

Grants Committee

Performance of Grants Programme 2017-21
April 2017-December 2018 (quarters one to seven)

Item: 5

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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 to 2021, subject to delivery, compliance with grant conditions and continued availability of resources.

At its meeting of 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 funded by boroughs' contributions to the Grants Programme of £3 million and matched by £3 million from the London Councils European Social Fund Programme under an agreement with the Greater London Authority. Commissions for this Priority 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 Priorities 1 and 2 this report presents an update for the period April 2017 to December 2018 (quarters one to seven). For Priority 3 this report presents an update on delivery from October 2016 to December 2018.

Recommendations The Grants Committee is asked to note:

- a) outcomes at priority level:
 - i) Priority 1, combatting homelessness, overall is 17 per cent above profile for quarters one to seven
 - ii) Priority 2, tackling sexual and domestic violence, overall is on profile (a marginal 0.87 per cent above) for quarters one to seven
 - iii) Priority 3, tackling poverty through employment, overall is -52 per cent below profile for the period October 2016 to December 2018
- b) the number of interventions delivered in the relevant periods:
 - i) Priority 1, combatting homelessness – 39,849
 - ii) Priority 2, tackling sexual and domestic violence - 184,970
 - iii) Priority 3, tackling poverty through employment – 4,766
- c) project level performance, using the Red, Amber, Green (RAG) performance management system (explained at **Appendix 1**):
 - i) Priorities 1 and 2: 12 projects are rated Green and one is Amber
 - ii) Priority 3: as previously discussed with Grants Committee members, all projects remain rated Red to ensure performance management actions support continuous improvements in delivery (Section 4)
- d) that options for using the underspend related to the withdrawal of a Priority 3 partner and the under delivery across the Priority, were discussed with Grants Executive in February 2019; Grants Executive Committee member's deliberations are presented to this committee under item 6
- e) the progress on administration of £200,000 on behalf of the Mayor's Office for Policing and Crime to enhance training to front-line professionals on identifying harmful practices (paragraph 3.16)
- f) the borough maps (**Appendix 2**), and borough engagement (Section 6).

Appendix 1 RAG Rating Methodology

Appendix 2 Priorities 1 and 2 Borough Maps

Appendix 3 Project Delivery Information and Contact Details

1 Background

1.1 The 2017 to 2021 Grants Programme is 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 For Priorities 1 and 2, Grants Committee agreed funding to 13 commissions for the period 2017 to 2021, subject to delivery, compliance with 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 Area¹	Organisation	Annual Grant Amount
1.1	Shelter - London Advice Services	£1,003,495
	St Mungo Community Housing Association	£251,378
1.2	New Horizon Youth Centre	£1,008,338
1.3	Homeless Link	£120,239
	Standing Together Against Domestic Violence	£88,977
Priority 1: Combatting Homelessness		£2,472,427
2.1	Tender Education and Arts	£265,000
2.2	Solace Women's Aid	£1,425,238
	Galop	£146,318
	SignHealth	£148,444
2.3	Women's Aid Federation of England (Women's Aid)	£314,922
2.4	Ashiana Network	£840,000
2.5	Women's Resource Centre	£240,783
2.6	Asian Women's Resource Centre	£320,000
Priority 2: Tackling Sexual and Domestic Violence		£3,700,705
Total		£6,173,132

1.3 Priority 3 commissions were agreed by Grants Committee in July 2016. This Priority is funded by boroughs' contributions to the Grants Programme of £3million and matched by £3million from the London Councils European Social Fund (ESF) Programme, under an agreement with the Greater London Authority (GLA). These commissions,

¹ See paragraphs 2.1 and 3.1 for a brief description of the service areas

summarised in Table Two below, were agreed in 2016 as the ESF timeframe is not aligned with that of the Grants Programme:

Table Two: London Councils Grants Programme 2017-2021 (Priority 3)

Organisation and Cluster	Grant Amount
Citizens Trust Brent, Ealing, Hillingdon, Hounslow, Richmond-upon-Thames	£448,114
London Training and Employment Network Croydon, Kingston-upon-Thames, Lambeth, Merton, Sutton, Wandsworth	£483,211
MI ComputSolutions Bexley, Bromley, Greenwich, Lewisham, Southwark	£463,156
Paddington Development Trust Barnet, Hammersmith & Fulham, Haringey, Harrow, Kensington & Chelsea, Westminster	£464,409
Redbridge Council for Voluntary Service Enfield, City of London, Hackney, Islington, Tower Hamlets, Camden	£469,423
Redbridge Council for Voluntary Service Barking & Dagenham, Havering, Newham, Redbridge, Waltham Forest	£491,985
Priority 3: Tackling Poverty through Employment Total Programme	£5,640,601
London Councils Management and Administration (6 percent)	£359,399
Priority 3: Grant Funding	£3,000,000
Priority 3: European Social Funding	£3,000,000
Total	£6,000,000

- 1.4 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 fifth report covering the performance of the 2017 to 2021 Grants Programme.
- 1.5 **Appendix 3**, which sets out each project's delivery information, key outcomes and contact details for lead partners, is designed for members to use as an ongoing resource

2 Priority 1: Homelessness

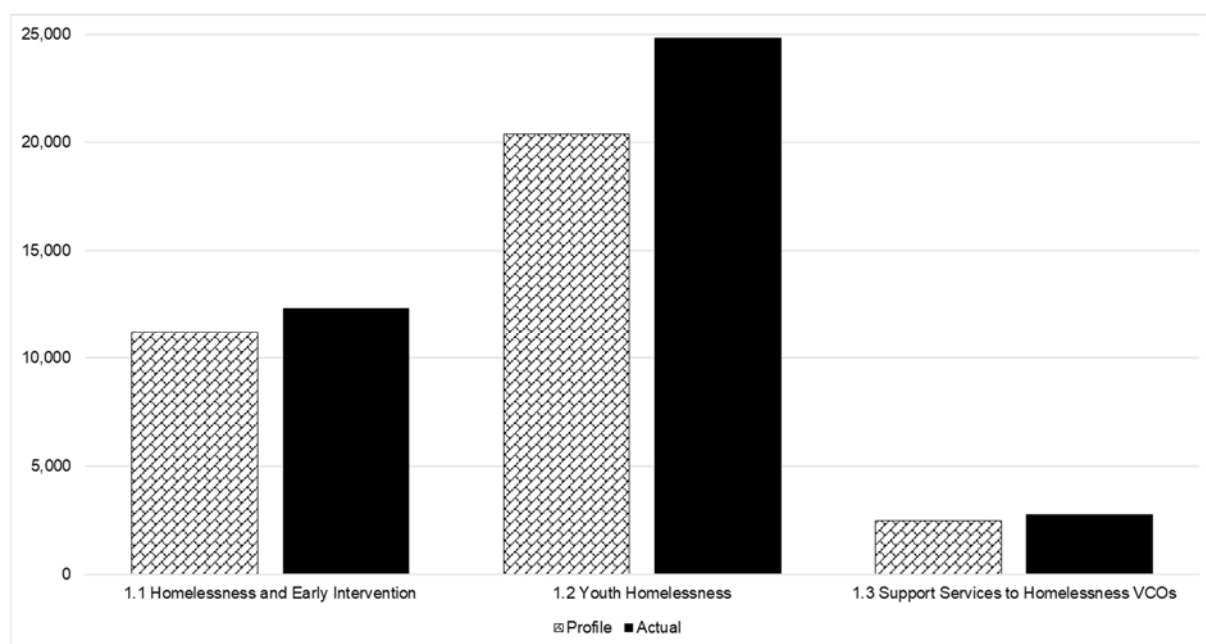
Delivery

2.1 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
- Two (value of £0.2 million per year) are delivering against specification 1.3: Supporting the Response to Homelessness in London through Support to Voluntary Sector Organisations.

