

Grants Committee

21 March 2018: 11:00 am

Agenda

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

Refreshments will be provided

London Councils offices are wheelchair accessible

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

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

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A sandwich lunch will be provided after the meeting in Room 1

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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

22 November 2017

Minutes of the Grants Committee held at London Councils, 59½ Southwark Street, London SE1 0AL on Wednesday 22 November 2017

London Borough & Royal Borough:

Representative:

Barnet	Cllr Suri Khatri (substitute)
Bexley	Cllr Don Massey
Brent	Cllr Margaret McLennan
Ealing	Cllr Ranjit Dheer
Enfield	Cllr Yasemin Brett
Greenwich	Cllr Denise Scott-McDonald
Hackney	Cllr Jonathan McShane
Islington	Cllr Kaya Comer-Schwartz
Kensington & Chelsea	Cllr Mary Wheale
Kingston upon Thames	Cllr Hugh Scantlebury
Merton	Cllr Edith Macauley
Newham	Cllr Forhad Hussain (Chair)
Redbridge	Cllr Bob Littlewood
Richmond	Cllr David Linette
Sutton	Cllr Simon Wales
Tower Hamlets	Cllr Abdul Mukit MBE
Waltham Forest	Cllr Liaquat Ali
Wandsworth	Cllr Paul Ellis
Westminster	Cllr David Harvey

London Councils officers were in attendance.

Cllr Hussain confirmed that as deputy he would be chairing the meeting in the absence of Cllr McGlone.

The Chair informed the Committee that Cllr Maddan (LB Wandsworth) had passed away in September, and extended condolences to Cllr Maddan's family. He also thanked Cllr Maddan for his contribution to Grants Committee over the years; he had joined Grants Committee in 2009 and was also a Grants Executive member.

The Chair also thanked Cllr Carr (LB Bromley) for his service on Grants Committee and Grants Executive for over 13 years, and as the Conservative Group Lead. It was confirmed that Cllr Don Massey (LB Bexley) would be taking over as the new Conservative Group Lead on Grants Committee, and Cllr Colin Smith would be replacing Cllr Carr as the Grants Committee representative from LB Bromley.

1. Apologies for Absence

1.1 Apologies were received from Cllr Saima Ashraf (Barking & Dagenham), Cllr Richard Cornelius (Barnet), Cllr Colin Smith (Bromley), Alison Gowman (City of London), Cllr Yasemin Brett (Enfield), Cllr Sue Fennimore (Hammersmith & Fulham), Cllr Sue Anderson (Harrow), Cllr Paul McGlone (Lambeth), Cllr Joan Millbank (Lewisham) and Cllr Barrie Hargrove (Southwark).

1.2 Because of an issue relating to some Councillors not receiving invitations to all meetings, it was agreed that London Councils Corporate Governance team would ensure that all members were aware of Committee dates.

2. Declarations of Interest

- 2.1 Cllr Massey declared an interest in item 4 as he was employed by a charity. Cllr Comer-Schwarz declared an interest in item 6 because Islington ran the NRPF Network.

3. Minutes of the Grants Committee AGM – 12th July 2017

- 3.1 The minutes were agreed as an accurate record of the meeting, subject to the deletion of the duplication of Cllr Massey's name, and the inclusion of Cllr Mukit in the apologies for absence.

4. Final Performance Report of the London Councils Grants Programme 2013-17

- 4.1 The Chair introduced the report, noting the key successes of the programme: 80,000 homelessness interventions; over 300,000 sexual and domestic violence interventions; and 11,558 poverty interventions, including 1,457 people gaining employment. He also referred to the lessons learned draft response to the Charity Commission's consultation on charities annual submissions, which he hoped members would agree to.
- 4.2 Cllr Comer-Schwartz asked how the successes of the programme were being publicised. Although the Chair mentioned the use of members' briefings, it was agreed that Yolande Burgess, London Councils Strategy Director, would discuss publicity options with the London Councils Communications team and report back to Committee members via the Chair. The Chair felt that a handout summarising successes would be useful.
- 4.3 Cllr Massey thanked staff for the report and the honest way in which all the issues had been set out in it. He stressed the need for this balance to be maintained in the wider publicity about the programme.
- 4.4 Cllr Wales noted that the formation of consortia was crucial to the programme's success, and felt that an understanding of how partnerships, which levered in funding, was important in any evaluation. Katy Makepeace-Gray, Principal Programme Manager, confirmed that the information would be included in feedback to the Committee at its July 2018 meeting. Cllr Wales also wanted to be reassured that any consortia publicity should make the involvement of London Councils clear. The Principal Programme Manager confirmed that this was a requirement of funding, set out in the provider handbook and checked via evaluation reports, and that any leaflets recognised London Councils input and included logos. The Chair felt that this visibility should also extend to social media.
- 4.5 Cllr Comer-Schwarz congratulated London Councils providers on the success of the recent Homelessness launch event, and felt that the meeting of many different organisations to discuss the impact on young people in particular was very positive.
- 4.6 Cllr Khatri identified a number of small errors in the figures within the report, which London Councils staff agreed to change. In addition it was confirmed that the total figure of £5.32 million in section 5.4.1 of the report could not be broken down further as this represented one specification.

4.7 Members:

Noted the summary of final performance data provided in section five of the report

Noted the assessment on the extent to which themes drawn out in the 2012 Grants Review were addressed in the 2013-17 Programme as outlined in sections two to four

Noted the lessons learned from the 2013-17 Grants Programme, particularly those identified through the Grants Review 2015-16 as outlined in section four of the report

Endorsed the continued approach to addressing lessons learned as set out in section four (this is also outlined in the report on the 2017-21 Programme on this agenda)

Agreed that officers submit the draft response to the Charity Commission consultation on charities annual submissions, included at Appendix One of the report

5. Performance of Grants Programme 2017-21

5.1 The Strategy Director introduced the report, commenting that it covered Quarters 1 and 2 of 2017/18.

5.2 Members were informed that while Priority 1 and 2 elements of the programme were above profile, Priority 3 (ESF) was underperforming. This had largely been due to changes in ESF eligibility criteria not being understood within London Councils, but it was stressed that project partners had worked hard to address the issues. Historical issues had now been addressed, and regular liaison with partners at Chief Executive level was now taking place as well as re-profiling meetings, and there was a better level of confidence than a few months previously. Consideration had been given to extending the programme for 6 months and utilizing flexibility in the ESF. An issue for the partners was that the current target group was not as broadly defined as the previous programme and employment levels have improved. In January there would be a focus on engagement strategies with partners, including talking to the DWP to improve referrals.

5.3 The Chair thanked the Strategy Director for her explanation, commenting on the similarity to pensions issues where performance sometimes dipped, which was not necessarily representative of the fund's overall health.

5.4 Cllr Massey was pleased to learn of the recovery plan in relation to the ESF element of the programme and also that lessons had been learned. He recognised that although there was quite a volume of information this was useful, and that he encouraged other members to make use of the borough grants officer in their borough. He felt that it was a challenge to get the balance right in terms of the level of information, and that this should be kept under review.

5.5 Cllr Littlewood felt that it was important to be upfront regarding difficulties experienced, and recognised the pressure on partners while the issues were being resolved. He felt that reasonably regular updates should be given to the Committee on this issue and was worried about progress. The Chair agreed that members of the Executive should be updated monthly on progress.

5.6 In response to a question from Cllr Wheale, the Strategy Director confirmed that the issues with ESF related to not correctly picking up the change of London Councils status from co-financier to direct bidder, which meant that the programme needed to be retrofitted, placing pressure on partners. It was also confirmed that management issues had been addressed.

5.7 The Committee:

Noted the outcomes for Priority 1, 2 and 3 projects

Noted the number of interventions delivered in the relevant quarters

Agreed to continue to endorse the approach highlighted in section two of the report relating to the addressing of the issues raised in the Grants Review

Noted the progress on the administration of £100,000 per year for two years on behalf of the Mayor's Office for Policing and Crime (MOPAC) to enhance training to front-line professionals on identifying harmful practices, as set out in section six of the report

Noted the annual performance report provided by London Funders included at Appendix Three of the report

Noted the discussions of the first performance report for the 2017-21 Programme and agreed the format for future reports.

6. Thematic Review: No Recourse to Public Funds

- 6.1 The Committee was informed that this report was the first of the 'thematic review' papers and the choice of 'No Recourse to Public Funds' had been made because of its impact across London. A survey of boroughs had been carried out and the results would be used by the policy team at London Councils for lobbying purposes. The Chair then introduced Pam Saleem and Lubana Kayani from Ashiana Network, who presented to the Committee about the work of the partnership, followed by an address from a recipient of the organisation's services.
- 6.2 Pam Saleem, Housing and Advice Services Manager, explained that the Network had started with one bedspace, but now had 32. Referrals were between the ages of 16 – 35 years; 6 bedspaces were reserved for people with 'No Recourse to Public Funds.'
- 6.3 Ashiana provided advice and counselling services and also legal advice and support for clients dealing with the Home Office, who often had little or no support.
- 6.4 In response to a question from Cllr Comer-Schwarz, Ms Saleem commented that a key difficulty facing the Network was the requirement to assist clients before Home Office approval for public funds could be given, plus the provision of sufficient accommodation was also a problem.
- 6.5 Cllr Scott-McDonald asked what had changed regarding the provision of the service since the Network started in 1989. Ms Saleem responded that the main change had been the increasing complexity of issues faced by clients and the increased numbers of women approaching Ashiana with NRPF. Ms Saleem also reported increasing delays in terms of Home Office responses, and increasing pressure on services due to legislative changes relating to public funds.
- 6.6 Cllr Dheer recognised the issues covered by Ms Saleem as important and relevant to his own borough, and across London. He felt that the Grants Committee should lobby the government on the issue of NRPF and immigration law reform, stating for example that in his opinion asylum seekers waiting to hear a decision regarding Public Funds should be able to work. Cllr Comer-Schwarz felt that the bullet points in section 3.12 of the report summarised the lobbying issues well. Cllr Massey suggested that it was more appropriate to raise this issue with Leaders' Committee after raising it with the political groups, and it was agreed that officers should action this via a report to the Corporate Management Board.
- 6.7 It was agreed that Members should feed ideas for future thematic reviews to officers, and for officers to bring suggestions to the next Grants Committee meeting.
- 6.8 Members thanked the representatives from Ashiana and the service recipient for attending the meeting. They agreed that it would be useful to receive updated information on this area via the equalities report.

7. Leadership in the Third Sector: Work Plan Progress

- 7.1 The Chair informed members that a number of meetings had now taken place regarding the work following publication of The Way Ahead; the report to this Committee detailed progress on the workplan previously agreed by Grants Committee.
- 7.2 The Principal Programme Manager reported that: the key findings of the recent survey of boroughs regarding third sector infrastructure had been published in a members' briefing; the boroughs Grant Officers' group had now met four times; and that the Grants programme had been published in open data format on a database run by 360 Giving.
- 7.3 Members were informed that representation was required for The London Hub Advisory group and The Way Ahead System Change Group. Members agreed the nomination of Cllr Paul McGlone and Cllr Bob Littlewood respectively for those groups, and noted the remainder of the report.

8. Month 6 Revenue Forecast 2017/18

- 8.1 Frank Smith, Director of Corporate Resources, introduced the report, commenting that the Section 48 funded services (Priority 1 and 2) and administrative costs were projected to break even, but overall there was a projected surplus of £541,000 because of slippages in the ESF programme. By the end of the programme this position would have recovered as the project was now up and running, although this may now complete in 2019/2020.
- 8.2 The Director of Corporate Resources explained that projected reserves at the end of 31st March 2018 were likely to be £333,000. A question was asked whether the reserve percentage of nearly 5% was appropriate. It was felt by the Director that this could be reviewed now that the monitoring process was in place, which was designed to flag up issues at an early stage, with a policy of withholding payments where problems have occurred, pending investigation.
- 8.3 It was also reported that the most recent Executive Committee meeting had agreed not to return funds back to boroughs and to freeze subscriptions – reserves should remain healthy.
- 8.4 The ESF element of the programme would be completed by 2019/2020 but the financial commitment from the boroughs had now been discharged and all money collected. The performance challenges facing the ESF element of the programme had been discussed earlier in the agenda.
- 8.5 In response to a question from Cllr Scantlebury it was confirmed that the £541,000 surplus was ringfenced to ESF, and that there was no real risk to that ringfencing if the programme was extended, as both the criteria and the claims process had been previously agreed, and was unlikely to change. However there was a potential risk of some future costs being ineligible in light of the rules, and this was being currently looked at.
- 8.6 Cllr Scantlebury felt it important to keep the reserve percentage at a low rate because of the perception from boroughs that the money could be better spent by them. Cllr Massey felt that 3.75% was realistic. The Director of Corporate Resources also commented that administration costs needed to be reviewed. It was confirmed that the administration costs were limited to the grants programme, but were not included in the percentage. These were due to be reviewed in 2018, but it was important that London Councils' administrative overheads should be seen to stand alone from boroughs.
- 8.7 Members noted the report.

9. London Councils Grants Scheme – Budget Proposals 2018/19

- 9.1 The Director of Corporate Resources reported that the overall level of expenditure for 2018/19 was recommended as £8.668 million, which, less any one off payments, was broadly the same as the current expenditure, and was also likely to be the same for 2019/20.
- 9.2 Members agreed the report, which was due to be discussed at Leaders' Committee on 5th December 2017

The meeting finished at 12:25pm

Grants Committee

Performance of Grants Programme 2017-21 Item 5

April – December 2017 (Year one, Quarters
one to three)

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

Date: 21 March 2017

Contact Officer: Katy Makepeace-Gray

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

Summary

At its meeting of 8 February 2017 Grants Committee agreed funding for 13 commissions under the following two priorities:

Priority 1 Combatting Homelessness

Priority 2 Tackling Sexual and Domestic Violence

Commissions were agreed for the period 2017-21, subject to delivery, compliance to grant conditions and continued availability of resources. The commissions followed an extensive Grants Review process which concluded in March 2016 and a robust application process. Both the Grants Review and application and award processes were in line with the Commissioning Performance Management Framework, of which the revised version was agreed by members of Grants Committee at their February 2017 meeting.

At its meeting 6 July 2016 members of the Grants Committee agreed funding to six commissions under the following priority:

Priority 3 Tackling Poverty Through Employment.

This Priority is half funded by boroughs' contributions to the Grants Programme (£3 million), matched by £3 million from London Councils European Social Fund (ESF) Programme under an agreement with the Greater London Authority (GLA). These commissions were agreed in 2016 as the ESF timeframe is not aligned with that of the Grants Programme.

This report provides members with an update on the three priorities of the Grants Programme.

For Priority 1 and 2 this represents an update at the end of the first three quarters. For Priority 3 this represents an update on delivery from October 2016 to December 2017.

Recommendations

The Grants Committee is asked to:

Note that:

- a) At priority level, the outcomes for:
 - i) Priority 1 (combatting homelessness) overall were 15 per cent above profile in 2017-18 (Year 1, Q1-3)
 - ii) Priority 2 (tackling sexual and domestic violence) overall were 4.5 per cent below profile in 2017-18 (Year 1, Q1-3)
 - iii) Following a complete programme review Priority 3 (ESF tackling poverty through employment) has been re-based as the priority was 70 per cent below profile (reported to the Grants Committee in November 2017).
- b) The number of interventions delivered in the relevant quarters is as follows:
 - i) Priority 1 (combatting homelessness) -16,585
 - ii) Priority 2 (tackling sexual and domestic violence) - 75,232
 - iii) Priority 3 (ESF tackling poverty through employment) - 2,538
- c) At project level:
 - i) Priority 1&2: In the red, amber, green (RAG) system, 12 projects are green and one is amber.
 - ii) Priority 1&2: The direction-of-travel arrows show that the performance of two of the projects is falling. Further information is provided in section 4.2 on these projects as well as five other projects with particular issues.
 - iii) Priority 1&2: Officers propose to concentrate performance management effort on the project that is rated amber, and those reported under the project issues section 4.2.
 - iv) All Priority 3 projects have been re-based due to significant under-performance in 2017. Performance management actions, both taken and planned, to address this under delivery are outlined in section 3.6 of this report.
- d) **Note** the progress on the administration of £100,000 per year for two years on behalf of the Mayor's Office for Policing and Crime (MOPAC) to enhance training to front-line professionals on identifying harmful practices, as set out in section three.
- e) **Endorse** the approach taken by officers to review outcomes

for Standing Together Against Domestic Violence (STADV) to ensure these are more in line with the issues raised in the Grants Review as set out in Section 4.2.

- f) **Endorse** the approach taken by officers to review the scoring ranges of the Red, Amber, Green (RAG) performance rating framework, as outlined in **Appendix One**.
- g) **Endorse** the communications plan set out in **Appendix Three**, which has been provided in response to requests at the November meeting of the Grants Committee for additional information on communications strategies.
- h) **Discuss** the approach to reporting for the July Grants Committee AGM, which will be the first annual report on the 2017-21 Grants Programme, as outlined in Section Five of this report and the draft agenda included at **Appendix Four**.

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 (ESF match funded).

- 1.2 Following this an application and award process was undertaken for Priority 1 and 2, with the involvement of borough officers and members of the Grants Committee at key stages, as well as other key stakeholders. At its meeting 8 February 2017 Grants Committee agreed funding to 13 commissions for the period 2017-21, subject to delivery, compliance to grant conditions and continued availability of resources. These awards are summarised in Table One below.

Table One: London Councils Grants Programme 2017-21 (Priority 1 and 2)

Service Area	ID	Organisation	Annual Grant Amount
1.1	8252	Shelter - London Advice Services	£1,003,495
	8254	St Mungo Community Housing Association	£251,378
1.2	8259	New Horizon Youth Centre	£1,008,338
1.3	8257	Homeless Link	£120,239
	8258	Standing Together Against Domestic Violence	£88,977
Priority 1: Combatting Homelessness			£2,472,427
2.1	8262	Tender Education and Arts	£265,000
2.2	8269	Solace Women's Aid	£1,425,238
	8266	Galop	£146,318
	8268	SignHealth	£148,444
2.3	8275	Women's Aid Federation of England (Women's Aid)	£314,922
2.4	8245	Ashiana Network	£840,000
2.5	8271	Women's Resource Centre	£240,783
2.6	8276	Asian Women's Resource Centre (AWRC)	£320,000
Priority 2: Tackling Sexual and Domestic Violence			£3,700,705
Total			£6,173,133

- 1.3 The London Councils grants programme enables boroughs to tackle high-priority social need where this is better done at pan-London level. The programme commissions third sector organisations to work with disadvantaged Londoners to make real improvements in their lives. This is the second report on the performance of the 2017-21 Grants Programme. It follows the first report on the first two quarters (April – September 2017) was considered by members at the November 2017 meeting of the Grants Committee.
- 1.4 **Appendix Five** is designed to act as an ongoing resource for members to enable oversight of individual project's delivery and includes key outcomes and contact details for all lead partners. A more detailed version was considered by members at the November meeting of the Grants Committee (including full project descriptions) and this more detailed format will be provided at the AGM each year.
- 1.5 Members have previously asked for case studies to be provided that demonstrate lessons learned in project delivery. Providers were asked to submit these with their quarter three returns and these have been provided in **Appendix Five**.

2 Addressing issues raised in the Grants Review

- 2.1 A number of themes emerged during the London Councils Grants Review July 2015 to March 2016. These include, robust outcomes, linking of priorities, value for money, pan-London delivery (including issues relating to inner v outer London, complementing local delivery and borough engagement) and equalities. These issues were addressed in the design, application and award stages through the service specifications (co-produced with boroughs), applications and specific conditions of grant. In November, members endorsed the approach being taken by officers to embed these issues into the new programme during the delivery phase, and this approach has continued in quarter three. Grants Committee will be provided with an update on the progress at the July AGM meeting. Performance management has been undertaken in line with the revised Commissioning Performance Management Framework, agreed by members of the Grants Committee at their meeting, 8 February 2017.

3 Priority level delivery

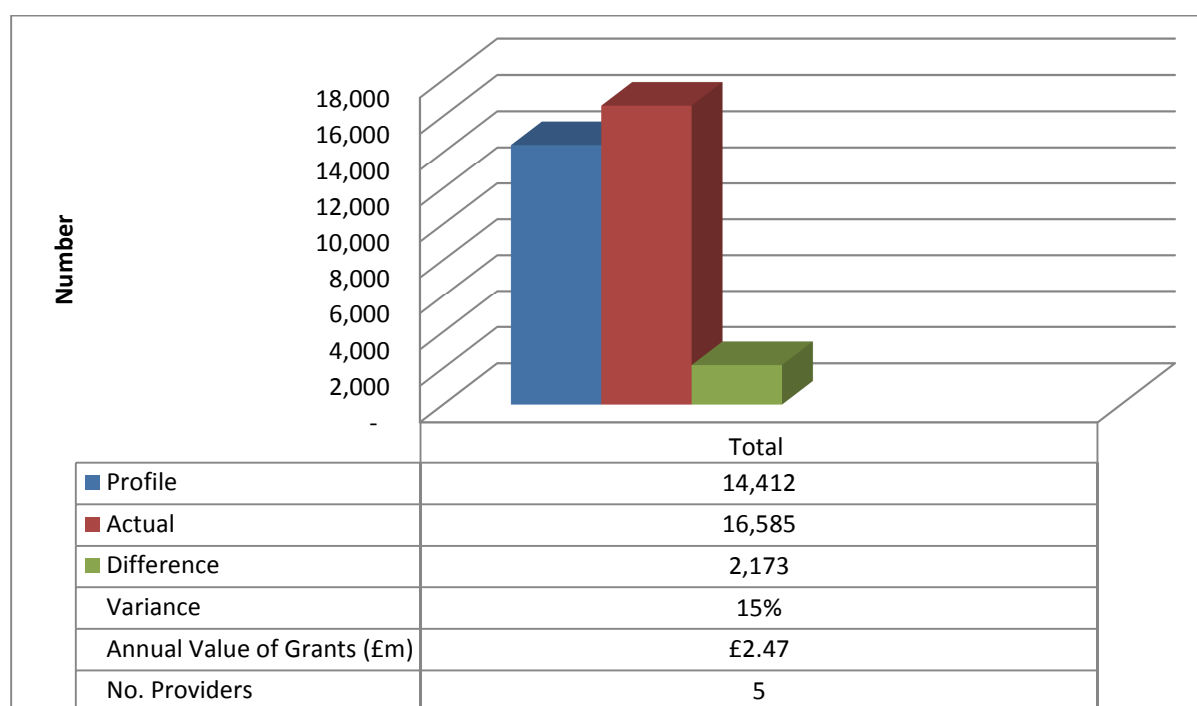
3.1 Priority 1: Homelessness

- 3.1.1 The Committee has allocated £2.47 million per year to five projects to Priority 1: Combatting Homelessness for 2017-21. Of these five:

- Two (with a total value of £1.25 million per year) are delivering against specification 1.1: Prevention and Targeted Intervention
- One (value of £1 million per year) is delivering against specification 1.2: Youth homelessness
- One (value of £0.2 million per year) is delivering against specification 1.3: Supporting the response to homelessness in London through support to voluntary sector organisations.

3.1.2 Figure 1 shows the performance of the priority in 2017-18, quarters 1 to 3. Over these three quarters, performance was 15 per cent above profile. Figure 2 provides further detail across the service specifications. Specific information on achievement against outcomes at project level is available in **Appendix Five**. Officers have highlighted issues relating to projects which have caused concern in section 4.2.

