

Grants Committee

Commissioning Performance Management Framework: Item 14 Grants Committee Reporting Plan 2017-18

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Summary

At its meeting on 8 February 2017, members of the Grants Committee agreed a revised Commissioning Performance Management Framework. The framework sets out how the 2017-21 Grants Programme will be managed to ensure it meets the principles of the programme, delivers value for money and reflects the needs of boroughs. The framework relates to all three Grants Programme priorities:

- Priority 1: Combatting Homelessness
- Priority 2: Tackling Sexual and Domestic Violence

The third priority - Priority 3: Tackling Poverty through Employment - is managed following European Social Fund requirements. However, the principles of the framework and the majority of the processes outlined in the framework are the same for all the priorities, including performance monitoring and reporting to the Grants Committee. For Priority 3 this includes reporting against the agreed outcome targets for each borough.

This report provides further information on the framework in terms of the planned reporting to Grants Committee and other ways in which officers will ensure borough input and oversight.

Recommendations

Members are asked to:

1. Agree the approach to reporting, which is based on the Commissioning Performance Management Framework (agreed by members in February 2017) and the draft reporting timetable outlined in **Appendix One**.
2. Note in Section 2 the agreed improvements in performance reporting, which will in future include an annual Equalities Audit and report by

borough, as well as thematic reviews to provide improved oversight of the outcomes and impact of the overall programme to Members and boroughs.

3. Discuss the suggestion to have the first thematic review at the November Grants Committee focused on No Recourse to Public Funds, how this issue is addressed through the programme and the wider context in London, as outlined in paragraph 3.3. Also discuss future ideas for thematic reviews.

1 Background

- 1.1 London Councils administers public funds on behalf of the boroughs and it is therefore essential that grants awarded by London Councils deliver value for money, evidenced through scrutiny and evaluation of funding. In February 2013 members of the Grants Committee agreed a new monitoring framework, the Commissioning Monitoring Arrangements (CMA) report, which set out how the 2013-17 Grants Programme would be managed.
- 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 examined the principles and priorities of the programme, but also reviewed the way in which the programme was administered and monitored and the management of performance and risk. The findings from this review were reflected in revisions to the CMA report, as well as audit recommendations and advice from relevant stakeholders.
- 1.3 At its meeting on 8 February 2017, members of the Grants Committee agreed a revised Commissioning Performance Management Framework (CMPF). The Framework sets out how the 2017-21 Grants Programme will be managed to ensure it meets the principles of the programme, delivers effectively the outcomes set out in the London Councils service specifications, delivers value for money, addresses equalities issues, reflects the needs of boroughs and is flexible and responsive to changing need in London.

2 2017-21 Reporting Plan

- 2.1 The CMPF report, agreed by members in February 2017, outlines a reporting plan as follows. 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. The reports will flag up any groups where there are issues or concerns and the actions being undertaken to address these concerns. The reports will be informed by the performance management tools set out in the CMPF report including quarterly and annual monitoring returns, monitoring visits, assessment of financial information and accounts and other due diligence checks.

- 2.2 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.¹ 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.
- 2.3 In addition to the overarching reporting on progress, the Grants Committee will receive an annual cycle of thematic reviews to scrutinise delivery against each of the 2017-21 grant programme's priorities and in the context of the wider environment. 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. London Councils portfolio holders will also be invited to attend these meetings, where relevant. It is anticipated that Chair and Grants Committee Members monitoring visits will coincide with the thematic reviews.
- 2.4 The Grants Committee will be provided with case studies that highlight any areas of good practice or success, and lessons learned where projects need to adjust their delivery to ensure the best outcomes for beneficiaries, to ensure members get a balanced view of both challenges and successes.
- 2.5 A draft plan of potential committee reports is outlined at **Appendix One** of this report. **Appendix Two** provides an example of the borough level reporting that officers anticipate using based on the maps used in the awards of grant report considered at the February 2017 meeting of the Grants Committee. The February awards report (Grants Committee, 8 February 2017, Item 4, Appendix 4) sets out the needs based targets that were used in the service specifications and officer recommendations for adjustments based on the application process.

