

# Grants Committee

## Performance of Grants Programme 2017-21 April 2017- September 2019

Item: 6

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**Date:** 13 November 2019

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### Summary

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

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

Grants 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 projects under Priority 3 Tackling Poverty Through Employment. This Priority was funded by boroughs' contributions to the Grants Programme and matched from the London Councils European Social Fund Programme under an agreement with the Greater London Authority. Priority 3 completed delivery at the end of June 2019.

This report provides members with:

- an update on Priority 1 and 2, for the period April 2017 to September 2019
- a final review of Priority 3, for the period October 2016 to June 2019.

**Recommendations** Grants Committee is asked to note:

- a) outcomes at priority level:
  - i) Priority 1, combatting homelessness, overall is 15 per cent above profile to September 2019
  - ii) Priority 2, tackling sexual and domestic violence, overall is marginally - one per cent - below profile to September 2019
  - iii) Priority 3, tackling poverty through employment, completed delivery -30 per cent below profile for the period October 2016 to June 2019
- b) the number of interventions delivered in the relevant periods:
  - i) Priority 1, combatting homelessness – 58,267
  - ii) Priority 2, tackling sexual and domestic violence – 319,329
  - iii) Priority 3, tackling poverty through employment – 7,611
- 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 this priority has completed delivery, the RAG rating no longer applies
- d) that an option for using the underspend related to Priority 3 is presented to this committee under item 7
- 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 (section 6)
- f) the borough maps (Appendix 2), and borough engagement activities (Section 9)
- g) the project delivery information and contact details (Appendix 3), produced as a separate resource to provide members with a directory of services, with up-to-date contact information, as well as an update on performance

Appendix 1 RAG Rating Methodology

Appendix 2 Priorities 1 and 2 Borough Maps

Appendix 3 Project Delivery Information and Contact Details

## Performance of Grants Programme 2017-2019 – April 2017 – September 2019

### 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) – this Priority completed delivery in June 2019.

1.2 For Priorities 1 and 2, Grants Committee agreed funding to 13 delivery partners 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)*

<b>Service Area<sup>1</sup></b>	<b>Organisation</b>	<b>Annual Grant Amount</b>
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
<b>Priority 1: Combatting Homelessness</b>		<b>£2,472,427</b>
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
<b>Priority 2: Tackling Sexual and Domestic Violence</b>		<b>£3,700,705</b>
<b>Total</b>		<b>£6,173,132</b>

1.3 Priority 3 projects have completed delivery and are discussed in section 7 of this report.

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 makes grants to

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<sup>1</sup> See paragraphs 2.1 and 3.1 for a brief description of the service areas

third sector organisations to work with disadvantaged Londoners to make real improvements in their lives. This is the sixth report covering the performance of the 2017 to 2021 Grants Programme.

- 1.5 Appendix 3, which sets out Priority 1 and 2 project delivery information, key outcomes and contact details for lead partners, is designed for members to use as an ongoing resource.

## **2 Priority 1: Homelessness**

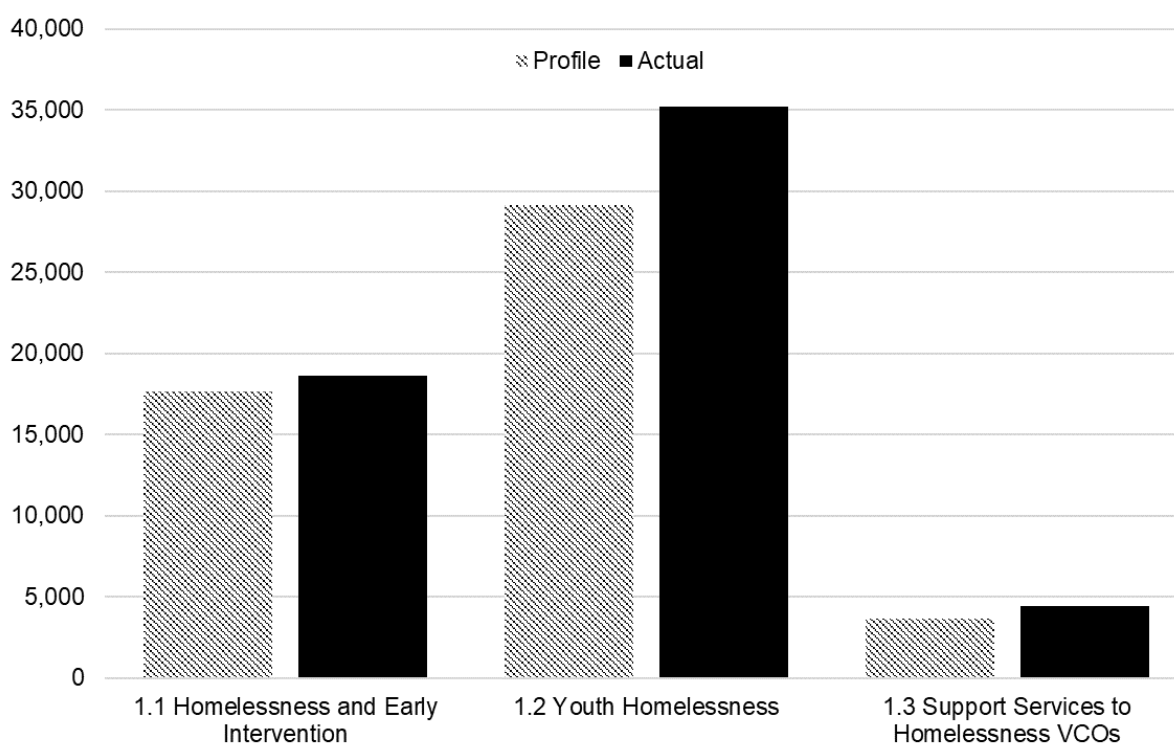
### **Delivery**

- 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 For the period to September 2019, performance was 15 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 by Service Area - April 2017 to September 2019



	1.1 Homelessness and Early Intervention	1.2 Youth Homelessness	1.3 Support Services to Homelessness VCOs
<b>Profile</b>	17,683	29,145	3,677
<b>Actual</b>	18,622	35,192	4,453
<b>Difference</b>	939	6,047	776
<b>Variance</b>	5%	21%	21%
<b>Annual Value of Grants (£m)</b>	£1.25	£1.01	£0.21
<b>Number of Providers</b>	2	1	2

2.3 As shown in Figure 1, performance is above profile across all service areas

2.4 Providers continue to support vulnerable and disadvantaged service users within the protected characteristics under the Equality Act 2010. By September 2019<sup>2</sup>:

- 44 per cent were female
- 50 per cent were under 25
- seven per cent were over 55
- 83 per cent were ethnic minorities<sup>3</sup>
- 18 per cent declared a disability
- 12 per cent were LGBT<sup>4</sup>

<sup>2</sup> Based on self-declaration; users may declare more than one protected characteristic

<sup>3</sup> Includes: Asian - all, Black - all, Chinese, Latin American, Middle Eastern, mixed ethnicity, white European, white Irish and white other

<sup>4</sup> Lesbian, gay, bisexual, identify as trans or a person with trans history or declared other

- 946 people had no recourse to public funds (three per cent)