Figure 1: Priority 1 Delivery against Profile Aggregate Outcomes 2017-18 Q1 - Q3



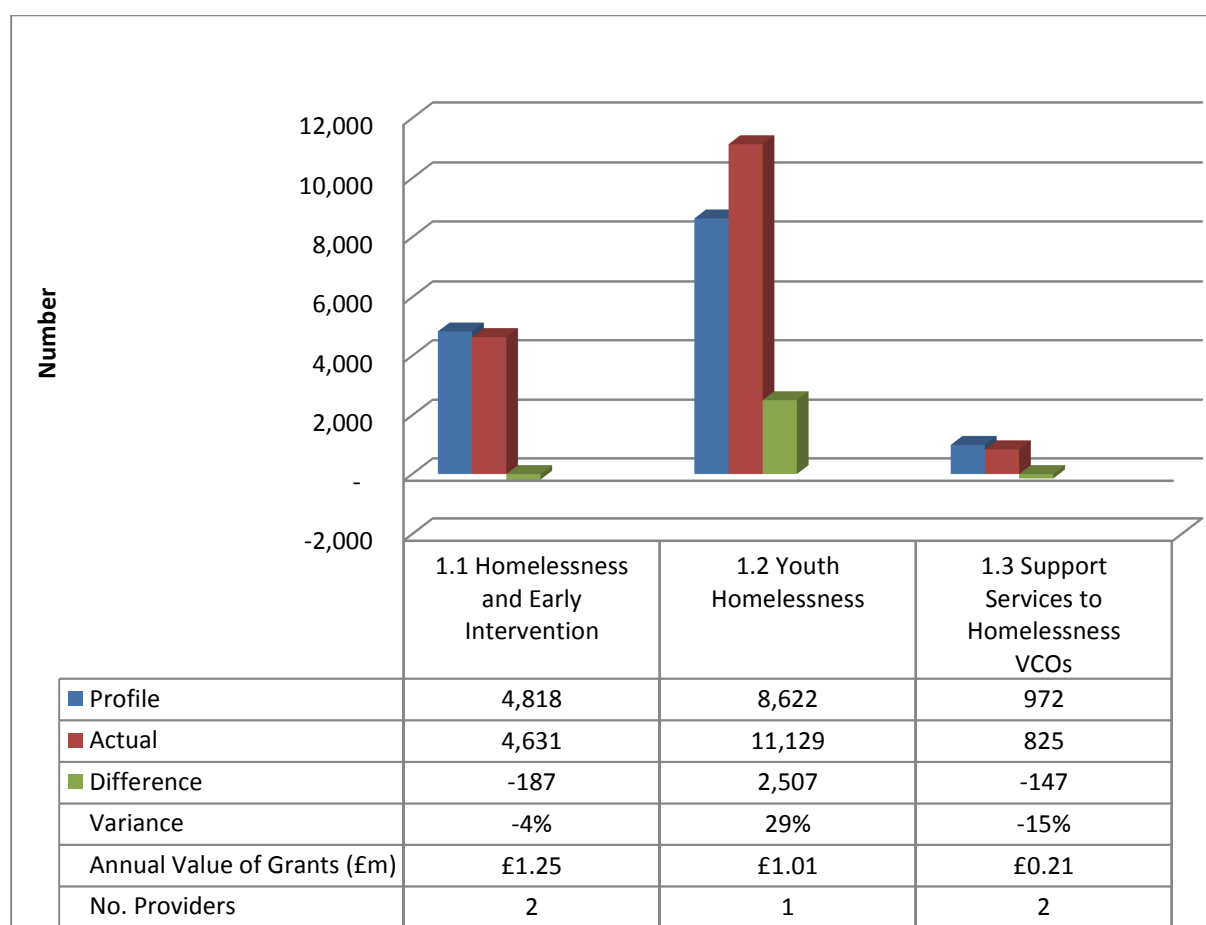
Priority One – Wider Environment issues impacting on the Programme

3.1.3 The government boosted Local Housing Allowance (LHA) rates in particularly unaffordable areas through the Targeted Affordability Fund (TAF). TAF allows local housing benefit entitlement to rise by 3 per cent in some areas instead of zero per cent. The Universal Credit seven day waiting period was abolished and a reaffirmation of the pledge to end rough sleeping by 2027 was made; a

Rough Sleeping Advisory Panel will be set up that will help to develop a national strategy.

- 3.1.4 Shelter published a parliamentary briefing on the Homes (Fitness for Human Habitation and Liability for Housing Standards) Bill. The Bill will help to improve property conditions for renters in both social housing and the private rented sectors. The Bill has cross-party support in Parliament and is being supported by the Residential Landlords Association and National Landlord Association.

Figure 2: Priority 1 Delivery against Profile Aggregate Outcomes per service area 2017-18 Q1-Q3



- 3.1.5 As shown in the above tables, performance is above profile or within the permitted variance levels across all service areas in the first three quarters combined.

Service Area Issues

- 3.1.6 *Service area 1.1* – Reconnections outside of the UK: Following a judicial review, it was ruled that rough sleeping does not constitute an abuse of EU free movement rights. As a result of the ruling the Home Office has changed its

guidance and is not going out with outreach teams. Previously, EEA nationals found rough sleeping could be liable for detention and removal to their home country following interview with immigration enforcement teams conducting outreach visits.

3.1.7 A reduction in encampments has been highlighted by Shelter and similar observations confirmed by the GLA and borough commissioners. This has additionally impacted on outcomes related to this delivery. Figures from the Combined Homelessness and Information Network (CHAIN) show a change in the proportion of Central Eastern European (CEE) and UK rough sleepers reported in the quarterly figures to June 2017 and December 2017 respectively, with 34 per cent CEE rough sleepers in London compared to 45 per cent UK changing to 24 per cent CEE rough sleepers and 54 per cent UK.

3.1.8 *Service area 1.2* – LYG continues to notice increasing numbers of young people presenting with acute high needs, primarily through very poor mental health or for safety reasons, who often struggle to access the health and housing services they need.

3.1.9 Depaul UK was one of the three recipients of the Guardian & Observer Christmas appeal, consequently highlighting the importance of its Nightstop emergency accommodation provision. Nightstop also widely publicised the celebration of its 30th birthday with an event for volunteer hosts at the House of Commons.

3.1.10 *Service area 1.3* – refer to Section 4.2 for specific information on elements of reduced delivery in this service area.

3.2 **Priority 2: Sexual and domestic violence**

3.2.1 The Committee has allocated £3.7 million per year to eight projects to Priority 2: Tackling Sexual and Domestic Violence for 2017-21.

- One (value of £0.26 million per year) is delivering against specification 2.1: Prevention (working with children and young people)
- Three (total value of £1.72 million per year) are delivering against specification 2.2: Advice, counselling and support to access services (for

medium risk post-IDVA¹ and target groups not accessing generalist provision)

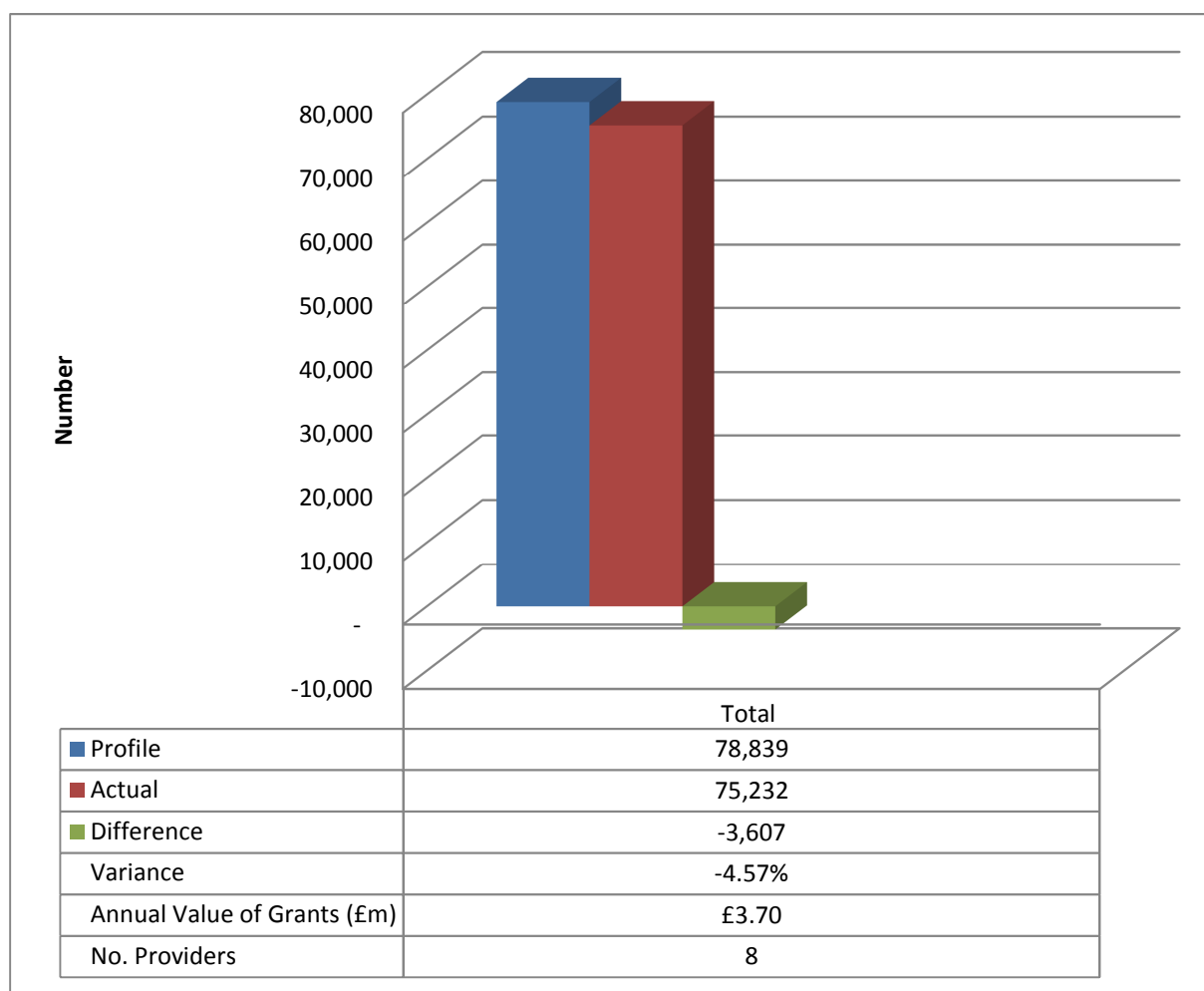
- One (value of £0.31 million per year) is delivering against specification 2.3: Helpline, access to refuge provision/ support and advice, data gathering on refuge provision and supporting regional coordination of refuge provision.
- One (value of £0.84 million per year) is delivering against specification 2.4: Emergency refuge accommodation and support and alternative housing options to meet the needs of specific groups
- One (value of £0.24 million per year) is delivering against specification 2.5: Strengthening support for frontline sexual and domestic violence (working with voluntary sector organisations, local authorities, and other agencies)
- One (value of £0.32 million per year) is delivering against specification 2.6: Specifically targeted services for those affected by harmful practices (FGM, Honour based violence (HBV), forced marriage and other harmful practices).

3.2.2 Figure 3 shows the performance of the priority in 2017-18 quarters 1 to 3. Over these three quarters, the total performance was -4.57 per cent below profile. Figures 4 and 5 provide further information at a service area level. These show that outcomes targets have been met or achieved in four out of the six service areas. There are two service areas (2.1 and 2.3) which have performed below target. Further information is provided in section 4.2 on the two commissions delivering under these two service areas.

3.2.3 **Appendix Five** provides specific information about targets achieved against outcomes.

¹ IDVA – independent domestic violence advocate

Figure 3: Priority 2: Delivery against Profile Aggregate Outcomes 2017-18 Q1 - Q3



Priority Two – Wider Environment issues impacting on the Programme

- 3.2.1 In February 2017 the Prime Minister announced plans for a major new programme of work to bring forward a Domestic Abuse and Violence Act. A consultation has been launched prior to bringing forward draft legislation, and it is anticipated that organisations funded under the grants programme will be involved, feeding in their specialist knowledge.
- 3.2.2 In February 2018 the Sentencing Council published new guidelines relating to domestic abuse which will result in tougher sentences for those committing offences towards spouses or family members. The guidelines state *“The domestic context of the offending behaviour makes the offending more serious because it represents a violation of the trust and security that normally exists*

*between people in an intimate or family relationship.”*² The new guidelines include cases which involve emotional/psychological harm and reflect the role that technology, such as threats on social media, can play.

3.2.3 The Mayor of London has identified violence against women and girls (VAWG) as one of his main priorities in the Police and Crime Plan for 2017-21 and Mayor's Office of Policing and Crime (MOPAC) published a new VAWG strategy in March. Further information on this is provided in the Thematic Review report on this agenda.

3.2.4 A number of providers have highlighted Brexit as an issue that is having an impact on the sexual and domestic violence sector. Issues have been highlighted regarding the lack of clarity in eligibility of EU citizens and their dependants to public funds. This is particularly relevant to women who need to access a refuge or financial support and hold an EU family member visa.

² Overarching Principles: Domestic Abuse Definitive Guideline, Sentencing Council, 2018

Figure 4: Priority 2 Delivery against Profile Aggregate Outcomes per service area (2.1, 2.2, 2.3) 2017-18 Q1- Q3

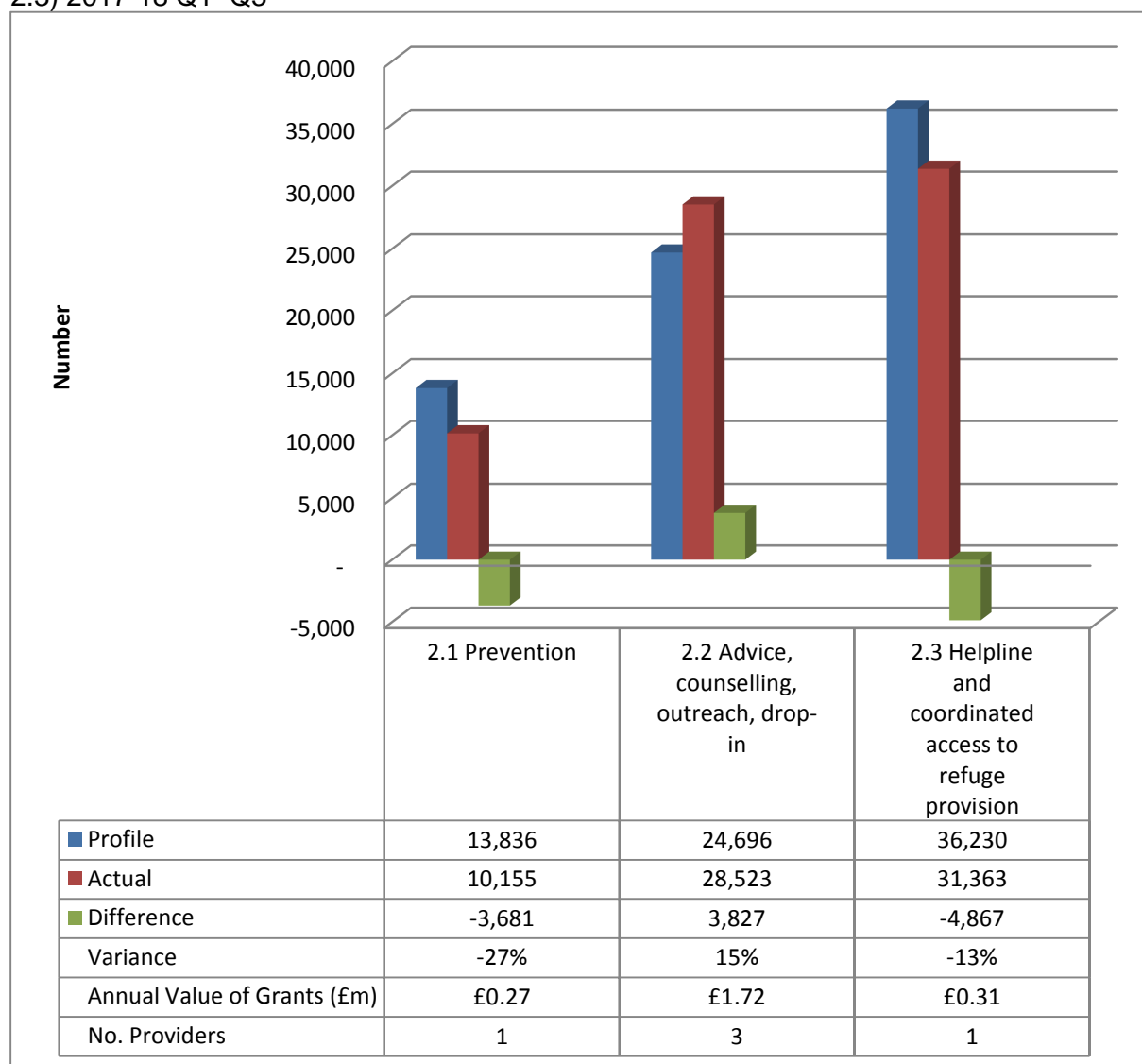
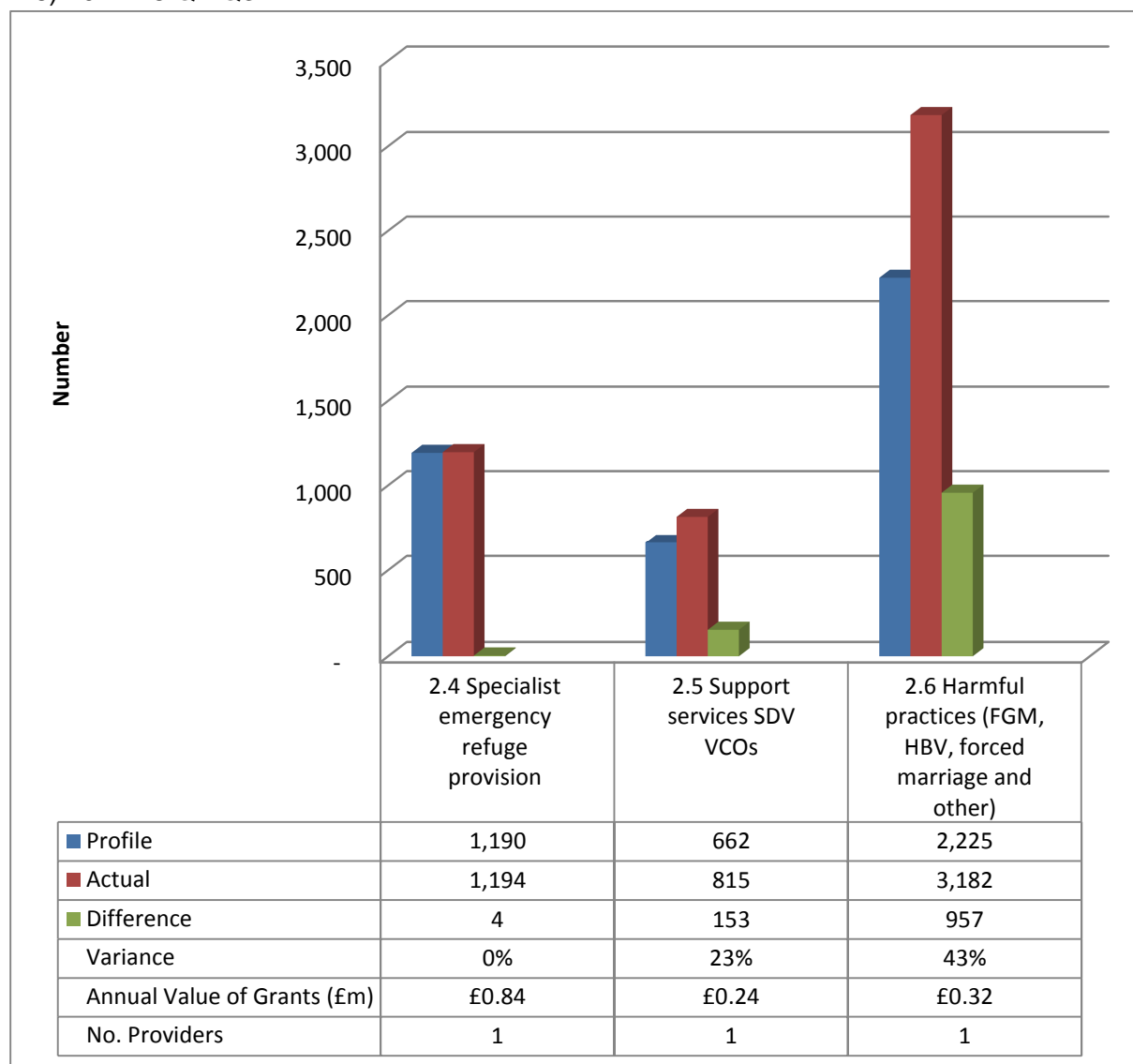


Figure 5: Priority 2 Delivery against Profile Aggregate Outcomes per service area (2.4,2.5, 2.6) 2017-18 Q1-Q3



Service Area Issues

Service Area 2.1 and 2.3

3.2.5 Specific information on the under-delivery outlined in Figure 4 relating to service areas 2.1 and 2.3 is outlined in section 4.2 of this report.

Service Area 2.5

3.2.6 Rights of Women reports that on 8 January 2018 a new Statutory Instrument and guidelines came into force changing Regulation 33 of the Legal Aid Sentencing and Punishment of Offenders Act 2012, which is known as the 'Domestic Violence Legal Aid Gateway'. The changes affect the evidence survivors or those at risk of domestic violence can provide to evidence their

abuse. The list of evidence that will be accepted by the Legal Aid Agency is now much wider and can be supplied by a range of professionals working with survivors. The purpose of these changes is to widen access to legal aid as under the previous gateway regulations, approximately 40 per cent of genuine survivors could not meet the evidence requirements as they were too restrictive.

Service Area 2.6

- 3.2.7 IKWRO (funded under the partnership led by Asian Women's Resource Centre) has released findings from their latest research on the scale of honour-based violence cases reported to the police. Freedom of information requests were sent to every police force in the country. The number of reported cases increased 68 per cent in the first year following the introduction of the law criminalising forced marriage (from 3,335 in 2014 to 5,595 in 2015). The number of cases dropped slightly to 5,105 in 2016.
- 3.2.8 IKWRO report that despite the large increase in reporting to the police, there has also been a decline in the number of cases being referred by them to the Crown Prosecution Service (CPS) for a charging decision. The latest figures published by the CPS for 2016/17 show the lowest referral rates in five years³. IKWRO were asked to help develop new Crown Prosecution Service training on honour-based violence and to deliver the session to the CPS regional leads. In addition, IKWRO shared its research at the honour-based violence Ministerial roundtable chaired by Sarah Newton MP.

MOPAC funding opportunity: tackling harmful practices

- 3.3 London Councils has worked closely with the Mayor's Office for Policing and Crime (MOPAC) on the development of Priority 2 in the design and award stages. Following the award of grants to Priority 2 commissions in February 2017, MOPAC officers approached London Councils officers to discuss the potential of providing additional funding to enhance London Councils service area 2.6 which focuses on harmful practices. This follows the MOPAC 2015-17 Harmful Practices Pilot that aimed to improve the way agencies identify and respond to a series of harmful practices against women and girls.

³ IKWRO - <http://ikwro.org.uk/2017/11/violence-criminalisation-marriage/>

3.4 MOPAC is keen to avoid duplication of support and ensure complementarity with the London Councils Grants Programme. Consequently, MOPAC has asked that the available funding be managed under a partnership arrangement by the Employment and Inclusion Team to complement the Section 48 Grants Programme and provide additional resources for training front-line staff in statutory and voluntary services to identify harmful practices and take appropriate action. Following the endorsement by the Chair and Vice Chairs of this committee, Leaders' Committee agreed to administer £100,000 per year for two years on behalf of the Mayor's Office for Policing and Crime (MOPAC). This is on the basis that London Councils is providing a service to the GLA as the legal entity and public authority responsible for MOPAC. There have been some delays to the start of the project.