3 Grants Committee, November 2017

- 3.1 Delivery information relating to the first two quarters of the new programme will be provided to the Grants Committee in November 2017. Members are asked to note that it is anticipated that for the first quarter delays in setting up projects may impact delivery. In addition, the Red Amber Green (RAG) rating system outlined below has been amended to place greater emphasis on delivery of outcomes. These two factors may increase the number of amber or red rated projects in the early stages of delivery. Officers will provide commentary on this and any issues that negatively impact delivery.

¹ 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.

- 3.2 Members are also asked to note that the performance reports submitted to the November 2017 meeting of the Grants Committee will be the first under the new programme. Officers will welcome feedback at that stage to ensure reporting meets the needs of the Grants Committee going forward.
- 3.3 As outlined above officers are proposing to feature thematic reviews at future Grants Committee meetings. These will focus on areas that stretch across the priorities and take account of the wider environment. A suggestion was raised at the February meeting of the Grants Committee to focus the first thematic review on No Recourse to Public Funds and the implications that this has for the Grants Programme Priorities and the wider context in London. Members are asked to agree this theme and discuss other topics for thematic reviews.
- 3.4 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 success. The plan addresses a number of key themes outlined below.

4 Risk based approach (Red, Amber, Green (RAG))

- 4.1 Officers will use a performance rating calculator for individual providers that covers several aspects of delivery including:
- i. Performance (delivery against target outcomes (70 per cent of score)
 - ii. Quality (10 per cent of score) (provider self-assessment (annual) and client satisfaction)
 - iii. Compliance (20 per cent of score) (timeliness and accuracy of claims and reporting, responsiveness and the proactive management of risk)
 - iv. Organisational due diligence check (annually)
- 4.2 In response to the views expressed by boroughs during the Grants Review for the need for a greater focus on robust outcomes, officers have adjusted the weighting of the RAG criteria to place greater emphasis on delivery against outcomes targets.
- 4.3 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. This approach will also be replicated in the way that officers report to Grants Committee, providing greater levels of commentary on service areas or commissions where there are issues preventing the successful delivery of the outcomes of the London Councils service specification.

The CMPF report outlines measures to be taken with providers that are causing concern including a framework that guides how issues are escalated up the officer structure, to the Chair, Grants Executive and Grants Committee.

5 Flexible to changing needs

- 5.1 Members have requested that the Grants Programme is responsive to changing needs in London. For this reason, officers have set targets with providers for the first two years of the programme only. During year two officers will review these targets to ensure they remain both robust and relevant, and will review the datasets that inform the needs based borough targets. In addition, the programme is intended to be flexible within a shorter timeframe. Under the terms of the framework officers can make adjustments to profiles; depending of the degree of the change these adjustments will be decided at officer, Chair or Grants Committee level. An illustration of the flexibility of the programme is the way in which Shelter proactively adjusted its delivery in the weeks following the Grenfell Tower tragedy as outlined in the update on the 2017-21 Grants Programme report on this agenda.

6 Listening to Boroughs

- 6.1 A key aspect of the 2012 (2016 re-affirmed) Grants Committee agreed Principles is to deliver services that are best suited to pan-London delivery, that complement local services. Central to this is the borough triangulation approach outlined in the CMPF report. As well as reporting to Grants Committee, officers will provide regular updates to relevant borough officer networks.
- 6.2 It is important that borough officers are kept up to date with programme progress and that they are aware of and engage with 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 relevant borough officer networks.
- 6.3 In addition, officers will undertake an annual survey of relevant borough officers to ensure the services are working well with local provision and meeting residents' needs. Where borough officers have concerns about the provision being offered through the grants programme, they will be invited to make a formal report and attend monitoring visits or feedback sessions with London Councils' staff. Further information on borough engagement is outlined in Item 12 of this agenda.

Appendices

Appendix One Grants Committee draft reporting plan

Appendix Two Example Boroughs Reporting Maps

Recommendations

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1. Agree the approach to reporting, which is based on the Commissioning Performance Management Framework (agreed by members in February 2017) and the draft reporting timetable outlined in **Appendix One**.
2. Note in Section 2 the agreed improvements in performance reporting, which will in future include an annual Equalities Audit and report by borough, as well as thematic reviews to provide improved oversight of the outcomes and impact of the overall programme to Members and boroughs.
3. Discuss the suggestion to have the first thematic review at the November Grants Committee focused on No Recourse to Public Funds, how this issue is addressed through the programme and the wider context in London, as outlined in paragraph 3.3. Also discuss future ideas for thematic reviews.