2.2 Over quarters one to seven, performance was 17 per cent above profile. Figure 1 provides further detail across the service areas; specific information on achievement against outcomes at project level is available in Appendix 3.

Figure 1: Priority 1 Delivery against Profile Aggregate Outcomes per service area 2017-19 Q1 – Q7



	1.1 Homelessness and Early Intervention	1.2 Youth Homelessness	1.3 Support Services to Homelessness VCOs
Profile	11,181	20,347	2,472
Actual	12,298	24,813	2,738
Difference	1,117	4,466	266
Variance	9.99%	21.95%	10.76%
Annual Value of Grants (£m)	£1.25	£1.01	£0.21
Number of Providers	2	1	2

2.3 As shown in Figure 1, performance is above across all service areas in the first seven quarters combined.

2.4 Providers continue to support vulnerable and disadvantaged service users within the protected characteristics under the Equality Act 2010. By quarter seven²:

- 47 per cent were female
- 49 per cent were under 25
- 7 per cent were over 55
- 61 per cent were ethnic minorities³
- 21 per cent declared a disability/ were deaf or hearing impaired
- 10 per cent were LGBT⁴
- 673 people had no recourse to public funds

² Based on self-declaration; users may declare more than one protected characteristics e.g. disability

³ Includes Asian - all, Black - all, Chinese, Latin American, Middle Eastern, mixed ethnicity, white European, white Irish and white other

⁴ Lesbian, gay, bisexual, identify as trans or a person with trans history or declared other

Policy and wider environment information

- 2.5 In October 2018, the Secretary of State confirmed £38 million of additional funding to support delivery of pan-London procurement of Temporary Accommodation. This will support the formation of a new company, Capital Letters, supported by London Councils, with Tower Hamlets as the Lead borough.
- 2.6 Capital Letters is being established as a not-for-profit organisation that will improve housing options for homeless households and procure accommodation on behalf of the boroughs. Just under half of the London boroughs have confirmed they will be joining in phase one, to start procurement in June 2019. More details on the formal launch of Capital Letters and the programme's timelines over 2019 will be available soon.
- 2.7 The January 2019 statistics on rough sleeping, covering Autumn 2018, show a small national decrease (two per cent), but rough sleeping numbers in London continue to rise, with a 13 per cent increase from 2017 figures. London continues to be the region with the highest number of rough sleepers, with local authorities reporting that a total of 1,283 people sleep rough on any given night. Compared to 2017, the number of UK nationals is lower than last year at 417, (-383), whereas the number of EU, non-UK nationals is higher than the previous year at 610, (+288). London is the region with the highest number of EU, non-UK nationals. Over the coming months, there may be implications for financing support for this group related to the UK's exit from the EU.
- 2.8 The statistics also show outreach services have identified and supported high numbers of homeless people taking refuge on public transport.
- 2.9 From October 2018 under the Homelessness Reduction Act Duty to Refer, hospitals, Jobcentres and prisons now have a duty to notify local authorities when they think someone may be homeless or at risk of homelessness. The duty aims to help people get access to homelessness services as soon as possible by ensuring that people's housing needs are considered when they encounter a range of public authorities.
- 2.10 The Homes (Fitness for Human Habitation and Liability for Housing Standards) Act, which will help to improve property conditions for renters in both social housing and the private rented sector, received Royal Assent on 20 December. Shelter briefed on the Bill's Report, Third Reading stage in the Commons and Second Reading in the Lords.
- 2.11 Following the reinstatement of housing benefit entitlement for 18 to 21-year-old claimants in December 2018, the government announced changes in Universal Credit roll out entitlement and conditions, which were published in January 2019. The changes are

designed to make Universal Credit fairer, including pilot schemes to provide more frequent payments for new claimants and provide support for people moving from 'legacy benefits', a new online system for private landlords and a more flexible approach to childcare provisions.

- 2.12 *Service area 1.1* - St Mungo reports that the introduction of a new referral form within the Community Rehabilitation Companies (CRC) (CRCs manage offenders and ex-offenders under probation supervision) is having a significant impact on the number of ineligible referrals they are receiving. CRCs have acknowledged this and are looking into changing the referral process to ensure that referrals meet the best interests of those they are to supporting to aid their rehabilitation back into the community.

Shelter launched a new co-located outreach in Sutton and finalised an agreement with Bexley Age UK to co-locate within their service. Shelter also delivered a presentation at a learning away day for the Ministry of Housing Communities and Local Government (MHCLG) to share information about the STAR partnership and hosted a London Hub open day in October visited by leads from the London boroughs of Barking & Dagenham and Hackney.

- 2.13 *Service area 1.2* – New Horizon Youth Centre was one of only four successful bidders for large grants from the Mayor's Young Londoners Fund. Its pan-London holistic, intensive Youth Outreach Project, which will be delivered in custody settings and in the community, will address the needs of young people at risk, involved in and impacted by gangs and serious youth violence. The delivery of this project is likely to bring significant added value to the London Youth Gateway partnership.

New Horizon Youth Centre also highlighted the findings from research by the Education Policy Institute, *Access to children and young people's mental health services* (<https://epi.org.uk/publications-and-research/access-to-camhs-2018/>). The research assesses the state of children's mental health services in England and examines access to specialist services, waiting times for treatment, and provision for those children that are not able to receive treatment. Findings show increased levels of mental health referrals for young people (an increase of 26 per cent over the last five years, despite a population increase of only three per cent), unprecedented levels of non-acceptance of referrals (one in four), and particularly long waiting times in London (an average of 64 days) compared to the rest of the country.

- 2.14 *Service area 1.3* – The Domestic Abuse Housing Alliance (DAHA) has been awarded funding by the MHCLG to deliver a 'whole housing' project, an approach that was

developed by DAHA founders. The project will be delivered in Hammersmith & Fulham, Kensington & Chelsea and Westminster; DAHA is one of 12 housing options for ensuring survivors of domestic abuse have access to safe and long-term housing. This will include a focus on economic abuse, the private rented and privately-owned sector and promotion of innovative practices. They will also look at developing a response for perpetrator enforcement and positive engagement from a social housing provider position.