3.5 Officers have been working with the legal and finance teams relating to London Councils and MOPAC to put into place the correct governing documents for this project. This process has proved to be more lengthy than originally anticipated. MOPAC have confirmed that the start date of the project can be delayed until the new financial year, and that the two years of funding will commence from the new start date.

3.6 **Priority 3: ESF tackling poverty through employment**

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

3.6.2 The projects, originally scheduled to deliver from October 2016 to December 2018, are as follows:

Project	Borough Clusters	Funding
Disability Times Trust	Hounslow, Ealing, Hillingdon, Brent, Richmond upon Thames	£896,229
London Training and Employment Network	Wandsworth, Kingston upon Thames, Merton, Sutton, Croydon, Lambeth	£966,423

MI ComputSolutions	Southwark, Lewisham, Bromley, Greenwich, Bexley	£926,312
Paddington Development Trust	Westminster, Kensington & Chelsea, Barnet, Harrow, Haringey, Hammersmith & Fulham	£928,819
Redbridge Council for Voluntary Service	Enfield, City of London, Hackney, Islington, Tower Hamlets, Camden	£938,847
Redbridge Council for Voluntary Service	Barking and Dagenham, Havering, Newham, Redbridge, Waltham Forest	£983,971

3.6.3 The London Councils ESF Poverty Programme aims to support long-term unemployed and economically inactive people from specific disadvantaged target groups. All projects work in partnership with projects that London Councils funds under Priority 1 Homelessness.

3.6.4 Payments can only be made following rigorous quality assurance of all participant documentation to ensure a) eligibility against strict ESF criteria and b) evidence of activity and results is available.

3.6.5 From October 2016 to December 2017, the following activity has been undertaken and results achieved:

- Enrolments - 1,148
- Personalised support and advice - 1,039
- Volunteering/work experience - 83
- Progressed into education/training - 72
- Progressed into employment - 156
- Sustained in employment 26 weeks - 40

3.6.6 Providers continue to attract and support disadvantaged residents. Of the participants engaged and enrolled onto the programme:

- 32 per cent were over 50
- 58 per cent were long term unemployed
- 42 per cent were economically inactive
- 57 per cent were inactive or unemployed for more than three years
- 34 per cent did not have basic skills
- 66 per cent were ethnic minorities
- 53 per cent were from a jobless household
- 20 per cent were from a single adult household with dependent children
- 18 per cent declared a disability
- 21 per cent declared they had a health condition that limits work

- 13 per cent declared a mental health condition.

Wider Service Area Issues

- 3.6.7 At the November 2017 Grants Committee meeting, the Director responsible for the borough grants programme reported significant under-performance - 70 per cent below profile - across the whole of Priority 3.
- 3.6.8 Since reporting in November, Priority 3 is in a stronger position. Even when considering that December and January tend to be slow months for most of our projects, enrolments by Partners are up and more regular, results are beginning to come through and there is evidence that Partners are reaching very vulnerable residents i.e. residents with enduring mental health issues, ex-offenders, residents at risk of homelessness etc.
- 3.6.9 The compliance issues with ESF rules and regulations that negatively impacted the programme thorough much of last year have been addressed in the main, with minor issues being dealt with and rectified monthly.
- 3.6.10 To take account of the significant under-delivery last year a full re-profiling exercise was undertaken with all Priority 3 Partners in the latter part of December and throughout January/February.
- 3.6.11 The re-profiling exercise has re-based the programme, that is, previous under-delivery has been redistributed across the remaining quarters of the programme. This now includes an additional six months of delivery, which moves the programme end date from December 2018 to June 2019. This will ensure that the original scope and scale of the programme, as envisaged by Grants Committee members, can still be delivered.
- 3.6.12 Because the programme has been re-based performance at Partner level will now be assessed against the new profiles from January 2018. Although the usual RAG ratings will be re-applied from January 2018, all Priority 3 Partners continue to receive intensive contact and support (weekly) – the RED level of intervention.
- 3.6.13 To increase support to the programme, a new post was introduced to the Employment and Inclusion team in January; that of Quality Assurance (QA) Administrator. The QA Administrator spends most of her time out with Partners to review activity and the evidence that supports that activity.

3.6.14 Although we are in the early stages of implementing the functions of the post, the introduction of this post has been welcomed by our Partners and is improving monitoring of performance. We are currently recruiting two more QA Administrators to the team.

3.6.15 Priority 3 Partners are formally scheduled to meet with Priority 1 (Homelessness) and Priority 2 (Sexual and Domestic Violence) Partners, principally to improve cross-referrals but also to share practice and improve partnership working generally.

3.6.16 Partners are already working with many organisations that support the homeless:

P3 Delivery	Partners working to support the homeless					
Citizens Trust	St Mungo's	Shelter				
London Training & Employment Network	Centrepoint	Shelter	Thames Reach	St Mungo's	Hestia	Aquila Forum
MI Comput	Centrepoint					
Redbridge Aim Higher	Shelter	Thames Reach	East London Housing Partnership	New Horizons Youth Centre	Homeless link	
Redbridge Outreach East	Shelter	Thames Reach	East London Housing Partnership	New Horizons Youth Centre	Homeless link	
Paddington Development Trust	Shelter	Homeless Action Barnet	St Mungo's			

3.6.17 On 22 January Partners and their sub-contractors attended a workshop, facilitated by London Councils, to discuss methods for supporting people further from the labour market into jobsearch and to discuss engagement strategies to increase referrals and enrolment to the programme. Nearly 50 colleagues attended.

3.6.18 Sharing of best practice took place and Partners took a collective approach to arriving at solutions for gathering evidence and supporting good outcomes for participants.

3.6.19 The workshop also helped Partners with their re-profiling as we have separated the single target – economically inactive into work or jobsearch – into two discrete targets. This enables us to be much clearer about the volume of job outcomes we are seeking from the programme, whilst also recognising that the

programme is designed to support those who are genuinely furthest from the labour market, so are likely to need more support to achieve employment.

3.6.20 We continue to pay Partners on a monthly rather than quarterly basis to address the cash flow issues that affected Partner organisations last year whilst we undertook corrective action to ensure the programme was compliant with ESF regulations. Since introducing monthly reporting and quality assurance, a monthly payment model is low risk and provides us with further opportunities for regular contact and communication with Partners.

3.6.21 Priority 3 Partners are subject to a 100 per cent check of activity and evidence monthly to mitigate the risk of non-compliance with ESF and to closely monitor performance. This is the highest level of risk intervention. This level of monitoring is not a statement about the confidence (or otherwise) London Councils has in its Partners. It is in response to the risks associated with delivering a part-European funded programme and the need to closely monitor performance following a significant period of under-delivery.

4 Project-level performance

4.1 RAG rating

4.1.1 The main measure of projects' performance is the programme-wide red-amber-green (RAG) rating. The RAG rating system was introduced by the Committee in February 2013 as part of the new monitoring policy and was amended in the revised Commissioning Performance Management Framework agreed by members in February 2017⁴. The methodology behind the system is set out in **Appendix One** of this report. The rating system shows whether each project's performance is going up, going down or is steady in that quarter.

4.1.2 Officers have set out proposals to change the RAG rating scoring ranges in **Appendix One**, and ask members to endorse this approach. This demonstrates that at the close of quarter three of the first year, officers continue to nuance the performance management framework to ensure that underperformance is effectively captured. This may result in more projects

⁴ Commissioning Performance Management Framework, Item 5, Grants Committee, meeting on 8 February 2017

being rated as amber in the revised system, allowing officers to review, challenge and support commissions and target monitoring effectively.

- 4.1.3 The RAG ratings for quarter 2 (July to September 2017) and quarter 3 (October to December 2017) are set out in the table below. For Priorities 1 and 2 the Committee will note that of the 13 projects, in quarter 3, 12 are rated green and one is rated amber. The direction-of-travel markers on projects show that the performance of two projects has declined since the last quarter.
- 4.1.4 Officers propose to concentrate performance management effort on the project that is rated amber, and those reported under Section 4.2 which focuses on project level issues.
- 4.1.5 As noted above whilst all Priority 3 projects have been re-based, intervention, support and challenge are at the highest level (red) to ensure robust performance management actions continue to be taken.

Table 2: RAG Results July – December 2017

Service area	Organisation (lead)	Project	Partners	RAG Rating July-Sep 2017	RAG Rating Oct - Dec 2017
1.1	Shelter	STAR Partnership (Supporting Tenancies, Accommodation and Reconnections)	Thames Reach, Stonewall Housing, St Mungo's	Green ↗	Green ↘
1.1	St Mungo Community Housing Association	Housing Advice, Resettlement and Prevention Connect (HARP)	n/a	Green ↑	Green ↔
1.2	New Horizon Youth Centre	London Youth Gateway	Depaul UK, Stonewall Housing, Galop, Albert Kennedy Trust and Shelter	Green ↔	Green ↔
1.3	Homeless Link	PLUS Project	Shelter	Green ↔	Green ↓
1.3	Standing Together Against Domestic Violence	Setting the standard of practice for domestic abuse for housing providers in London: DAHA	n/a	Amber ↓	Amber ↔
2.1	Tender Education and Arts	London Councils pan-London VAWG Consortium Prevention Project	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)	Green ↓	Green ↗
2.2	Solace Women's Aid	Ascent: Advice and Counselling	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)	Green ↗	Green ↔
2.2	Galop	The LGBT DAP (Domestic Abuse Partnership)	Stonewall Housing, London Friend and Switchboard	Green ↔	Green ↔

Service area	Organisation (lead)	Project	Partners	RAG Rating July-Sep 2017	RAG Rating Oct - Dec 2017
2.2	SignHealth	DeafHope London	n/a	Green ↑	Green ↗
2.3	Women's Aid	Pan-London Domestic and Sexual Violence Helplines and Data Collection Project	Refuge, Women and Girls Network (WGN), Rape and Sexual Abuse Support Centre (RASASC) and Respect	Green ↔	Green ↗
2.4	Ashiana Network	Specialist Refuge Network	Ashiana Network, Solace Women's Aid, Nia project, IKWRO and Iranian & Kurdish Women's Rights Organisation	Green ↗	Green ↔
2.5	Women's Resource Centre	The ASCENT project	RESPECT (perpetrators), Imkaan, Rights of Women, Against Violence and Abuse and Women and Girls Network	Green ↓	Green ↑
2.6	Asian Women's Resource Centre	Ascent Ending Harmful Practices project	Ashiana Network, Latin American Women's Rights Service, IKWRO, IMECE Women's Centre, Southall Black Sisters Trust, Women and Girls Network, FORWARD and Domestic Violence Intervention Project (DVIP)	Green ↔	Green ↔
3	Disability Times Trust	Directions West London	ACDA, New Challenge & Action West London	Red ↔	RE-BASED
3	London Training and Employment Network	Steps into Work	Breaking Barriers, Centrepont Soho, HCT Group, Latin America Women Rights Service (LAWRS), Refugee Action Kingston (RAK), Skillsland Ltd & Storm Family Centre	Red ↔	
3	MI ComputSolutions	Community Life Change	Successful Mums, Royal Mencap, Resource Plus, Centre Point & Train 2 Work.	Red ↔	
3	Paddington Development Trust	Gold	Urban Partnership Group, Equi-vision, Get Set, Westminster and Wandsworth Mind, (St Mungo's & CITE).	Red ↔	
3	Redbridge CVS	Aim Higher	Bromley by Bow Centre, HCT, LTEN, Osmani Trust & Volunteer Centre Hackney	Red ↔	
3	Redbridge CVS	Outreach East	ATN, DABD, East Thames, Ellingham, Harmony House, Hope 4 Havering & MADAS	Red ↔	

4.2 Project issues

The following section provides further detail about specific projects.

Priority 1

4.2.1 Standing Together Against Domestic Violence (STADV)

RAG rated Amber: Delivery has fallen below the 85 per cent buffer for two consecutive quarters. STADV increased delivery and outcome achievement in Q3, which initially resulted in an improved amber RAG rating (upward arrow). However, this has been adjusted downwards following a recent monitoring visit as satisfactory evidence to support the outcomes reported in Q1 could not be provided. This data has therefore been temporarily removed from this quarter's reporting until satisfactory evidence is received. This has negatively impacted on the RAG rating and cancelled out the higher achieved level. Shortly before the dispatch of this report officers received evidence relating to Q1 from the project and are currently reviewing this. Officers also recommended that systems to record data from Q2 onwards be improved. A follow up visit has been scheduled in April where systems and data evidence will be re-examined. Officers will expect to see an improved system in place at this point, to enable confidence in the information being reported.

STADV currently has an action plan in place to address under-delivery. Engagement of new organisations has increased for this quarter but not enough to reduce the cumulative deficit and there is still concern that targeting boroughs where delivery is low is still some way off. To address this STADV plan to promote the service through a large event to encourage accreditation sign-up as well as an e-bulletin (this is now planned for Q4). In addition, London Councils has provided additional support to STADV by brokering introductions to senior borough officers in Newham, Barking and Dagenham and Redbridge, leading to two boroughs signing up for the accreditation process and arranged for STADV to present to London Councils Housing Directors Network and the Housing Needs and Homelessness Group.

Officers have seen an improvement in delivery this quarter but believe there are still issues related to the implementation of the action plan and a suitable data reporting system. An additional meeting has been arranged to discuss these issues, the current RAG rating and provision of sufficiently detailed information to enable assessment of progress. Officers will closely monitor performance

and report back to the next Committee with an update and further recommendations if required.

Service area 1.3 has a remit to provide broad capacity building to voluntary sector organisations. STADV's project focuses on some more specific elements through its supporting standards of practice for housing providers in relation to domestic abuse that are not currently reported. This addresses issues raised in the Grants Review to make stronger links between homelessness and sexual and domestic violence. Officers initially included a new outcome related to accreditation at the grant agreement stage to reflect this. Officers are proposing the replacement of some standard outcomes which are not adding value for boroughs with more bespoke accreditation related ones. This would provide a better analysis of the impact of the project; officers seek Members endorsement of this approach.

4.2.2 Shelter

RAG rated Green: Delivery has marginally dipped below the 85 per cent buffer. Shelter report that Thames Reach are currently projecting a substantial underspend, which is currently anticipated to be £51,000 but may be lower at year end. This is due to a mixture of issues including staff vacancies, ongoing difficulties in recruiting staff and the use of relief workers to cover specific tasks rather than the total full time roles for vacant posts. This has occurred within the context of the wider service level issues, outlined in sections 3.16 and 3.17 above. Following discussions with officers, shelter has confirmed that they will be withholding part of the Q4 payment to Thames Reach in line with their partnership agreement, employing additional link workers to focus on targeting outer boroughs, prioritising filling existing vacancies and implementing additional monitoring. Officers will also ensure proposals to review the current service model, staff vacancies and budget for this service in the long term are implemented. London Councils will additionally recover the final underspend amount from Shelter.

Thames Reach engages in multi-agency partnership work to explore options for supporting non-British rough sleepers to come off the streets and return to their home countries, where they do not have a right to work or access to benefits in the UK, through a voluntarily process. In Q1 & Q2 Thames Reach were able to reconnect a number of service users who were referred from the Home Office Complex Immigration Team as well as vulnerable clients wishing to reconnect

who were not eligible via Routes Home criteria⁵. As highlighted under service level issues 3.1.6 above changes in reconnections have led to the numbers of referrals significantly reducing in Q3, affecting related outcomes.

Additional changes related to encampments are outlined in section 3.1.7 above. Officers will continue to monitor this situation in the next quarter and propose to either review the related outcomes or priority specification, if this trend continues. Thames Reach will continue to focus on promoting the reconnection service where appropriate, to day centres, hospitals and ensure local authorities and agencies are aware of the service.

An additional, marginal, underspend of £8,500 has also been projected on Shelter staff salaries. Shelter has requested to allocate these funds to the North Kensington Advice Project, which was set up in the wake of the fire at Grenfell Tower.

Grants Committee previously gave full support to the initial redeployment of staff from The Star Partnership to provide housing advice and support as part of the response to this unprecedented disaster. A temporary diversion of resources was possible due to the in-built flexibility within the current commissioning service specification to combat homelessness.

As the North Kensington Advice Project is not part of the London Councils grants programme, officers will work with Shelter to identify any further flexibilities within the London Councils grant funded project that will enable it to utilise the underspend to support those who continue to be affected by the fire at Grenfell Tower.

4.2.3 St Mungo's

RAG rated Green: The commission is performing well against its delivery profile and has been on an upward trend in Q3. The total outcomes score falls a little outside +/-15 per cent permitted variance. Specific information on individual targets is presented in **Appendix Five** of this report.

⁵ Routes Home is commissioned by the GLA to carry out supported reconnections to rough sleepers with two or more support needs; the people who Thames Reach work with through the London Councils funded STAR project generally will not have met the threshold around need. Thames Reach is also able to carry out reconnections for individuals who may not be verified rough sleepers as they have not been seen bedded down.

4.2.4 Homeless Link

RAG rated Green: Although Homeless Link's delivery has fallen in Q3, it has delivered above target for many of its outcomes over Q1, 2 and 3. Its cumulative outcomes and new users figure has breached the 15% tolerance. This is due to under-delivery on three outcomes. One outcome relates to landlords increased awareness of legislation changes. This outcome has not been met because the planned landlord event which was originally planned for quarter three is now being delivered in quarter four. In addition the outcome relating to organisation's funding streams will also be measured in quarter four due to the fact that it reflects longer term changes with organisations. Officers will monitor the situation in quarter four.

Officers have met with Homeless Link and its representatives in December 2017 and agreed that certain targets in the profiling were incorrect at the Grant Agreement stage, due to the 2nd tier nature of the project. This has now been amended to increase the target against one of the outcomes and to correctly profile the new service users (in this case front line organisations).

The methodology used to count organisations for 2nd tier providers was reviewed by London Councils following feedback from providers and a decision was taken not to change this at this stage.

Priority 2

4.2.5 Tender Education and Arts

RAG rated Green: Delivery against target has improved since the last report to members in November 2017, and the project has delivered two of the outstanding projects from quarters one and two. Cumulatively the project is no longer breaching the 15 per cent tolerance that is applied to targets under the London Councils Grants Programme performance management framework. However, there are a number of outcomes which are under target as demonstrated in Figure 4 earlier in the report. This is due to lower numbers than anticipated at some of the sessions and it is anticipated that this will be rectified in quarter four. The fourth quarter (January-March) has more stretching targets in line with the timing in the academic year. Officers will monitor progress against these.

4.2.6 Women's Aid

RAG rated Green: Delivery against target has improved since the last report to members in November 2017 for Q2. Cumulatively the project is delivering within the 15% tolerance that is applied to targets under the London Councils Grants Programme performance management framework. There is significant under-delivery on three outcomes. Because one of these outcomes represents a large number of beneficiaries it has had the effect of creating a performance against target result of -13 per cent in Figure 4 earlier in the report. The organisation is currently reviewing the causes of this to determine whether it is a database reporting or delivery issue, and if necessary officers will follow up and will report back to Grants Committee.

Women's Aid report that the project will always find it challenging to reach all of the borough breakdown targets because there are always a percentage of callers from whom they are unable to get the borough location because a) they are unwilling to give it, b) they are in immediate crisis, c) the call is cut short.

4.2.7 Women's Resource Centre (WRC)

RAG rated Green: Delivery has improved in this quarter and is now above the 85 per cent buffer, due to high attendance and increased efforts by the project to diversify the organisations attending training and events.

WRC is performing well but officers continue to work hard with them to ensure organisations are recording in line with the policy as some issues have continued in this quarter. In these instances, the commissioning performance framework has been applied resulting in a downwards adjustment of the data being recorded.

The methodology used to count organisations for 2nd tier providers was reviewed by London Councils following feedback from providers and a decision was taken not to change this at this stage.

5 July Grants Committee AGM

- 5.1 The next meeting of the Grants Committee will be the AGM meeting, 11 July 2018. This will provide members with the opportunity to review the first year of delivery of the new 2017-21 Grants Programme. In line with the commissioning performance

management framework, officers propose to present a report in the current format with the following additional features:

- Borough level reports
- Equalities Audit of monitoring data
- Ensuring the programme principles, priorities and the issues from the Committee led Grants Review process (robust outcomes, linking priorities, pan-London, inner and outer London, value for money) were incorporated into the new commissions specifications, the provider grant agreements and officer performance management as appropriate
- Results of a survey of relevant borough officers on their experiences of the commissions.

5.2 Members are asked to discuss this approach and the draft agenda for the meeting, included at **Appendix Four** to aid the discussion.

6 Communications and borough engagement

6.1 At the November Grants Committee, members requested further information on how officers will be publicising the achievements and lessons learned relating to the 2013-17 programme. In addition information was sought on how officers are publicising the current programme. A Communications Plan is included at **Appendix Three**, which members are asked to endorse.

6.2 A key audience group in the communications plan is relevant borough officers, as many of the referrals to the programme come from them. The 2015-16 Grants Review concluded that an enhanced role for boroughs in the programme was essential to ensure the programme complemented local provision.

6.3 Since the start of the programme the following providers have presented at key borough officers networks (Housing Directors, Housing Needs and Homelessness Network and Violence Against Women and Girls Coordinators)

- Standing Together Against Domestic Violence
- Homeless Link
- GALOP
- Solace Women's Aid
- Women's Aid.

- 6.4 Maps setting out the needs based anticipated levels of delivery against actual delivery are provided in **Appendix Two**. There are three boroughs that to date have received a lower level of service than anticipated, in comparison to other boroughs under both Priority One and Priority Two. These boroughs are Barking and Dagenham, Barnet and Wandsworth. Officers have made initial contact with the borough grants officer in these three boroughs to coordinate a response.
- 6.5 As part of maintaining accountability to the boroughs over the four year delivery cycle, officers will be sending out the annual survey to borough officers at the end of the first year of the programme to capture information on how successfully grants projects are integrating with local services (the results of this survey will be presented to the July AGM meeting of the Grants Committee as part of the annual review of the programme). Grants officers will prepare a briefing for Grants Committee Members to enable them to liaise with borough Leaders and senior officers to discuss outcomes and priorities at a borough level in relation to borough contributions, to support continued local ownership of, and input to, the Grants Programme.

Recommendations

The Grants Committee is asked to:

Note that:

- a) At priority level, the outcomes for:
 - i) Priority 1 (combatting homelessness) overall were 15 per cent above profile in 2017-18 (Year 1, Q1-3)
 - ii) Priority 2 (tackling sexual and domestic violence) overall were 4.5 per cent below profile in 2017-18 (Year 1, Q1-3)
 - iii) Following a complete programme review Priority 3 (ESF tackling poverty through employment) has been re-based as the priority was 70 per cent below profile (reported to the Grants Committee in November 2017).
- b) The number of interventions delivered in the relevant quarters is as follows:
 - i) Priority 1 (combatting homelessness) -16,585
 - ii) Priority 2 (tackling sexual and domestic violence) - 75,232
 - iii) Priority 3 (ESF tackling poverty through employment) - 2,538
- c) At project level:
 - i) Priority 1&2: In the red, amber, green (RAG) system, 12 projects are green and one is amber.
 - ii) Priority 1&2: The direction-of-travel arrows show that the performance of two of the projects is falling. Further information is provided in section 4.2 on these projects as well as five other projects with particular issues.
 - iii) Priority 1&2: Officers propose to concentrate performance management effort on the project that is rated amber, and those reported under the project issues section 4.2.
 - iv) All Priority 3 projects have been re-based due to significant under-performance in 2017. Performance management actions, both taken and planned, to address this under delivery are outlined in section 3.6 of this report.
- d) **Note** the progress on the administration of £100,000 per year for two years on behalf of the Mayor's Office for Policing and Crime (MOPAC) to enhance training to front-line professionals on identifying harmful practices, as set out in section three.
- e) **Endorse** the approach taken by officers to review outcomes for Standing Together Against Domestic Violence (STADV) to ensure these are more in line with the issues raised in the Grants Review as set out in Section 4.2.
- f) **Endorse** the approach taken by officers to review the scoring ranges of the Red, Amber, Green (RAG) performance rating framework, as outlined in **Appendix One.**

- g) **Endorse** the communications plan set out in **Appendix Three**, which has been provided in response to requests at the November meeting of the Grants Committee for additional information on communications strategies.
- h) **Discuss** the approach to reporting for the July Grants Committee AGM, which will be the first annual report on the 2017-21 Grants Programme, as outlined in Section Five of this report and the draft agenda included at **Appendix Four**.

