

## Grants Committee

Performance of Grants Programme 2017-21                      Item     5

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

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**Date:**                              21 March 2018

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### 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
<b>Priority 1: Combatting Homelessness</b>			<b>£2,472,427</b>
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
<b>Priority 2: Tackling Sexual and Domestic Violence</b>			<b>£3,700,705</b>
<b>Total</b>			<b>£6,173,133</b>

- 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**

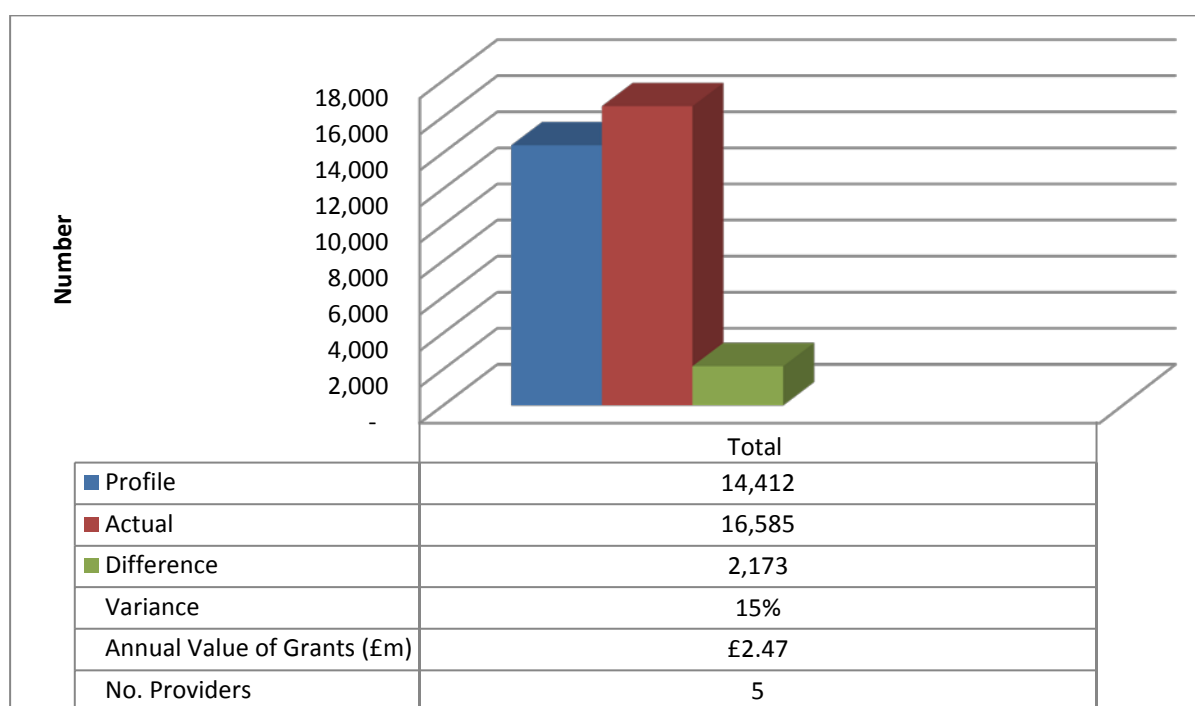