Homeless Link held the first national conference on women's homelessness in England in December. The event brought together over 200 delegates including women with lived experience, the Minister for Housing and Homelessness, local and central government officials, funders and representatives from the homelessness, women's, criminal justice, substance misuse and mental health sectors.

Performance management

- 2.15 All Priority 1 projects are currently rated Green (see Table 3), there are no performance issues to report for this reporting period.

3 Priority 2: Sexual and domestic violence

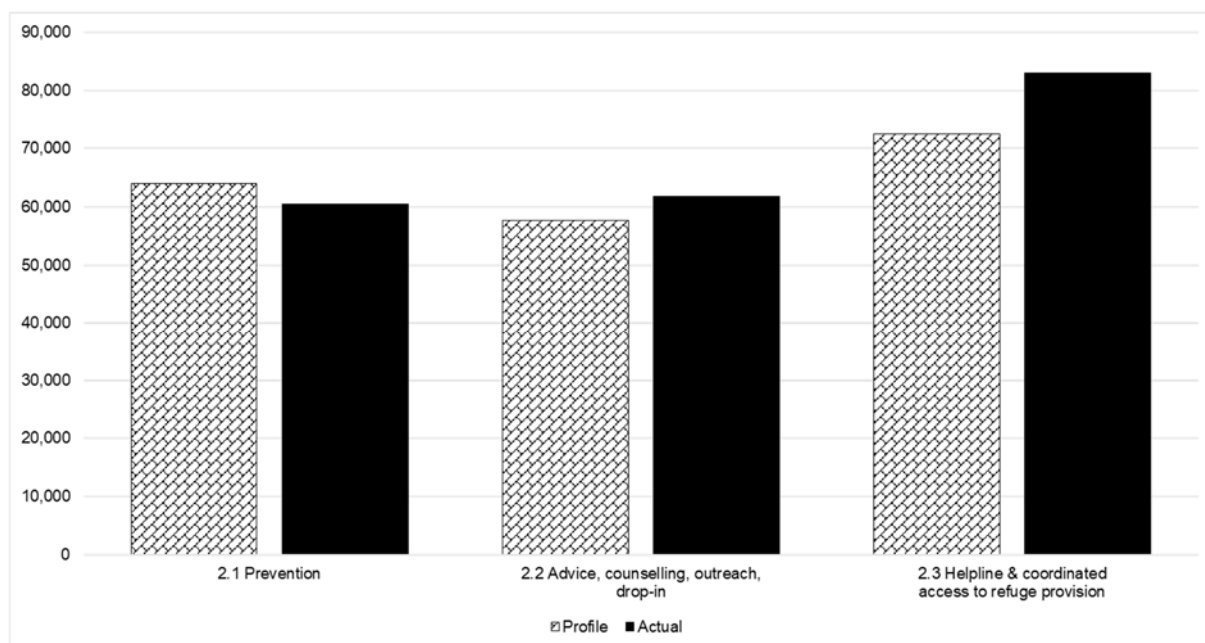
Delivery

- 3.1 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-independent Domestic Violence Advocate (IDVA) support and target groups not accessing general 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 (female genital mutilation (FGM), honour-based violence, forced marriage and other harmful practices).

3.2 Over quarters one to seven, overall performance was six per cent above profile. Figures 2 and 3 provide further information at a service area level. Outcome targets have been met or achieved in four out of the six service areas. For the two service areas - 2.1 and 2.4 - that have performed below target, both are within the ± 15 per cent performance tolerance. The Ashiana Network, the sole commission that delivers Service Area 2.4, has significantly reduced the -7 per cent variance reported to Grants Committee in November, to less than one per cent.

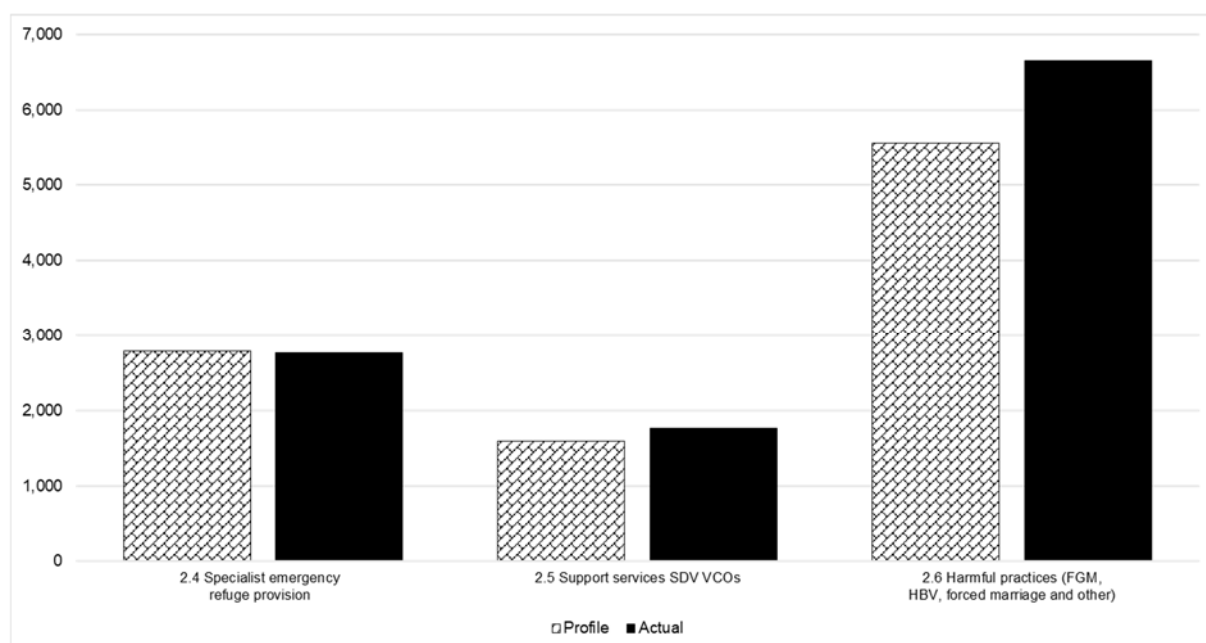
Figure 2: Priority 2 Delivery against Profile Aggregate Outcomes per service area (2.1, 2.2, 2.3) 2017-19 Q1- Q7⁵



	2.1 Prevention	2.2 Advice, counselling, outreach, drop-in	2.3 Helpline and coordinated access to refuge provision
Actual	60,503	61,808	83,022
Difference	-3,622	4,106	10,529
Variance	-5.65%	7.12%	14.52%
Annual Value of Grants (£m)	£0.27	£1.72	£0.31
Number of Providers	1	3	1

⁵ Tender Education and Arts (the only commission in this strand) operates on a rolling programme working with three to four boroughs each quarter. As delivery is aligned to the academic year rather than the committee reporting schedule, delivery can appear to fluctuate