Appendix 1 RAG Rating Methodology

Appendix 2 Priority Level Borough Maps

Appendix 3 Communications Strategy

Appendix 4 Draft Agenda Grants Committee 11 July 2018 AGM

Appendix 5 Project Delivery Information and Contact Details

Financial Implications for London Councils

Funding for commissions was agreed at the meeting of the Grants Committee in February 2017, within the budget envelope agreed at London Councils Leaders' Committee in November 2016. The London Councils Grants Committee considered proposals for expenditure in 2018/19 at its meeting on 22 November 2017. The Leaders' Committee agreed a budget at its meeting on 5 December 2017.

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.

Background Documents

Performance of Grants Programme 2017-21, Item 5, 22 November 2017

Grants Programme 2017-21 Update Report, Item 13, 12 July 2017

Commissioning Performance Management Framework: Grants Committee Reporting Plan 2017-18 – Grants Committee, Item 14 12 July 2017

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

Commissioning Performance Management Framework 2017-21, Item 5 London Councils Grants Committee, 8 February 2017

London Councils officers report quarterly to the Grants Committee on the performance of the grants programme, based on the Commissioning Performance Management Framework agreed by Grants Committee in February 2017.

The cornerstone of this at project level is a red, amber or green (RAG) rating of all projects. Projects that score (out of 100 points):

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

The RAG rating is made up of:

- Performance - delivery of outcomes: 70 per cent
- Quality - provider self-assessment and beneficiary satisfaction: 10 per cent
- Compliance - timeliness and accuracy of reporting, responsiveness and risk management: 20 per cent.

The framework also sets out a risk based approach to monitoring in which levels of monitoring are varied dependent on the RAG score of the project.

The Grants Review 2015-16⁶ highlighted a need to adjust the programme to place a greater emphasis on measurement of robust outcomes. In response to this officers adjusted the weighting of the performance category (delivery of outcomes) to increase the emphasis on delivery of robust outcomes (from 60% to 70%).⁷

Following this change, officers reported to members in November 2017 that the scoring ranges would also be reviewed in the next quarter to ensure they are accurately demonstrating performance and risk, following the changes to the weighting of these in the new programme.

Officers modelled the following changes to the RAG ranges as set out in table one:

⁶ The Grants Review 2015- 16 was a fundamental review of the 2013-17 Grants Programme principles and priorities and included two large public consultations with responses from all 33 boroughs and other key stakeholders.

⁷ Outcomes and new users are measured at a cumulative level and there is a 15 per cent +/- tolerance on the targets to allow for wider environmental factors affecting delivery.

Table One: Proposed New RAG Scoring Ranges

	Current	Proposed
Green	76 -100	80 - 100
Amber	51- 75.99	55 - 79.99
Red	0 - 50.99	0 - 54.99

In terms of quarter three data, when modelled the new scoring ranges produce a change to the score of one commission to amber. Modelling the proposed changes on quarters one and two data results in two commissions moving to amber. This is consistent with officer commentary in the project level information section of this report and in the report submitted to the November meeting of the Grants Committee.

In conclusion, the previous weighting adjustments to the RAG categories have put a greater emphasis on outcomes, in line with the findings of the Grants Review. On further investigation officers have concluded that a change to the RAG scoring ranges is also needed to ensure issues of under delivery are correctly identified. Modelling the proposed change to the RAG scoring ranges (set out in table one above), in particular on quarters two and three, has confirmed that this approach would more adequately identify commissions with potential issues that require closer monitoring.

Members are asked to endorse the approach of officers in amending the RAG scoring ranges going forwards from the next quarterly returns submission.

Priority One: Combatting Homelessness indicative level of distribution based on need



Legend

Equal ranges	Low (>=)	(<) High	Occurrences	
1	0%	2%	(8)	
2	2%	3%	(6)	
3	3%	4%	(15)	
4	4%	5%	(3)	
5	5%	8%	(1)	
			(0)	
			(33)	

Priority One: Combatting Homelessness actual distribution April – December 2017



Legend

Equal ranges	Low (>=)	(<) High	Occurrences	
1	0%	2%	(11)	
2	2%	3%	(9)	
3	3%	4%	(4)	
4	4%	5%	(4)	
5	5%	8%	(5)	

Boroughs	Indicative	Actual
City of London	0.25%	0.26%
Barking and Dagenham	3.02%	1.96%
Barnet	3.86%	2.58%
Bexley	2.13%	0.82%
Brent	3.98%	2.87%
Bromley	2.59%	2.25%
Camden	3.60%	4.29%
Croydon	3.80%	3.35%
Ealing	3.72%	3.70%
Enfield	3.55%	3.51%
Greenwich	2.59%	1.52%
Hackney	4.83%	6.63%
Hammersmith and Fulham	3.18%	3.95%
Haringey	3.89%	6.89%
Harrow	1.71%	1.12%
Havering	1.72%	1.16%
Hillingdon	2.76%	4.50%
Hounslow	2.64%	2.36%
Islington	3.32%	5.86%
Kensington and Chelsea	1.90%	2.51%
Kingston upon Thames	1.62%	1.06%
Lambeth	3.78%	4.36%
Lewisham	3.66%	2.85%
Merton	1.46%	1.00%
Newham	5.89%	6.19%
Redbridge	2.53%	1.73%
Richmond upon Thames	1.33%	0.52%
Southwark	4.40%	2.98%
Sutton	1.41%	0.51%
Tower Hamlets	3.92%	4.46%
Waltham Forest	4.08%	5.98%
Wandsworth	3.11%	2.09%
Westminster	3.74%	2.78%

P2 Tackling Sexual and Domestic Violence - indicative level of distribution based on need



Legend

Equal ranges	Low (>=)	(<) High	Occurrences	
1	0%	2%	(7)	
2	2%	3%	(10)	
3	3%	4%	(8)	
4	4%	5%	(7)	
5	5%	8%	(1)	

Priority Two: actual distribution of delivery April – December 2017



Legend

Equal ranges	Low (>=)	(<) High	Occurrences
1	0%	2%	(10)
2	2%	3%	(14)
3	3%	4%	(6)
4	4%	5%	(1)
5	5%	8%	(1)

Boroughs	Indicative	Actual
City of London	0.22%	0.21%
Barking and Dagenham	4.31%	2.09%
Barnet	4.71%	3.01%
Bexley	1.78%	1.08%
Brent	2.89%	2.73%
Bromley	2.24%	1.89%
Camden	2.08%	1.99%
Croydon	3.74%	2.84%
Ealing	5.71%	6.14%
Enfield	4.38%	4.23%
Greenwich	2.81%	2.00%
Hackney	2.98%	2.38%
Hammersmith and Fulham	1.97%	1.86%
Haringey	4.45%	2.64%
Harrow	1.45%	1.46%
Havering	3.57%	2.26%
Hillingdon	2.63%	2.27%
Hounslow	2.76%	2.14%
Islington	2.88%	2.78%
Kensington and Chelsea	2.10%	2.10%
Kingston upon Thames	1.03%	0.95%
Lambeth	3.75%	3.41%
Lewisham	3.51%	3.17%
Merton	1.11%	1.20%
Newham	4.43%	3.23%
Redbridge	2.70%	1.85%
Richmond upon Thames	1.38%	1.38%
Southwark	3.61%	2.69%
Sutton	3.16%	2.47%
Tower Hamlets	3.25%	2.07%
Waltham Forest	3.64%	3.76%
Wandsworth	4.69%	3.04%
Westminster	4.07%	2.48%

London Councils Grants Programme 2017-21 – Communications Plan

Item	Target audience(s)	Outcomes and Key message(s)	Format	Prepared by	When/ frequency	Status (e.g. complete, ongoing)
Information provided to relevant borough officers	Housing Needs and Homelessness Network, Violence Against Women and Girls Coordinators, Borough Grants Officers	<ul style="list-style-type: none"> Progress of the funded projects Awareness about the services available and referral pathways London Councils performance management of the funded projects After every Grants Committee London Councils updates the officer networks on progress 	<p>Three reports to the relevant networks (based on the report to Grants Committee)</p> <p>Seeking invitations for providers to speak at relevant borough officer networks</p> <p>Updates provided at Borough Grants Officers Network</p>	<p>El Team</p> <p>PAPA (liaison to the relevant officer network)</p>	March, November, July	Ongoing
Collateral	Borough officers, other funders, other agencies	<ul style="list-style-type: none"> Awareness about the projects funded under the grants programme which is funded by the London boroughs How to refer people onto the projects Simple poster produced so councils know how to refer people onto projects. Information available to visitors to the London Councils building. 	<ul style="list-style-type: none"> Poster (for borough offices) Leaflet stand Pop-up Report on 2013-17 Programme 	Communications Team	Spring 2018	Ongoing
Social Media	Borough officers, members, key stakeholders (funders, MOPAC, GLA, MPS), providers, public	<ul style="list-style-type: none"> Generate positive exposure and awareness about the grants programme Links to wider policy work of London Councils/ local authorities/ GLA. How to refer people onto the projects Grants Programme funded by London boroughs 	<ul style="list-style-type: none"> Planned twitter feed on key dates (e.g. End Violence Against Women day) Awareness of tweets about the programme/ providers (re-tweets where relevant) 	El Team (with support from Communications Team), PAPA (Homelessness and Sexual and Domestic Violence)	Ongoing	Ongoing
Event	Borough officers, members, key stakeholders (funders,	<ul style="list-style-type: none"> Awareness about the projects funded under the grants programme which is funded by the London boroughs How to refer people onto the projects In the context of changing legislation etc. (for 	Event	Communications Team, El Team, Providers	Summer/ Autumn 2018	Ongoing

Item	Target audience(s)	Outcomes and Key message(s)	Format	Prepared by	When/ frequency	Status (e.g. complete, ongoing)
	MOPAC, GLA, MPS), providers	example incoming Homelessness Reduction Act)				
Member/ officer visits	Members, borough officers	<ul style="list-style-type: none"> • Witness projects in action 	Monitoring visits with invitations to members and borough officers	EI Team	Ongoing	Ongoing
Website	Borough officers, members, key stakeholders (funders, MOPAC, GLA, MPS), providers, public	<ul style="list-style-type: none"> • Contact details on projects and referral routes • Links to reports to Grants Committee • Links to PAPA section of website 	<ul style="list-style-type: none"> • Grants Section of the London Councils website 	EI Team and Web Team	Ongoing	Ongoing
Guidance to providers	Funded Providers	<ul style="list-style-type: none"> • Guidance on how to use the London Councils logo and publicise the projects 	<ul style="list-style-type: none"> • Handbook section which forms part of the grant agreement • Reviewed at monitoring visits 	EI Team and Communication s team	At Grant Agreement stage	Complete (with ongoing monitoring)
Newsletter/ bulletin	Relevant borough officers	<ul style="list-style-type: none"> • Updates on the programme 	<ul style="list-style-type: none"> • Monthly emailed bulletin 	EI Team (with support from Communication Team on format)	Monthly	Ongoing
Briefing	Members	<ul style="list-style-type: none"> • Updates on the programme in the context of policy changes etc. relating to homelessness and sexual and domestic violence 	<ul style="list-style-type: none"> • Briefing to members 	EI Team, PAPA (housing, sexual and domestic violence)		

Monitoring/ Feedback

Item	Target audience(s)	Key message(s)	Format	Prepared by	When/ frequency	Status (e.g. complete, ongoing)
Borough officer survey	Relevant borough officers	<ul style="list-style-type: none"> Seek feedback on the programme, referral routes, communication etc. 	<ul style="list-style-type: none"> Online survey (x2) 	EI Team (input from Web Team and PAPA)	Spring 2018 – annual	Ongoing
Mechanism for raising issues/ giving feedback	Borough officers, publics, other funders	<ul style="list-style-type: none"> Means by which to raise issues which will then be followed up by the EI Team 	Online form feeds to funding@londoncouncils.gov.uk	EI Team and Web team	Spring 2018	Ongoing
Monitoring of service delivery per borough	Borough officers and members	<ul style="list-style-type: none"> EI Team investigate boroughs with high target to actual ratio. Addressing of under-delivery to certain boroughs 	Review of data Follow up actions	EI Team	Ongoing	Ongoing

Grants Committee AGM

11 July 2018: 11:00 am
Agenda

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

Refreshments will be provided
London Councils offices are wheelchair accessible

Labour Group:

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

Conservative Group:

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

Contact Officer:

Lisa Dominic

Telephone:

020 7934 9843

Email:

Lisa.dominic@londoncouncils.gov.uk

A sandwich lunch will be provided after the meeting in Room 1

Agenda item	Page
1. Apologies for Absence and announcement of deputies	-
2. *Declarations of Interest	-
3. Acknowledgement of new members of the Grants Committee	-
4. Election of Chair of the Grants Committee for the 2018/19 Municipal Year	-
5. Election of Vice-Chairs for the Grants Committee for the 2018/19 Municipal Year	-
6. Election of the Grants Executive for the 2018/19 Municipal Year	-
7. Minutes of the Grants Committee AGM held on 12 th July 2017 (for noting – previously agreed)	
8. Minutes of the Grants Committee held on 21 March 2018	
9. Constitutional Matters:	

-
- | | |
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| 10. | Operation of Grants Committee |
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| 11. | Presentations from Providers from each Priority |
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- | | |
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| 12. | Grants Programme 2017-21: Annual Review Year One 2017-18 |
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- | | |
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| 13. | Grants Committee Pre-Audited Financial Results 2017-18 |
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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 Programme 2017 – 21

Performance of Commissions

April – December 2017

(Includes contact details for each project)¹

¹ Please note that full project descriptions were provided to the November 2017 meeting of the Grants Committee.

Priority 1

Priority 1 Case Study

Service Area: 1.1 Homelessness: Early intervention and prevention

Organisation: Shelter

Project: STAR

"I am 28 years old and originally from Iran. I was imprisoned and tortured in my home country. I came to England in 2015 and applied for refugee status. I was accommodated by the home office and given a stipend while my application was processed. I do not speak any English, only Farsi, and I do not know anyone in England.

In October 2017 I was granted refugee status, allowing me to live, work, and claim benefits in England for five years. However, I was given 28 days' notice in my Home Office accommodation, and my stipend was stopped because I was told I would need to apply for benefits.

I was accommodated in a hostel by Barking and Dagenham council. However, I felt suicidal there, and left almost immediately. For six weeks, I slept rough. My mental health during this time was a real concern. I felt very low and regularly had thoughts of not wanting to be alive any more.

This was when I contacted Shelter."

Initially, when this client spoke to our advisor, he explained that he wanted to move to different accommodation to be closer to friends as he found hostel life difficult. We supported him to speak to housing options to explore what was possible in terms of a move and arranged for him to see them. We spoke to him via Language Line as he wasn't able to speak in English, but realised later in the case that even with this support the information he was able to provide was incomplete.

At this point, we weren't aware of the more serious issues underlying his feelings about living in the hostel and the client went to see housing options himself. However, when we followed up with him we found that he was sleeping rough rather than stay at the hostel; there had been no outcome of this appointment with the council and no progress on his benefit claim.

We contacted housing options to discuss: it quickly became clear that there was a serious communication issue and the case was more complex than it had seemed from the initial interview. Barking and Dagenham explained that the client had refused to sign forms, whereas on checking with the client we realised he had not understood what the forms were, and had believed he was being sent back to the hostel. It also transpired that he had not been able to claim benefits or successfully open a bank account, because of these difficulties in communicating his situation.

"At this stage, Shelter recognised that I would need an increased level of support, and that advice and information would not be sufficient. The Resilience Worker arranged to come and meet me and support me directly. He came with me to the GP, where I was able to address my mental health concerns and begin a new course of medication. He came with me to the housing office at Barking and Dagenham, where, after more input from Shelter housing advisor and assistance from the Language Line service, I was accommodated in a shared house rather than a hostel. The Resilience Worker also came with me to the job centre, where I completed an application for ESA.

Having recognised that I need in-person assistance to navigate the housing and benefits system, Shelter are continuing to work with me to make sure I remain accommodated, and receive the benefits to which I am entitled. We will be looking at services I can access to improve my English and my confidence.

I am so happy that I have a place to stay which is safe."

Shelter: As a result of the case, we reviewed practices to ensure that our service users were, where appropriate, offered in person support from our own team or from a community service. We concluded that the appropriate questions are asked but that a focus on services available to refugees would be helpful. The Resilience Worker has followed up with the Refugee Council following an appointment there and has circulated information on the extensive services they offer to the team.

Shelter	
Project name:	STAR Partnership (Supporting Tenancies, Accommodation and Reconnections)
Priority:	Priority 1: Combatting Homelessness
Specification:	1.1 Homelessness: Early intervention and prevention
Amount (1 year):	£1,003,495
Delivery partners: Thames Reach, Stonewall Housing, St Mungo's	

Contact Details
<p>Connie Cullen, London Hub Manager connie_cullen@shelter.org.uk 034 4515 1447/125 1079 0151 4255 4 Tyssen Street, London E8 2FJ england.shelter.org.uk/</p>

Outcome	Profile April-Dec 2017	Delivered April-Dec 2017
Number of new service users	3750	4764
Number assisted to obtain crisis or intermediate short term accommodation	261	308
Number assisted to obtain suitable settled accommodation	263	342
Number with one/more protected equalities characteristic (Equality Act 2010)	209	274
Numbers of reconnection of rough sleepers outside UK	60	26
Number of rough sleeper hotspot closures	37	54
Number with resolved landlord/accommodation service issues affecting tenancy stability (particularly in outer London) may include harassment, abandonment and behaviour issues	251	315
Numbers with disrepair resolved and able to maintain tenancy	293	135
Number supported to successfully sustain tenancies/accommodation for 6 months	20	27
Number supported to successfully sustain tenancies/accommodation for 12 months**	0	0
Number with resolved debt, benefits and financial hardship issues	418	321
Number with improved physical health	138	174
Number with improved mental health	336	303
Numbers referred successfully onto a London Councils Priority 3 project	125	69

or similar employment project		
Number with increased employability skills (including apprenticeships)	63	32
<p>2.3 Reconnections - for further information please see the main report.</p> <p>3.2 Disrepair - external funding for a DIY skills adviser has been secured with B&Q, to support service users to improve the condition of their homes whilst gaining new skills.</p> <p>6.1/6.2 Employment/employability - further meetings have been arranged with priority 3 providers for Q4. Re-visiting previously accommodated service users to encourage engagement.</p> <p>** Reporting to start from Q5</p>		

St Mungo Community Housing Association	
Project name:	Housing Advice, Resettlement and Prevention Connect (HARP)
Priority:	Priority 1: Combatting Homelessness
Specification:	1.1 Homelessness: Early intervention and prevention
Amount (1 year):	£251,378
Delivery partners: N/A	

Contact Details
<p>Samantha Cowie, Head of Criminal Justice</p> <p>samantha.cowie@mungos.org</p> <p>020 7023 7010/020 3856 6000</p> <p>3 Thomas More Square, 5th Floor, Tower Hill London E1W 1YW</p> <p>www.mungos.org</p>

Outcome	Profile April-Dec 2017	Delivered April-Dec 2017
Number of new users	950	1087
Number assisted to obtain appropriate housing.	375	402
Number of tenancies brokered	37	13
Number assisted to obtain suitable settled accommodation	225	336
Number with one/more protected equalities characteristic (Equality Act 2010)	112	89
Number reconnected with stable family/friends accommodation	150	132
Number with resolved landlord/accommodation service issues affecting tenancy stability may include harassment, abandonment behaviour issues	144	138
Number supported to successfully sustain tenancies/accommodation for 6 months	96	22
Number supported to successfully sustain tenancies/accommodation for 12 months	0	0
Number with resolved debt, benefits and financial hardship issues	270	277
Number with improved physical health	288	253
Number with improved mental health	157	142
Number with improved life skills (can include independent living and be measured through distance travelled tool)	288	268

Numbers referred successfully onto a London Councils Priority 3 project or similar employment project	37	25
Number with increased employability skills (including apprenticeships)	144	139
Number successfully obtaining work placements, volunteering opportunities	21	15
<p>The commission is performing well against its delivery profile and has been on an upward trend in Q3. The total outcome score falls a little outside +/-15 per cent permitted variance.</p> <p>2.1 Number of tenancies brokered (-74%) – The commission reports that a delayed start has affected its cumulative figure. St Mungo continued to give clients appropriate housing and support, assisted clients to resettle with friends and family; and worked closely with Local Authorities and landlords to secure accommodation for clients. The commission is confident the cumulative figure should be within the profiled range by the end of Q4.</p> <p>4.1 Number supported to successfully sustain tenancies/accommodation for 6 months - Quarterly -77% (Cumulative -89%) - This outcome is lower than anticipated at the beginning of the contract. The service started later than expected and therefore a monitoring procedure for this outcome was not in place at the start of the contract. The commission now has a robust system in place ensuring that this outcome is more closely monitored and recorded accurately.</p> <p>6.1 Numbers referred successfully onto a London Councils Priority 3 project or similar employment project - Quarterly -58% (Cumulatively -50%) - Due to the complex nature of clients' needs, the priority focus is on finding / sustaining accommodation. Many are not at the stage to consider employment and few have the necessary skills to enter the work force. The commission will continue to reach out to suitable clients and support them in their journey back into employment.</p> <p>6.3 Number successfully obtaining work placements, volunteering opportunities – (Cumulative -46%) – St Mungo has been promoting education, training and volunteering opportunities; the feedback from clients has been positive. In Q3 the commission offered seven clients in the community the opportunity to join St Mungo's volunteering services and various employment options and four have been successful in securing opportunities.</p>		

New Horizon Youth Centre	
Project name:	London Youth Gateway (LYG)
Priority:	Priority 1: Combatting Homelessness
Specification:	1.2 Youth homelessness
Amount (1 year):	£1,008,338
Delivery partners: Depaul UK, Stonewall Housing, Galop, Albert Kennedy Trust and Shelter	

Contact Details	
Shelagh O'Connor, CEO shelagh.oconnor@nhyouthcentre.org.uk 020 7388 5560 68 Chalton St, London, NW1 1JR	Referrals: General Info. 020 7388 5560 Youth Work 020 7388 5570 Advice 020 7388 5580 www.nightstop.org.uk www.nhyouthcentre.org.uk https://uk.depaulcharity.org/alone-london/ www.lgbtjigsaw.net https://england.shelter.org.uk/get_help/local_services/london

Outcome	Profile April-Dec 2017	Delivered April-Dec 2017
Number of users	5051	6162
Number assisted to obtain crisis or intermediate short term accommodation	326	496
Number supported to obtain suitable safe settled accommodation)	483	503
Number with one/more of the protected characteristics in the 2010 Equality Act (excluding age)	424	455
Number assisted with family mediation/reconnection leading to safe and settled reconciliation (where appropriate)	386	353
Number supported to successfully sustain suitable safe accommodation for 6 months*	38	51
Number supported to successfully sustain suitable safe accommodation for 1 year or more**	0	0
Number with resolved debt, benefits and financial hardship issues	446	660
Number with increased knowledge of housing options	3615	5353
Number with improved mental health	933	1126
Number completing independent living skills workshops/course (incl.	518	497

budgeting/money management)		
Number with improved interpersonal skills (incl. behaviour, conflict and relationships)	555	671
Number successfully obtained employment for six months (including apprenticeships)*	29	31
Number with increased employability skills	509	513
Number successfully obtained a training opportunity (accredited)	360	420

