involves the input of boroughs (member, and officers), VCS and other stakeholders.
Value for money	Ensuring that public funding is spent within the context of being economic, efficient and effective (the three 'E's)
VAWG Coordinators	Violence Against Women and Girls Coordinators which is a borough officer network coordinated by MOPAC

Grants Committee

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

Item 6

Report by: Yolande Burgess **Job title:** Strategy Director, EI and Community Services'
Date: 8 February 2017
Contact Officer: Simon Courage
Telephone: 020 7934 9901 **Email:** simon.courage@londoncouncils.gov.uk

Summary

At its meeting of 23 November 2016 members of the Grants Committee approved the proposal that officers work with City Bridge Trust to take forward work from the review into third sector infrastructure support in London undertaken by London Funders (*The Way Ahead: Civil Society at the Heart of London*).

To steer the work of the strategic partnership between City Bridge Trust and London Councils, on behalf of the boroughs, and to effectively implement the key finding of the report - provide leadership in the third sector and influence the spend of a central pool of funding of independent funders - Grants Committee recommended that a working group of Committee members be constituted.

Recommendations

Members are asked to,

1. **Note** that the detailed work plan for leadership in the third sector was agreed by the Grants Committee in November 2016.
2. **Note** that budgetary provision of £75,000 for London Councils to undertake this work on behalf of the Grants Committee was agreed by Leaders Committee in December 2016.
3. **Agree** the terms of reference for the Third Sector Leadership Working Group set out in sections 2.4 and 2.5 of this report.

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

1. Background

- 1.1 During the London Councils Grants Review (July 2015-March 2016) views were raised that a priority solely focused on capacity building in the third sector should not form part of the next Grants Programme (2017 to 2021). The Grants Review concluded 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.
- 1.2 Subsequently 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). This was reported to Grants Committee in July 2016, where members agreed to work with City Bridge on implementing the findings of the review - *The Way Ahead: Civil Society at the Heart of London*.
- 1.3 Members agreed the budgetary provision for London Councils to undertake this work on behalf of the Grants Committee and the detailed work plan at the November 2016 meeting of the Grants Committee. Members also asked officers to consider the governance arrangements for taking this work forward.

2. Governance arrangements

- 2.1 The Grants Committee is established through the delegation by London's boroughs of the function specified in section 48(10) of the Local Government Act 1985 (review of needs of Greater London) to London Councils.
- 2.2 The terms of reference of the Grants Committee include that the Grants Committee 'ensure the proper operation of the Grants Scheme' under these delegated powers.
- 2.3 To complement this role it is proposed that an advisory group is established to steer the work of the strategic partnership between City Bridge Trust and London Councils, on behalf of the boroughs, to provide leadership in the third sector and influence the spend of a central pool of funding of independent funders.
- 2.4 It is proposed that:
- The group will act in an advisory capacity to steer the strategic working partnership between City Bridge Trust and London Councils

- The scope of the working group will be to support the Grants Committee in ensuring the proper operation of the Grants Scheme by representing borough interests through:
 - guiding the London local government leadership role in the third sector
 - influencing the allocation of funding from independent funders for third sector support services, reflecting on local knowledge and strategic issues
 - advising on the implementation of the recommendations from *The Way Ahead - Civil Society at the Heart of London* report
 - sharing best practice and support to London boroughs in working with the third sector
- Its membership should comprise as follows (based on current membership of the Grants Committee)
 - Chair of the Grants Committee
 - Two members from the Labour group
 - Two members from the Conservative group
 - The Grants Committee representative from City of London

and that representatives from City Bridge Trust and London Funders may be invited to attend meetings.

- The group be established as the *Grants Committee: Third Sector Leadership Working Group*.

2.5 The Grants team will provide appropriate secretariat support to the group, including:

- drawing up and submitting to Grants Committee for consideration a work plan to deliver against the scope of the working group (approved by Grants Committee at its meeting of November 2016)
- keeping under review the work plan and reporting to the Grants Committee: Third Sector Leadership Working Group and London Councils from time to time on progress
- convening and servicing meetings of the Grants Committee: Third Sector Working Group

Recommendations

Members are asked to,

1. **Note** that the detailed work plan for leadership in the third sector was agreed by the Grants Committee in November 2016.
2. **Note** that budgetary provision of £75,000 for London Councils to undertake this work on behalf of the Grants Committee was agreed by Leaders Committee in December 2016.
3. **Agree** the terms of reference for the Third Sector Leadership Working Group set out in sections 2.4 and 2.5 of this report.

Financial Implications for London Councils

Provision for London Councils officer time is included in the budget report for 2017/18 agreed by Grants Committee at its meeting of November 2016.

Legal Implications for London Councils

Legal advice will be taken following members agreement.

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.

Background Papers

Leaders' Committee, Proposed Revenue Budget and Borough Subscriptions and Charges 2017/18, 6 December 2016

Grants Committee, Leadership in the Third Sector, 23 November 2016

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

Grants Executive Committee

Month 9 Revenue Forecast 2016/17 Item no: 7

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

Date: 8 February 2017

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 December 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 three- quarter year stage of 2016/17, which is the final year of the current four-year programme of commissions. At this stage, a surplus of £759,000 is forecast over the approved budget.