Figure 3: Priority 2 Delivery against Profile Aggregate Outcomes per service area (2.4, 2.5, 2.6) 2017-19 Q1-Q7⁶



	2.4 Specialist emergency refuge provision	2.5 Support services SDV VCOs	2.6 Harmful practices (FGM, HBV, forced marriage and other)
Actual	2,767	1,770	6,651
Difference	-22	177	1,095
Variance	-0.79%	11.11%	19.71%
Annual Value of Grants (£m)	£0.84	£0.24	£0.32
Number of Providers	1	1	1

3.3 Providers continue to support vulnerable and disadvantaged service users within the protected characteristics under the Equality Act 2010. By quarter seven⁷:

- 83 per cent were female
- 25 per cent were under 25
- 4 per cent were aged over 55
- 36 per cent were ethnic minorities⁸
- 15 per cent declared a disability/ were deaf or hearing impaired

⁶ Women's Aid Foundation (the only commission in this strand) records high numbers of callers where their borough of residence is unknown, or unreported, due to the nature of the service, a domestic violence helpline where callers may be unwilling or too distressed to give this information

⁷ Based on self-declaration; users may declare more than one protected characteristics e.g. disability

⁸ Includes Asian - all, Black - all, Chinese, Latin American, Middle Eastern, mixed ethnicity, white European, white Irish and white other

- 6 per cent were LGBT⁹
- 1,221 people had no recourse to public funds

Policy and wider environment information

- 3.4 *Domestic Abuse Bill and MHCLG* - The draft Domestic Abuse Bill was published in January alongside the government's consultation response. The draft Bill will go through the process of legislative scrutiny however, the timetable for the Bill to go through Parliament is yet to be announced. London Councils has supported the cross-sector calls for the Domestic Abuse Bill to deliver greater protection and support for survivors of domestic abuse with No Recourse to Public Funds (NRPF) and will continue to lobby for the extension of the Destitute Domestic Violence Concession as a safety net.
- 3.5 *New draft guidance on relationships and sex education (RSE)* - The government published re-drafted statutory guidance for RSE in February, following consultation. From 2020, relationships, sex and health education will be compulsory in all secondary schools with relationship and health education being compulsory for primary schools. The guidance has been welcomed by campaigners for being stronger on issues relating to gender-based violence and equalities. RSE will be expected to include content on sexual consent, sexual exploitation, rape, abuse, grooming, coercion and harassment, as well as FGM and forced marriage.
- 3.6 *The Mayor's Office for Policing and Crime (MOPAC) Integrated Victim and Witness Service* - MOPAC announced that Victims Support have been awarded the £15 million contract for the new Integrated Victims and Witnesses Services, as lead provider in a partnership bid. The new service will become operational in April and brings together support services for victims of crime and witnesses in an integrated service. This includes specialist Independent Domestic Violence Advice (IDVA) provision, previously delivered by Victim Support through the Pan London IDVA service, and the pre-trial element of witness support which has been devolved to London. Boroughs have stressed the importance of ensuring the new service model integrates effectively with local provision and pathways.
- 3.7 *Extra funding from MOPAC on Violence against Women and Girls (VAWG)* - Following the Mayor's budget, MOPAC announced £15 million additional funding for services supporting women and girls who are victims of violence. This is expected to be directed towards specialist VAWG services which are struggling to meet levels of demand. The

⁹ Lesbian, gay, bisexual, identify as trans or a person with trans history or declared other

funding announcement was made alongside the publication of analysis on the rise in reported domestic and sexual violence in London, which showed that reports of domestic violence in London have risen by 63 per cent in the last seven years.

- 3.8 *Service Area 2.1* - In November 2018, the police released data showing that sexting cases involving young people are as high as 17 recorded offences every day; there is a strong view that sexting offences are often due to the lack of sex and relationships education in schools. Tender Education and Arts hope that this data will help schools understand the importance of educating and supporting children and young people with relationship issues and make better use of organisations that are working to tackle such issues.
- 3.9 *Service Area 2.2 - LGBT+ People's Experiences of Domestic Abuse* (<http://www.galop.org.uk/lgbt-peoples-experiences-of-domestic-abuse/>), a report produced by GALOP, examines how GALOP delivers its services in line with equalities guidance. The report was circulated to VAWG leads and borough officers. Information from the report was also used in a BBC Radio Five programme about LGBT domestic violence and abuse.

Ascent providers were involved in a range of events around International Day for the Elimination of Violence Against Women/16 Days of Activism/White Ribbon across the whole of London. Respect reported that the 16 Days of Action resulted in increased engagement with some boroughs, particularly the London Borough of Hillingdon where attendance at their domestic violence conference resulted in additional requests for training and awareness presentations.

Ascent, in conjunction with the tri-borough VAWG lead and MOPAC, has developed an interactive workshop session, that was delivered to the MOPAC VAWG Coordinators group in December.

Signhealth has purchased new equipment for refuges to borrow, such as vibrating fire alarms and flashing door bells. This will ensure more deaf women can be accepted into emergency refuges as health and safety standards can be met.

- 3.10 *Service Area 2.3* - All boroughs were offered a free subscription to the Women's Aid Gold Book Online, a directory of domestic abuse services, in 2017/18, and again through MOPAC in 2018/19. The offer remains open to all London boroughs <https://www.womensaid.org.uk/gold-book-online/> and we would welcome Members support in highlighting this resource to borough officers (there are currently nine active subscriptions).

- 3.11 *Service Areas 2.2 and 2.3* - The Home Office has yet to announce its decision following the competition process to fund national domestic violence helpline services - two London Councils funded commissions submitted bids. Officers will keep Members informed as to any potential impact to the London Councils grant funded services.
- 3.12 *Service Area 2.4* - Delivery partner Solace's senior housing link worker is piloting legal surgery sessions over three months, free of charge to Solace Women's Aid service users, with law firm Hodge Jones and Allen. The first legal surgery was a success, with two out of three cases being picked up by the solicitor for long term support. The second surgery is due to take place in the first week of quarter eight and is fully booked.
- 3.13 *Service Area 2.6* – Southall Black Sisters, a delivery partner in the Ending Harmful Practices commission, successfully lobbied for change in Home Office policy on recovering loans for repatriation from victims of forced marriage; the loans have been waived and the policy rescinded.

Performance management

- 3.14 **Signhealth** - RAG rated Amber: Following an information visit and evidence check in this quarter, Signhealth revisited previously reported figures which has significantly reduced reported figures in quarter 7. The discrepancy occurred principally due to a change in staff and the method for counting outcomes was not fully understood. Signhealth's grants officer clarified the requirements set out in the Project Handbook and the grant programme's methodology for counting outcomes. Delivery is currently at 72 per cent. The reduction in their RAG score is due to the impact of the revisions to outcomes and a reduction in their Contract Compliance score (i.e. accuracy, timeliness and risk management (adequate handover)). As actual delivery has remained at a level consistent with previous quarters, we anticipate Signhealth's RAG score to recover in subsequent quarters but will keep the commission's performance under review. A member of the Grants Team will conduct an additional evidence check in year three. The Grants Team will also review its monitoring procedures for working with commissions that have a change of staff who are responsible for reporting and management information.
- 3.15 **Homeless Link** - RAG rated Green: Whilst this commission is consistently rated Green, its Quarter 7 RAG score has fallen slightly from Quarter 6 as two outcomes that were profiled for Quarter 7 are not due to be delivered until Quarter 8. Consequently, we anticipate a recovery of the RAG score in the next quarter. We will also reprofile these

quarters in years three and four to ensure subsequent annual profiles accurately reflect delivery.