### **Policy and wider environment information**

- 2.5 The Office for National Statistics (ONS) has published figures which show that an estimated 726 homeless people died in England and Wales in 2018, a 22 per cent rise from 2017. Of these deaths, 148 (20 per cent) were in London. These figures include rough sleepers and those using emergency accommodation, such as shelters and hostels.
- 2.6 A full year of Homelessness Case Level Information Collection (H-CLIC) data - 1 April 2018 to 31 March 2019 - has been published. The data shows that 56,800 households in London were owed a prevention duty (20.9 per cent of the total for England); 22,040 households were owed a relief duty (18.6 per cent of the total for England); and 8,920 were accepted as being owed the main rehousing duty (28.1 per cent of the total for England). 56,280 households in London were in temporary accommodation representing 66.4 per cent of the total across England. The assessments conducted by London boroughs accounted for 20 per cent of all initial assessments in England. Collection of H-CLIC data remains challenging for local authorities and its publication continues to be referred to by the government as 'experimental statistics'. Homeless Link's analysis of figures shows that since the current methodology for counting rough sleeping began in 2010, rough sleeping in England has increased by 165 per cent, and in London by 209 per cent.
- 2.7 A recently published report by LSE, commissioned by London Councils and the London Housing Directors' Group, highlights the growing cost of providing homelessness services in the capital. [The Cost of Homelessness Services in London](#) found that boroughs are spending more than £200m on homelessness from their general funds, with the costs set to increase even further as homelessness rates continue to rise. London Councils confirmed boroughs commitment to tackling homelessness and called on the government to make sure London's hard-pressed homelessness services have the resources they need.
- 2.8 The Ministry of Housing, Communities and Local Government published its [call for evidence](#) on the Homelessness Reduction Act 2017 in July 2019. The call for evidence seeks to gather evidence on the impact of the Act, the outcomes being achieved, how the Act has changed the approach of local housing authorities and their partners to tackling homelessness and supporting those in need, and the experience of people approaching their local housing authority for help. London Councils submitted a full

response in October 2019. This response included findings from the LSE independent research project commissioned by London Councils on the funding of homelessness services in London (see paragraph 2.7), plus comments from a survey of London Housing Directors and a roundtable discussion with London boroughs. Homeless Link also held a policy forum gathering views from London based organisations in October 2019.

- 2.9 In July 2019, Shelter published an analysis of regional affordability for low income families, [Private rents and family wages - Affordability in the Private Rental Sector](#). The research shows that for two thirds of local authority areas, the private rental sector is unaffordable to low-income renters without support from the benefit system and that private renters in England could not afford to pay their rent for more than a month if they lost their job. London Councils responded to the report calling for more powers and resources to enable delivery of new social housing on a mass scale.
- 2.10 The former CEO of Standing Together Against Domestic Violence (STADV) and co-founder of the Domestic Abuse and Housing Alliance (DAHA), Nicole Jacobs, has been appointed as the new Domestic Abuse Commissioner for England and Wales. Speaking in her new role, Nicole has already referred to the work of DAHA and the Whole Housing Approach project, which has raised the profile of this work in both the housing and Violence Against Women and Girls (VAWG) sector.
- 2.11 Shelter is campaigning to end “DSS (Department for Social Security) discrimination”. Leading letting agents are excluding renters in receipt of housing benefit, even when they can afford the rent, pushing people closer to homelessness. As a result of campaigning several large letting agencies have made changes to address the problem.
- 2.12 Homeless Link has been awarded £2million by the Department for Digital, Culture, Media and Sport (DCMS) to deliver the Ending Women’s Homelessness grant programme to charities working with women who are homeless or at risk of homelessness in England. The programme aims to provide charities with resources to develop effective gender and trauma-informed services and encourage cross-sector working between the homelessness and women’s sectors. They have also been commissioned by Southwark Council, for a second year, to hold a set of focus groups for single homeless people and homeless families to look at their experiences of using the borough’s Housing Options.
- 2.13 Delivery partners ran various borough events and awareness raising activities as part of World Homeless days on 10 October 2019.

### **Service Area 1.1**

- 2.14 Shelter reviewed its outreach/drop-in provision across the capital to ensure a good reach across inner and outer London boroughs. A change in the focus of referrals to the STAR partnership for those in need of help with disrepair and/or tenancy sustainment support was agreed with Ealing's co-located outreach service.
- 2.15 Shelter also report it is increasingly working with people with No Recourse to Public Funds and has focused on engaging with immigration advice services for support. This has resulted in partnership work and referrals to Migrant Help UK and Praxis.
- 2.16 St Mungo's reported a boost in referrals from the prison teams due to a recent communication instructing them to identify referrals from several boroughs, and a large increase in referrals from probation offices.
- 2.17 St Mungo's continues to highlight problems in finding private rented sector accommodation for people on benefits, which has been exacerbated due to the benefit cap and for those under 35 years of age and/or on universal credit. Rooms are extremely difficult to find for clients as rental rates are well above the Local Housing Allowance rate, leaving clients with a huge short fall. Some landlords and lettings agencies have also become more rigid in their demands for rent deposits and rent in advance. This 'cherry picking' of tenants excludes clients on benefits or clients with criminal convictions, which is a significant proportion of the client group that St Mungo's supports.

### **Service area 1.2**

- 2.18 New Horizon Youth Centre (NHYC) report that although the Tenancy Fees Act 2019 came into force in June 2019, they are noticing that letting agents and landlords are still trying to charge upfront letting fees.
- 2.19 Across the London Youth Gateway (LYG) partnership more young people have presented who are owed a Section 21 duty under the Children's Act, particularly those who initially arrived in the UK as unaccompanied minors. In each case, partners ensure they follow safeguarding protocols and initially try to reconnect the young person to the local authority which holds the duty to re-establish them with their support structures. They have also seen several young people diagnosed with tuberculosis (TB), primarily east African young adults with refugee or asylum-seeker status, many of whom had been sleeping rough. LYG partners use related services, in particular the TB screening mobile unit of University College London Hospital to address their health needs.



- 2.20 Stonewall Housing recently received MHCLG funding to provide LGBT+ awareness training nationwide, which will further help to establish and strengthen networks.
- 2.21 New Horizon report that the closure of Lambeth Law Centre due to funding pressures will have a considerable impact on accessing migration advice for their beneficiary group. The centre also provided invaluable support through its satellite and follow up service at NHYC. They recognise that this type of advice will be incredibly difficult to access for their service users and they aim to continue to source alternative provision in anticipation that demand is likely to rise in relation to Brexit.

### **Service area 1.3**

- 2.22 Homeless Link report there appears to be silo working between housing authorities, adult social care and children's services, which continues to be an issue, with inconsistent approaches to offering joint assessment, help and support. The PLUS project has experienced similar challenges in outer London boroughs. However, they have achieved some success in more joined up working where borough events are attended by different local authority teams.
- 2.23 The Work and Pensions Select Committee opened an inquiry in response to 'the increasing numbers of people - overwhelmingly women - [who] have been getting involved in 'survival sex' as a direct result of welfare policy changes.' Homeless Link made a response to the inquiry based on input from member organisations and the charity, Changing Lives.
- 2.24 STADV is starting to see the benefits of its engagement work over the first two years of the programme take effect. They have seen a rise in housing providers contacting them about the accreditation process and anticipate seeing a continued increase in the number of providers committing to the process.
- 2.25 STADV has reported a major success this quarter with London and Quadrant (L&Q) expressing an interest in Domestic Abuse Housing Alliance (DAHA) accreditation. L&Q is the second largest housing provider in the UK with over 95,000 homes nationally. It is hoped that, should L&Q commit to the accreditation process, other larger housing providers will be encouraged to sign up. Whilst this poses new challenges for a small team, STADV is reviewing the operation of the accreditation process for larger organisations to ensure they are able to adequately assess quality of responses over larger geographical areas delivered by the hundreds of staff they employ.