Financial Implications for London Councils

None

Legal Implications for London Councils

None

Equalities Implications for London Councils

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

Background Documents

Commissioning Performance Management Framework, Item 5, London Councils Grants Committee, 8 February 2017

Grants Programme 2017-21, Item 4, London Councils Grants Committee, 8 February 2017

Appendix One: Draft Grants Reporting Plan

July - Sept 2017	Grants Committee - July AGM (Election of Roles, Operation of GC, Pre-Audited Financial Results 2016/17, Provider Presentation – AWRC, 2017-21 Programme update, Reporting Plan, Leadership in the Third Sector) September/ October Chair's Visit
Oct - Dec 2017	Grants Committee - November (Month 6 Financial report 2017/18, Budget Report, Year 1 - Q1&2 performance report, Thematic Review -No Recourse to Public Funds), Final report on 2013-17 Programme, Leadership in the Third Sector, Leaders' Budget Report (Funding for Year 2 of new programme). 4 October Priority 1 launch event
Jan- March 2018	Grants Committee - March (Month 9 financial report 2017/18; Year 1 - Q3 Performance Report, Thematic Review, Leadership in the Third Sector) February Chair's Visit
April - June 2018	Annual borough officers survey June Chair's Visit
July - Sept 2018	Grants Committee - July AGM (Election of Roles, Operation of GC, Pre-Audited Financial Results 2017-18, Year 1 - Annual Performance Report and Annual Review* and Equalities Audit) September Chair's Visit
Oct - Dec 2018	Grants Committee - November (Month 6 Financial report 2018/19, Budget Report, Year 2 Q1&2 performance report, Thematic Review) Leaders' Budget Report
Jan- March 2019	Grants Committee - March (Month 9 financial report 2018/19, Year 2 - Q3 Performance Report, Thematic Review) February Chair's Visit
April - June 2019	Annual borough officers survey
July - Sept 2019	Grants Committee - July AGM (Election of Roles, Operation of GC, Pre-Audited Financial Results 2018-19, Year 2 - Annual Performance Report and Annual Review* and Equalities Audit)
Oct - Dec 2019	Grants Committee - November (Month 6 Financial report 2019/20, Budget Report, Year 3 - Q1&2 performance report, Thematic Review, Mid Programme Review of Targets) Leaders' Budget Report
Jan- March 2020	Grants Committee - March (Month 9 financial report 2019/20, Year 3 - Q3 Performance Report, Thematic Review)
April - June	Annual borough survey

2020	
July - Sept 2020	Grants Committee - July AGM (Election of Roles, Operation of GC, Pre-Audited Financial Results 2019/20, Year 3 - Annual Performance Report and Annual Review*and Equalities Audit)
Oct - Dec 2020	Grants Committee - November (Month 6 Financial report 2020-21, Budget Report, Year 4 - Q1&2 performance report) Leaders' Budget Report
Jan- March 2021	Grants Committee - March (Month 9 financial report 2020-21, Year 4 - Q3 Performance Report)

*Annual review - Principles, Priorities, Equalities, Grants Review issues, Value for Money