Mayor's Office for Policing and Crime (MOPAC) funding: tackling harmful practices

- 3.16 London Councils administers £200,000 (over two years) on behalf of MOPAC under a partnership arrangement, to complement the Grants Programme and provide additional resources to Asian Women's Resource Centre (AWRC) for training frontline staff in statutory and voluntary services to identify harmful practices and take appropriate action. The funding enhances London Councils Service Area 2.6, which delivers services to those affected by harmful practices. AWRC delivers this with their nine other partners that also deliver the commission under 2.6.
- 3.17 In the third quarter, this MOPAC funded extension to Ending Harmful Practices continued a steady increase in delivery, providing 12 sessions to 223 professionals in 11 boroughs. This is a significant increase in the number of attendees and the project has now achieved 70 per cent of its first-year target for participants and delivered 35 per cent of its profiled sessions. As well as raising awareness about female genital mutilation and honour-based abuse, and how to identify women and girls at risk of harmful practices, many sessions also covered lesser known types of abuse such as corrective rape and breast ironing. The training days are varied, adapting to the needs of each borough and can be delivered as a full day, half day or two-day sessions.
- 3.18 Feedback from participants demonstrates that their understanding of harmful practises substantially increased, with over 70 per cent stating their understanding was poor before the training. Through evaluations, participants also fed back how they plan to use the training to inform their operational roles and responsibilities, such as reviewing safeguarding procedures and referral protocols, how to consider trauma when working with clients, and cascading learning to colleagues to promote an environment where staff feel more able to seek further information.
- 3.19 At the time of reporting, AWRC had already booked 11 full day equivalent training sessions in 11 new boroughs for quarter four. We are also pleased to report that several boroughs that have received training have asked AWRC to provide further sessions in 2019.

4 Priority 3: ESF tackling poverty through employment

- 4.1 Grants Committee agreed funding for the Poverty Programme under Priority 3, Tackling Poverty through Employment, at its meeting on 13 July 2016. The Poverty Programme Priority is funded by boroughs' contributions to the Grants Programme of £3million. This is matched by the London Councils ESF Programme, through a funding agreement with the GLA, which operates within a framework set by the Department for Work and Pensions and the London Economic Action Partnership.
- 4.2 The London Councils ESF Poverty Programme aims to support long-term unemployed and economically inactive people from specific disadvantaged target groups. This includes Londoners that are at risk of homelessness, or are homeless, so projects work in partnership with organisations that London Councils funds under Priority 1.
- 4.3 Payments to providers delivering under Priority 3 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.
- 4.4 From October 2016 to September 2018, the following activity has been undertaken and results achieved:
- Enrolments - 1,991
 - Personalised support and advice - 1,855
 - Volunteering/work experience - 131
 - Progressed into education/training - 227
 - Progressed into employment – 363 (20 per cent of retained participants)
 - Sustained in employment 26 weeks - 133 (37 per cent of progressed to jobs)
- 4.5 Providers continue to attract and support disadvantaged residents. Of the participants engaged and enrolled onto the programme:
- 64 per cent are female
 - 63 per cent are parents
 - 58 per cent were long term unemployed
 - 42 per cent were economically inactive
 - 56 per cent were inactive or unemployed for more than three years
 - 29 per cent were over 50
 - 32 per cent did not have basic skills
 - 65 per cent were ethnic minorities

- 55 per cent were from a jobless household
- 21 per cent were from a single adult household with dependent children
- 17 per cent declared a disability
- 20 percent declared they had a health condition that limits work
- 16 per cent declared a mental health condition.

Performance management

- 4.6 Due to ESF compliance requirements, the administrative burden on both delivery partners and London Councils will remain high for the duration of the programme. Three Quality Assurance Administrators continue to provide support directly to partners to help with compliance, and the funding model has been adjusted to increase funding for the first paid element of the programme - personalised support and advice - to acknowledge the additional work that partners need to undertake in the early stages of delivery (overall funding for the programme has not increased).
- 4.7 London Councils continues to pay partners on a monthly rather than quarterly basis to address cash flow issues that have affected partner organisations and to enable London Councils to draw down ESF match funding in a timelier manner. With the introduction of a robust quality assurance process, and payments based on delivery of results, a monthly payment model is low risk.
- 4.8 More needs to be done to ensure the programme recovers as far as possible. Priority 3 partners are subject to a monthly 100 per cent check of activity and evidence to mitigate the risk of non-compliance with ESF and to closely monitor performance. This is the highest level of risk intervention (all projects are RAG rated Red). 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 to support the programme's recovery.
- 4.9 Options for using the underspend related to the withdrawal of a Priority 3 partner and the under delivery across the Priority, were discussed with Grants Executive in February 2019; Grants Executive Committee member's deliberations are presented to this committee under item 6.

5 Risk-based performance management (RAG rating) – Project level performance

- 5.1 Project performance is measured using the programme-wide Red-Amber-Green (RAG) rating system. The RAG rating system forms part of the Commissioning Performance Management Framework agreed by members in February 2017¹⁰. The methodology for the system is set out in **Appendix 1** of this report. The rating system shows whether a project's performance is going up, going down or is steady across quarters.
- 5.2 The RAG ratings for quarter six (April to September 2018) and quarter seven (July to December 2018) are set out in the table below. For Priorities 1 and 2 the Committee will note that for the 12 projects in quarter seven, are rated Green and one is Amber. The direction-of-travel indicators show that the performance of all projects is steady or improved. Further information is provided in paragraphs 2.13 and 3.13 on projects that were previously reported to this committee due to performance issues. More detailed information on the performance of all commissions is provided in **Appendix 1**.
- 5.3 As noted above (paragraph 4.9), intervention, support and challenge are at the highest level (Red) to ensure robust performance management actions continue to be taken across Priority 3.