- 2.26 STADV highlighted the national finding that referrals from housing providers currently represents less than two per cent of referrals to Multi Agency Risk Assessment Conference (MARAC), indicating a significantly lower referral rate than anticipated given the number of survivors living in social housing. This is a key aspect that requires improvement in the sector.
- 2.27 The Whole Housing Approach project is a new initiative created by DAHA that considers all housing tenure types and how survivors can be helped to achieve safe and secure housing. A toolkit will be produced to describe the ideal routes to safety for each tenure, the housing options available that can facilitate this, and an implementation guide based on best practice. One chapter will be dedicated to social housing providers and DAHA accreditation. This approach will be introduced throughout their funded workshops.

### **3 Performance management**

- 3.1 **Standing Together Against Domestic Violence (STADV)** - RAG rated Green: A reporting error on one outcome was identified in quarter nine resulting in data being removed, while a further investigation of other outcomes took place, which highlighted some historic under-reporting. This has been corrected for quarter 10.

## **4 Priority 2: Sexual and domestic violence**

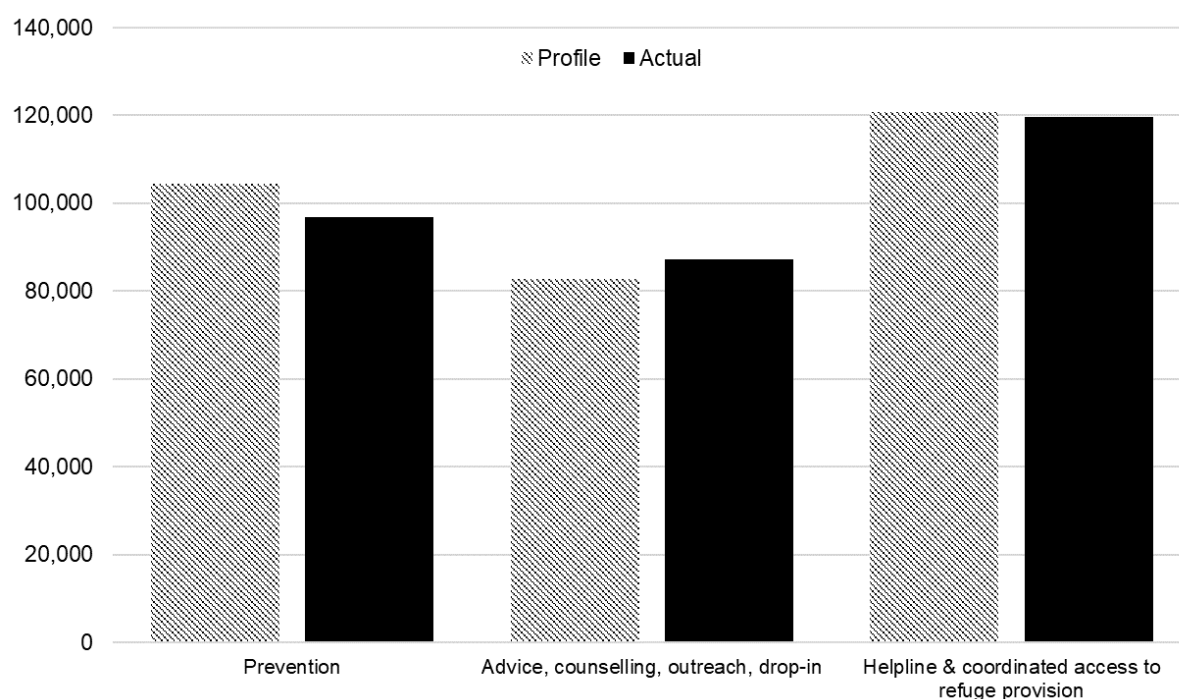
### **Delivery**

4.1 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).

4.2 Over the period to September 2019, overall performance was one percent below profile. Figures 2 and 3 provide further information at a service area level. Outcome targets have been met or achieved in three out of the six service areas. Service areas 2.1, 2.3 and 2.4 are within the +/-15 per cent delivery tolerance for the quarter.

**Figure 2:** Priority 2 Delivery against Profile by Service Area (2.1-2.3) - April 2017 to September 2019

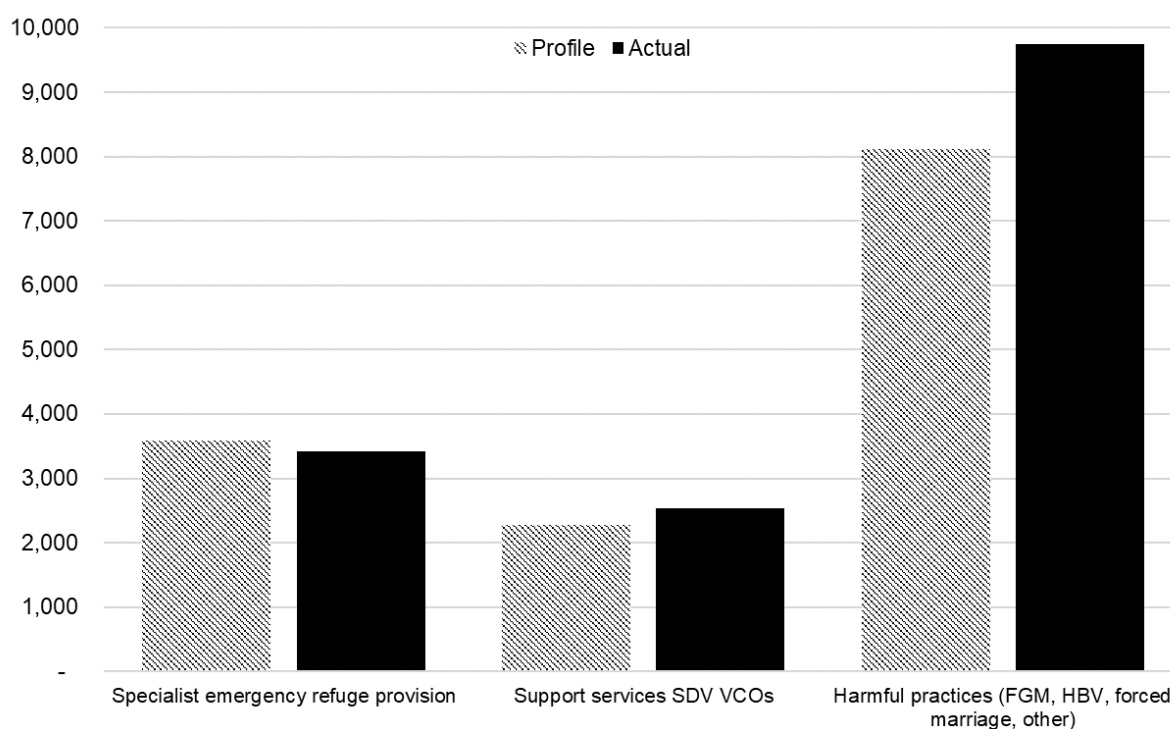


	2.1 Prevention <sup>5</sup>	2.2 Advice, counselling, outreach, drop-in	2.3 Helpline and coordinated access to refuge provision <sup>6</sup>
<b>Profile</b>	104,388	82,815	120,833
<b>Actual</b>	96,775	87,269	119,582
<b>Difference</b>	-7,613	4,454	1,251
<b>Variance</b>	-7%	5%	-1%
<b>Annual Value of Grants (£m)</b>	£0.27	£1.72	£0.31
<b>Number of Providers</b>	1	3	1

<sup>5</sup> Tender Education and Arts (the only delivery partner 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

<sup>6</sup> Women's Aid Foundation (the only delivery partner in this strand) records high numbers of callers where their borough of residence is unknown, or unreported; due to the nature of the service (domestic and sexual violence helplines) callers may be unwilling or too distressed to give this information