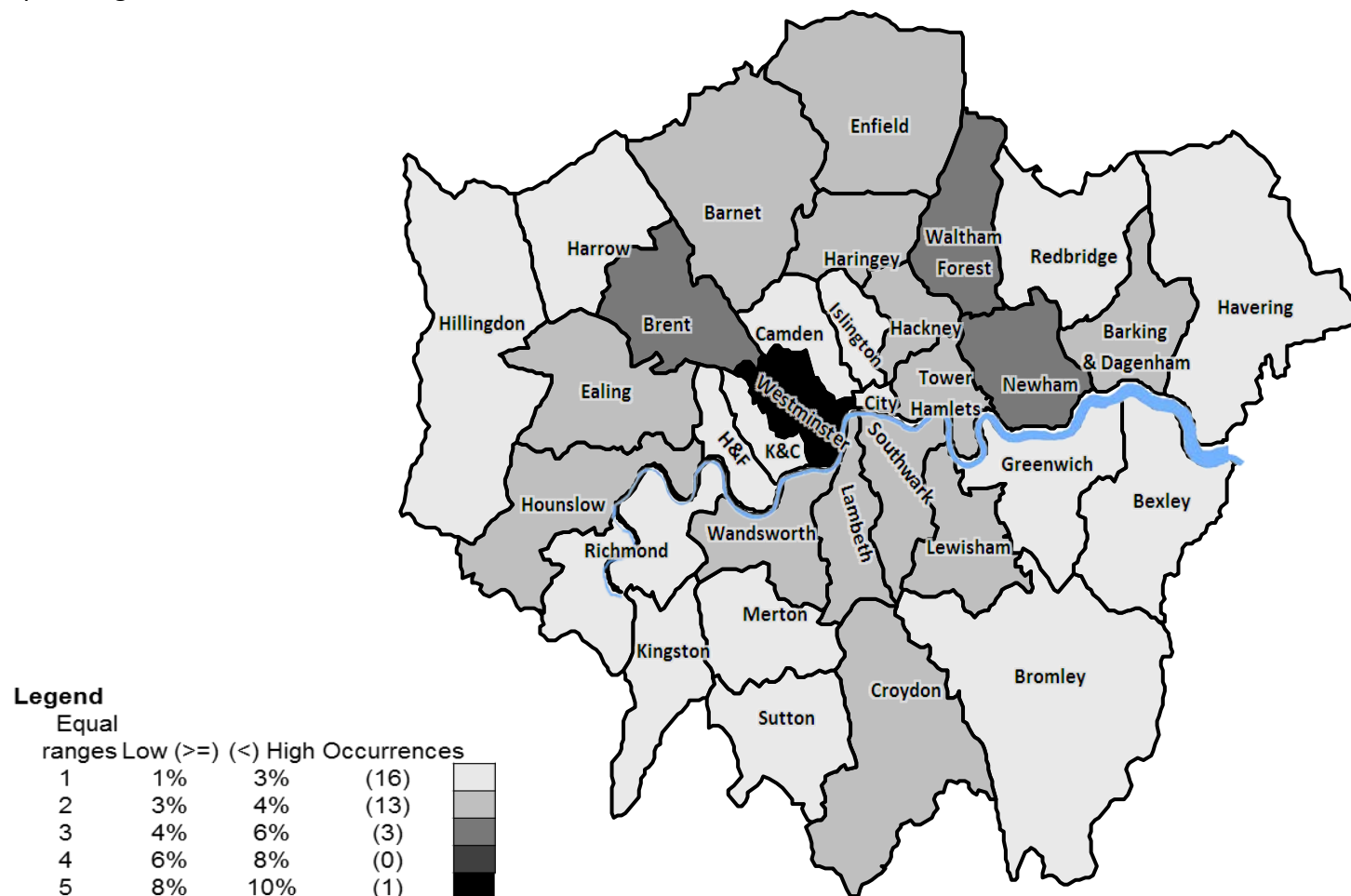
Appendix Two: Example Boroughs Reporting Maps