Homeless Link	
Project name:	PLUS Project
Priority:	Priority 1: Combatting Homelessness
Specification:	1.3 Support services to homelessness voluntary sector organisations
Amount (1 year):	£120,239
Delivery partners: Shelter	

Contact Details
<p>Jane Bancroft - London Development Manager (Mon/Wed/Fri)</p> <p>Jane.Bancroft@homelesslink.org.uk</p> <p>020 7840 4460/079 5611 4992</p> <p>2nd Floor Minorities House, 2-5 Minorities, London EC3N 1BJ</p> <p>www.homeless.org.uk</p>

Outcome	Profile April-Dec 2017	Delivered April-Dec 2017
Number of new organisations	392	420
Number with increased knowledge of changes in homelessness policy/ legislation/ benefit reforms	81	79
Number with improved working relationships with local services	72	64
Number with increased knowledge to adapt service delivery as a result of change of need across London/policy and legislative change	55	56
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	22	63
Number of VCS aware of changing need in inner and outer London and able to adapt services accordingly.	65	64
Number of housing professionals with increased knowledge of changes in homelessness policy/ law/benefit reforms	25	38
Number of housing professionals who feel better informed of funded services and how they assist local delivery	50	60
Number of Landlords with increased knowledge of changes in homelessness policy/ law/benefit reforms	4	0
Number of organisations with more diverse funding streams	10	0
Number with a wider understanding of funding processes and	80	52

opportunities		
Number of relationships brokered between VCS and social philanthropy/ investment organisations charitable arms of businesses to increase housing opportunities.	5	5
<p>The total outcome score of the Commission falls outside +/-15 per cent permitted variance.</p> <p>2.5 - Number of Landlords with increased knowledge of changes in homelessness policy/ law/benefit reforms - 100% variance – This is due to the Landlord event being planned for Q4, so the target will be met by the end of Q4.</p> <p>3.1 - Number of organisations with more diverse funding streams - 100% variance – this is an annual target as diversifying funding streams is a long-term outcome due to the nature of funding cycles and the need to embed knowledge from training and support that provides the skills to diversify. Homeless Link will be reporting on this in Q4 following a targeted survey of PLUS project members either via a focus group or survey.</p> <p>3.2 - Number with a wider understanding of funding processes and opportunities - 35% - This target will be met by Q4 as training is scheduled for this quarter.</p>		

Standing Together Against Domestic Violence	
Project name:	Setting the standard of practice for domestic abuse for housing providers in London: DAHA
Priority:	Priority 1: Combatting Homelessness
Specification:	1.3 Support services to homelessness voluntary sector organisations
Amount (1 year):	£88,977
Delivery partners: N/A	

Contact Details
Aisha Sharif, DAHA Development Manager 020 8748 5717 a.sharif@standingtogether.org.uk

Outcome	Profile April-Dec 2017	Delivered April-Dec 2017
Number of new organisations	60	35
Number of frontline organisations with increased awareness of specialist/equalities needs of clients	60	32
Number of frontline organisations adapting and or introducing services to meet the specialist/equalities needs of clients	20	32
Number of frontline organisations with increased knowledge of changes in homelessness policy/ legislation/ benefit reforms	60	30
Number of frontline organisations with improved working relationships with local services and in particular domestic abuse services	60	32
Number of housing providers acquiring DAHA accreditation	3	2
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	20	30
Number of VCS aware of changing need in inner and outer London and able to adapt services accordingly	60	24
Number of housing organisations with increased awareness of specialist /equalities needs of clients	60	32
Number of housing professionals with improved working relationships with frontline services and in particular domestic abuse services and MARAC	20	32

Number of housing professionals who feel better informed of funded services and how they assist local delivery	60	17
Number of organisations with more diverse funding streams	0	17
Number of housing providers with improved ability to form partnerships/work collaboratively	20	32
Number of housing providers supported to work together on more than one occasion related to domestic abuse provision and best practice	60	32
Delivery has fallen below the 85 per cent buffer. See section 4.2 for further information.		

Priority 2

Priority 2 Case Study

Service Area: 2.5 Support services to the sexual and domestic violence voluntary sector organisations

Organisation: Women's Resource Centre

Project: Ascent

Organisation's name: Poles in Need

Borough: Hammersmith and Fulham

Job title of employee: Managing Director

Organisation's Aim: Poles In Need U.K. (PIN UK) is a community-minded organisation involved in providing support to Poles living in the U.K. We promote the Polish community through the events, workshops and conferences. We cooperate with both British and Polish bodies. Through our activities we prove that Poles living abroad help and support each other in their personal and professional development.

Managing Director: I found out about Ascent on internet as I was doing research for domestic violence victims. I have attended Strategic Planning training and I've had one one-to-one meeting and have two more scheduled. The first one-to-one meeting with WRC was about organisational development. The other two are about monitoring and evaluation and working in partnerships/building Consortias respectively. I also use the website to access resources and to find out about other services. Since we are a young organisation, it is important we have places where we can collect and collate resources.

As a young and low-income organisation, it is really important for us to be able to access free training since we are playing catch-up a lot of the time with other more established organisations. Training is therefore very important, as is peer networking opportunities, which helps us to learn from other organisations.

I really appreciate that you have been available and responsive. I've tried to contact other organisations but some of them did not reply or called back. It's very valuable and positive that I am able to contact you knowing you will reply.

One thing that could have been done better is the information about the project. It would be good with a bit more concise and accessible information, either on the websites or elsewhere.

For me it's important that we have both the ability to attend free training as well as going on one-to-one meetings as it very helpful to sit down with someone and talk about my organisation in depth. For us to be able to do this through the Ascent project is very valuable!

Lessons Learned:

To ensure improved information on the project, the Ascent second tier strand has developed two types of leaflets that are distributed to new and old contacts as well as on events and other activities. One of the leaflets lists all the activities the project is undertaking in the year. The other leaflet provides more detailed information about the upcoming activities, including title, date, time and place. Both leaflets include a description of the project and contact details to each partner. In addition, we are working together with the London VAWG Consortium on the website. One of the aims of the website project is to develop a site where all the information of the activities undertaken by the partnership is collated on a single online space and consistently updated. This work is currently ongoing. Lastly, WRC are currently revamping their website in its entirety. Once live, the WRC website will provide more concise information about the project.

Tender Education and Arts	
Project name:	London Councils pan-London VAWG Consortium Prevention Project
Priority:	Priority 2: Tackling Sexual and Domestic Violence
Specification:	2.1 Sexual and Domestic Violence: Prevention
Amount (1 year):	£265,000
Delivery 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)	

Contact Details
<p>Kate Lexén, Education Manager</p> <p>kate@tender.org.uk</p> <p>020 7697 4249 (direct line)</p> <p>The Resource Centre, 356 Holloway Road, London N7 6PA</p> <p>www.tender.org.uk</p>

Outcome	Profile April-Dec 2017	Delivered April-Dec 2017
Number of new users	5390	4049
Healthy Relationship Project participants can identify at least one warning sign of sexual and domestic violence	740	697
Healthy Relationship Project participants in secondary schools and out of school settings can memorise key statistics pertaining to abuse	540	464
Healthy Relationship Project participants state sexual and domestic violence is unacceptable	783	629
Children and young people report feeling confident to support a friend following school assembly	3164	2475
Children and young people feel more confident to deal with abuse and understand it is based on power inequality following school assembly	3390	2209
Children and young people can now make positive relationship choices following school assembly	3616	2223
Healthy Relationship Project participants can identify appropriate support channels and services	783	667
Healthy Relationship Project participants in secondary schools and out of school settings report an improvement in their peer relationships	216	327
Professionals report positive changes in the behaviour and/or attitudes of participants following Healthy Relationships Project	28	23
Professionals in Champion Schools report increased confidence to use training in professional practice (staff training)	0	0

Professionals in Champion Schools report increased knowledge about the complex nature of the issue (staff training)	0	0
Healthy Relationships Project participants in secondary schools and out of school settings can recall criminal statistics for different forms of sexual and domestic violence against protected groups	576	441
Participants in Champion Schools (targeted group) are able to identify controlling behaviours in relationships	0	0
Participants in Champion Schools (targeted group) report feeling more confident to seek support	0	0
<p>Delivery against target has improved since the last report to members in November 2017, and the project has delivered two of the outstanding projects from quarters one and two. Cumulatively the project is no longer breaching the 15 per cent tolerance that is applied to targets under the London Councils Grants Programme performance management framework.</p> <p>There are a number of outcomes which are under target. This is due to lower numbers than anticipated at some of the sessions, and some delays to activities which it is anticipated will be rectified in quarter four. The fourth quarter (January – March) has more stretching targets in line with the timing in the academic year. Officers will monitor progress against these.</p>		

Solace Women's Aid	
Project name:	Ascent: Advice and Counselling
Priority:	Priority 2: Tackling Sexual and Domestic Violence
Specification:	2.2 Sexual and Domestic Violence: Advice, counselling, outreach, drop-in and support for access to services
Amount (1 year):	£1,425,238
Delivery partners: Solace (Lead Partner); Ashiana Network; Asian Women's Resource Centre (AWRC); Chinese Information and Advice Centre (CIAC); EACH Counselling and Support; IKWRO; IMECE Women's Centre; Jewish Women's Aid (JWA); Latin American Women's Rights Organisation (LAWRS); Nia; Rape and Sexual Assault Support Centre (RASASC); Rights of Women; Southall Black Sisters (SBS); Women and Girls Network (WGN)	

Contact Details	
Gill Herd, Senior Manager - Partnerships g.herd@solacewomensaid.org ascenta&c@solacewomensaid.org 020 3198 4661 Solace Women's Aid, Unit 5-7 Blenheim Court, 62 Brewery Road, N7 9NY www.solacewomensaid.org	East London (Solace Women's Aid): 0808 802 5565; advice@solacewomensaid.org West London (Women and Girls Network): 0808 801 0660; advice@wgn.org.uk London Legal Advice (Rights of Women): 0207 608 1137

Outcome	Profile April-Dec 2017	Delivered April-Dec 2017
Number of new users	4672	5881
Number of service users reporting reduced fear/ greater feelings of safety	3270	3574
Number of service users reporting reduced risk, reduced repeat victimisation, prevention of escalation	2571	2576
Service users have improved self-esteem, motivation, confidence and are able to rebuild their lives, moving to independence	1803	2412
Service users have improved emotional health and wellbeing and physical health and are able to rebuild their lives, moving to independence	1335	1990
Number of service users with continuing support to sustain new lives	1602	1855
Number of service users with safety plan	1989	2017
Number of tenancies secured	801	498
Number of service users accessing legal advice and/or with increased understanding of the law	1401	1930

Number of service users supported to access other services including Health and Children's services.	2862	3194
Service Users with increased knowledge of options to exit prostitution	17	20
People from the protected characteristics report increased safety/knowledge of their rights	1869	2254
People from the protected characteristics report satisfaction with services	2337	2754
Number of service users successfully referred from Local Authority and local IDVAs	702	753
Service providers are better informed of beneficiaries' needs and service users are enabled to communicate their needs and views to service providers/decision makers	285	705
Service providers are better equipped to support SUs with VAWG and/ or legal issues	165	185

Galop	
Project name:	The LGBT DAP (Domestic Abuse Partnership)
Priority:	Priority 2: Tackling Sexual and Domestic Violence
Specification:	2.2 Sexual and Domestic Violence: Advice, counselling, outreach, drop-in and support for access to services
Amount (1 year):	£146,318
Delivery partners: Stonewall Housing, London Friend and Switchboard	

Contact Details	
Peter Kelley, Service Manager & LGBT DAP Coordinator peter@galop.org.uk 020 7697 4081 (office)	Survivors and professionals can refer through the DAP website using the electronic referral form: www.lgbtdap.org.uk Referrals can also be made via www.galop.org.uk and via email: referrals@galop.org.uk Clients and professionals can also self-refer or make referrals through Galop's helpline: 0207 704 2040 Or the National LGBT DV Helpline: 0800 999 5428

Outcome	Profile April-Dec 2017	Delivered April-Dec 2017
Number of new users	403	475
Number of service users reporting reduced fear/ greater feelings of safety	75	84
Number of service users reporting reduced risk, reduced repeat victimisation, prevention of escalation	50	61
Service users have improved self-esteem, motivation, confidence and are able to rebuild their lives, moving to independence	42	48
Service users have improved emotional health and wellbeing and physical health and are able to rebuild their lives, moving to independence	39	45
Number of service users with continuing support to sustain new lives	45	45
Number of service users with safety plan	36	47
Number of tenancies secured	30	32
Number of service users accessing appropriate health services or other services including children's services	60	70
Number of service users accessing legal advice	40	39
People from the protected characteristics report increased	117	128

safety/knowledge of their rights		
People from the protected characteristics report satisfaction with services	60	61
Number of service users successfully referred from Local Authority and local IDVAs	15	15
Service providers are better informed of beneficiaries' needs and service users are enabled to communicate their needs and views to service providers/decision makers	9	11

SignHealth	
Project name:	DeafHope London
Priority:	Priority 2: Tackling Sexual and Domestic Violence
Specification:	2.2 Sexual and Domestic Violence: Advice, counselling, outreach, drop-in and support for access to services
Amount (1 year):	£148,444
Delivery partners:	n/a

Contact Details
<p>Lynn Shannon, Manager</p> <p>lshannon@signhealth.org.uk deafhope@signhealth.org.uk</p> <p>020 8772 3241 (voice) 079 7035 0366 (text)</p> <p>The Bridge, Oakmead Road, London SW12 9SJ</p> <p>http://www.signhealth.org.uk/</p>

Outcome	Profile April-Dec 2017	Delivered April-Dec 2017
Number of new users	105	156
Number of service users reporting reduced fear/ greater feelings of safety	72	118
Number of service users reporting reduced risk, reduced repeat victimisation, prevention of escalation	72	70
Service users have improved self-esteem, motivation, confidence and are able to rebuild their lives, moving to independence	72	90
Service users have improved emotional health and wellbeing and physical health and are able to rebuild their lives, moving to independence	72	90
Number of service users with continuing support to sustain new lives	65	70
Number of service users with safety plan	65	63
Number of tenancies secured	65	70
Number of service users accessing appropriate health services or other services including children's services	65	70
Number of service users accessing legal advice	65	21
People from the protected characteristics report increased safety/knowledge of their rights	105	156
People from the protected characteristics report satisfaction with services	105	156
Number of service users successfully referred from Local Authority and local IDVAs	44	18
Service providers are better informed of beneficiaries' needs and service	202	128

users are enabled to communicate their needs and views to service providers/decision makers		
<p>The commission is performing well against its delivery profile and has cumulatively been over performing over Q1, 2 and 3.</p> <p>The reason that many of the outcomes of Signhealth are above target are due to two main reasons. The continued marketing of the service is working well and helping the commission to continue to reach those in need of their service. Signhealth also ran some additional 'healthy relationship' workshops, which generated an increase in self-referrals. The commission also had new referrals over the Christmas period too. The increase in their actuals versus profiled targets across all targets correlates directly with the increase in these referrals.</p>		

Women's Aid	
Project name:	Pan-London Domestic and Sexual Violence Helplines and Data Collection Project
Priority:	Priority 2: Tackling Sexual and Domestic Violence
Specification:	2.3 Helpline and coordinated access to refuge provision
Amount (1 year):	£314,922
Delivery partners: Refuge, Women and Girls Network (WGN), Rape and Sexual Abuse Support Centre (RASASC) and Respect	

Contact Details	
Nicki Norman, Director of Services n.norman@womensaid.org.uk 011 7983 7135 www.womensaid.org.uk	Referral routes: The Freephone 24 Hour National Domestic Violence Helpline: 0808 2000 247 helpline@womensaid.org.uk www.nationaldomesticviolencehelpline.org.uk Rape and Sexual Abuse Support Centre Helpline: 0808 802 9999 Women and Girls Network Dedicated Sexual Violence Helpline: 0808 801 0770

Outcome	Profile April-Dec 2017	Delivered April-Dec 2017
Number of new users	15376	15328
Number of service users with reduced level of risk	13125	8510
Number of service users referred to a refuge	1500	1440
Survivors of rape and sexual abuse accessing Helpline	3375	2787
Quarterly report on refuge referrals (successful and non-successful) by London borough, with particular categories including equalities sent to all borough officers and other key stakeholders ²	3	3
New data on housing status of service users on entry and exit is included in quarterly reports	2	1
Reports and heat maps used by borough officers and other key stakeholders (including MOPAC) to coordinate refuge provision; plan strategically and improve responses to domestic and sexual violence	0	0

² The Routes to Support reports (formerly UKROL) are quarterly reports on refuge data across London provided to boroughs and the Mayor's Office for Policing and Crime. The categories of the data gathered are monitored by a steering group of relevant stakeholders (boroughs, MOPAC/GLA and providers).

Number of successful referrals into counselling or other specialist service provision	1125	1304
People with the protected characteristics (Equalities Act 2010) are able to access support that meets their needs	120	117
Service users reporting their needs were adequately addressed when utilising the Helpline service (according to age, disability, gender reassignment, marriage & civil partnership, pregnancy & maternity, race, religion or belief, sex, sexual orientation).	300	348
Service providers (including boroughs and refuges) report being able to respond to service users' needs	60	66
Professionals report having the relevant and required information they need to support service users affected by sexual and domestic violence	60	65
Number of logins to UKROL from services in London	16500	16650
Referrals to ISVA and sexual violence-specific support services	60	72
<p>The commission is performing well against its delivery profile. The total outcome score falls within +/-15 per cent permitted variance.</p> <p>1.1 Number of service users with reduced level of risk (-43%) Cumulative variance = -35% The commission is investigating whether this issue relates to a reporting or delivery issue and will be reporting back to officers.</p> <p>1.3 Survivors of rape and sexual abuse accessing Helpline (-24%) Cumulative variance = -17% All partners appear to have seen a reduction in these calls this quarter. WGN reports a slight decrease in capacity of day time volunteers this quarter which may have impacted there. They are working on solving this issue by recruiting specifically day time volunteers next quarter. The target will be discussed at the next strand meeting and steps on how all the partners might collectively increase the number of calls from survivors of rape and sexual received.</p>		

Ashiana Network	
Project name:	Specialist Refuge Network
Priority:	Priority 2: Tackling Sexual and Domestic Violence
Specification:	2.4 Emergency refuge accommodation that offers services to meet the needs of specific groups
Amount (1 year):	£840,000
Delivery partners: Ashiana Network, Solace Women's Aid, Nia project, Iranian & Kurdish Women's Rights Organisation (IKWRO)	

Contact Details	
Shaminder Ubhi, Director shaminder@ashiana.org.uk info@ashiana.org.uk 020 8539 0427 www.ashiana.org.uk	Nia - 07590 712872 (24 hours); 0207 683 1270 info@niaendingviolence.org.uk Solace Women's Aid - 0207 328 9117 info@solacewomensaid.org (The Amari Project): 0808 802 5565 amari@solacewomensaid.org

Outcome	Profile April-Dec 2017	Delivered April-Dec 2017
Number of new users	597	428
Numbers not returning to a perpetrator	27	30
Numbers with increased awareness of safety planning	146	133
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 NRPF	116	125
Numbers supported to successfully apply for indefinite leave to remain under the Destitution Domestic Violence (DDV) concession or refugee status under an asylum application	24	26
Numbers of women that demonstrate reduced harmful substance use	37	37
Number of women involved in prostitution and trafficking reporting increased awareness of options to exit prostitution and with personalised action plans	27	22
Numbers demonstrating an increased understanding of sexual and domestic violence/prostitution/trafficking as a form of violence against women	105	126
Number of users demonstrating an increased understanding and stabilisation in their mental health	54	51
Number of users with increased understanding of impact of mental health	12	15

and substance misuse on their children		
Service users moved on in a planned way	21	22
Service users with increased living skills	50	64
Service users with more stabilised immigration status	33	39
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)	37	23
Number of referral pathways agreed with registered social landlords and other housing providers	4	5
Number of service users gaining/maintaining tenancies	24	28
Number of professionals with increased knowledge of sexual and domestic violence aimed at increasing clients' access to services	356	289
Removal of barriers in accessing services for people with the protected characteristics of the 2010 Equalities Act	63	99
Number of users with disabilities accessing the service	54	60
<p>The commission is performing well against its delivery profile. The total outcome score falls within +/-15 per cent permitted variance.</p> <p>Outcome 1.2- Numbers with increased awareness of Safety planning - (Quarterly Variance: -31%) - This quarter there was an under achievement of service users demonstrating an increased awareness of safety planning, the underachievement was a result of the number of users coming into the service being less than the profiled target allocated for this quarter.</p> <p>Outcome 3.1- Numbers demonstrating an increased understanding of sexual and domestic violence/prostitution/trafficking as a form of violence against women - (Quarterly Variance: -17% & Cumulative Variance: 20%) - The quarterly variance is at a minus as the under achievement of the target may be due to factors such as the number of women coming into the refuge, in addition to dealing with service users who have specialist needs which might need to be addressed first. This may result in them meeting the above outcome at a later stage of their stay.</p>		

Women's Resource Centre	
Project name:	The ASCENT project (Amplifying, Supporting, Capacity building, Engaging, Networking, Training)
Priority:	Priority 2: Tackling Sexual and Domestic Violence
Specification:	2.5 Support services to the sexual and domestic violence voluntary sector organisations
Amount (1 year):	£240,783
Delivery partners: RESPECT (perpetrators), Imkaan, Rights of Women, Against Violence and Abuse and Women and Girls Network	

Contact Details
<p>Ms Vivienne Hayes, CEO</p> <p>vivienne@wrc.org.uk</p> <p>020 7697 3451</p> <p>United House, North Road, London, N7 9DP</p> <p>www.wrc.org.uk</p>

Outcome	Profile April-Dec 2017	Delivered April-Dec 2017
Number of new organisations	232	300
Frontline services/organisations have an increased level of knowledge and ability to run services/organisations effectively and efficiently	52	114
Frontline services/organisations reporting increased ability to be more financially sound and efficient	30	12
Frontline services/organisations with an increased level of knowledge in areas such as financial management, governance, recruitment/workforce; ICT, premises management and income diversification	30	24
Frontline services/organisations report greater ability to work in partnership	70	90
Frontline services/organisations express interest in forming partnerships with other services/providers including LGBT and homelessness services	75	82
Frontline services/organisations able to collaborate with other services such as local authorities, health services, housing providers and homelessness services	29	31
Frontline organisations able to deliver improved services to meet their clients' needs and in line with relevant quality standards (deliver, monitor, evaluate and adapt)	110	129

Frontline services/organisations better able to monitor and evaluate impact of services	45	55
Frontline organisations/services with increased ability to meet their service users' needs	105	136
Borough officers, health professionals, social housing landlords , housing officers, homelessness/hostel staff and other key professionals more aware of key issues, services available and referral pathways.	14	17
Frontline services/organisations with increased ability to meet the three aims of the Equality Act 2010	90	107
Frontline organisations with increased diversification of boards of trustees	12	18

Asian Women's Resource Centre (AWRC)	
Project name:	Ascent Ending Harmful Practices project
Priority:	Priority 2: Tackling Sexual and Domestic Violence
Specification:	2.6 Specifically targeted services FGM, Honour based violence (HBV), forced marriage and other harmful practices
Amount (1 year):	£320,000
Delivery partners: Ashiana Network, Latin American Women's Rights Service, IKWRO, IMECE Women's Centre, Southall Black Sisters Trust, Women and Girls Network, FORWARD and Domestic Violence Intervention Project (DVIP)	

Contact Details	
Sarbjit Ganger, Director sarbjit@asianwomencentre.org.uk info@asianwomencentre.org.uk 020 8961 6549 http://asianwomencentre.org.uk/	Referral routes: Ascent 0208 961 6549 0208 961 5701 info@asianwomencentre.org.uk

Outcome	Profile April-Dec 2017	Delivered April-Dec 2017
Number of new users	462	478
Service users have improved self-esteem, confidence and emotional health and well being	330	407
Service users have improved mental health	39	136
Service users have a better understanding of the support options available to them and are more aware of their rights and entitlements	314	412
Service users have an increased ability to communicate their needs and views to service providers	133	276
Number of professionals with improved understanding of harmful practices and the barriers faced by BAMER women in accessing services	96	190
Service users report increased feelings of safety	330	374
Service users have an increased level of understanding regarding options available to help their decision making	330	382
Service users have enhanced coping strategies	203	300
Service users make changes to their living situations and exit violence	214	247
Service users have improved life skills to help them rebuild their lives and move to independence: service users attending ESOL classes	46	66

Service users have improved life skills to help them rebuild their lives and move to independence: service users attending ICT classes	46	49
Service users have improved life skills to help them rebuild their lives and move to independence: service users attending other employment skills workshops	46	56
Local authority officers are able to access support to wrap around existing support or make referrals into the service.	42	108
Referrals from IDVAs and sexual health clinics	28	50
Service users accessing other support	28	129
The commission has cumulatively over performed by 80% against its delivery profile. If the Commission continues to over perform in Q4, its targets might need to be re-profiled to increase the target levels. In the first two quarters the commission over exceeded their targets- So their cumulative targets will remain high.		