**Figure 3:** Priority 2 Delivery against Profile by Service Area (2.4-2.6) - April 2017 to September 2019



	2.4 Specialist emergency refuge provision	2.5 Support services SDV VCOs	2.6 Harmful practices (FGM, HBV, forced marriage, other)
<b>Profile</b>	3,591	2,280	8,116
<b>Actual</b>	3,423	2,535	9,745
<b>Difference</b>	168	255	1,629
<b>Variance</b>	-5%	11%	20%
<b>Annual Value of Grants (£m)</b>	£0.84	£0.24	£0.32
<b>Number of Providers</b>	1	1	1

4.3 Providers continue to support vulnerable and disadvantaged service users within the protected characteristics under the Equality Act 2010. By September 2019<sup>7</sup>:

- 77 per cent were female
- 32 per cent were under 25
- 3 per cent were aged over 55
- 84 per cent were ethnic minorities<sup>8</sup>
- 14 per cent declared a disability

<sup>7</sup> Based on self-declaration; users may declare more than one protected characteristic

<sup>8</sup> Includes: Asian - all, Black - all, Chinese, Latin American, Middle Eastern, mixed ethnicity, white European, white Irish and white other

- 5 per cent were LGBT<sup>9</sup>
- 2,428 people had no recourse to public funds (two per cent)

### **Policy and wider environment information**

- 4.4 MOPAC has announced successful bids for VAWG services funded through the Mayor's VAWG Fund, which aims to provide £15million additional funding to tackle violence against women and girls. £6.8million has been awarded to five pan-London VAWG projects, aimed at increasing capacity and meeting increased levels of demand.

Four<sup>10</sup> of the projects are led by organisations that receive funding through the London Councils Grants Programme:

- **Ascent Project**, led by Solace
- **Ending Harmful Practices Partnership**, led by Asian Women's Resource Centre
- **London Holistic Advocacy Wrap-around Service**, led by Southall Black Sisters
- **Pan-London Young Women and Girls Integrated Service**, led by Women and Girls Network

These additional resources will allow existing projects and partnerships to expand their capacity and enhance their offer to beneficiaries, such as additional awareness raising work, counselling and advocacy provision. London Councils will be working in partnership with providers and MOPAC to ensure that delivery and monitoring of service provision is aligned effectively.

Other strands of the funding have been directed towards uplifting existing MOPAC provision and scoping out further investment in innovation. MOPAC is also expected to announce a fund for grassroots community-based organisations, which will be delivered through a fund manager from the VAWG sector.

- 4.5 The Ministry for Housing, Communities and Local Government (MHCLG) published its response to the domestic abuse services consultation, confirming its intention to introduce a statutory duty on local authorities and establish a new model for delivering funding for refuges and safe accommodation. These arrangements would take effect from April 2021. An additional £15million has been announced to fund services over 2020/21.

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<sup>9</sup> Lesbian, gay, bisexual, identify as trans or a person with trans history or declared other

<sup>10</sup> Suzy Lamplugh Trust was also awarded funding for a London Stalking Support Service

- 4.6 The Domestic Abuse Bill has successfully passed its Second Reading and will now be passing to the Committee stage, where it is expected to be subject to several amendments. The government has confirmed it will table an amendment to introduce a statutory duty on local authorities to provide refuge and safe accommodation for domestic abuse survivors. Local authorities will be required to develop and publish strategies that set out the range of support services available for those fleeing violent relationships, including refuge accommodation and specialist support, from safety through to independence. The duty will be funded from April 2021 (subject to future spending reviews). The Bill will bring about the first ever statutory government definition of domestic abuse to specifically include economic abuse and controlling and manipulative non-physical abuse (see the [government press release](#) for further information).
- 4.7 Hackney and Waltham Forest councils are the first local authorities in London to adopt a new approach to working with families affected by domestic abuse. The Safe and Together model is an evidence-based approach to domestic abuse. It focuses on ensuring that, wherever possible, children are kept with the adult domestic abuse survivor to enhance the safety and wellbeing of children, and that abusive partners are held responsible for their behaviours as parents.
- 4.8 The GLA has awarded funding through the Mayor's Move-On Programme to the London VAWG Consortium - 14 members of the consortium are funded by the London Councils Grants Programme. The programme will provide accommodation and dedicated specialist support for women leaving London refuges. Solace will be coordinating the project, along with six specialist partners.
- 4.9 SignHealth was shortlisted in the Disability Category at the National Diversity Awards. The awards celebrate the inspiring achievements of positive role models and community organisations from across the UK.
- 4.10 Asian Women's Resource Centre (AWRC) and Women's Resource Centre (WRC) report that organisations continue to be threatened by closure due to recommissioning and/or cuts in funding. Examples include the London Black Women's Project in Newham, which has provided refuge provision for Black and Minority Ethnic (BME) women for 32 years, has lost its refuge contract, and Harrow Women's Centre closed after 27 years.
- 4.11 All delivery partners are reporting that clients are struggling to access mental health services. A lack of specialist tailored and appropriate mental health support, particularly for BME women, is severely hampering recovery. As the complexity of need continues

to rise, demand pressures increase on the few specialist services available and the threshold for access to those services gets higher.

## **Service Area Updates**

### **Service Area 2.1**

- 4.12 The Department for Education is introducing statutory Relationship and Sex Education in secondary schools and Relationship Education in primary schools from 2020. Whilst the new curriculum will be mandatory from September 2020, schools have been encouraged to adopt the new curriculum from this September. Tender Education and Arts has been working with some early adopter schools to help them develop and deliver the curriculum.

### **Service Area 2.2**

- 4.13 Galop and Stonewall Housing have three new advocacy staff working on the Home Office National Project, which aims to increase awareness and good practice around LGBT+ domestic violence and abuse (DVA) provision.
- 4.14 Galop held its first National LGBT DVA Conference in May. Over 80 delegates attended from a wide range of statutory and voluntary organisations, including borough officers, VAWG and LGBT organisations, the Metropolitan Police, housing officers, and commissioners and grants teams. The Domestic Abuse Partnership (DAP) was publicised at the conference; delegates heard about the services available through the partnership, including its achievements over the last eight years. London Councils was acknowledged for its contribution to both the continuation and development of the service.
- 4.15 Galop's continued marketing and publicity has led to a 45 per cent increase in calls to the Domestic Violence Helpline. 56 per cent of these calls were from London.
- 4.16 Galop appointed a full-time pan-London IDVA in July, to deliver services as a partner of the MOPAC Integrated Victims and Witness Service London, led by Victim Support. This has in turn increased referrals to the housing, advocacy and counselling parts of the DAP. Galop will monitor how this new service will impact on the DAP in terms of capacity.
- 4.17 Solace delivered a presentation on VAWG and Housing, to the London Housing Directors group, hosted by London Councils on 10 May. The presentation was well received.