### **3.1 Priority 1: Homelessness**

- 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



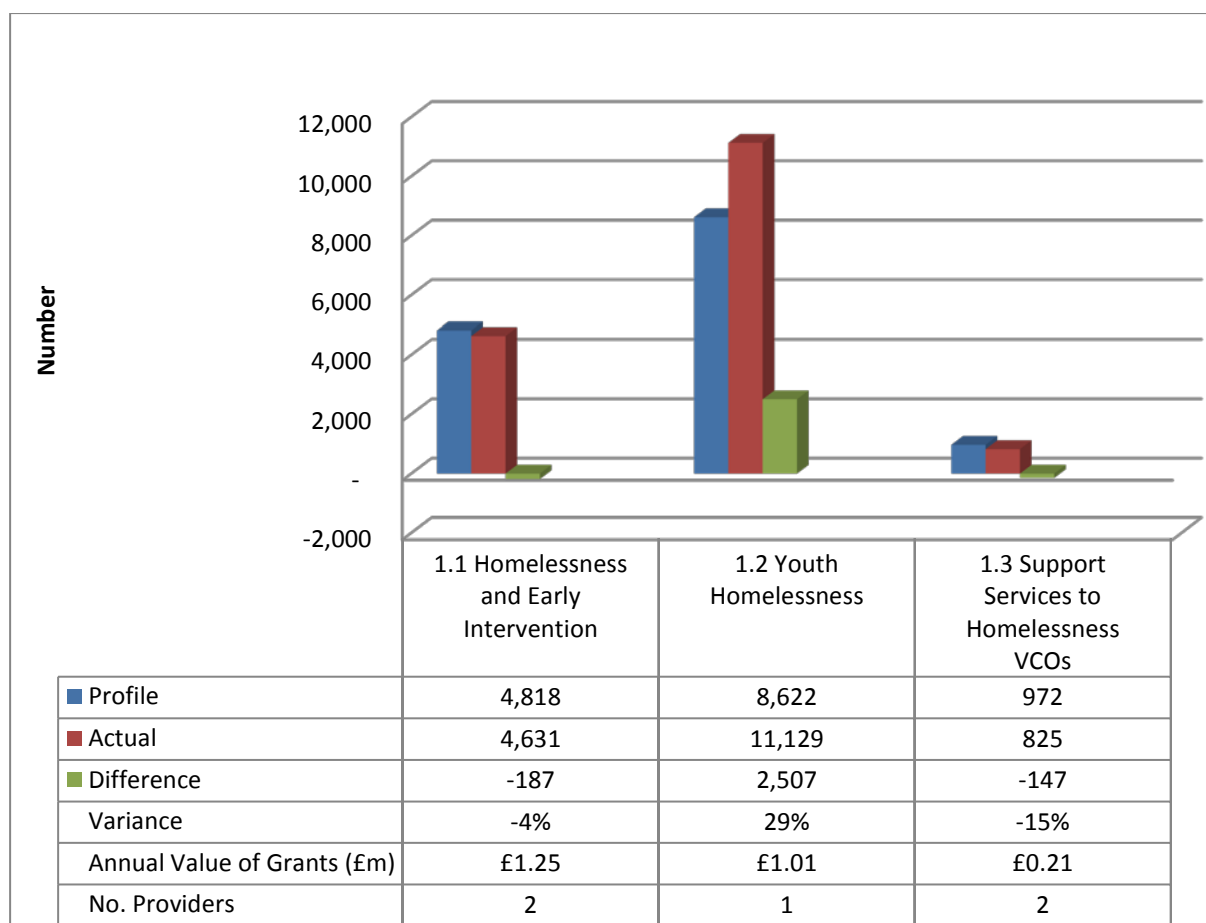
### **Priority One – Wider Environment issues impacting on the Programme**

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-IDVA<sup>1</sup> 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).

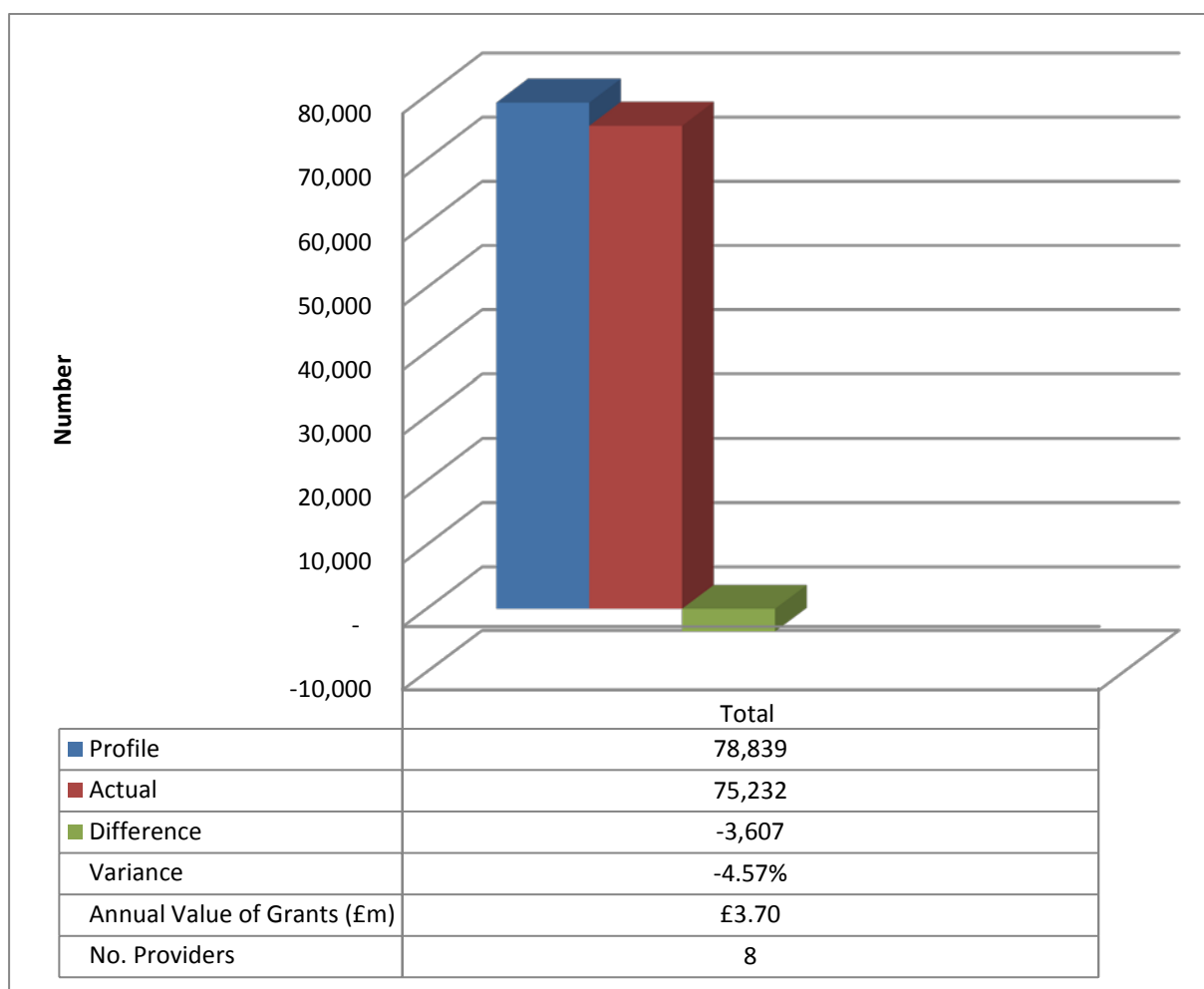
3.2.2 Figure 3 shows the performance of the priority in 2017-18 quarters 1 to 3. Over these three quarters, the total performance was -4.57 per cent below profile. Figures 4 and 5 provide further information at a service area level. These show that outcomes targets have been met or achieved in four out 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.