EXAMPLE

Priority 1 Combatting Homelessness

Service Area: 1.1 Prevention and Targeted Intervention

Map A: Targets based on need*



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

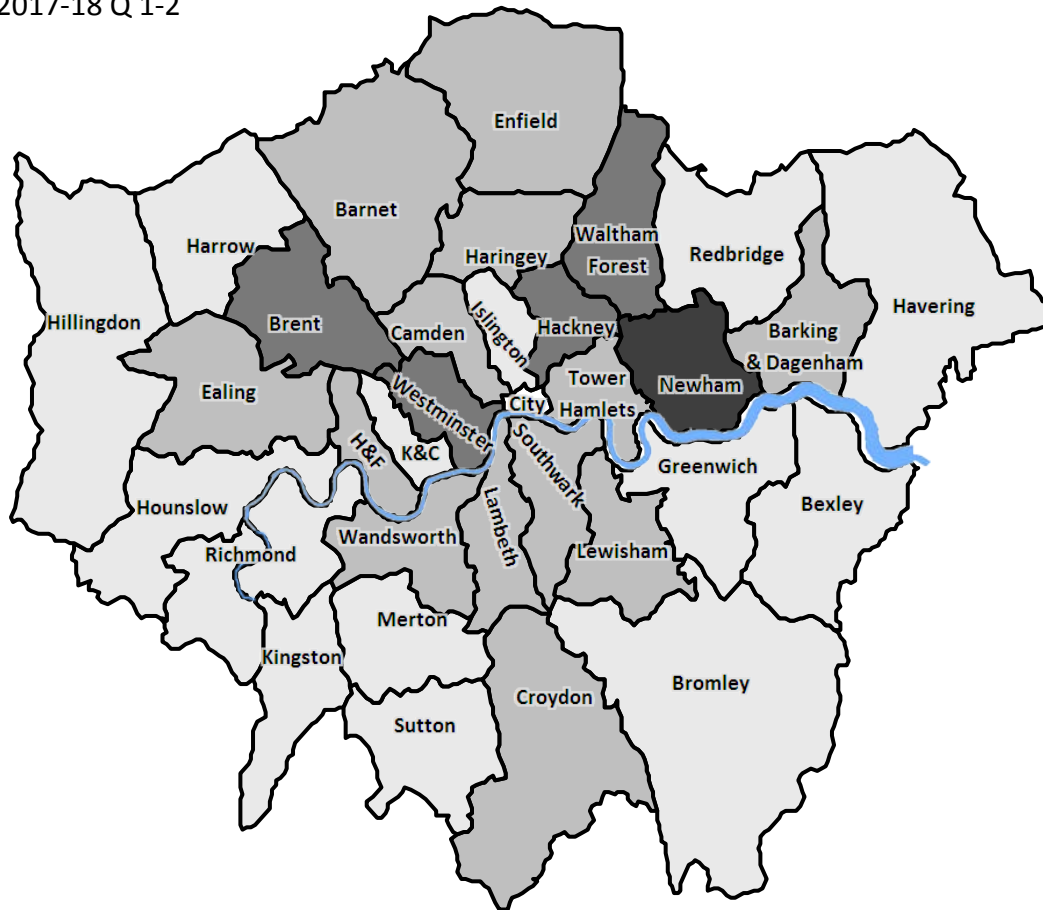
Appendix Two: Example Boroughs Reporting Maps

EXAMPLE

Priority 1 Combatting Homelessness

Service Area: 1.1 Prevention and Targeted Intervention

Map B: Delivery 2017-18 Q 1-2



	Borough targets	Delivery Q1-2
City of London	1.24%	0.53%
Camden	1.94%	3.12%
Greenwich	1.75%	1.85%
Hackney	4.00%	5.82%
Hammersmith and Fulham	2.41%	3.85%
Islington	2.00%	2.54%
Kensington and Chelsea	2.52%	2.37%
Lambeth	3.22%	3.69%
Lewisham	3.75%	3.74%
Southwark	4.34%	4.39%
Tower Hamlets	3.26%	3.30%
Wandsworth	3.54%	3.17%
Westminster	10.10%	5.91%
Inner London sub-total	44.07%	44.30%
Barking and Dagenham	3.90%	3.73%
Barnet	3.68%	3.83%
Bexley	2.17%	1.78%
Brent	4.86%	4.52%
Bromley	1.94%	2.25%
Croydon	4.13%	3.97%
Ealing	4.42%	3.91%
Enfield	3.47%	3.35%
Haringey	3.15%	4.40%
Harrow	1.35%	1.08%
Havering	0.81%	0.84%
Hillingdon	1.51%	1.55%
Hounslow	2.90%	2.51%
Kingston upon Thames	1.04%	1.04%
Merton	0.68%	0.98%
Newham	6.05%	6.62%
Redbridge	2.14%	1.98%
Richmond upon Thames	1.47%	1.26%
Sutton	1.21%	1.08%
Waltham Forest	5.05%	5.03%
Outer London sub-total	55.93%	56%