- 4.18 Cutbacks in funding to services or recommissioning to move to different models of working in some boroughs, has meant a reduction or, in some instances, a loss of services available to women experiencing violence. Consequently, services such as Solace's advice hub are often the only source of support left in some boroughs. This increases pressure on advice hub staff and challenges capacity to the maximum, which can prevent women from getting the right level of support to meet her needs.
- 4.19 In October, Solace delivered a VAWG and Housing conference with MOPAC at City Hall, and the launched the Safe as Houses report and campaign. The report reveals that the main barrier to leaving an abuser is fear of losing a tenancy. The [executive summary](#) highlights that the prolonged period of austerity, deepening housing crisis and funding cuts to specialist services, has created a bleak landscape for women fleeing abuse in London. Solace continues to seek opportunities to innovate, educate and collaborate around better housing options for women fleeing VAWG.
- 4.20 Through its monitoring of the impact of the Homelessness Reduction Act (HRA), Solace report that 'gatekeeping' and other poor practices appear to be continuing across some local authority housing services, which highlights the need for greater awareness of the statutory requirements imposed through the HRA.
- 4.21 Solace and the Iranian and Kurdish Women's Rights Organisation (IKWRO)<sup>11</sup> have reported that some local authority social service teams are refusing to support women, with children, with No Recourse to Public Funds (NRPF) and are having to refer cases to solicitors (this has also been reported by AWRC under service area 2.6). This highlights a need for awareness of statutory responsibilities.
- 4.22 IKWRO report that a key challenge is finding safe accommodation for women with NRPF, as the majority of refuges are not able to accept these women due funding issues. IKWRO works closely with immigration solicitors to apply for a destitution domestic violence concession (DDV) to the Home Office to relieve destitution and help achieve positive immigration outcomes.
- 4.23 Universal Credit continues to be a challenge for IKWRO clients, with continued reports of delays with payments, especially where EEA family members are involved.

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<sup>11</sup> A partner in the Ascent Advice and Counselling partnership, led by Solace Women's Aid

- 4.24 Solace report that some providers are concerned about taking on service users with accessibility needs, such as language support. This will be discussed with Solace to understand the issue better and try to resolve the problem.
- 4.25 SignHealth is drafting a survey for Women's Aid for inclusion in its monthly newsletter, to find out how many professionals have supported deaf women in their organisations and to find out how many refuges are accessible.

### **Service Area 2.3**

- 4.26 In July 2019 the Home Office awarded a grant for the National Domestic Violence Helpline (NDVHL) to be run solely by Refuge, rather than in partnership with Women's Aid. London Councils funds Women's Aid and Refuge to deliver a London specific element of the NDVHL, as part of the Pan-London Domestic and Sexual Violence Helplines and Data Collection Project. Following the Home Office decision to award funding to Refuge the organisations have agreed that Women's Aid's responsibilities, in respect of running the helpline for London Councils, will be transferred to Refuge along with associated funding. Women's Aid will continue to collect, analyse and report on the demand and use of refuges in London through the data collection aspect of the project, and will also continue as the lead partner. The roles of the other organisations involved in delivering the Pan-London Domestic and Sexual Violence Helplines and data collection project will not change. The changes to the delivery of the NDVHL begun on 1 November 2019. London Councils has worked with Women's Aid to ensure that all relevant processes and procedures were adhered to for the proper transition of the NDVHL. Officers will continue to monitor the situation.
- 4.27 Officers circulated Women Aid's 2018-19 summary report of Routes to Support data to London sexual and domestic violence service providers in May. Following discussion at the Data Support Group in June, it was decided to try and broaden awareness and use of the data by circulating the summary to relevant London Council Networks. So far it has been distributed to Heads of Community Safety and the Borough Grants Officers Network.

### **Service Area 2.4**

- 4.28 IKWRO, one of our partners providing specialist emergency refuge accommodation, is part of the Girls Not Brides global partnership, which is seeking to end child marriage. It is calling for weddings of under 18-year olds to be made illegal, because current law makes it difficult for the police and social services to protect children from child marriage within the UK, or to stop men from the UK taking a child bride from abroad. Through the

London Councils funded project, IKWRO supported a Syrian woman who was married off at age 16 to a British Syrian man 11 years her senior. She left her emotionally and physically abusive husband, fleeing to a refuge provided by IKWRO. This work was highlighted in a [Sunday Times article](#) on the global campaign to end child marriage.

- 4.29 Ashiana, the lead partner for the specialist emergency refuge accommodation project, highlighted the increasing focus on VAWG and homelessness, including women that fall into the category of hidden homeless. Ashiana has highlighted research commissioned by St Mungo's, [Women and sleeping rough](#), which reveals evidence that rough sleeping numbers are 'almost certainly being undercounted'; that women are more likely to be missed in official figures; and that 33 per cent of St Mungo's female residents said domestic abuse contributed to their homelessness. London Councils funded project helps to tackle the issues by providing support for marginalised women to access housing.
- 4.30 Solace highlights an [external evaluation of the Amari Project](#) for which London Councils provides funding as part of the specialist emergency refuge accommodation network.

### **Service Area 2.5**

- 4.31 Imkaan, one of the partners helping to run support services to sexual and domestic violence voluntary sector organisations, reported that its member organisations continue to face the threat of closure with continued reductions and changes in funding at a time when demand for their services has grown. It reports that there has been increased hate crime, race and faith-based abuse as well as demand for food vouchers/food banks amongst women in the communities they serve.
- 4.32 Another partner, Respect, advised that, in collaboration with Rights of Women, it has produced [a briefing on Domestic Abuse Protection Orders](#), given evidence to the joint committee on the Domestic Abuse Bill, secured funding from the Home Office for its helpline and achieved reaccreditation from the helplines standard.

### **Service Area 2.6**

- 4.33 IMECE, a partner in the Ending Harmful Practises project, led by AWRC, has secured a drop-in surgery at their premises through work with Islington Council's housing manager to provide housing advice to women.
- 4.34 As reported by Solace under service area 2.2, AWRC also report ongoing lack of support for some service users from social services. From April to September 2019, AWRC had several cases referred by social services where appropriate support had not been offered

and women were simply informed that AWRC would help them find accommodation “and everything else they need”. AWRC stated that where social services appeared to not comply with their statutory duties, partners have appropriately challenged decisions. These challenges are often successful, without having to resort to legal intervention.

## **5 Performance management**

- 5.1 SignHealth is RAG rated Amber for the fourth quarter in succession. The project has been Amber since quarter seven, after a routine evidence check uncovered discrepancies in recording of outcomes (there was an extensive revision of reported figures in quarter seven).
- 5.2 Other factors have meant that the project's performance has not improved as much or as swiftly as officers had hoped, such as some planned activities not taking place in quarter eight due to staff vacancies and the project's remedial action plan taking time to embed. There is now a full complement of staff in post and the action plan was fully operational from August 2019.
- 5.3 Officers have met with SignHealth several times to remedy reporting issues and have worked with colleagues to improve understanding of the monitoring system and improve tracking of participants through the service. As part of the action plan, staff have recently been retrained in how to accurately record the outcomes of service users. Training continues.
- 5.4 The organisation has struggled to improve borough engagement, so officers have supported SignHealth to improve communication with boroughs and to gain more opportunities to present their services to a range of officer networks, with a view to increasing referrals from local authorities. In September they presented to the VAWG Coordinators network's quarterly meeting at City Hall and are scheduled to speak to the Borough Grants Officer network in November. The Grants team is also arranging for SignHealth to present at Housing Needs and Homelessness and Heads of Community Safety meetings.
- 5.5 SignHealth has increased its communications with boroughs by better targeting its outreach and has booked several presentations and deaf awareness sessions over the coming three months. The quieter summer period was used to increase outreach to boroughs and to hospital departments (such as A&E, maternity, audiology), and police stations and job centres. They met with new contacts, such the community midwife team in the London borough of Newham. An early achievement from this increased engagement is a new drop-in service in Kensington and Chelsea's Town Hall.