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<sup>1</sup> 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.”*<sup>2</sup> The new guidelines include cases which involve emotional/psychological harm and reflect the role that technology, such as threats on social media, can play.

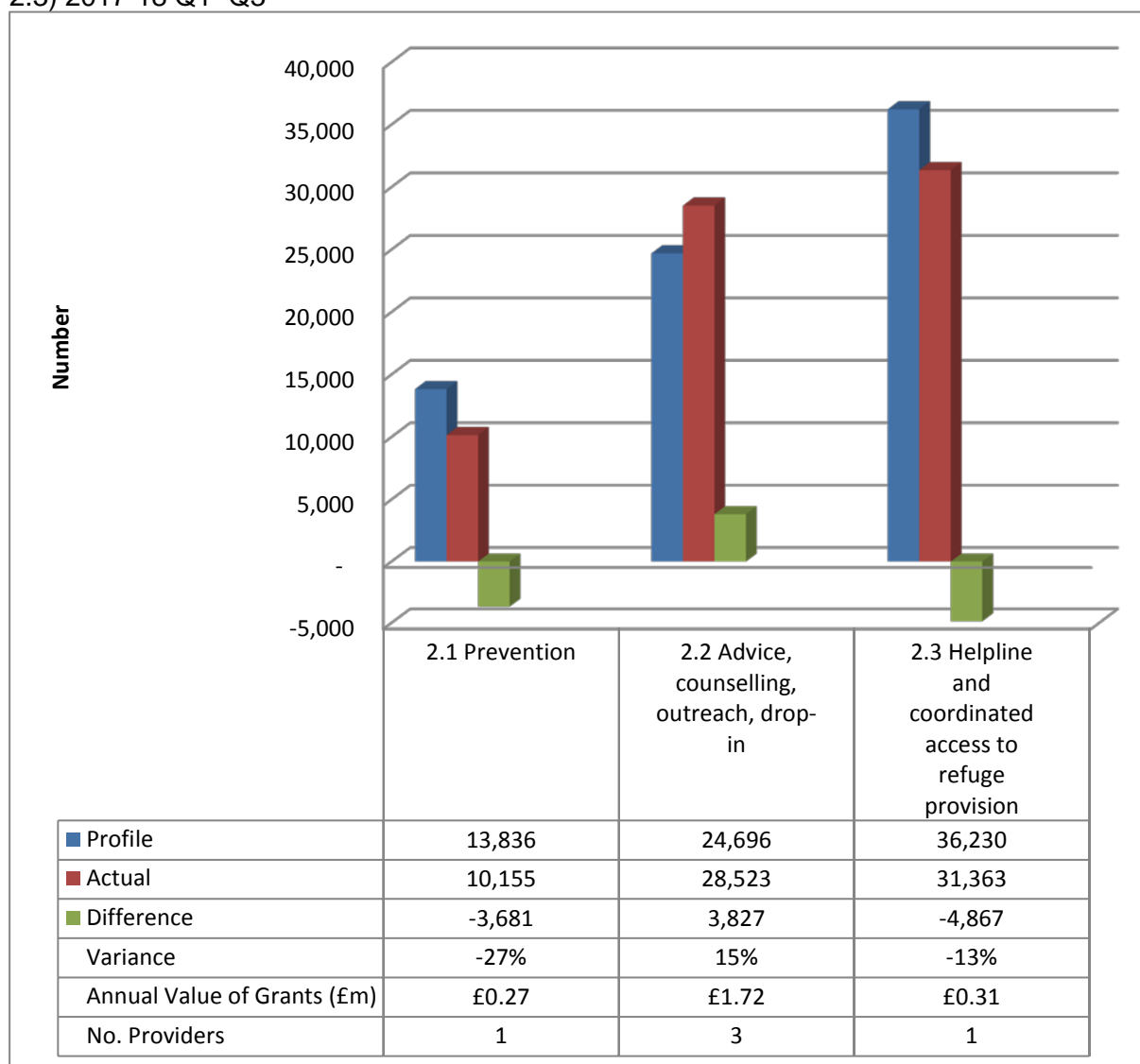
3.2.3 The Mayor of London has identified violence against women and girls (VAWG) as one of his main priorities in the Police and Crime Plan for 2017-21 and Mayor’s Office of Policing and Crime (MOPAC) published a new VAWG strategy in March. Further information on this is provided in the Thematic Review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