Priority 3 Tackling Poverty Through Employment

Paddington Development Trust	
Project name:	Gold
Priority:	Priority 3 Tackling Poverty through Employment (ESF Match funded)
Amount (2 years):	£928,819
Delivery partners: PDT - Lead, Urban Partnership Group, Equi-vision, Get Set, Westminster and Wandsworth Mind, (St Mungo's & CITE).	

Contact details
<p>Ola Badamosi, Head of Programmes</p> <p>ola@pdt.org.uk</p> <p>020 7266 8250</p> <p>The Stowe Centre, 258 Harrow Road, London W2 5ES</p> <p>www.pdt.org.uk</p>

Outcome	Profile	Delivered
Enrolments	RE-BASED	310
Participants receiving 6+ hours of support (IAG, job search, mentoring, training)		267
Participants receiving 12+ hours of support (Homeless only)		16
Participants completing a work or volunteering placement		26
Further Education and Training		18
Participants in employment within 4 weeks of leaving the project		54
Participants in sustained employment for 26 weeks (6M)		9
Participants in employment within 4 weeks of leaving the project – Homeless		2
Participants in sustained employment for 26 weeks (6M) – Homeless		-
See section 3.6 of main report for performance narrative		

London Training and Employment Network	
Project name:	Steps into Work
Priority:	Priority 3 Tackling Poverty through Employment (ESF Match funded)
Amount (2 years):	£966,423
Delivery partners: LTEN - Lead, Breaking Barriers, Centrepoin Soho, HCT Group, Latin America Women Rights Service (LAWRS), Refugee Action Kingston (RAK), Skillsland Ltd & Storm Family Centre	

Contact Details
<p>Cynthia Hyman, Head of Operations</p> <p>cynthia@lten.org.uk</p> <p>020 3841 6950</p> <p>Unit 4 ST Marks Studio, 14 Chillingworth Road, London N7 8QJ</p> <p>www.lten.org.uk</p>

Outcome	Profile	Delivered
Enrolments	RE-BASED	169
Participants receiving 6+ hours of support (IAG, job search, mentoring, training)		169
Participants receiving 12+ hours of support (Homeless only)		-
Participants completing a work or volunteering placement		13
Further Education and Training		1
Participants in employment within 4 weeks of leaving the project		7
Participants in sustained employment for 26 weeks (6M)		5
Participants in employment within 4 weeks of leaving the project – Homeless		-
Participants in sustained employment for 26 weeks (6M) – Homeless		-
See section 3.6 of main report for performance narrative		

MI ComputSolutions Incorporated	
Project name:	Community Life Change
Priority: 3	Priority 3 Tackling Poverty through Employment (ESF Match funded)
Amount (2 years):	£926,311
Delivery partners: Successful Mums, Royal Mencap, Resource Plus, Centre Point & Train 2 Work.	

Contact Details
Adekunle Okotore, Managing Director val@micomputsolutions.co.uk 020 7501 6450 The Queen, 47a Bellefields Road, Brixton. London SW9 9UH www.micomputsolutions.co.uk

Outcome	Profile	Delivered
Enrolments	RE-BASED	172
Participants receiving 6+ hours of support (IAG, job search, mentoring, training)		166
Participants receiving 12+ hours of support (Homeless only)		7
Participants completing a work or volunteering placement		9
Further Education and Training		14
Participants in employment within 4 weeks of leaving the project		14
Participants in sustained employment for 26 weeks (6M)		6
Participants in employment within 4 weeks of leaving the project – Homeless		1
Participants in sustained employment for 26 weeks (6M) – Homeless		-
See section 3.6 of main report for performance narrative		

The Citizens Trust (Disability Times Trust – DTT)	
Project name:	Directions West London
Priority:	Priority 3 Tackling Poverty through Employment (ESF Match funded)
Amount (2 years):	£896,229
Delivery partners: Citizens Trust - Lead, ACDA, New Challenge & Action West London	

Contact Details
<p>Ian Whitehead, Trust Manager</p> <p>information@the-citizen.info</p> <p>020 8566 1206</p> <p>1-2 Craven Road, Ealing, London W5 2UA</p> <p>http://www.thecitizenstrust.org.uk/</p>

Outcome	Profile	Delivered
Enrolments	RE-BASED	245
Participants receiving 6+ hours of support (IAG, job search, mentoring, training)		239
Participants receiving 12+ hours of support (Homeless only)		2
Participants completing a work or volunteering placement		10
Further Education and Training		32
Participants in employment within 4 weeks of leaving the project		54
Participants in sustained employment for 26 weeks (6M)		9
Participants in employment within 4 weeks of leaving the project – Homeless		2
Participants in sustained employment for 26 weeks (6M) – Homeless		-
See section 3.6 of main report for performance narrative		

Redbridge Council for Voluntary Service	
Project name:	Aim Higher
Priority:	Priority 3 Tackling Poverty through Employment (ESF Match funded)
Amount (2 years):	£983,871
Delivery partners:	Redbridge CVS – Lead, Bromley by Bow Centre, HCT, LTEN, Osmani Trust & Volunteer Centre Hackney

Contact Details
Martyne Callender, Employment and Skills Team Manager martyne@redbridgecvs.net 020 3874 4129 103 Cranbrook Road, Ilford IG1 4PU www.redbridgecvs.net/

Outcome	Profile	Delivered
Enrolments	RE-BASED	163
Participants receiving 6+ hours of support (IAG, job search, mentoring, training)		118
Participants receiving 12+ hours of support (Homeless only)		
Participants completing a work or volunteering placement		17
Further Education and Training		6
Participants in employment within 4 weeks of leaving the project		17
Participants in sustained employment for 26 weeks (6M)		3
Participants in employment within 4 weeks of leaving the project – Homeless		1
Participants in sustained employment for 26 weeks (6M) – Homeless		-
See section 3.6 of main report for performance narrative		

Redbridge Council for Voluntary Service	
Project name:	Outreach East
Priority:	Priority 3 Tackling Poverty through Employment (ESF Match funded)
Amount (2 years):	£983,871
Delivery partners:	Redbridge CVS – Lead, ATN, DABD, East Thames, Ellingham, Harmony House, Hope 4 Havering & MADAS

Contact Details
Martyne Callender, Employment and Skills Team Manager martyne@redbridgecvs.net 020 3874 4129 103 Cranbrook Road, Ilford IG1 4PU https://www.redbridgecvs.net/

Outcome	Profile	Delivered
Enrolments	RE-BASED	89
Participants receiving 6+ hours of support (IAG, job search, mentoring, training)		55
Participants receiving 12+ hours of support (Homeless only)		
Participants completing a work or volunteering placement		8
Further Education and Training		1
Participants in employment within 4 weeks of leaving the project		8
Participants in sustained employment for 26 weeks (6M)		2
Participants in employment within 4 weeks of leaving the project – Homeless		-
Participants in sustained employment for 26 weeks (6M) – Homeless		-
See section 3.6 of main report for performance narrative		

Grants Committee

Thematic Review: Perpetrators

Item 6

Report by:	Katy Makepeace-Gray Catherine Dunn	Job title:	Principal Programme Manager Principal Policy and Project Officer
Date:	21 March 2018		
Contact Officer:	Katy Makepeace-Gray		
Telephone:	020 7934 9800	Email:	katy.makepeace-gray@londoncouncils.gov.uk

Summary

In February 2017 Grants Committee members agreed to a revised commissioning performance management framework to manage the London Councils 2017-21 Grants Programme. To enable the Grants Committee to examine issues that affect a number of the London Councils priorities the framework includes thematic reviews as part of the reporting timetable.

This report is the second of these thematic reviews and focuses on issues relating to perpetrators of sexual and domestic violence. The report focuses on the increased role of local authorities in this area, including activities funded through the London Councils Grants Programme. Two providers from the 2017-21 programme will deliver a presentation highlighting their role in this area.

Recommendations

The Grants Committee is asked to

- Extend a thank you to the representatives from Tender Education and Arts and Respect for providing the thematic review presentations.
- Agree to send this report to the London Councils Executive member for crime and public protection.
- Agree to share this report and the project information in the 2017-21 report on this agenda, with their local authority to ensure that officers are aware of the activities regarding perpetrators that are commissioned through the programme.
- Agree to share information on the Respect Standard (outlined in paragraphs 2.7 and 3.1 to 3.4) with their local authority and consider making the Standard a requirement (achieved/working towards) when commissioning perpetrator interventions locally.

1 Background

- 1.1 This report represents the second of the Grants Committee thematic reviews which form part of the commissioning performance management framework agreed by members of the Grants Committee at their meeting 8 February 2017. Officers proposed that the next thematic review could be focused on perpetrators of sexual and domestic violence at the last meeting of the Grants Committee (22 November 2017) and members were in agreement. The review focuses on the role that local authorities play in tackling perpetrators as well as the role that the Grants Programme plays in this area. The report is provided to members alongside a presentation by two of the London Councils Grants Programme organisations, Respect and Tender Education and Arts which provide services as set out below in section three.

2 Addressing perpetrators: a role for local authorities

- 2.1 The role of Local Authorities in addressing perpetrators of domestic and sexual violence extends beyond commissioning specialist support and programmes for survivors and perpetrators. Core local authority services across London boroughs - Children or Adult social care teams; Housing and Homelessness departments; Anti-Social Behaviour teams; schools; drug/alcohol services; MASH¹ and MARAC² - all handle situations of domestic and sexual violence on a daily basis and are key partners in the multi-agency approaches to tackling domestic and sexual violence.
- 2.2 The Mayor of London has identified Violence Against Women and Girls (VAWG) as one of his main priorities in the Police and Crime Plan for 2017-21. The Mayor published his VAWG strategy on 9 March 2018. The strategy has a focus on tackling perpetrators, outlining a robust approach to enforcement, combined with opportunities for behaviour change with a view to reducing reoffending and repeat victimisation. The strategy also focuses on the importance of encouraging positive attitudes, behaviours and relationships amongst children and young people. This approach echoes the principles of the government's national VAWG strategy for 2016-20 and the National Statement of Expectation for commissioning in local areas.

¹ MASH – Multi Agency Safeguarding Hub (developed by the police, local authorities and other agencies to co-locate safeguarding agencies and their data into a secure, research and decision making unit).

² MARAC - A Multi Agency Risk Assessment Conference (a regular, multi-agency local meeting to discuss how to help victims at high risk of murder or serious harm).

- 2.3 Developments in legislation and policing in recent years have aimed to improve enforcement responses to domestic and sexual violence offences. New criminal offences relating to ‘revenge pornography’ and coercive control have been established. Additionally, the roll out of Clare’s Law³ and Domestic Violence Protection Notices/Orders have increased the tools available to the police in tackling perpetrators, although there is evidence to suggest that these are not being used widely enough by the Met⁴.
- 2.4 Draft legislation on the Domestic Abuse and Violence Bill has been now released for consultation and proposes a range of measures, including those targeted at perpetrators. One core measure on perpetrators is a new civil order - ‘Domestic Abuse Protection Order’. It would bring together existing civil orders and enable courts to impose a wider range of conditions on perpetrators, including both prohibitive measures and positive requirements (e.g. non-contact with the victim, drug and alcohol abstention/treatment; attendance of perpetrator programmes; notification requirements to police). It is proposed that electronic monitoring could play a role in this. Additional criminal justice measures against perpetrators include: aggravated factors for sentencing where a child is involved, strengthening the coercive control offence; conditional cautions and improved management of serial offenders. The government also proposes to establish a Domestic Abuse and Violence Commissioner, which will have a role in overseeing and monitoring provision of domestic abuse services in England and Wales. The draft legislation is out for consultation until 31st May 2018.
- 2.5 Effective interventions around domestic and sexual violence hinge on robust multi-agency responses for both survivors and perpetrators and local authorities have an important role to play here. Existing powers can be used proactively by local authorities and housing providers to take action against perpetrators; London Councils Grants Programme funds Standing Together Against Domestic Violence to deliver the Domestic Abuse Housing Alliance (DAHA) project to share and develop best practice for London around housing and domestic violence. A joint inspection report by Ofsted, the Care Quality Commission, HMICFRS⁵ and HMIP⁶ into multi-

³ This allows police to disclose details of a person’s criminal history of domestic violence offences to their current partner, on application.

⁴ An [recent investigation by the Bureau of Investigative Journalism](#) has shown concerning variance in application of Clare’s Law by forces across England and Wales; this showed low rates of application by the Metropolitan Police.

⁵ HMICFRS - Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services

⁶ Her Majesty’s Inspectorate of Prisons

agency safeguarding responses to domestic abuse called for an increased focus on addressing perpetrator behaviour and improved understanding of coercive control.

- 2.6 Many local authorities fund specialist perpetrator interventions; Domestic Violence Prevention Programmes (DVPPs) are behaviour-change programmes for perpetrators of domestic violence. The evidence base for the effectiveness of these interventions has increased in recent years. The Mirabel Project⁷ found that engagement with perpetrator programmes showed significant reductions in abuse, particularly physical and sexual violence. It also highlighted that DVPPs offered a valuable contribution to other interventions as part of a co-ordinated community response to domestic violence.
- 2.7 The main priority of any work with perpetrators should always be the safety of the victim, and this necessitates an approach which works alongside other agencies and survivor services, particularly utilising the significant knowledge within survivor services. Achieving attitude and behaviour change is central to the success of these perpetrator intervention programmes, so it is vital that perpetrator interventions are informed by the right values and principles. Respect has led the work in this area, developing accreditation for organisations delivering intervention work, so commissioners can be confident in the quality and safety of their work, as outlined below. Continued engagement from perpetrators, however, is a critical factor in achieving behaviour and attitude change and an ongoing challenge in this area of work.
- 2.8 Recognition of the prevalence of peer-on-peer sexual and domestic violence among children and young people has increased in recent years, including the sexual exploitation of girls in a gang context. Analysis of MPS data in 2015 indicated that peer-on-peer abuse accounted for over half (55 per cent) of all child sexual exploitation cases in London⁸. Prevention work in schools, such as Tender Education and Arts outlined below, has an important role here in educating children and young people about domestic and sexual violence, including healthy relationships and consent. Effective prevention work embeds the right values and attitudes at an early age, empowering children and young people to recognise and challenge harmful behaviour and attitudes, including among their peers.

Probation (2017) [The multi-agency response to children living with domestic abuse](#)

⁷ Kelly and Westmorland (2015) [The Mirabel Project](#) - this research project investigated the extent to which perpetrator programmes reduce violence and increase safety for women and children

⁸ MOPAC (2016) [Sexual Violence Against Children and Young People: A London Needs Assessment](#)

- 2.9 In terms of the wider funding environment, funding has recently been directed toward increasing provision in tackling perpetrators and driving forward innovation in the sector. MOPAC has been successful in a joint bid with other Police Crime Committees to pilot the Drive Project, a targeted intervention aimed at high-risk prolific offenders. MPS and MOPAC have also received funding from central government to develop and test perpetrator interventions around stalking and harassment. Successful bids under the London Crime Prevention Fund include a specialist service delivered across nine London boroughs targeted at perpetrators of harmful sexual behaviour, including peer-on-peer abuse. There is an evident need for investment and innovation in this area, although it will be important that this does not come at the expense of funding vital support services for survivors.

3 Addressing Perpetrators through the London Councils Grants Programme

Respect

- 3.1 In February 2017 members of the Grants Committee awarded funding to the Ascent project, led by Women's Resource Centre, to deliver support to the sexual and domestic violence sector. The project includes work undertaken by Respect to increase the quality and understanding of perpetrator provision and male victim work in London.
- 3.2 The Respect Standard is the bench mark for the provision of safe and effective interventions with domestic violence perpetrators. The standard has been endorsed by specialist professionals and survivors, and is a requirement for funding from organisations such as MOPAC. The standard is based on years of research and is regularly updated to reflect emerging evidence on perpetrator interventions. The main aim is to increase safety and well being of survivors and therefore a key element of the standard is the focus on integrated support services for survivors alongside intervention for perpetrators, and for a multi-agency approach.
- 3.3 Respect delivers 1:1 sessions, expert led training and accredited training, a website and newsletters. Training sessions cover topics such as 'better engagement with perpetrators' and 'cross cultural working with perpetrators'. Training sessions are attended by local authority officers from children's services, adult safeguarding and housing advice departments.
- 3.4 Respect also delivers 1:1 sessions and expert led training 'working with male victims', benefiting from both academic research and the insights gained by running the Men's

Advice Line - the national free-phone helpline for men experiencing domestic violence. This training supports services to offer a gender informed approach to male victim services which compliments rather than compromises existing women's services for victims and survivors of domestic violence and abuse.

Tender Education and Arts

- 3.5 Tender Education and Arts leads a partnership of specialist providers delivering prevention work in schools and youth settings. It uses drama and the arts to enable children and young people to explore sensitive issues in a safe way. It works in schools and youth settings in every borough and has a programme of Champion Schools in which more intensive work is delivered.
- 3.6 Through supported drama activities young people can 'rehearse' situations in order to observe the impact of their choice of action. A crucial factor in preventing domestic violence is the development of empathy and through the drama activities young people see situations through the eyes of others. A key aspect of the activities is in challenging myths around sexual and domestic violence, addressing gender stereotypes and the acceptability/condoning of sexual and domestic violence (including child sexual exploitation) and learning about healthy relationships to prevent current and future sexual and domestic violence. These activities equip young people to be able to challenge acceptability/condoning of sexual and domestic violence in their peers.

Standing Together Against Domestic Violence (STADV) – Domestic Abuse Housing Alliance (DAHA) project

- 3.7 As mentioned above the London Councils Grants Programme also provides funding to the DAHA project delivered by STADV. The project is designed to tackle the interrelated issues of sexual and domestic violence and housing/homelessness. The project delivers workshops which can lead to accreditation for local authorities and housing providers. One of the eight DAHA standards specifically focuses on perpetrators. This includes enabling the local authority/ housing provider to take legal action, where appropriate, against perpetrators; raising staff awareness on how to successfully refer to perpetrator programmes; engagement with prevention work (campaigns and resources), and; auditing domestic abuse cases to ensure these points are reflected in case notes. The project has worked with Respect and has developed a workshop specifically informed by Respect's work and best practice.

Support to survivors

- 3.8 Outlined above are projects focused on addressing perpetrators through prevention, improved responses from local authorities and housing providers and increased quality of perpetrator programmes. In addition to these activities the Grants Programme funds projects to support survivors, such as advice, advocacy and counselling support through projects such as those delivered by the Ascent Partnerships, SignHealth, and GALOP. Support for survivors plays a crucial role in addressing perpetrators, by helping a survivor to understand their rights and options and supporting them to navigate complex statutory processes - such as police, housing, social services, criminal justice system, family courts and immigration.

4 Next steps

- 4.1 London Councils will circulate a Members' briefing following the publication of the VAWG strategy, including comment and analysis on proposals relating to perpetrators. Members are asked to agree for officers to send the report to Cllr Lib Peck, executive member for crime and public protection. Members are also asked to share information on the projects outlined in the report with their local authority. The report outlines the importance of safe and effective interventions informed by the right values and principles and members are asked to share information on the Respect Standard (outlined in paragraphs 2.7 and 3.1 to 3.4) with their local authority and to consider including the Standard (achieved or working towards) as a requirement when commissioning perpetrator interventions locally.

Recommendations

The Grants Committee is asked to

- Extend a thank you to the representatives from Tender Education and Arts and Respect for providing the thematic review presentations.
 - Agree to send this report to the London Councils Executive member for crime and public protection.
 - Agree to share this report and the project information in the 2017-21 report on this agenda, with their local authority to ensure that officers are aware of the activities regarding perpetrators that are commissioned through the programme.
 - Agree to share information on the Respect Standard (outlined in paragraphs 2.7 and 3.1 to 3.4) with their local authority and consider making the Standard a requirement (achieved/working towards) when commissioning perpetrator interventions locally.
-

Financial Implications for London Councils

Funding for commissions was agreed at the meeting of the Grants Committee in February 2017, within the budget envelope agreed at London Councils Leaders' Committee in November 2016.

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.

Background Documents

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

Commissioning Performance Management Framework 2017-21, Item 5 London Councils Grants Committee, 8 February 2017

Grants Committee

Leadership in the Third Sector: Work Plan Final Report Item 7

Report by: Feria Henry **Job title:** Priority Manager
Date: 21 March 2018
Contact Officer: Feria Henry
Telephone: 0207 934 9529 **Email:** feria.henry@londoncouncils.gov.uk

Summary At its meeting of 23 November 2016, the Grants Committee agreed that London Councils officers should:

1. Accept City Bridge Trust's invitation to work with them in a strategic partnership and with other major stakeholders to ensure boroughs' intelligence was represented in decisions on independent funding of voluntary sector infrastructure
2. Work with London Funders and other stakeholders on the implementation of the review into infrastructure, *The Way Ahead - Civil Society at the Heart of London*.

This was set out in a detailed work plan which was agreed by the Grants Committee. This report provides a third and final update on progress on this area of work, summarising the key achievements over the year and outlining the next steps in the wider area of work. This approach was endorsed by the Third Sector Leadership Sub-Committee at their meeting on 27 February 2018.

Recommendations Members are asked to:

1. **Endorse** the direction of travel against the agreed workplan, noted in section 2 of this report and summarised at Appendix 1, and the draft outcomes of the Cornerstone Fund at Appendix 2.
2. **Note** the examples of local practice in commissioning the third sector and funding of civil society infrastructure support in Appendix 3.
3. **Endorse** the recommended Principles for Good Commissioning in Appendix 4 (to be taken forward by the Borough Grants Officers group)
4. **Note** the Communications Plan, which has been used to disseminate information and learning from the Leadership in the Third Sector workplan in Appendix 5
5. **Endorse** the steps which will be taken to continue this work. In particular, that from April 2018, the Strategy Director as a Trustee of London Funders, will maintain a direct link for the role of London Councils going forward.