5.6 SignHealth's service is highly specialised in nature and the target group for that service is a minority community in London<sup>12</sup>. SignHealth has highlighted achieving certain outcomes, such as securing tenancies, can be harder for deaf service users due to additional barriers deaf victims of domestic abuse have in accessing refuge provision, or making a homeless application. Access to routine services can be hampered by interpreters not being readily available or lack of alternative communication/contact methods, such as video relay services. Securing a tenancy through this project often means removing the perpetrator or installing a 'Sanctuary' in the home, through support to the household via the Sanctuary Scheme, which enables survivors to remain in their home. SignHealth has asked for the secured tenancies outcome to be reviewed considering experience from the first two years of the project. As secured tenancies was a new, untested, outcome for this project in this grants round, officers are looking at the evidence and will present any case for re-profiling to the Grants Committee should the evidence suggest that this is a reasonable course of action.

5.7 The grants team is proposing that SignHealth go on to monthly monitoring and will keep the committee informed as to progress. Recent improvements in outreach to boroughs and other agencies should lead to increased referrals over the forthcoming months. SignHealth continues to review its recording of outcomes and staff's understanding of the London Councils monitoring requirements.

## **6 Mayor's Office for Policing and Crime (MOPAC) funding: Ending Harmful Practices**

6.1 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 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 training with nine partners who also deliver the project funded under 2.6 of the grants programme.

6.2 This report marks the first quarter of the second and final year of this project. The partnership has continued to make progress in promoting and delivering training on Harmful Practices across London. In Quarter 5, they delivered 10.5 training days to 133 professions in eleven London boroughs:

- Barking and Dagenham

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<sup>12</sup> 8,420 People registered as deaf in London in year ending 31 March 2010, published by The Information Centre, NHS, 17 February 2011

- Brent
- Camden
- Ealing
- Hackney
- Kensington and Chelsea
- Lambeth
- Merton
- Southwark
- Tower Hamlets
- Waltham Forest

6.3 Professionals trained this quarter include staff from Department of Work and Pensions, Home Office, employment services, doctors, nurses, police officers, housing and social care and safeguarding leads. Participants are identified by VAWG coordinators and safeguarding leads; training needs, and how best to address them, are then agreed with local VAWG/community safety teams and or Local Safeguarding Children Boards (LSCBs).

6.4 Just under 70 per cent of the participants felt their understanding prior to the training had been “poor” and rated their understanding as “good/very good” post training. Participants fed back that they were better able to understand the nature of harmful practices and felt better equipped to identify different forms of harmful practices. Many participants who work in boroughs with a culturally rich population, and the police in particular, encounter harmful practice cases which they are unsure of how to navigate; these trainees responded very favourably to the training, reporting that they are more aware of the complex and private nature of these crimes.

6.5 Over the period from May 2018 to September 2019, 54 training days have been delivered to 1,109 participants. The project has far exceeded its target of 920 participants and has a further 48 training days to deliver in the final nine months of the project.

6.6 In summary, to date:

- the project has delivered a total of 54 training sessions to 1,109 participants, in 28 boroughs and the City of London
- 52 per cent of the two-year target (102) for the number of training days has been delivered
- the project has already surpassed the two-year target (920) for participants.

## 7 Priority 3: ESF tackling poverty through employment

- 7.1 Grants Committee agreed funding for the Poverty Programme under Priority 3, Tackling Poverty through Employment, in July 2016. The programme completed delivery in June 2019.
- 7.2 This Priority was funded by boroughs' contributions to the Grants Programme (originally £3million) and was matched by the London Councils ESF Programme, through a funding agreement with the GLA,
- 7.3 The London Councils ESF Poverty Programme aimed to support long-term unemployed and economically inactive people from specific disadvantaged target groups, including Londoners who were at risk of homelessness, or who were homeless,
- 7.4 Funding was agreed with the following providers in 2016:

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

- 7.5 From October 2016 to June 2019, the following activity was undertaken, and results achieved:

- Enrolments - 3,089 (target 4,500)
- Personalised support and advice - 2,965 (target 4,052)
- Volunteering/work experience - 221 (target 897)

- Progressed into education/training - 348 (target 898)
- Progressed into employment - 529 (target 1,484)
- Sustained in employment 26 weeks - 212 (target 908)

P=Profile A=Actual	CT		PDT		RED (OE)	
	P	A	P	A	P	A
Enrolment	715	313	741	765	785	480
Personalised support and advice	641	308	666	741	706	423
Volunteering/work experience	143	41	148	49	156	50
Progressed to further education/training	141	17	148	88	157	16
Progressed into employment	236	78	244	170	260	79
Sustained employment for 26 weeks	145	28	150	70	158	36

P=Profile A=Actual	RED (AH)		LTEN		MIC	
	P	A	P	A	P	A
Enrolment	749	524	771	477	739	530
Personalised support and advice	675	498	697	475	667	520
Volunteering/work experience	148	21	154	16	148	44
Progressed to further education/training	150	35	154	123	148	69
Progressed into employment	247	53	254	48	243	101
Sustained employment for 26 weeks	151	10	155	13	149	55

- 7.6 From October 2016 to June 2019, activity and results attracted £3,109,980 funding. £1,554,990.00 is attributable to the Grants Programme. The programme was originally intended to outturn at £5,640,601.

P=Profile A=Actual	CT		PDT		RED (OE)	
	P	A	P	A	P	A
Funding	£896,228	£284,260	£928,818	£858,620	£983,970	£458,630

P=Profile A=Actual	RED (AH)		LTEN		MIC	
	P	A	P	A	P	A
Funding	£938,846	£445,810	£966,422	£462,090	£926,312	£600,570

- 7.7 Providers attracted and supported disadvantaged residents, which was the aim of the programme. Of the participants engaged and enrolled onto the programme:

- 64 per cent are female
- 59 per cent were long term unemployed
- 39 per cent were economically inactive
- 53 per cent were inactive or unemployed for more than three years
- 26 per cent were over 50
- 27 per cent did not have basic skills
- 67 per cent were ethnic minorities



- 52 per cent were from a jobless household
- 22 per cent were from a single adult household with dependent children
- 14 per cent declared a disability
- 15 per cent declared a mental health condition.

### **Directors Commentary**

- 7.8 Under the 2014-2020 ESF programme, London Councils is a 'direct bid organisation' and not a co-financer as in the previous ESF round. This places considerable additional responsibilities and risks on London Councils, primarily the requirement for a 100 per cent eligibility check against ESF requirements for all participants, for the entire duration of the programme, and the risk of failures in compliance being apportioned across the whole programme.
- 7.9 This change in status, and the more onerous requirements that come with this status, was not fully understood or considered when Priority 3 was set up and implemented. Consequently, London Councils faced considerable challenges with delivery on Priority 3 for the duration of the programme.
- 7.10 As highlighted to Grants Committee members in 2017, this was partly due to some poor advice, guidance and lack of operational management of the programme on the part of London Councils in the early months of delivery. This significantly impacted our partners; all of them were placed in the extremely difficult position of being notified that six months' worth of delivery was not compliant and, therefore, not fundable.
- 7.11 The consequent loss of confidence in London Councils by partners was unsurprising. Yet, following a significant amount of work, all partners agreed to continue with the programme, which was a testament to their values and their desire to support vulnerable London residents.
- 7.12 During 2017 and 2018 London Councils worked with partners to rebuild the programme. Resources were deployed to ensure projects met the strict compliance rules of ESF and had the required tools, guidance and support in place to effectively and successfully deliver.
- 7.13 Partners responded heroically to the changes needed to make the programme compliant and made extraordinary efforts to get projects back on track.
- 7.14 To further help recover the programme, delivery was extended to June 2019 to give partners more time to try meet the original targets, three officers were appointed to work directly with partners and provide on-site support with quality assurance and compliance,

and the funding model was adjusted to increase funding for the first paid element of the programme to acknowledge the additional work that partners needed to undertake to ensure participants were eligible. Additionally, London Councils moved from a quarterly payment model to a monthly payment model to help address the financial impact of the changes and agreed additional advances (after appropriate due diligence) with two partners.