¹⁰ Commissioning Performance Management Framework, Item 5, Grants Committee, meeting on 8 February 2017

Table Three: RAG Results (Priorities 1 and 2: April 2017 to December 2018 - Priority 3: October 2016 to December 2018)

Service area	Organisation (lead)	Project	Partners	RAG Rating Q1 to Q6	RAG Rating Q1 to Q7
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	n/a	Green	Green ↔
1.2	New Horizon Youth Centre	London Youth Gateway	Depaul UK, Stonewall Housing, Galop, Albert Kennedy Trust, Shelter	Green	Green ↔
1.3	Homeless Link	PLUS Project	Shelter	Green	Green ↘
1.3	Standing Together Against Domestic Violence	Domestic Abuse Housing Alliance	n/a	Green	Green ↔
2.1	Tender Education and Arts	London Councils pan-London VAWG Consortium Prevention Project	IMECE, Women and Girls' Network, The Nia Project, Solace Women's Aid, Latin American Women's Rights Service, FORWARD, Ashiana Network, Iranian and Kurdish Women's Rights Organisation	Green	Green ↔
2.2	Solace Women's Aid	Ascent: Advice and Counselling	ASHIANA Network, Asian Women's Resource Centre, Chinese Information & Advice Centre, Ethnic Alcohol Counselling in Hounslow, Iranian and Kurdish Women Rights Organisation, IMECE Turkish Speaking Women's Group, Jewish Women's Aid, Latin American Women's Rights Service, The Nia Project, Rape and Sexual Abuse Support Centre, Rights of Women, Southall Black Sisters, Women and Girls Network	Green	Green ↔
2.2	Galop	The LGBT DAP (Domestic Abuse Partnership)	Stonewall Housing, London Friend, Switchboard	Green	Green ↔
2.2	SignHealth	DeafHope London	n/a	Green	Amber ↓
2.3	Women's Aid	Pan-London Domestic and Sexual Violence Helplines and Data Collection Project	Refuge, Women and Girls Network, Rape and Sexual Abuse Support Centre, Respect	Green	Green ↗

Service area	Organisation (lead)	Project	Partners	RAG Rating Q1 to Q6	RAG Rating Q1 to Q7
2.4	Ashiana Network	Specialist Refuge Network	Ashiana Network, Solace Women's Aid, The Nia Project, Iranian and Kurdish Women's Rights Organisation	Green	Green ↗
2.5	Women's Resource Centre	The ASCENT project	Respect (perpetrators), Imkaan, Rights of Women, Against Violence, 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, Iranian and Kurdish Women Rights Organisation, IMECE Women's Centre, Southall Black Sisters Trust, Women and Girls Network, FORWARD, Domestic Violence Intervention Project	Green	Green ↔
Priority 3	Disability Times Trust	Directions West London		No longer delivering	
	London Training and Employment Network	Steps into Work	Breaking Barriers, Centrepont Soho, HCT Group, Latin America Women Rights Service, Refugee Action Kingston, Skillsland Ltd, Storm Family Centre	Red	Red
	MI ComputSolutions	Community Life Change	Successful Mums, Royal Mencap, Resource Plus, Centre Point, Train 2 Work.	Red	Red
	Paddington Development Trust	Gold	Urban Partnership Group, Equi-vision, Get Set, Westminster and Wandsworth Mind, St Mungo's, CITE	Red	Red
	Redbridge CVS	Aim Higher	Bromley by Bow Centre, HCT Group, London Training and Employment Network, Osmani Trust, Volunteer Centre Hackney	Red	Red
	Redbridge CVS	Outreach East	ATN, DABD, East Thames, Ellingham, Harmony House, Hope 4 Havering, MADAS	Red	Red

6 Communications and borough engagement

- 6.1 Officers continue to implement the actions set out in the communications plan previously endorsed by Members including reports to the relevant borough officer networks (VAWG Coordinators Network, and Housing Needs and Homelessness Group) and creating an online directory with information on referral pathways. Discussions are taking place with the Chair of the Borough Grants Officers group, to agree a series of presentations from the commissions.
- 6.2 Officers regularly update the borough officer contact lists to ensure information is reaching the right borough officers. It is important that boroughs support this process by keeping the members of the team at London Councils informed of changes in personnel; the team would be grateful for the support of Grants Committee members with this exercise.
- 6.3 A selection of case studies have been published on the [London Councils website](#); these illustrate the difficulties of working with a vulnerable client group and highlight internal partnership referrals to meet the multiple needs of service users, cross priority working and making links between homelessness and sexual and domestic violence services.

7 Actions stemming from the Mid-programme review (Priorities 1 and 2)

- 7.1 London Councils is undertaking a prolife review to ensure that where delivery is significantly higher than originally anticipated, targets are brought broadly in line with actual delivery, where appropriate. Any changes will be made from the start of the third year of the programme.
- 7.2 In consultation with our internal policy teams, we are investigating any significant spikes in need across London to ensure that services continue to provide pan-London coverage to meet that need.
- 7.3 London Councils second-tier commissions (those commissions that support other organisations working in the homelessness and domestic abuse fields) are reporting back on how they will further the capacity of organisations that previously accessed services in the first two years of delivery. This might be through new training programmes, and advanced and/or intensive courses. London Councils will ensure these changes continue to add value to the programme, increase awareness of frontline staff in both statutory and non-statutory services and further the sustainability of voluntary and community sector organisations.

8 Value for Money

- 8.1 London Councils Grants Programme administers public money on behalf of, and with, the London boroughs and therefore must ensure value for money - the optimal use of resources to achieve intended outcomes. The National Audit Office model of value for money focuses on three E's:
- **Economy:** minimising the cost of resources used or required (inputs);
 - **Efficiency:** the relationship between the output from goods or services and the resources to produce them; and
 - **Effectiveness:** the relationship between the intended and actual results of public spending (outcomes)
- 8.2 The *Commissioning Performance Management Framework* (agreed by members in February 2017) sets out the controls used to ensure value for money for the programme. This includes checks on audited accounts, a review of annual budgets and, where underspend has been identified, deductions from payments. A 15 per cent cap is in place with regards to projects' overhead costs.
- 8.3 Commissions have also highlighted how their projects offer value for money in their annual returns. Six commissions reported leveraging over £2 million additional funding as a result of receiving London Councils funding; Women's Aid has stated that the cost of phone calls to the Domestic Violence Helpline - £14 per call - when compared to the cost of domestic violence and homicide statutory services, represents a significant saving; the specialist nature of service delivery has associated savings, for example the DeafHope project avoids the use of British Sign Language interpreters, saving a reported £3,000 per beneficiary. Commissions have reported cost savings through sharing management costs across partnerships, lower rental costs through co-locations and community hosting, appropriate use of volunteers and use of pro bono legal support.
- 8.4 Most commissions have performed well against targets. Where issues with delivery have arisen, officers have worked closely with the providers to ensure these were addressed. Improved partnership and cross priority working has led to better outcomes for service users. Where relevant, commissions work towards certain quality standards, and involve service users in the design and adaptation of the projects.
- 8.5 Information and data provided through the programme has been used by the policy team at London Councils, and by other stakeholders, to inform the strategic response to these priority areas.