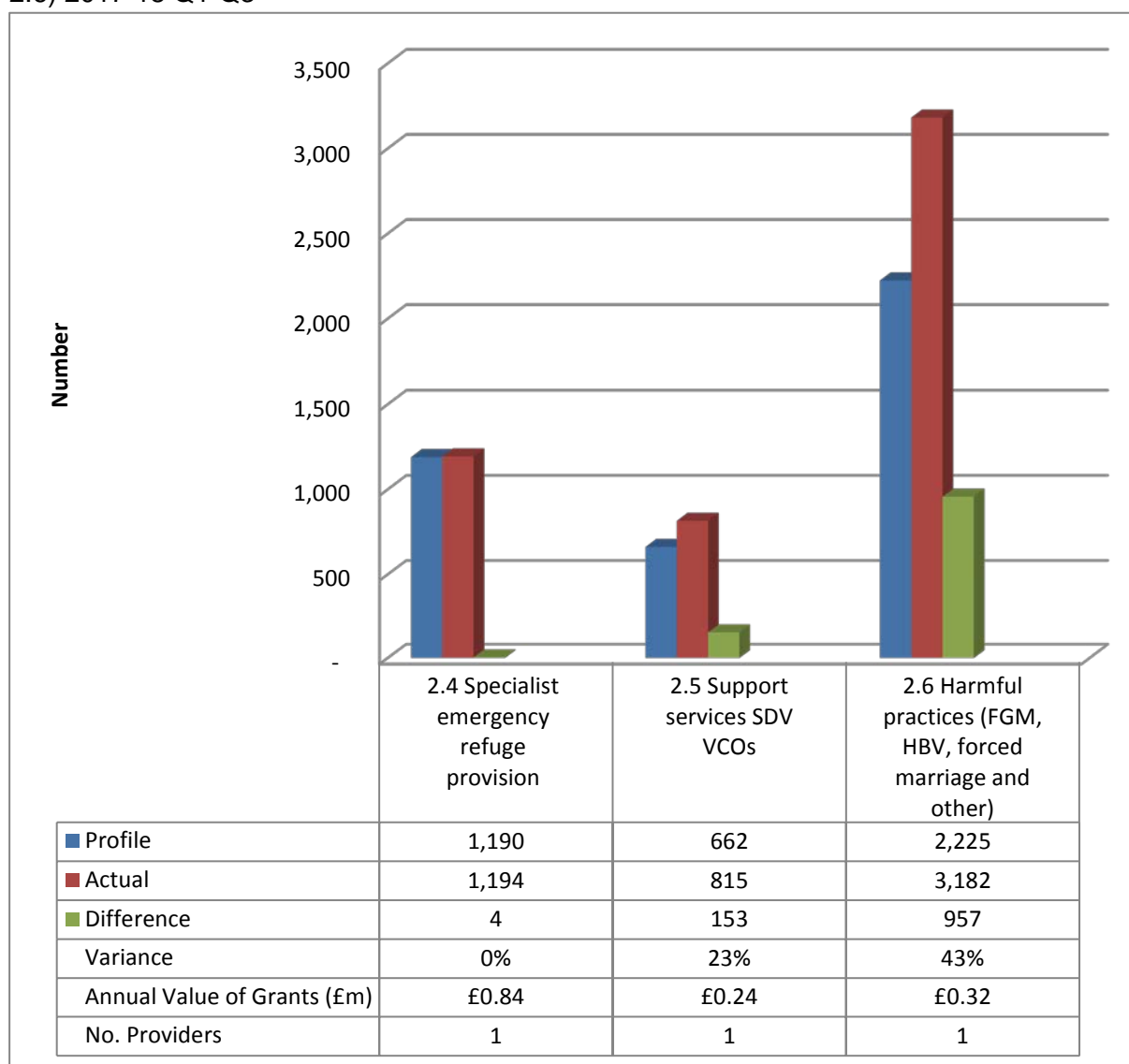
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<sup>2</sup> Overarching Principles: Domestic Abuse Definitive Guideline, Sentencing Council, 2018