- 7.15 Notwithstanding the efforts of our partners, the ESF compliance requirements and consequent administrative burden weighed heavily throughout the duration of the delivery and could not be entirely mitigated. Some of the incorrect assumptions that had been made in setting up the programme had a destabilising effect for the life of the programme.
- 7.16 Further, the Citizen's Trust withdrew from the programme in July 2018 (for a change of business reasons), which put additional pressure on the programme. Paddington Development Trust stepped in to cover the boroughs that the Citizens Trust previously provided a service to. This change accounts for the proportionally lower engagement from the Citizen's Trust and proportionally higher engagement by Paddington Development Trust, when comparing to the programme as a whole.
- 7.17 The programme did not meet the originally envisaged targets. 2,965 participants received personalised support and advice, 73 per cent of target. The expectation that about third of participants on the programme would gain employment was not met, with 18 per cent moving into jobs. The time that was needed to recover the programme ate into the time that would have been used to support more participants to gain work. As evidenced through the equalities data (paragraph 7.7) projects clearly worked with residents furthest from the labour market, often with complex and multiple barriers, who needed time as well as support to get a foothold in the labour market. Although it was possible to extend the programme for a further six months to continue to track and capture results, without an increase in funding for partners, which was not possible for various reasons, a further extension was not viable.
- 7.18 Partners have submitted evaluation reports to London Councils, now published on the Grants section of the website (<https://www.londoncouncils.gov.uk/services/grants>). Unlike previous rounds of ESF, these evaluations have not been edited, approved, or signed off by London Councils. It was the Directors opinion that partners are entitled to their views, without censure, particularly considering the unprecedented challenges that they worked through.

- 7.19 It is clear from the evaluations that all partners were, understandably, unhappy with changes that impacted on delivery and that partners felt changes to compliance requirements were continual. The move from a quality monitoring approach to a compliance driven regime was viewed as a poor approach for fostering good partnership working, as it implied a lack of trust. Issues with the London Councils database were cited as causing delays with reporting and payments. The strict eligibility requirements were seen as a barrier to helping those most in need and some partners felt that these requirements were unreasonable.
- 7.20 Notwithstanding these issues, the evaluations also show some outstanding work with clients. All the reports contain participant feedback and case studies, which highlight how projects supported participants to overcome significant barriers to start work. Results from customer satisfaction surveys show very high levels of satisfaction with services, and data for the achievement of soft outcomes shows the rounded support that projects provided to participants. It is likely that many participants will see the benefit of that support well beyond the life of the projects.
- 7.21 Whilst these evaluations do not make for comfortable reading, they do provide London Councils with the opportunity to learn from mistakes and identify areas for continuous improvement. London Councils will be commissioning an evaluator to review the entire ESF programme and will make use of the feedback and commentary from the Priority 3 projects. The evaluation reports will be shared with the London Councils' ESF funder, the GLA.
- 7.22 An option for redeploying the underspend from Priority 3 is presented to this committee under item 7.

## **8 Risk-based performance management (RAG rating) – Project level performance**

- 8.1 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 2017<sup>13</sup>. 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.
- 8.2 The RAG ratings for quarters nine (April to June 2019) and ten (July to September 2019) are set out in the table below. The Committee will note that 12 projects in quarter 10 are rated Green and one is Amber. The direction-of-travel indicators show that the performance of most projects is steady or improved. More detailed information on the RAG scoring methodology is provided in **Appendix 1**.

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<sup>13</sup> Commissioning Performance Management Framework, Item 5, Grants Committee, meeting on 8 February 2017

**Table Three: RAG Results (Priorities 1 and 2: April 2017 to September 2019)**

Service area	Organisation (lead)	Project	Partners	RAG Rating Q9	RAG Rating Q10
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	Amber	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 Q9	RAG Rating Q10
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 ↔

## **9 Communications and borough engagement**

- 9.1 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 took place with the Chair of the Borough Grants Officers group to agree a series of presentations from the projects, with New Horizon Youth Centre presenting to the Group on 3 July. SignHealth made a presentation to VAWG Coordinators meeting in September 2019 to discuss their service and the needs of their vulnerable client group.
- 9.2 Individual reports on borough engagement by delivery partners are listed in Appendix 3. Where engagement is low in boroughs, the Grants team will speak to partners and borough officers. The Director will raise any engagement issue at the Borough Officers Grants network and the Cross-Priority meetings in November.
- 9.3 Officers have also worked closely with London Councils policy and communications teams to promote programme related issues to Members and boroughs throughout the year, particularly through Key Issues and social media.
- 9.4 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.
- 9.5 The Strategy Director attends the quarterly partners Cross Priority meetings, where information about good contacts and outreach is shared.
- 9.6 A selection of case studies is regularly published and updated on the [London Councils website](#). The case studies illustrate the difficulties of working with a vulnerable client group and highlight partnership working to meet the multiple needs of service users, cross priority working and making links between homelessness and sexual and domestic violence services.

## **10 Value for Money**

- 10.1 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)

10.2 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.

10.3 London Councils has completed its consultation with groups to review targets where there is significant over-delivery to bring these more into line with actual performance and ensure projects continue to offer value for money.

10.4 London Councils operates a robust monitoring system to ensure figures reported are verifiable; the work delivery partners undertake has a far wider benefit and impact than is often shown through the figures. For example, a frontline organisation may support a service user through multiple interventions across the whole partnership. A second-tier delivery partner may record work with one organisation but provide services to high numbers of their staff across separate departments or branches and so have a much greater reach in upskilling the voluntary and community sector than the figures indicate.

10.5 Most delivery partners 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 have led to better outcomes for service users. Where relevant, delivery partners work towards certain quality standards, and involve service users in the design and adaptation of the projects.

10.6 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.



## **11 Recommendations**

11.1 Grants Committee is asked to note:

11.2 outcomes at priority level:

11.2.1 Priority 1, combatting homelessness, overall is 15 per cent above profile to September 2019

11.2.2 Priority 2, tackling sexual and domestic violence, overall is marginally - one per cent - below profile to September 2019

11.2.3 Priority 3, tackling poverty through employment, completed delivery -30 per cent below profile for the period October 2016 to June 2019

11.3 the number of interventions delivered in the relevant periods:

11.3.1 Priority 1, combatting homelessness – 58,267

11.3.2 Priority 2, tackling sexual and domestic violence – 319,329

11.3.3 Priority 3, tackling poverty through employment – 7,611

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

11.4.1 Priorities 1 and 2: 12 projects are rated Green and one is Amber

11.4.2 Priority 3: as this priority has completed delivery, the RAG rating no longer applies

11.5 that an option for using the underspend related to Priority 3 is presented to this committee under item 7

11.6 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 (section 6)

11.7 the borough maps (Appendix 2), and borough engagement activities (Section 9)

11.8 the project delivery information and contact details (Appendix 3), produced as a separate resource to provide members with a directory of services, with up-to-date contact information, as well as an update on performance

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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 delivery partners 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 12, 10 July 2019

*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.