9 Recommendations

9.1 The Grants Committee is asked to note:

9.1.1 outcomes at priority level:

- a) Priority 1, combatting homelessness, overall is 17 per cent above profile for quarters one to seven
- b) Priority 2, tackling sexual and domestic violence, overall is on profile (a marginal 0.87 per cent above) for quarters one to seven
- c) Priority 3, tackling poverty through employment, overall is -52 per cent below profile for the period October 2016 to December 2018

9.1.2 the number of interventions delivered in the relevant periods:

- a) Priority 1, combatting homelessness – 39,849
- b) Priority 2, tackling sexual and domestic violence - 184,970
- c) Priority 3, tackling poverty through employment – 4,766

9.1.3 project level performance, using the Red, Amber, Green (RAG) performance management system (explained at Appendix 1):

- a) Priorities 1 and 2: 12 projects are rated Green and one is Amber.
- b) Priority 3: as previously discussed with Grants Committee members, all projects remain rated Red to ensure performance management actions support continuous improvements in delivery (Section 4)

9.1.4 that options for using the underspend related to the withdrawal of a Priority 3 partner and the under delivery across the Priority, were discussed with Grants Executive in February 2019; Grants Executive Committee member's deliberations are presented to this committee under item 6

9.1.5 the progress on administration of £200,000 on behalf of the Mayor's Office for Policing and Crime to enhance training to front-line professionals on identifying harmful practices (paragraph 3.16)

9.1.6 the borough maps (**Appendix 2**), and borough engagement (Section 6).

Appendix 1 RAG Rating Methodology

Appendix 2 Priorities 1 and 2 Borough Maps

Appendix 3 Project Delivery Information and Contact Details

Financial Implications for London Councils

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

Legal Implications for London Councils

None

Equalities Implications for London Councils

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

Background Documents

Performance of Grants Programme 2017-21, Item 4, 21 November 2018

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:

Green	80-100 points
Amber	55-79 points
RED	0-54 points

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.

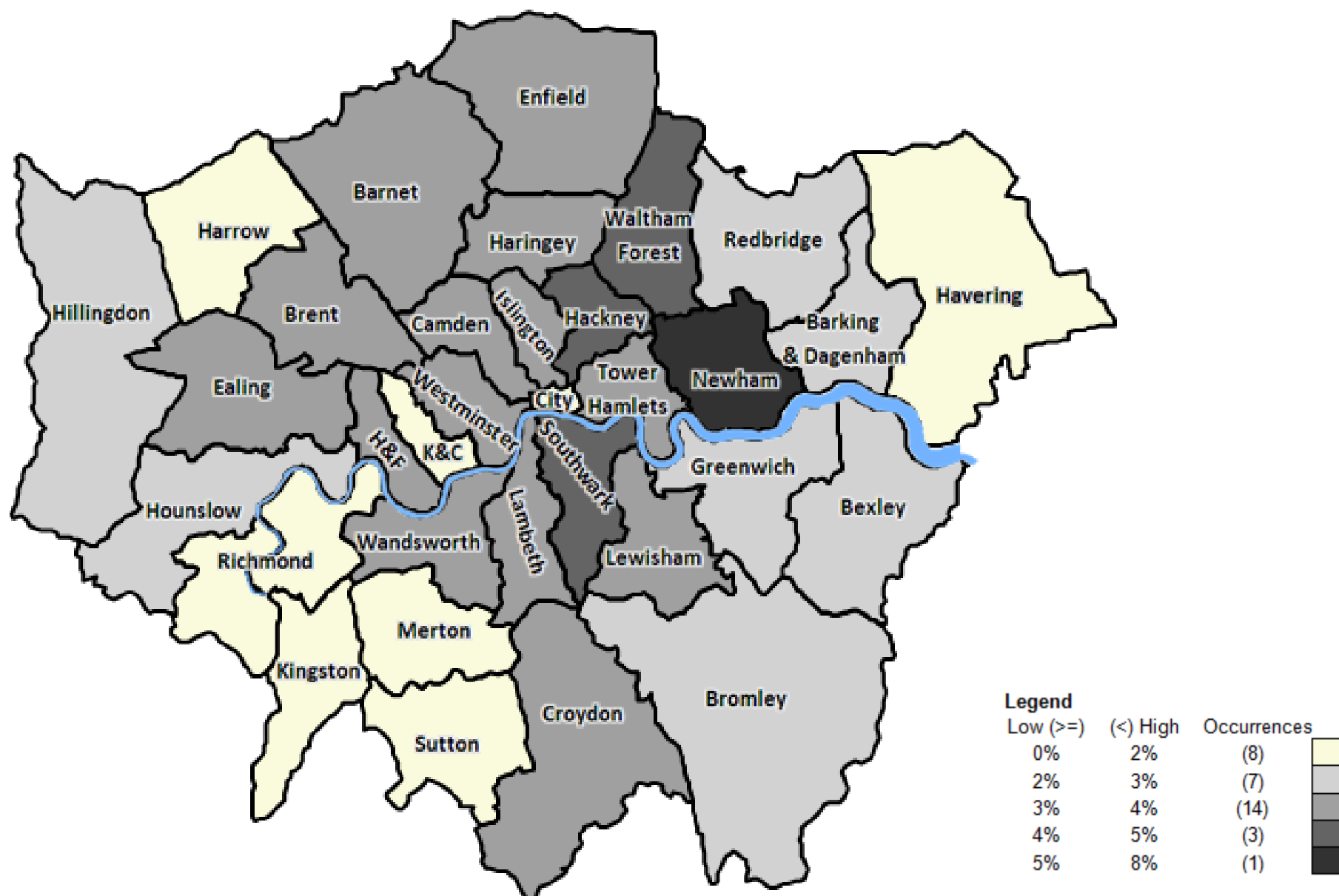
The requirement to meet at least 80 points to achieve a Green rating was agreed at the March 2018 Grants Committee, following a review by officers to ensure that the RAG rating system was appropriately highlighting performance issues.

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.