**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 years<sup>3</sup>. 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.

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<sup>3</sup> 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:

<b>P3 Delivery</b>	<b>Partners working to support the homeless</b>					
<b>Citizens Trust</b>	St Mungo's	Shelter				
<b>London Training &amp; Employment Network</b>	Centrepoint	Shelter	Thames Reach	St Mungo's	Hestia	Aquila Forum
<b>MI Comput</b>	Centrepoint					
<b>Redbridge Aim Higher</b>	Shelter	Thames Reach	East London Housing Partnership	New Horizons Youth Centre	Homeless link	
<b>Redbridge Outreach East</b>	Shelter	Thames Reach	East London Housing Partnership	New Horizons Youth Centre	Homeless link	
<b>Paddington Development Trust</b>	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 2017<sup>4</sup>. 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

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<sup>4</sup> 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 criteria<sup>5</sup>. 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.

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<sup>5</sup> 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**.

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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

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### **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 2015-16<sup>6</sup> 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%).<sup>7</sup>

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:

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<sup>6</sup> 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.

<sup>7</sup> 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

	<b>Current</b>	<b>Proposed</b>
<b>Green</b>	76 -100	80 - 100
<b>Amber</b>	51- 75.99	55 - 79.99
<b>Red</b>	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"> <li>Progress of the funded projects</li> <li>Awareness about the services available and referral pathways</li> <li>London Councils performance management of the funded projects</li> <li>After every Grants Committee London Councils updates the officer networks on progress</li> </ul>	<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>EI 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"> <li>Awareness about the projects funded under the grants programme which is funded by the London boroughs</li> <li>How to refer people onto the projects</li> <li>Simple poster produced so councils know how to refer people onto projects.</li> <li>Information available to visitors to the London Councils building.</li> </ul>	<ul style="list-style-type: none"> <li>Poster (for borough offices)</li> <li>Leaflet stand</li> <li>Pop-up</li> <li>Report on 2013-17 Programme</li> </ul>	Communications Team	Spring 2018	Ongoing
Social Media	Borough officers, members, key stakeholders (funders, MOPAC, GLA, MPS), providers, public	<ul style="list-style-type: none"> <li>Generate positive exposure and awareness about the grants programme</li> <li>Links to wider policy work of London Councils/ local authorities/ GLA.</li> <li>How to refer people onto the projects</li> <li>Grants Programme funded by London boroughs</li> </ul>	<ul style="list-style-type: none"> <li>Planned twitter feed on key dates (e.g. End Violence Against Women day)</li> <li>Awareness of tweets about the programme/ providers (re-tweets where relevant)</li> </ul>	EI 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"> <li>Awareness about the projects funded under the grants programme which is funded by the London boroughs</li> <li>How to refer people onto the projects</li> <li>In the context of changing legislation etc. (for</li> </ul>	Event	Communications Team, EI Team, Providers	Summer/ Autumn 2018	Ongoing