1 Background

- 1.1 The London Councils Grants Review (July 2015 to March 2016) highlighted that the Grants Programme from 2017 should not include a priority solely focused on capacity building in the third sector. Following the review members of the Grants Committee agreed (on 9 March 2016) that London Councils' officers should work in collaboration with the City Bridge Trust to support its proposals for infrastructure support to voluntary and community sector organisations (civil society) in London.
- 1.2 *The Way Ahead - Civil Society at the Heart of London*, published in April 2016, focuses on the following key themes:
 - the changing role of the state, voluntary and community sector (VCS) and funders of VCS
 - the need to support communities to co-produce shared solutions drawing on the strengths of the community (geographical or otherwise)
 - the need to provide strategic leadership and the role of pan-London resourcing (with the potential to bring together sources of funding in a London pool to fund the provision of support to the VCS)
 - that the VCS should be supported to create consistent quality services and manage the risks associated with their increased role in delivering outcomes.
- 1.3 A role was outlined for London Councils to:
 - Support the involvement of VCS in decision making
 - Ensure consistent commissioning/funding of local support, working alongside the Greater London Authority (GLA), London Funders and the London Hub.
 - Provide a route to democratic accountability, and to influence the broader activities of London's local authorities' role within civil society.
- 1.4 Members agreed that officers make provision in the 2017-18 budget proposals for resources to cover London Councils officer time to support this work. The budget and work plan were agreed at the November 2016 meeting of the Grants Committee. The work plan and achievements are summarised in Appendix 1. The Leadership in the Third Sector (LTS) sub-committee agreed the direction of travel indicated in the workplan,
- 1.5 The aim of the Leadership in the Third Sector work was to influence all spheres of *The Way Ahead* from a borough perspective. The sub-committee agreed to support work that improves outcomes for London's diverse communities and champion a thriving

civil society that plays a pivotal role in the community.

2 Progress and Achievements

Grants Committee: Leadership in the Third Sector Sub-Committee (the Sub-Committee)

- 2.1 These principles proposed by the members of the Sub-Committee at their meeting on 12 September 2017 for support to the development of infrastructure support for London's third sector, were approved by the Grants Committee on 22 November 2017:
 - 2.1.1 Robust outcomes and impact for residents will be the key focus of infrastructure support (In line with the London Councils Grants Programme)
 - 2.1.2 New arrangements will a) strengthen infrastructure support across London; b) recognise borough identities and needs; c) be informed by local intelligence-led funding strategies
 - 2.1.3 London local government representation (members), through membership of appropriate groups, will support and inform the governance of the Cornerstone Fund and the London Hub, providing a strong local voice and democratic legitimacy
 - 2.1.4 The planning and development of infrastructure support will ensure that new arrangements are financially sustainable and do not become a potential cost to boroughs in the medium and long-term
 - 2.1.5 New arrangements, in particular services delivered from the London Hub, will provide greater efficiencies and will complement and add value to local community-based services.
- 2.2 The following long-term key indicators that will be used to measure (and demonstrate) the effectiveness of third sector leadership collaborative working were also agreed:
 - 2.2.1 Local third sector provision is complemented by new arrangements implemented through *The Way Ahead*
 - 2.2.2 Infrastructure support contributes to the development and maintenance of a strong, responsive, flexible and resilient civil society in London
 - 2.2.3 The development of new arrangements for infrastructure support is influenced by member representation on advisory groups for the London Hub, System Change Group and the Cornerstone Fund through a strong local government voice

2.2.4 High level principles for effective commissioning, developed with and supported by boroughs, enable civil society to better respond to the needs of London's diverse population.

Communication Plan

2.3 A communications plan was drawn up and has been worked to throughout the year. Outputs such as the principles, indicators and borough survey have been communicated to the various stakeholders as per the plan. The plan is provided in Appendix 4.

Borough Grants Officers

2.4 As mentioned in the previous update report dated 12 September 2017, the Borough Grants Officer sub group met four times during the project year and since then have fed into the following developments:

- The strategic principles for effective commissioning proposed in Appendix 4, and,
- The submission of examples of local practice in infrastructure support, commissioning and co-production which are provided in Appendix 3.

These pieces of work will be shared with the Systems Change Group to illustrate how boroughs are working with local civil society and communities in a variety of ways, demonstrating innovation and co-production.

Borough officers are now represented on the Hub and System Change advisory groups and will be providing the borough insight and feedback into *The Way Ahead* going forward and in turn feeding back to their fellow borough officers through the network.

The Borough Grants Officer sub group discussed commissioning services and the proportionality of procurement with reference to *The Way Ahead's* recommendation for "London Councils to ensure consistent commissioning/funding of local support". A note about this was presented to the December 2017 Heads of Procurement meeting. We await feedback and any suggested next steps from this forum.

360 Giving

2.5 Following the publishing of the current London Councils Grants Programme (2017-21) on the Grant Nav database in October 2017, the previous programme of 2013-17 has now also been published. Publishing our grants information in an open data format

on 360 Giving, joins up data and enables funders and charities to improve grant making practice and improve strategic planning, which in turn provides greater opportunities for efficiencies and reduction in duplication. Barnet and Southwark councils have also published their data and officers have continued to work with 360 Giving to encourage boroughs to publish their data in this format.

Greater London Authority (GLA)

- 2.6 London Councils recently fed into an early draft of the GLA's action plan for civil society, entitled *We Are All London*. The plan suggested an equal role for civil society working alongside "government and business" and is keen to strengthen relationships between civil society, local government and other agents e.g. business. Many of the recommendations complement both *The Way Ahead* and the outcomes of the LTS workplan, such as recognizing good local authority and civil society good practice and promoting data sharing. Recommendations include: spotlighting local authority good practice which would be welcomed by borough grants officers who have suggested a repository of good practice where they could share work. It is anticipated that this action plan will go out for wider consultation later this year.

On 16 February 2018, The GLA held a consultation meeting on London Social infrastructure as part of the draft London Plan. The invitation to this event was extended to all members of the System Change and Hub advisory groups as well as all members of the borough grants officer forum.

Borough Survey

- 2.7 Information from the borough survey conducted in June 2017 has been circulated within the sector, to the Hub, Cornerstone Reference and Systems Change groups, and to Members via a Members' Briefing. The associated infographics have also been uploaded onto the LTS page on the London Councils' website. There is more information regarding London civil society data in paragraph 2.9.1.

The Way Ahead: Systems Change Group

- 2.8 This group, which oversees the implementation of *The Way Ahead*, met in December 2017 with the newly refreshed membership, including elected member representation from Cllr. Bob Littlewood and borough officer representation, to take forward local authority input and influence. Other new members include representatives from grassroots and equalities organisations. The group will be working on implementation tasks such as a communication plan and to embed equalities in all activities. London

Councils has agreed to collate and share examples of local borough approaches for commissioning and civil society support (see Appendix 3).

The London Hub

- 2.9 The Hub Advisory group has been meeting monthly and now has elected member, Cllr. Paul McGlone, and borough officer representation. Between now and May 2018, the Advisory group will be working on implementing governance arrangements, a workplan, a communications plan and will shortly be recruiting a small staff team with a view to them being in post by June 2018.

The four key strands of work previously reported to this sub-committee have been further broken down to three key functions:

- 2.9.1. Data and intelligence: the GLA has set up a Datastore Redesign Group which is looking to add new sources of information relevant to London's civil society onto their London Datastore. It is envisaged that the Hub will work closely with the GLA to identify and facilitate the feeding of data from civil society to the datastore. The Hub Advisory Group has stated that they would like borough information of the kind collected in the borough survey to be included in this data going forward.
- 2.9.2. Networking: developing local, borough and London wide systems of support and peer support mechanisms and building communities of practice to help fellow community organisations going through transition or other difficulties, making fuller use of resources such as Funder plus offers. "Funder Plus" is the term used for support offered by some independent funders to third sector organisations to improve their capacity in addition to the grants awarded. These offers can be additional expertise or resources from inside the funding organisation or the means to purchase these externally.
- 2.9.3. Voice and Influence: providing a platform for the collective voice for the sector. At the LTS sub-committee meeting on 27 February, the example of the London Living Wage was given as an issue that the Hub could coalesce around; galvanising voice from the sector and how this could also dovetail with the Hub's other key function of data and intelligence and networking.
- 2.10. The work on the communications strategy will be followed by the website, branding and new name for the organisation.
- 2.11. Work is also underway to find a venue; it is hoped that the location of the Hub will be

considered creatively, for example, based in a tech start up. The LTS meeting in February discussed whether the Hub could have a more mobile approach i.e. move from borough to borough.

The Cornerstone Fund

2.10 City Bridge Trust is continuing work on the establishment of the Cornerstone Fund. Current local authority representation continues through the London Councils Priority Manager, as a member of the Cornerstone Reference Group, and the Strategy Director as a Trustee of London Funders. The final criteria and governance for the Fund remain in development, but an outcomes framework for the Fund was recently drafted and is currently being consulted upon. The framework was presented to the LTS sub-committee at its meeting on 27 February (provided in Appendix 2).

2.11 The Fund is seeking to achieve the following impacts for Londoners:

- Stronger, more resilient communities
- Opportunities and services to meet the needs of Londoners,
- Londoners able to influence policies at local, regional and national level, which reflect local need
- Improved outcomes for Londoners.

2.12 These draft outcomes complement the principles agreed by the LTS sub-committee, (listed in para. 2.1). Among the potential areas identified for funding are: improving collaboration, co-production, and strengthening voice and influence. It is worth noting that City Bridge Trust has recently launched its new five-year strategy, *Bridging Divides*. The Cornerstone Fund ties in with the new strategy, which will continue to offer funding to infrastructure organisations for organisational support work.

2.13 In November 2017, the Cornerstone Fund awarded funding to the London Hub for its establishment and the first year of operation. In addition, the London Councils Priority Manager was part of an assessment panel to consider further short-term funding for the infrastructure groups initially funded by the Bridge Fund in April 2017¹; to continue working with City Bridge Trust to share information and implement parts of *The Way Ahead* through their networks. Nine of the original 15 organisations have been awarded funding for a further six months until September 2018, when the criteria and governance arrangements are finalised.

¹ These organisations were former recipients of London Councils' Grants Programme Priority Four funding.

2.14 A second Funders' Roundtable meeting was held in early March to share the draft outcomes with other London funding organisations, and hold further discussions on the possibilities of contributing to (or aligning some of their grants giving with) the Fund. Discussions remain ongoing, but a number of funders did declare an interest. At the meeting, London Councils' affirmed that the Grants Programme is an important contributor to the funding available in London, and its principles align with the desired impacts of the Cornerstone Fund.

3 Next Steps

- 3.1 Grants Committee agreed a budget for the LTS work, which comes to an end in March 2018. Boroughs are now engaged in groups to ensure relationships and influence are maintained and continue to contribute to the developments in third sector support such as the Systems Change Group and the Hub Advisory Group. Borough representatives will feed back to the wider borough officer group in their network meetings which are also attended by representatives from London Funders, who will in turn, provide further updates on *The Way Ahead*.
- 3.2 Elected Members are also represented on the System Change and Hub Advisory groups.
- 3.3 Between this meeting and end of March 2018, London Councils will continue to contribute to groups and events such as the data collection and analysis group, coordinated by the Hub and the GLA, which is aiming to provide an evidence base for the needs of London's communities and civil society.
- 3.4 From April 2018, Members and boroughs will be kept informed of developments with the Cornerstone Fund by the Strategy Director, who is a Trustee of London Funders.

Recommendations

Members are asked to:

- 1. **Endorse** the direction of travel against the agreed workplan, noted in section 2 of this report and summarised at Appendix 1, and the draft outcomes of the Cornerstone Fund at Appendix 2.
- 2. **Note** the examples of local practice in commissioning the third sector and funding of civil society infrastructure support in Appendix 3.
- 3. **Endorse** the recommended Principles for Good Commissioning in Appendix 4 (to be taken forward by the Borough Grants Officers group)
- 4. **Note** the Communications Plan, which has been used to disseminate information and learning from the Leadership in the Third Sector workplan in Appendix 5

5. **Endorse** the steps which will be taken to continue this work. In particular, that from April 2018, the Strategy Director as a Trustee of London Funders, will maintain a direct link for the role of London Councils going forward.

Financial Implications for London Councils

None

Legal Implications for London Councils

None

Equalities Implications for London Councils

None

Appendices

Appendix One - Work Plan agreed by Grants Committee on 23 November 2016, progress on work done and direction of travel, to date

Appendix Two - Draft Outcomes Framework for Cornerstone Fund

Appendix Three – Examples of local authority approaches to commissioning and civil society infrastructure support

Appendix Four – Proposed Principles of Good Commissioning

Appendix Five - Leadership in the Third Sector Communication Plan

Background Papers

Grants Sub Committee: Leadership in the Third Sector, London Councils' Survey of boroughs on Third Sector Infrastructure, 12 September 2017

Grants Committee, Leadership in the Third Sector: Update on London Councils Work Plan, 12 September 2017

Grants Committee, Leadership in the Third Sector: The Role of London Boroughs and London Councils, 13 July 2016 and 23 November 2016

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

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

Leadership in the Third Sector (LTS) Workplan Work plan progress February 2018

Aims	Objectives	Progress to date	Direction of Travel
1. To provide local government leadership in the third sector on behalf of the boroughs, representing their coordinated voice	<p>Identify what third sector infrastructure support is happening in each borough</p> <p>Identify commissioning styles, tools/intentions and timetables across the 33 boroughs.</p> <p>London Councils publishes its grant funding on 360funding (www.threesixtygiving.org) and encourages local authorities to do so as well</p> <p>Provide analysis and information on strategic issues</p> <p>Participation in System Change, Hub and Cornerstone Reference Groups</p> <p>London's leaders provide representation and leadership</p> <p>Help to shape framework for third sector infrastructure in London (develop existing intelligence or commission new research)</p>	<p>Borough survey completed and reported to the sub-committee and Grants Committee. Member briefing produced on Findings and also shared with the boroughs and other key stakeholders</p> <p>Information on local approaches to commissioning and procurement has been collected. Borough officers have helped to draft principles for good commissioning.</p> <p>London Councils' funding awards for 2013-17 and 2017-21 have been published on 360Giving</p> <p>A note on the issue of procuring the third sector was presented to the Heads of Procurement meeting in December 2017</p> <p>There is now elected member representation on the System Change Group and the Hub Steering group</p> <p>Borough survey information contributed to City Bridge's commissioned research on civil society infrastructure funding in London</p>	<p>Strategies, tools and good practice</p> <ul style="list-style-type: none"> - Shared set of strategic priorities and shared commitment to tackle them - Improved communication between the boroughs, London Councils and the third sector about priorities - Members better informed on borough wide third sector successes - Better informed overview of the third sector and its achievements across London. - London Councils supports good practice in commissioning models
2 To provide a voice for London's boroughs in the implementation of change across the third sector, allowing boroughs to input in a way that is an efficient use of their resources.	<p>Set up a sub group of Borough Grants Officers</p> <p>Gather borough intelligence on engagement with civil society</p> <p>London Councils to contribute to the Systems Change and take forward actions resulting from the Way Ahead Report</p>	<p>Borough Sub group established and four meetings held, kept informed and contributed to The Way Ahead's task and finish groups and events.</p> <p>Information has being gathered to provide examples of local practice</p> <p>There is now borough officer representation on</p>	<p>Future shape of voluntary sector infrastructure</p> <ul style="list-style-type: none"> - Articulation of the needs of London and the future of the third sector in the Capital (ensuring the differing needs of localities are recognised) - Boroughs' differing strategic

Aims	Objectives	Progress to date	Direction of Travel
	<p>Establish key indicators that demonstrate how boroughs will benefit from collaborative work.</p> <p>Gather borough intelligence on how boroughs are engaging with civil society</p> <p>Become a central resource of information on London's civil society infrastructure</p> <p>London Councils contribution to the Systems Change Group (and other relevant regional/sub regional networks) provides strong borough input</p>	<p>both the Systems Change Group and the Hub Steering Group.</p> <p>Key indicators for this work agreed by Grants Committee in November 2017</p> <p>London Councils is a member of a data analysis group led by the Hub and have also contributed to the GLA Civil Society draft Strategy which includes proposals for data collection and dissemination.</p>	<p>approaches to third sector are analysed and shared</p> <p>Demonstrable Borough Benefit</p> <ul style="list-style-type: none"> - Boroughs have evidence to determine if the needs of residents/local areas are being met through collaborative working, potentially leading to opportunities for joint commissioning
<p>3. To work in partnership with City Bridge Trust regarding the distribution of funding for support services to the third sector reflecting on local knowledge and strategic issues</p>	<p>Influence spending from the Cornerstone Fund (c£3m plus potential additional funding from other funders) and facilitate the relationship between the Cornerstone Fund and the boroughs</p> <p>Membership of group influencing funding for support services to the infrastructure organisations, to help shape any future available funding for London third sector</p> <p>Gather intelligence on local issues, approaches, concerns, gaps and needs and provide an analysis of lessons learnt from London Councils London-wide commissioning of regional infrastructure to inform the Cornerstone Fund</p> <p>Collaborate on piloting approaches that support infrastructure organisations.</p> <p>Analyse and articulate views of boroughs on third sector support</p>	<p>London Councils remains a member of the Cornerstone Reference Group chaired by CBT and the borough survey findings contributed to CBT/Rocket Science research which has helped to steer the formation of the Fund.</p> <p>London Councils has worked with CBT on a number of Forums regarding support for civil society such as Systems Change Group and the Hub steering group</p> <p>City Bridge Trust awarded ring-fenced funding to organisation previously funded under priority to enable them to retain expertise to engage their stakeholders in co-producing plans for The Way Ahead</p> <p>London Councils was part of a funding panel which assessed continuation funding from the Bridge Fund for these organisations to continue engaging with The Way Ahead</p>	<p>Strategic Partnership with Independent funders</p> <ul style="list-style-type: none"> - Borough needs are articulated to independent funders, helping them to develop strategy to address those needs. - London Councils has clear role in governance on behalf of boroughs <p>Stronger Communities</p> <ul style="list-style-type: none"> - London's third sector infrastructure is provided with support which underpins meeting the needs of the boroughs and their residents and workers. - All civil society support provided identifies problems and acts as a stimulus for change; leading to a stronger, more resilient third sector and increased economic, social and environmental development. <p>Borough Influence</p>

Aims	Objectives	Progress to date	Direction of Travel
	Collaborate on developing performance management indicators that measure the impact of the Cornerstone Fund across London		<ul style="list-style-type: none"> - Any London pool of funding for Voluntary sector infrastructure is fully informed by boroughs' needs. <p>Stronger Sector</p> <ul style="list-style-type: none"> - Through this funding pool, support is commissioned to enable local communities to become more resilient through a capable, stable third sector.

DRAFT Outcomes Framework for Cornerstone Fund

The ultimate goals of the Way Ahead are **a thriving Civil Society which is adaptable, resilient, collaborative, sustainable and driven by communities, which will lead to improved outcomes for Londoners** – reduced inequality, opportunities for all, people able to access the support they need, greater control over their lives, able to influence change for the better, and a sense of pride in their communities. This aligns with City Bridge Trust's *Bridging Divides* strategy 2018 – 2023 whose **vision is for London to be a city where all individuals and communities can thrive**.

What the Cornerstone Fund seeks to achieve:

Impact for Londoners	Long term outcomes	Short term outcomes		Activities of support organisations
Stronger, more resilient communities	Thriving civil society Community and voluntary groups are effectively supported to deliver their mission and goals	Civil society is able to access the right support from the right place at the right time from a range of key partners	CAPACITY & CAPABILITY	Information briefings
				Capacity building support
	Improved use of civil society assets and resources	Peer learning		
		Specialist resources and technical advice		
		Workforce, trustee and volunteer development including Leadership		
Opportunities and services meet the needs of Londoners	Improved access to and use of lived experience and data by all stakeholders informs service design and policy -making	High quality services are co-designed with community, meeting community need, drawing on community assets	CO-PRODUCTION	Embed/promote co-production to gather intelligence on community needs and solutions
		Improved understanding of how to access and use research and data to provide more responsive services		Intelligence gathering, research and analysis, and data sharing
Londoners able to influence policies at local, regional and national level which reflect	Increased knowledge and take up of opportunities to influence policy	Increased awareness of sources of support to facilitate campaigning activities	VOICE & INFLUENCE	Campaigning

local need	Londoners have increased voice and influence	Increased confidence and skills to take part in decision making		Enabling community leadership
		Increased opportunities to take part in decision making		Representation (Advocacy)
		Stronger engagement in decision making at local, regional level and national level		Influencing and voice
Improved outcomes for Londoners	Improved collaboration between organisations and across sectors	Improved co-ordination between support organisations and Improved cross-sector networking	COLLABORATION	Partnership development, networking and collaboration activities

Definition of civil society

Civil society is where people take action to improve their own lives or the lives of others and act where government or the private sector don't. Civil society is driven by the values of fairness and equality, and enables people to feel valued and to belong. It includes formal organisations such as voluntary and community organisations, informal groups of people who join together for a common purpose and individuals who take action to make their community a better place to live. Civil society encompasses individuals, informal groups and formally constituted organisations that take action to improve communities' lives.

Assumptions

- Thriving civil society support organisations make positive contributions to civil society and thereby lead to better outcomes for Londoners
CIVIL SOCIETY SUPPORT + THRIVING CIVIL SOCIETY = IMPROVED OUTCOMES FOR LONDONERS
- Networking and partnership working will lead to increased collaboration between beneficiaries, funders, and policy leads
- Organisations have the capacity and appetite for collaboration and change, this includes the effective resourcing of organisations so they have the capacity for collaboration and or change
- Skilling up the civil society workforce will improve practice and influence the direction of activities and leadership
- Best practice can be shared and replicated
- Data available is of the right quality and can be readily shared
- Key routes and locations for decision making (including the public sector and private sector, funders and civil society) are open to co-production and influencing from communities
- That there is sufficient resourcing on offer from across the public, private and independent funding community to make the change required
- Communications processes can engage diverse ranges of cross sector stakeholders, including the business sector

Examples of Borough Approaches to Civil Society Commissioning:

The Leadership in the Third Sector Sub Committee sought examples of a range of commissioning approaches across London Through the Borough Grants Officer Sub group, the full Borough Grants Officer forum and the bulletin sent by the EI team, borough officers were asked to submit examples of approaches their borough took regarding:

- a) work with their local CVS/volunteer centre or other infrastructure group that illustrates how your borough is supporting civil society organisations to thrive, be sustainable and/or is collaborating with (co-production) and empowering communities.
- b) commissioning – where this is being made more consistent/ collaborative across your borough, sub-region or departmentally.

From the responses summarised below, it can be seen that there is no one approach that can fit all boroughs. Approaches are influenced by local need, available budget, demographics etc. It appears that at the heart of each borough's approach there are commonalities such as being locally focussed, community engagement, working in partnership/ having a collaborative approach, which echoes much of the asks of *The Way Ahead*. It demonstrates the will of boroughs to co-design services with local communities and organisations where possible.

London Borough of Bromley
<p>This borough commissions a range of primary intervention services from the third sector. Bromley third sector partners have created a Community Interest Company (CIC) for the council to contract with. The CIC is made up of the key strategic partners in the borough. The borough's contract will be with the CIC and they will distribute the funding accordingly.</p> <p>The CIC is realigning to support the most vulnerable people in Bromley in a wide range of areas such as carers support services, support for elderly frail residents, services for adults with physical disabilities and with learning disabilities, employment and education support and also a single point of access (typically done by Citizens Advice Bureau) which would signpost people to support, welfare benefits advice, debt management.</p> <p>The key outcomes for this work are to support people going through the integrated care networks – those presenting with the most complex needs but not yet eligible for social care and can be supported to remain well and as independent as possible. The borough felt it was more cost effective to commission one organisation but recognised that their residents rarely require support from just one organisation, so felt it was important to bring together how these services were accessed.</p> <p>This has been a joint procurement process with LB Bromley and the Clinical Commissioning Group (CCG) with funding from both organisations and the Bromley Community Fund. Like many other London Boroughs, Bromley is moving away from traditional grant funding to procure outcomes for residents.</p> <p>Bromley has also set aside a 15 percent innovation fund which the CIC will use to support the development of smaller third sector organisations, and target more special third sector resources where it is most needed.</p> <p>Bromley used a dialogue process to commission and did approximately one year of engagement beforehand to get the various agencies on board with what they wanted to achieve. The specification was structured in such a way that whoever won the bid needed to have local knowledge or work with local partners. The council has also set aside significant resources to support the CIC in its development.</p>

London Borough of Sutton

The Sutton Plan is a new model of public services for the benefit of residents, galvanised by the aim of “constructing coherent, place-based services built around residents’ needs, rather than institutional loyalties”. The plan is the result of the bringing together of the council, public sector partners, businesses and the voluntary sector.