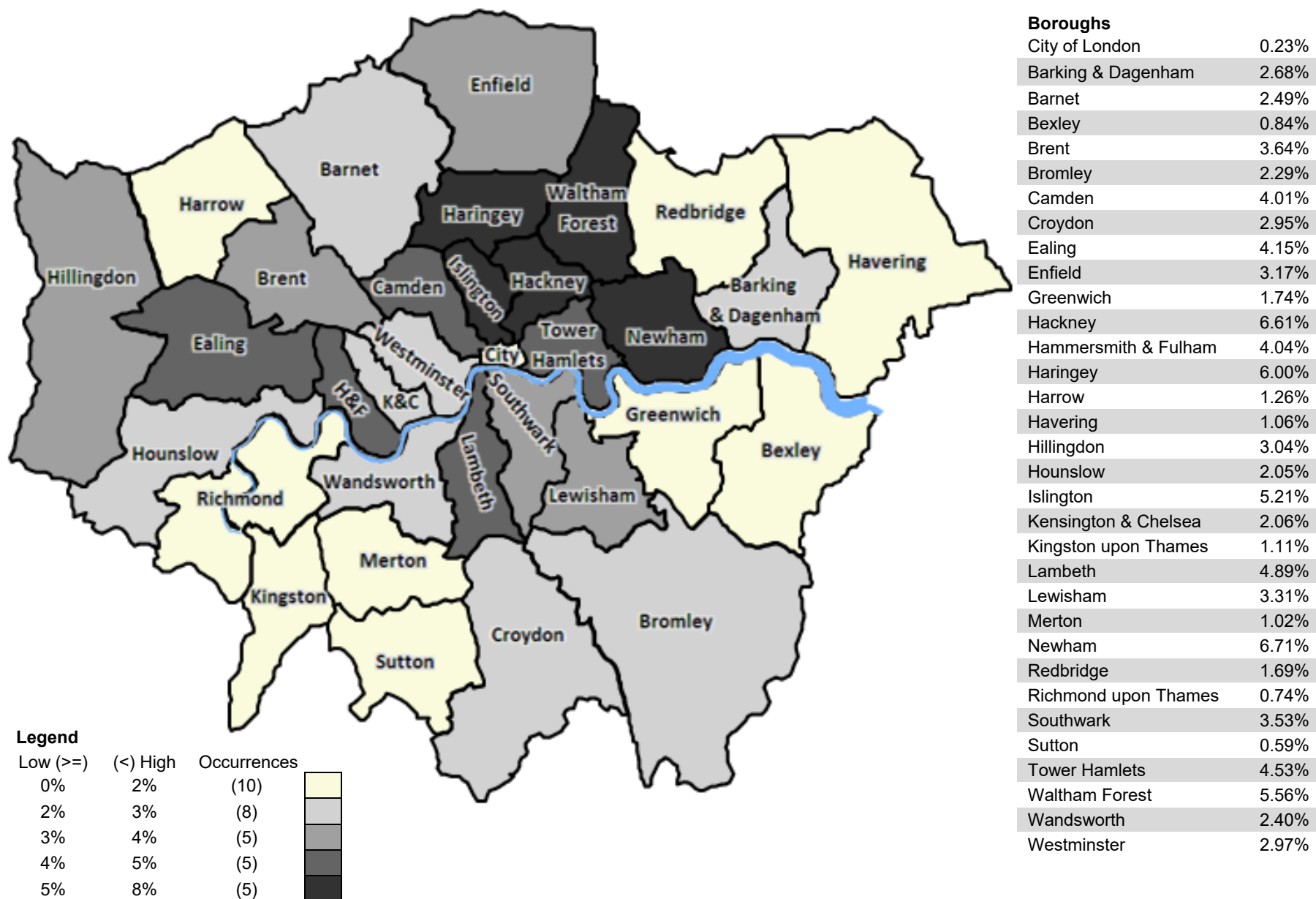
Performance change indicators (changes from one reporting quarter to the next)

↑	an increase of five or more percentage points
↗	an increase of more than two percentage points but less than five
↔	The score has remained relatively static with no significant change allowing for minor fluctuation between -two and +two percentage points
↘	a decrease over two percentage points but less than five
↓	a decrease of five or more percentage points

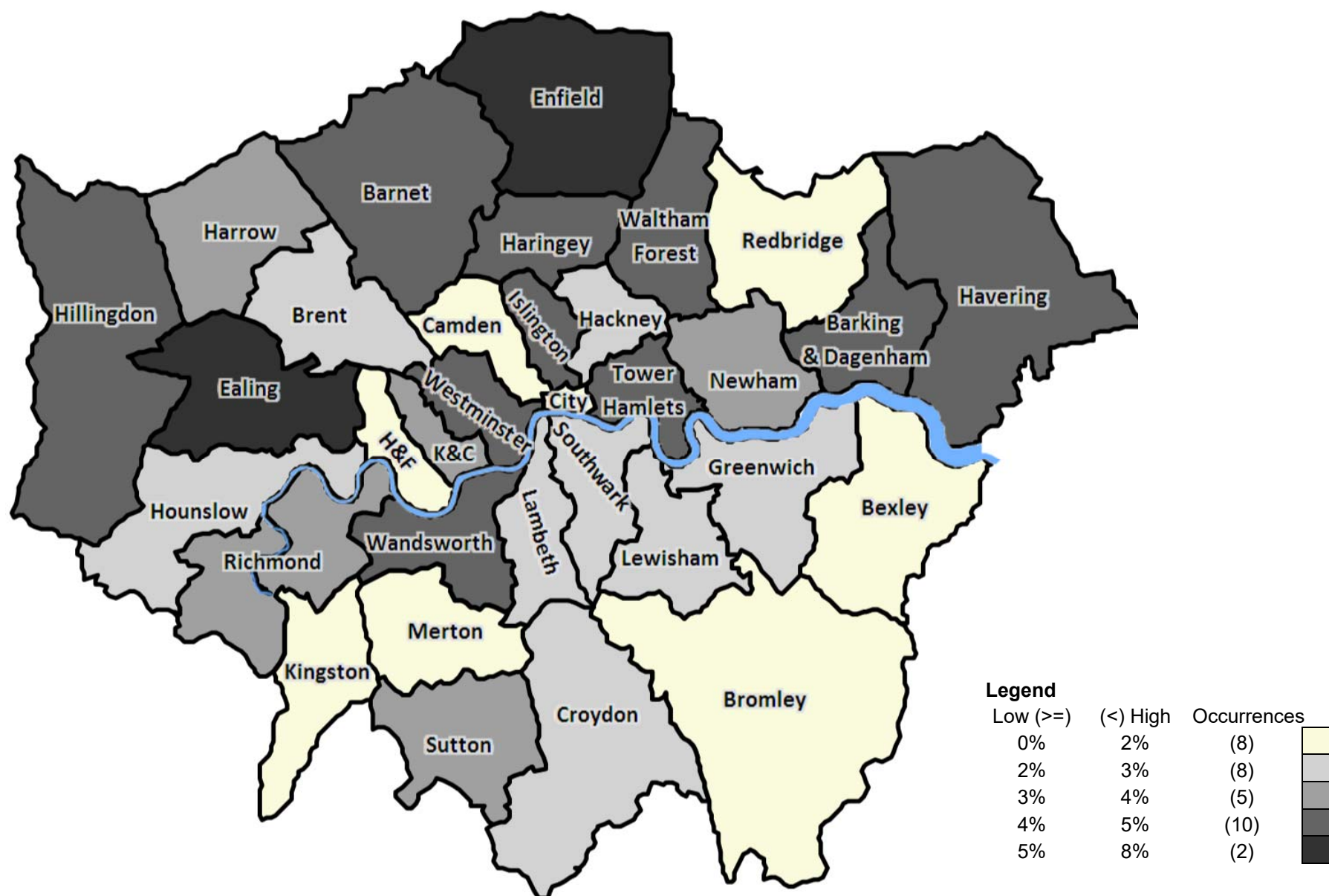
Priority 1: Combatting Homelessness indicative level of distribution based on need



Priority 1: Combatting Homelessness actual distribution to December 2018



Priority 2: Tackling Sexual and Domestic Violence - indicative level of distribution based on need



Priority 2: actual distribution of delivery to December 2018