## Communications Plan

## Appendix 3

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"> <li>• Witness projects in action</li> </ul>	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"> <li>• Contact details on projects and referral routes</li> <li>• Links to reports to Grants Committee</li> <li>• Links to PAPA section of website</li> </ul>	<ul style="list-style-type: none"> <li>• Grants Section of the London Councils website</li> </ul>	EI Team and Web Team	Ongoing	Ongoing
Guidance to providers	Funded Providers	<ul style="list-style-type: none"> <li>• Guidance on how to use the London Councils logo and publicise the projects</li> </ul>	<ul style="list-style-type: none"> <li>• Handbook section which forms part of the grant agreement</li> <li>• Reviewed at monitoring visits</li> </ul>	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"> <li>• Updates on the programme</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly emailed bulletin</li> </ul>	EI Team (with support from Communication Team on format)	Monthly	Ongoing
Briefing	Members	<ul style="list-style-type: none"> <li>• Updates on the programme in the context of policy changes etc. relating to homelessness and sexual and domestic violence</li> </ul>	<ul style="list-style-type: none"> <li>• Briefing to members</li> </ul>	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"> <li>Seek feedback on the programme, referral routes, communication etc.</li> </ul>	<ul style="list-style-type: none"> <li>Online survey (x2)</li> </ul>	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"> <li>Means by which to raise issues which will then be followed up by the EI Team</li> </ul>	Online form feeds to <a href="mailto:funding@londoncouncils.gov.uk">funding@londoncouncils.gov.uk</a>	EI Team and Web team	Spring 2018	Ongoing
Monitoring of service delivery per borough	Borough officers and members	<ul style="list-style-type: none"> <li>EI Team investigate boroughs with high target to actual ratio.</li> <li>Addressing of under-delivery to certain boroughs</li> </ul>	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

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

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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 <sup>th</sup> 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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| 12. | Grants Programme 2017-21: Annual Review Year One 2017-18 |
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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)<sup>1</sup>**

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

Contact Details
<p>Connie Cullen, London Hub Manager  <a href="mailto:connie_cullen@shelter.org.uk">connie_cullen@shelter.org.uk</a>  034 4515 1447/125 1079 0151 4255  4 Tyssen Street, London E8 2FJ  <a href="http://england.shelter.org.uk/">england.shelter.org.uk/</a></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&amp;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	
<b>Project name:</b>	Housing Advice, Resettlement and Prevention Connect (HARP)
<b>Priority:</b>	Priority 1: Combatting Homelessness
<b>Specification:</b>	1.1 Homelessness: Early intervention and prevention
<b>Amount (1 year):</b>	£251,378
<b>Delivery partners:</b> N/A	

Contact Details
<p>Samantha Cowie, Head of Criminal Justice</p> <p><a href="mailto:samantha.cowie@mungos.org">samantha.cowie@mungos.org</a></p> <p>020 7023 7010/020 3856 6000</p> <p>3 Thomas More Square, 5<sup>th</sup> Floor, Tower Hill London E1W 1YW</p> <p><a href="http://www.mungos.org">www.mungos.org</a></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><b>2.1 Number of tenancies brokered (-74%)</b> – 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><b>4.1 Number supported to successfully sustain tenancies/accommodation for 6 months - Quarterly -77% (Cumulative -89%)</b> - 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><b>6.1 Numbers referred successfully onto a London Councils Priority 3 project or similar employment project - Quarterly -58% (Cumulatively -50%)</b> - 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><b>6.3 Number successfully obtaining work placements, volunteering opportunities – (Cumulative -46%)</b> – 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	
<b>Project name:</b>	London Youth Gateway (LYG)
<b>Priority:</b>	Priority 1: Combatting Homelessness
<b>Specification:</b>	1.2 Youth homelessness
<b>Amount (1 year):</b>	£1,008,338
<b>Delivery partners:</b> Depaul UK, Stonewall Housing, Galop, Albert Kennedy Trust and Shelter	

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

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

Contact Details
<p>Jane Bancroft - London Development Manager (Mon/Wed/Fri)</p> <p><a href="mailto:Jane.Bancroft@homelesslink.org.uk">Jane.Bancroft@homelesslink.org.uk</a></p> <p>020 7840 4460/079 5611 4992</p> <p>2<sup>nd</sup> Floor Minorities House, 2-5 Minorities, London EC3N 1BJ</p> <p><a href="http://www.homeless.org.uk">www.homeless.org.uk</a></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><b>2.5 - Number of Landlords with increased knowledge of changes in homelessness policy/ law/benefit reforms - 100% variance</b> – This is due to the Landlord event being planned for Q4, so the target will be met by the end of Q4.</p> <p><b>3.1 - Number of organisations with more diverse funding streams - 100% variance</b> – 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><b>3.2 - Number with a wider understanding of funding processes and opportunities - 35% -</b> This target will be met by Q4 as training is scheduled for this quarter.</p>		

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

Contact Details
Aisha Sharif, DAHA Development Manager 020 8748 5717 <a href="mailto:a.sharif@standingtogether.org.uk">a.sharif@standingtogether.org.uk</a>