The plan has five principles:

1. Think Sutton first – prioritise the needs of the borough rather than any single organisation throughout our work as a partnership
2. Work across sectors – we will build and maintain partnerships across all the borough sectors working together toward achieving their shared vision and objectives
3. Get involved early – tackle the causes of problems, not merely react to their symptoms. We will look beyond traditional services for ways to tackle the root causes of social problems and disaffection.
4. Build stronger self-sufficient communities – to help communities work together and in partnership with other local organisations.
5. Provide coordinated, seamless services - reduce service duplication and enable as much care and health support as possible to take place at home and in the community

The intention is that the work will be shaped, governed and delivered in partnership so that local organisations and people understand what The Sutton Plan means for them and their work.

The plan prioritised these initiatives over the next year:

1. Tackling domestic violence and abuse.
2. Early help to young families at risk of disadvantage – bringing together midwives, health workers, children’s centres, social workers and the voluntary centres to create a single point service.
3. Support for older people – requires a step-change in our health and social care integration efforts.
4. Making Sutton a more attractive place to live and work for all age groups – to address the loss to the local economy of the 20-40 year old age cohort, this is work to promote investment in the borough’s growth and development.

In addition, Sutton has Citizen Commissioners, volunteers who are involved in all stages of their commissioning decisions. They were involved in the commissioning of Age UK Sutton as the lead partner on their supporting older people work. There are also Young Commissioners, aged 12-18 representing the voice of young residents, they have been involved in the Sutton Fairness Commission which examines issues of diversity and equality in the borough. Both groups were involved in the commissioning process for the information and advice service.

London Borough of Camden

Camden Community Impacts, launched in April 2017, is a cornerstone of the council’s VCS strategy; it aims to support partnership working with the VCS to help address ingrained issues and provide an opportunity to engage with partners about how to deliver local priorities. It also aims to invest in preventative and “upstream²” activity carried out by the VCS. Approximately £800k will be available per annum for four years 2017-2021.

The programme seeks to support a close partnership and co-design approach between the Council and the VCS. This will enable two of the three objectives agreed by their cabinet to be realised:

- Increase the opportunities for VCS expertise and knowledge to inform the design and delivery of preventative support so that we can improve outcomes for our residents.

² Policy approaches that affect large populations through regulations, increased access or economic incentives.

- Build resilience in our communities by collaborating to make the most of the added social value which VCS brings attracting new funding into the borough.

Camden Community Impacts aligns with the Council's ambition to tackle ingrained social problems that public sector organisations struggle to overcome, known as The Camden Plan. This plan is clear that partnerships have to work differently and more collaboratively in the future. Camden recognises a new strategic relationship with the VCS is vital and they wish to use Camden Community Impacts to:

- Identify and prioritise social ingrained problems
- Address inequalities
- Learn from the benefits of a collective impact approach
- Help to develop and work towards systems change.
- Take a preventative and upstream approach through co-produced VCS activity

Workshops and 1-2-1 meetings have been held with a mix of council officers, VCS (large and national, small and local), commissioners and the relevant portfolio holders to discuss different ideas for collaborative and preventative activities, how they could organise as a partnership to deliver activities, including pros and cons of existing approaches, and what resources already exist in Camden that could be utilised and what additional resources would be needed to deliver effective activities.

Through co-design the borough partnership team is currently working with the VCS in partnership across areas linked to the following key principles:

- Learn from new ways of working – to test new approaches in light of national austerity and budget cuts.
- Lead through partnership and co-design – to increase capacity and sustainability in the VCS
- Tackling ingrained social issues
- A preventative and upstream approach to help the local community before crisis points are reached
- Bringing a closer connections to communities
- Highlighting the value of Camden's VCS

London Borough of Southwark

The London Borough of Southwark developed a new voluntary sector strategy in 2016, its key objectives are:

- Improving outcomes for residents that reduces and prevents future demand on high cost, high demand services.
- Sustaining and building strong, cohesive communities where no one group or community is left behind.

The strategy recommended that a new cross-sector strategic approach to commissioning was put in place by the Council and the Clinical Commissioning Group (CCG) working together with the VCS who are responsible for the implementation of the framework.

A cross sector group met to identify ways in which commissioning could be improved. They produced a new framework which sets out the overall vision for what commissioning could achieve. The future model of commissioning would be outcomes focussed, without a reliance on a detailed specification of what services are to be delivered. Part of the framework is illustrated below:

To build and sustain strong, cohesive communities where no one group or community is left behind.				
Safer communities	Healthier communities	Engaged communities	Greener communities	Vibrant communities
Residents have an improved understanding of their rights and responsibilities resulting in greater community ownership	Residents have improved access to community services	Residents are given more opportunities to provide feedback that improves services	Residents are more able and willing to access community spaces especially local green spaces	More young people feel ready to engage with their education
Residents feel safer where they live, work or socialise and know where to get support	Residents and their families and carers are fully involved in planning their care and feel services are provided in a holistic way	Residents have increased opportunities and support to volunteer	Residents and organisations are more able to look after designated green spaces	More young people feel ready for work, to train or able to start and grow their own business

This outcomes framework will act as a single commissioning plan for the council and CCG providing a framework “where impact can be measured by the contribution made by the VCS to establish and sustain strong and flourishing communities”. To deliver this approach of commissioning for outcomes, commissioners will work with local people and providers “to maximise the value from public money across the social environmental and economic bottom line”.

Southwark Council produces a voluntary sector funding database annually to detail the voluntary, community and faith organisations that receive funding to provide a range of services. This information has been formatted to the 360 Giving standard and is checked against the Commissioning Forward Plan to create a complete picture of council spend on the VCS.

Recognising the contribution made by the VCS not just as a service provider but as a strategic partner is essential to taking a whole systems approach to commissioning. The aim of co-producing services as part of the commissioning cycle is to maximise the sharing of knowledge and the opportunities offered by effective partnerships. This means that there will be less emphasis on the more target driven quantitative approach to delivering outcomes which is a feature of a client / provider split.³ The Outcomes Framework is reviewed annually to ensure it remains relevant and to review any gaps and make amendments.

³ New commissioning Model and Common Outcomes Framework for the Voluntary and Community Sector , LB Southwark, 31 October 2017.
<http://moderngov.southwark.gov.uk/documents/s71623/Report%20New%20Commissioning%20Model%20and%20Common%20Outcomes%20Framework%20for%20the%20Voluntary%20and%20Community%20Sector.pdf>

Infrastructure/ civil society support:

Southwark commissions Community Southwark to be the umbrella organisation for the VCS in the borough. This organisation acts as the voice for the sector and provides support services, including support for volunteering and social action. Within the council, there is recognition at senior political and officer level of the value of an infrastructure/ umbrella body and provides core funding in the form of a contract and service specification.

Community Southwark's ultimate mission is to support the VCS to be better placed to deliver outcomes and impact for communities. The organisation is clearly based in the community:

- providing effective leadership, good governance, adequate resources, maintaining the trust of the VCS, evidencing impact, and providing effective interface and engagement structure between VCS and communities and public bodies.
- contributing to delivery of key shared objectives - supporting delivery of statutory functions by public bodies – e.g. safeguarding.
- Contributing to local economy in capacity building the VCS as an employer and provider of pathways to work and volunteering opportunities.

London Borough of Lambeth

Sustainable procurement practice at Lambeth is guided by their Responsible Procurement Policy. This requires procurement officers to consider the economic, environmental and social aspects of the purchases they make and the contracts they place. As with all local authorities, Lambeth's procurement and commissioning officers must follow the Social Value Act and take it into account when undertaking procurement or commissioning projects. Lambeth has a policy of requiring all contractors pay the London Living Wage or Living Wage and providing employment opportunities for Lambeth young people as a priority.

Consultation will be particularly relevant when considering procurements for services which are delivered directly to citizens. The voluntary and community sector, along with other providers and interested groups, should be engaged from the earliest stage to help shape policies, programmes and services.

LB Lambeth is currently in the early stages of drafting a new VCS strategy that sets out a framework for the relationship between the local public sector and the VCS, after consultation with local organisations and groups in 2017. This borough does not currently fund or commission a CVS in the borough however, they are drafting a specification for VCS support.

Lambeth has established an initiative 'Lambeth Funders Forum', chaired by London Funders, which periodically brings together most of the trusts and charities that are based in and/or have invested in Lambeth's community and voluntary sector projects and programmes. This is having a positive impact on how common priorities and areas of funding and investment can be better coordinated and targeted to achieve better outcomes.

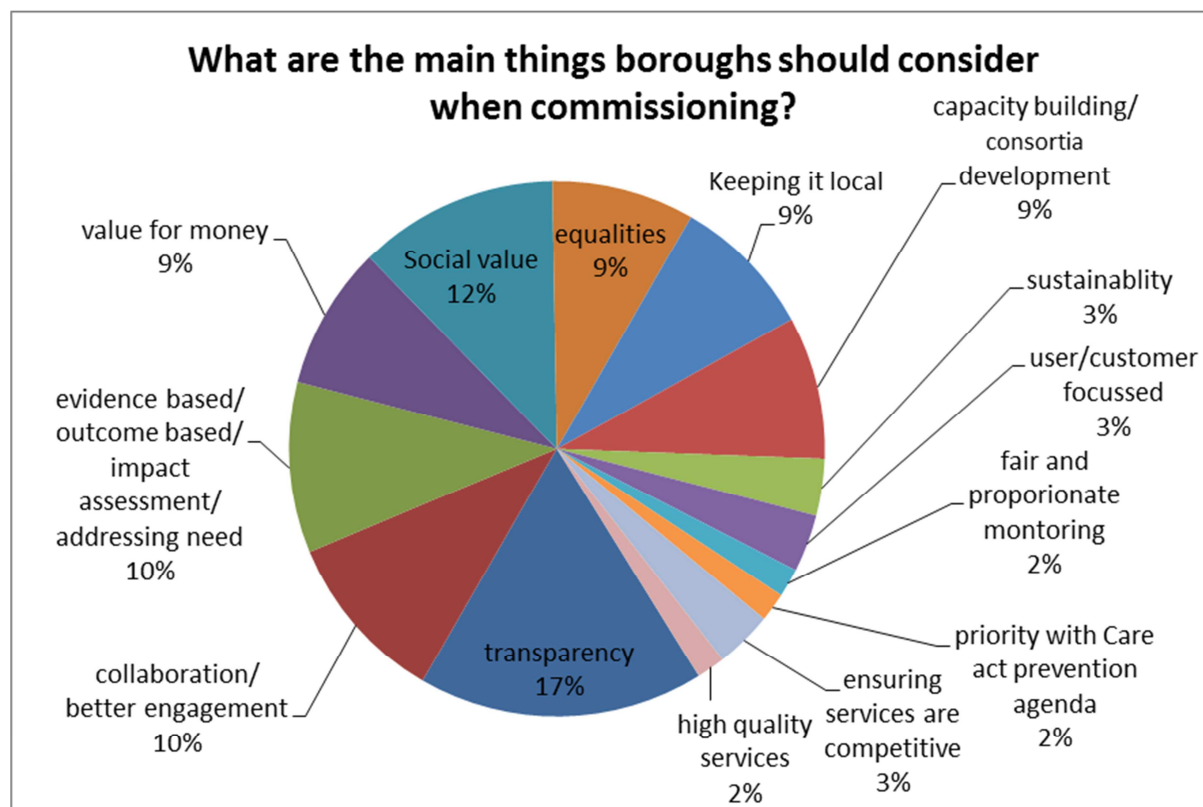
These examples align with and tangibly reflect the key principles of this LTS work, as endorsed by this sub-committee and approved by the Grants Committee in November 2017:

- Robust outcomes and impact for residents will be the key focus of infrastructure support (In line with the London Councils Grants Programme)
- New arrangements will: a) strengthen infrastructure support across London; b) recognise borough identities and needs; c) be informed by local intelligence-led funding strategies

- London local government representation (members), through membership of appropriate groups, will support and inform the governance of the Cornerstone Fund and the London Hub, providing a strong local voice and democratic legitimacy
- The planning and development of infrastructure support will ensure that new arrangements are financially sustainable and do not become a potential cost to boroughs in the medium and long-term
- New arrangements, in particular services delivered from the London Hub, will provide greater efficiencies and will complement and add value to local community-based services.

Principles for Good Commissioning

The survey of boroughs on third sector infrastructure carried out in 2017 asked borough grants officers what they thought a set of common principles for good commissioning should include. The summary of their answers can be seen here:



In addition, borough officers also commented on the report by *The Way Ahead's* Task and Finish Group on *Consistent Commissioning and Funding*, one of their recommendations being that “a best practice standard for civil society friendly commissioning and procurement should be adopted and promoted”.

The following proposed Principles for Good Commissioning have been developed from these pieces of work, examples from borough officers of principles and practice in their own boroughs demonstrate some commonality in approach:

- Keep it Local – being people and/or place focussed, mapping and developing relationships with local organisations
- Being outcomes focussed/evidence based
- Social Value – to look beyond the price of the individual contract and look at the collective benefit to the wider community
- Value for money
- Building capacity
- Collaborative approach/ developing consortia
- Transparency

While it is recognised that many boroughs have their own principles of good commissioning, it was felt that these overarching principles could be endorsed by boroughs as an overall aspiration. These principles are also consistent with the National Audit Office's Principles of Good Commissioning.

At the LTS sub-committee meeting, Members wanted to draw out the following principles in addition:

- Local should not just mean locality, and should also mean communities for example, the LGBT community.
- The principles should include a focus on the quality of services.
- The principle should have a service user focus.

Appendix 5

Priority 8: Leadership in the Third Sector (LTS) – Communications Plan

Item	Target audience(s)	Key message(s)	Format	Prepared by	When/ frequency	Status (e.g. complete, ongoing)
Survey results	<ul style="list-style-type: none"> Members Borough officers incl. borough officer sub group Grants Committee The Way Ahead (TWA) system change group⁴ Wider voluntary sector Other key stakeholders 	<ul style="list-style-type: none"> What infrastructure is currently being funded in London, how it is funded. What is being delivered. The majority of London boroughs do support their local Centre for Voluntary Services (CVS) and fund infrastructure organisations other than, or in addition to the local CVS and volunteer centre The majority of boroughs are awaiting more information from TWA before they decide if/how to incorporate it into their work 	<ul style="list-style-type: none"> Full report Infographics of key points 	Priority Manager	September 2017	complete
Members briefing on The Way Ahead and Borough survey results	<ul style="list-style-type: none"> Members of LTS and grants committee 	<ul style="list-style-type: none"> Background on the Way Ahead and what London Councils is doing on this issue Boroughs remain the biggest funders of local civil society infrastructure Borough intelligence is being fed into the shaping of the Cornerstone Fund and the hub 	<ul style="list-style-type: none"> Posted online Infographics 	Priority Manager	October 2017	complete
Principles for LTS work	<ul style="list-style-type: none"> Members Borough officers incl. borough officer sub group Grants Committee The Way Ahead (TWA) system change group Wider voluntary sector Other funders/ Key stakeholders e.g. GLA 	<ul style="list-style-type: none"> In line with the LC Grants programme boroughs, focus is on outcomes and impact for residents. Boroughs remain an asset to VCS support Any new arrangements must: <ul style="list-style-type: none"> strengthen infrastructure support across London take into account borough identities and needs be financially sustainable provide greater efficiency Be mindful that other services will continue to be best provided at community level, where budgets allow. 	<ul style="list-style-type: none"> LTS sub group minutes Grants Committee minutes 	LTS Sub Committee, Priority Manager	Approved by Grants Committee November 2017	complete
Principles for good commissioning	<ul style="list-style-type: none"> Members Borough officers incl. 	<ul style="list-style-type: none"> Boroughs employ a myriad of ways to commission and support third sector 	<ul style="list-style-type: none"> Reports to: LTS Sub committee, 	BGO sub group, Priority Manager,	February – March 2018	ongoing

⁴ System Change Group is the steering group for The Way Ahead represented organisations include: City Bridge Fund, London Funders, GLA, borough grants officers, business, and third sector infrastructure groups.

Item	Target audience(s)	Key message(s)	Format	Prepared by	When/ frequency	Status (e.g. complete, ongoing)
and Examples of local authority commissioning and civil society support	borough officer sub group <ul style="list-style-type: none"> • Borough commissioners • Grants Committee • The Way Ahead (TWA) System Change Group • Wider voluntary sector 	<ul style="list-style-type: none"> • These approaches echo The Way Ahead's recommendations of being locally based, co-produced, valuing people over institutions 	Grants committee <ul style="list-style-type: none"> • Feedback to BGO sub group • Borough grants officer meeting • Systems Change group meeting. 	Borough grants officers		
Key achievements of LTS work	<ul style="list-style-type: none"> • Members • Borough grants officers • Grants Committee • The Way Ahead (TWA) system change group • Wider voluntary sector • Other key stakeholders 	<ul style="list-style-type: none"> • Boroughs have influenced the design of elements of The Way Ahead, including the Hub and the Cornerstone Fund • Borough intelligence from survey has been shared with City Bridge Trust and other key stakeholders incl. The Way Ahead. • Elected Members have joined the Hub and System Change Steering groups • Principles on commissioning • Publishing of London Councils' funding on 360 Giving and encourage boroughs to publish their data. 	<ul style="list-style-type: none"> • Members briefing • Case studies • Grants committee report • Borough grants officer meetings 	Priority Manager	March2018	ongoing

London Councils Grants Committee

Month 9 Revenue Forecast 2017/18 Item no: 8

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Summary

This report:

- Outlines actual income and expenditure against the approved income and expenditure budgets to the end of December 2017 for the Grants Committee;
- Provides a forecast of the outturn position for 2017/18 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 outlined in this report is at the three quarter-year stage of 2017/18, which is the first year of the current four-year programme of commissions. At this stage, a surplus of £815,000 is forecast over the approved budget.

Recommendations

The Grants Committee is asked to :

- Note the projected surplus of £755,000 for the year; and
- Note the projected level of Committee reserves, as detailed in paragraph 11 of this report and the commentary on the financial position of the Committee included in paragraphs 12-13.

Introduction

1. This is the final budget monitoring report to be presented to the Committee during the current financial year. The next report will be the provisional outturn figures, which will be reported to this Committee in July 2018, prior to external audit.
2. The London Councils Grants Committee's income and expenditure revenue budget for 2017/18 was approved by the Leaders' Committee in December 2016, 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	300	423	436	13
Running Costs	17	18	18	-
Central Recharges	-	189	189	-
Total Operating Expenditure	317	630	643	13
Commissioned grants services	4,630	6,173	6,173	-
London Funders Group	-	60	60	-
ESF commissions – 2016+	526	1,880	1,210	(670)
One-off payment to boroughs	156	156	156	-
Total Expenditure	5,629	8,899	8,242	(657)
Income				
Borough contributions towards commissioned services	(5,803)	(7,173)	(7,596)	(423)
Borough contributions towards the administration of commissions	(371)	(495)	(495)	-
ESF Grant	-	(1,000)	(665)	335
Interest on Investments	(10)	-	(10)	(10)
Other Income	-	-	-	-
Transfer from Reserves	-	(231)	(231)	-
Total Income	(6,184)	(8,899)	(8,997)	(98)
Net Expenditure	(555)	-	(755)	(755)

4. The projected surplus of £755,000, which is explored in more detail in the narrative below, is broadly split between the following:

- A projected breakeven position in respect of S.48 borough funded commissioned services relating to 2017/18;
- A projected net surplus position of £758,000 in respect of anticipated payments made in respect of the S.48 ESF programme, after taking into account borough contributions and ESF grant income; and
- A projected marginal overspend position of £3,000 in respect of the overall administration of all 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 2017 for the borough funded commissions, covering priorities 1 and 2.

Table 2 – Actual Spend 1 April to 31 December 2017 – Priorities 1 and 2

2017/18 budget (£)	Forecast payments 1 April to 31 December 2017 (£)	Actual Payments (£)	Projected Underspend (£)	Balance (£)
6,173,132	4,629,849	4,629,849	0	0

6. The balance of payments on hold as at 31 December 2017 is zero. Although there have been no reasons to withhold payments to providers during the third quarter, some underspends may emerge during the final quarter once providers submit returns during the first part of 2018, which will then be confirmed by the year-end budget submission (April 2018), draft section 37 statement (June 2018) and final accounts (January 2019).
7. During the course of closing the 2016/17 accounts, liabilities of £754,577 relating to 25 outstanding payments due to commissions were set up. Payments of £635,565 have been released during 2017/18, with the residual £119,012 that has not been paid out being moved back to S.48 reserves.
8. As part of the approved monitoring arrangement, officers will continue to review financial information relating to each project during the remainder of the year and the audited accounts at the end of the year. It is possible that underspends relating to the final quarter

will be identified, which will be reflected in the provisional year end position scheduled to come before the Committee in July 2018.

Payments to Commissions – ESF Programme

9. For the S.48 ESF programme, expenditure of £1.210 million is projected, plus administration costs of £120,000, as the programme recovers slippage from the previous two financial years. This is to be compared against the approved annual budgetary provision of £2 million, leaving a gross underspend on expenditure of £670,000. ESF grant of £665,000 is projected to accrue, including £60,000 in respect of grants administration, against an income target of £1 million. Borough contributions of £1 million will be applied during 2017/18, plus an additional £423,000 collected in advance from boroughs during 2016/17, leaving a projected net surplus of £758,000.

Administration of Commissions

10. It is projected that salaries expenditure will overspend by £13,000 and projected investment income on Committee reserves of £10,000 will be accrued, giving a net deficit of £3,000.

Committee Reserves

11. Table 3 below updates the Committee on the revised estimated level of balances as at 31 March 2018, if all current known liabilities and commitments are considered:

Table 4 – Analysis of Projected Uncommitted Reserves as at 31 March 2018

	Borough	ESF	Total
	£000	£000	£000
Audited reserves as at 1 April 2017	443	1,575	2,018
Write back of 2016/17 liabilities	119	-	119
One-off payments to boroughs in 2017/18	(156)	-	(156)
Support to the Third Sector via the City Bridge Trust	(75)	-	(75)
Projected surplus/(deficit) for the year	(3)	758	755
Projected reserves as at 31 March 2018	328	2,333	2,661
Indicative total expenditure 2017/18	6,668	2,000	8,668
Forecast reserves as a % of indicative expenditure	4.9	116.7	30.7

Conclusions

12. Projected total reserves of £2.661 million are forecast at the year-end, after considering the projected surplus of £755,000 for the year. Within this figure, a sum of £2.333 million relating to residual borough contributions towards the funding of the ESF commissions collected over the three year project period remains and will be applied in 2018/19 up until the end date of the ESF programme.
13. The projected residual sum of £328,000 held in reserves relates to the S.48 borough funded commissions, which equates to 4.9 % of the £6.668 million commissions budget. This figure exceeds the benchmark of £250,000 or 3.75% established by this Committee in September 2013.

Recommendations

14. Members are asked to :

- note the projected surplus of £755,000 for the year; and
- note the projected level of Committee reserves, as detailed in paragraph 11 of this report and the commentary on the financial position of the Committee included in paragraphs 12-13.

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 2017/18
London Councils Income and Expenditure Forecast File 2017/18