Recommendations The Grants Committee is asked to :

- Note the projected surplus of £759,000 for the year; and
- Note the projected level of Committee reserves, as detailed in paragraph 14 of this report and the commentary on the financial position of the Committee included in paragraphs 15-16.

Introduction

1. This is the final budget monitoring report to be presented to the Committee during the current financial year. The next financial report in July 2016 will outline the provisional outturn figures for 2016/17, prior to external audit.
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

	M9 Actual	Budget	Forecast	Variance
Expenditure	£000	£000	£000	£000
Employee Costs	287	382	418	36
Running Costs	21	18	28	10
Central Recharges	-	155	155	-
Total Operating Expenditure	308	555	601	46
Commissioned grants services	5,554	7,505	7,458	(47)
London Funders Group	60	60	60	-
ESF commissions – 2016+	698	1,880	349	(1,531)
One-off payment to boroughs	486	486	486	-
Total Expenditure	7,106	10,486	8,954	(1,532)
Income				
Borough contributions towards commissioned services	(6,379)	(8,505)	(8,505)	-
Borough contributions towards the administration of commissions	(371)	(495)	(495)	-
ESF Grant – 2016+	-	(1,000)	(216)	784
Interest on Investments	-	-	(11)	(11)
Other Income	-	-	-	-
Transfer from Reserves	(486)	(486)	(486)	-
Total Income	(7,236)	(10,486)	(9,713)	773
Net Expenditure	(130)	-	(759)	(759)

4. The projected surplus of £759,000, which is explored in more detail in the narrative below, is broadly split between the following:
 - A projected underspend of £69,340 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 £747,000, including administration costs, due to slippage in anticipated payments to providers and claims for grants made in respect of the new 2016+ programme; and
- A projected overspend position of £35,000 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 31 December 2016 for the borough funded commissions, covering priorities 1, 2 and 4.

Table 2 – Actual Spend 1 April to 31 December 2016 – Priorities 1, 2, and 4

2016/17 budget (£)	Forecast payments 1 April to 31 December 2016 (£)	Actual Payments (£)	Projected Underspend (£)	Balance (£)
7,504,981	5,528,736	5,553,559	69,340	5,857

6. Currently there is a £69,340 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	32,517
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	69,340

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 £47,340.
8. The balance of payments on hold at 31 December was just £5,857. This relates to a single payment to a provider with outstanding queries/ requirements. To date this payment is still on hold.
9. During the course of closing the 2015/16 accounts, liabilities of £307,146 relating to seven outstanding payments 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 in the final

quarter, which will be reflected in the provisional outturn figures scheduled to come before the Committee in July 2017.

Payments to Commissions – ESF Programme

11. For the new ESF programme, claimable expenditure of £349,000 is projected out of the £698,000 advance payments that have been made to five of the new ESF commissions during the third quarter. Claimable administration costs of £83,000 are also forecast.
12. Total spend of £432,000 is projected against the approved annual budgetary provision of £2 million, leaving a gross underspend of £1.568 million. ESF grant of £216,000 is projected to accrue, including £41,000 in respect of grants administration, against an income target of £1 million, leaving a projected net surplus of £784,000.

Administration of Commissions

13. It is projected that salaries and central cost expenditure will overspend by £46,000, offset by projected investment income on Committee reserves of £11,000, giving a net deficit of £35,000; all relating to S.48 administration.

Committee Reserves

14. Table 4 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, 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	12	747	759
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)
One-off payments 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)
Projected uncommitted reserves as at 31 March 2017	192	1,804	1,996
Indicative total expenditure 2016/17	8,000	2,000	10,000
Forecast reserves as a % of indicative expenditure	2.4	90.2	19.96

Conclusions

15. Projected uncommitted total reserves of £1.996 million are forecast at the year-end, after considering the projected surplus of £759,000 for the year. A sum of £1.804 million relates to

borough contributions towards the funding of the new ESF commissions collected over the past two financial years, the majority of which have not been fully applied 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 period.

16. The projected residual sum of £192,000 held in reserves relates to the S.48 borough funded commissions, which equates to 2.4 % of the £8 million commissions budget. This figure is currently below the desired benchmark level of £300,000 or 3.75% established by this Committee in September 2013. However, the total approved S.48 programme budget reduces by £1.332 million to £6.668 million with effect from 1 April 2017, so the projected residual reserves sum of £192,000 will equate to 2.88% of the revised programme level, £58,000 less than the revised benchmark figure of £250,000. Officers will look for opportunities to identify efficiencies to replenish the uncommitted S.48 reserves figure to the desired benchmark level during the course of 2017/18.

Recommendations

17. Members are asked to :

- note the projected surplus of £759,000 for the year; and
- note the projected level of Committee reserves, as detailed in paragraph 14 of this report and the commentary on the financial position of the Committee included in paragraphs 15-16.

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