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	
<b>Project name:</b>	London Councils pan-London VAWG Consortium Prevention Project
<b>Priority:</b>	Priority 2: Tackling Sexual and Domestic Violence
<b>Specification:</b>	2.1 Sexual and Domestic Violence: Prevention
<b>Amount (1 year):</b>	£265,000
<b>Delivery partners:</b> 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><a href="mailto:kate@tender.org.uk">kate@tender.org.uk</a></p> <p>020 7697 4249 (direct line)</p> <p>The Resource Centre, 356 Holloway Road, London N7 6PA</p> <p><a href="http://www.tender.org.uk">www.tender.org.uk</a></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	
<b>Project name:</b>	Ascent: Advice and Counselling
<b>Priority:</b>	Priority 2: Tackling Sexual and Domestic Violence
<b>Specification:</b>	2.2 Sexual and Domestic Violence: Advice, counselling, outreach, drop-in and support for access to services
<b>Amount (1 year):</b>	£1,425,238
<b>Delivery partners:</b> 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 <a href="mailto:g.herd@solacewomensaid.org">g.herd@solacewomensaid.org</a> <a href="mailto:ascenta&amp;c@solacewomensaid.org">ascenta&amp;c@solacewomensaid.org</a> 020 3198 4661 Solace Women's Aid, Unit 5-7 Blenheim Court, 62 Brewery Road, N7 9NY <a href="http://www.solacewomensaid.org">www.solacewomensaid.org</a>	East London (Solace Women's Aid): 0808 802 5565; <a href="mailto:advice@solacewomensaid.org">advice@solacewomensaid.org</a>  West London (Women and Girls Network): 0808 801 0660; <a href="mailto:advice@wgn.org.uk">advice@wgn.org.uk</a>  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	
<b>Project name:</b>	The LGBT DAP (Domestic Abuse Partnership)
<b>Priority:</b>	Priority 2: Tackling Sexual and Domestic Violence
<b>Specification:</b>	2.2 Sexual and Domestic Violence: Advice, counselling, outreach, drop-in and support for access to services
<b>Amount (1 year):</b>	£146,318
<b>Delivery partners:</b> Stonewall Housing, London Friend and Switchboard	

Contact Details	
Peter Kelley, Service Manager & LGBT DAP Coordinator <a href="mailto:peter@galop.org.uk">peter@galop.org.uk</a> 020 7697 4081 (office)	Survivors and professionals can refer through the DAP website using the electronic referral form: <a href="http://www.lgbtdap.org.uk">www.lgbtdap.org.uk</a> Referrals can also be made via <a href="http://www.galop.org.uk">www.galop.org.uk</a> and via email: <a href="mailto:referrals@galop.org.uk">referrals@galop.org.uk</a> 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	
<b>Project name:</b>	DeafHope London
<b>Priority:</b>	Priority 2: Tackling Sexual and Domestic Violence
<b>Specification:</b>	2.2 Sexual and Domestic Violence: Advice, counselling, outreach, drop-in and support for access to services
<b>Amount (1 year):</b>	£148,444
<b>Delivery partners:</b>	n/a

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

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

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

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 <sup>2</sup>	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

<sup>2</sup> 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><b>1.1 Number of service users with reduced level of risk (-43%) Cumulative variance = -35%</b>  The commission is investigating whether this issue relates to a reporting or delivery issue and will be reporting back to officers.</p> <p><b>1.3 Survivors of rape and sexual abuse accessing Helpline (-24%) Cumulative variance = -17%</b>  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	
<b>Project name:</b>	Specialist Refuge Network
<b>Priority:</b>	Priority 2: Tackling Sexual and Domestic Violence
<b>Specification:</b>	2.4 Emergency refuge accommodation that offers services to meet the needs of specific groups
<b>Amount (1 year):</b>	£840,000
<b>Delivery partners:</b> Ashiana Network, Solace Women's Aid, Nia project, Iranian & Kurdish Women's Rights Organisation (IKWRO)	

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

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><b>Outcome 1.2- Numbers with increased awareness of Safety planning - (Quarterly Variance: -31%)</b> - 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><b>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% &amp; Cumulative Variance: 20%)</b> - 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	
<b>Project name:</b>	The ASCENT project (Amplifying, Supporting, Capacity building, Engaging, Networking, Training)
<b>Priority:</b>	Priority 2: Tackling Sexual and Domestic Violence
<b>Specification:</b>	2.5 Support services to the sexual and domestic violence voluntary sector organisations
<b>Amount (1 year):</b>	£240,783
<b>Delivery partners:</b> RESPECT (perpetrators), Imkaan, Rights of Women, Against Violence and Abuse and Women and Girls Network	

Contact Details
<p>Ms Vivienne Hayes, CEO</p> <p><a href="mailto:vivienne@wrc.org.uk">vivienne@wrc.org.uk</a></p> <p>020 7697 3451</p> <p>United House, North Road, London, N7 9DP</p> <p><a href="http://www.wrc.org.uk">www.wrc.org.uk</a></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)	
<b>Project name:</b>	Ascent Ending Harmful Practices project
<b>Priority:</b>	Priority 2: Tackling Sexual and Domestic Violence
<b>Specification:</b>	2.6 Specifically targeted services FGM, Honour based violence (HBV), forced marriage and other harmful practices
<b>Amount (1 year):</b>	£320,000
<b>Delivery partners:</b> 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 <a href="mailto:sarbjit@asianwomencentre.org.uk">sarbjit@asianwomencentre.org.uk</a> <a href="mailto:info@asianwomencentre.org.uk">info@asianwomencentre.org.uk</a> 020 8961 6549 <a href="http://asianwomencentre.org.uk/">http://asianwomencentre.org.uk/</a>	Referral routes: Ascent 0208 961 6549 0208 961 5701 <a href="mailto:info@asianwomencentre.org.uk">info@asianwomencentre.org.uk</a>

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	
<b>Project name:</b>	Gold
<b>Priority:</b>	Priority 3 Tackling Poverty through Employment (ESF Match funded)
<b>Amount (2 years):</b>	£928,819
<b>Delivery partners:</b> 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><a href="mailto:ola@pdt.org.uk">ola@pdt.org.uk</a></p> <p>020 7266 8250</p> <p>The Stowe Centre, 258 Harrow Road, London W2 5ES</p> <p><a href="http://www.pdt.org.uk">www.pdt.org.uk</a></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	
<b>Project name:</b>	Steps into Work
<b>Priority:</b>	Priority 3 Tackling Poverty through Employment (ESF Match funded)
<b>Amount (2 years):</b>	£966,423
<b>Delivery partners:</b> LTEN - Lead, Breaking Barriers, Centrepont 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><a href="mailto:cynthia@lten.org.uk">cynthia@lten.org.uk</a></p> <p>020 3841 6950</p> <p>Unit 4 ST Marks Studio, 14 Chillingworth Road, London N7 8QJ</p> <p><a href="http://www.lten.org.uk">www.lten.org.uk</a></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	
<b>Project name:</b>	Community Life Change
<b>Priority: 3</b>	Priority 3 Tackling Poverty through Employment (ESF Match funded)
<b>Amount (2 years):</b>	£926,311
<b>Delivery partners:</b> Successful Mums, Royal Mencap, Resource Plus, Centre Point & Train 2 Work.	

Contact Details
Adekunle Okotore, Managing Director <a href="mailto:val@micomputsolutions.co.uk">val@micomputsolutions.co.uk</a> 020 7501 6450 The Queen, 47a Bellefields Road, Brixton. London SW9 9UH <a href="http://www.micomputsolutions.co.uk">www.micomputsolutions.co.uk</a>

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)	
<b>Project name:</b>	Directions West London
<b>Priority:</b>	Priority 3 Tackling Poverty through Employment (ESF Match funded)
<b>Amount (2 years):</b>	£896,229
<b>Delivery partners:</b> Citizens Trust - Lead, ACDA, New Challenge & Action West London	

Contact Details
<p>Ian Whitehead, Trust Manager</p> <p><a href="mailto:information@the-citizen.info">information@the-citizen.info</a></p> <p>020 8566 1206</p> <p>1-2 Craven Road, Ealing, London W5 2UA</p> <p><a href="http://www.thecitizenstrust.org.uk/">http://www.thecitizenstrust.org.uk/</a></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	
<b>Project name:</b>	Aim Higher
<b>Priority:</b>	Priority 3 Tackling Poverty through Employment (ESF Match funded)
<b>Amount (2 years):</b>	£983,871
<b>Delivery partners:</b> Redbridge CVS – Lead, Bromley by Bow Centre, HCT, LTEN, Osmani Trust & Volunteer Centre Hackney	

Contact Details
Martyne Callender, Employment and Skills Team Manager <a href="mailto:martyne@redbridgecvs.net">martyne@redbridgecvs.net</a> 020 3874 4129 103 Cranbrook Road, Ilford IG1 4PU <a href="http://www.redbridgecvs.net/">www.redbridgecvs.net/</a>

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

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

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		