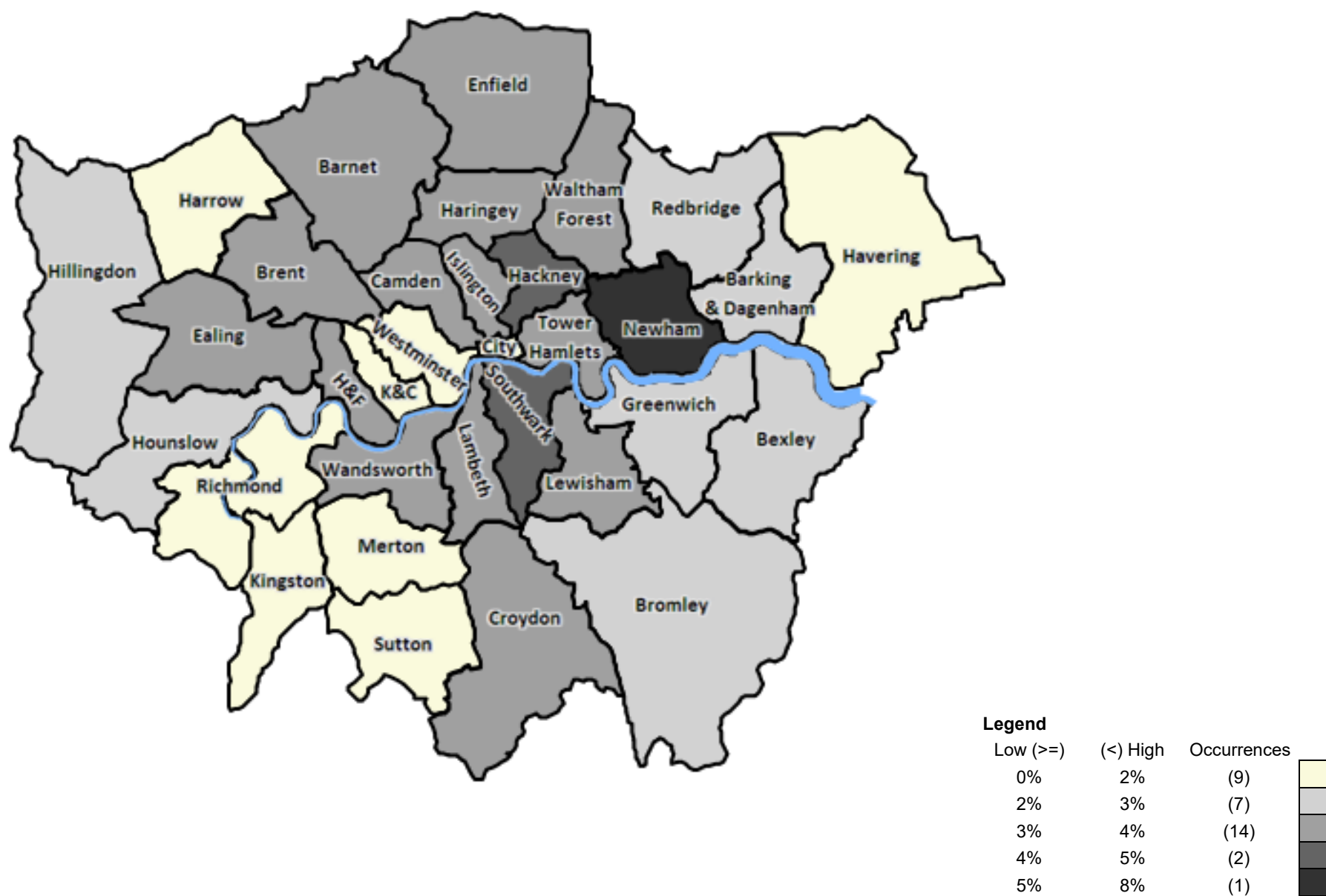
The requirement to meet at least 80 points to achieve a Green rating was agreed at the March 2018 Grants Committee, following a review by officers to ensure that the RAG rating system was appropriately highlighting performance issues.

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.

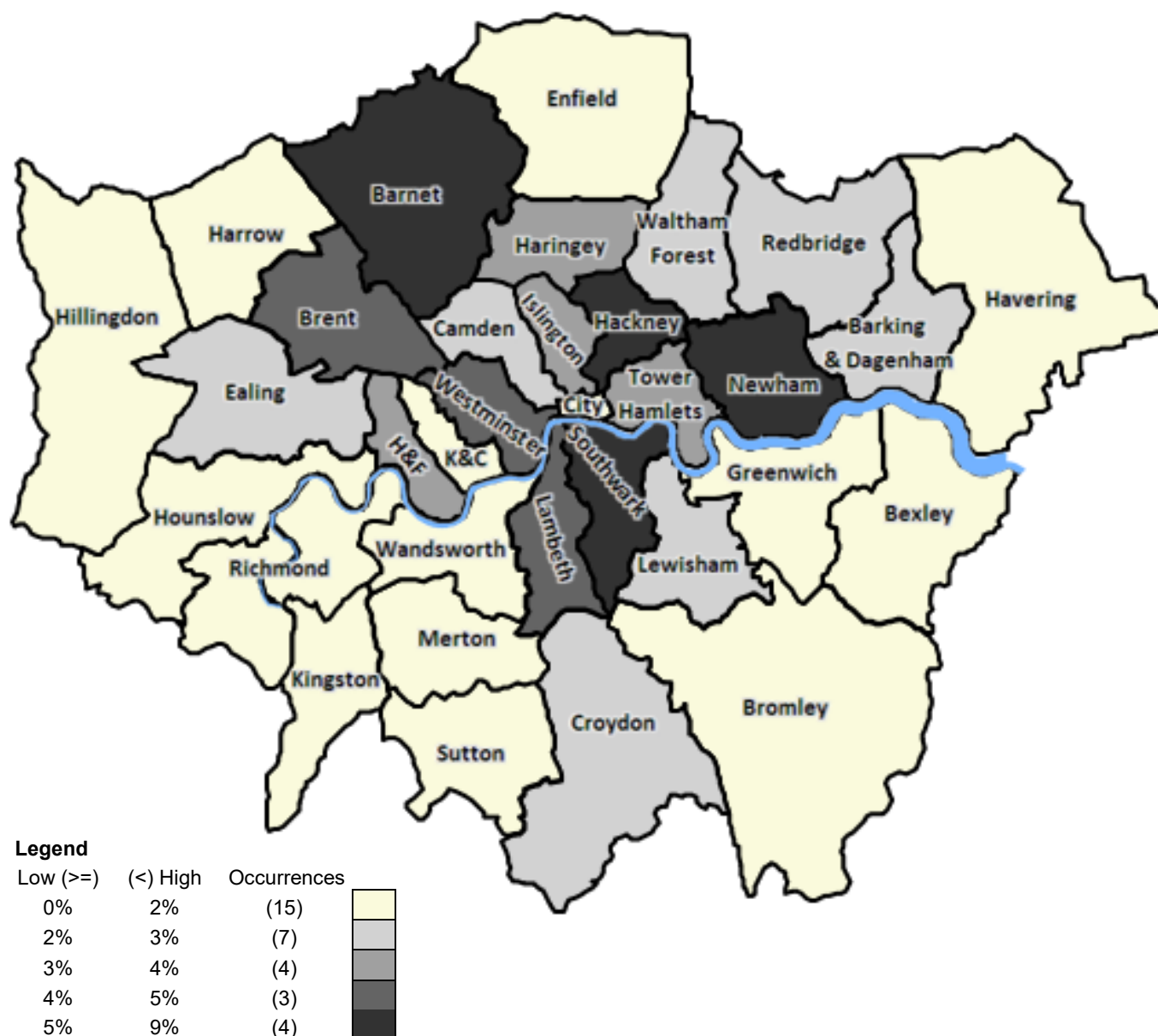
#### **Performance change indicators** (changes from one reporting quarter to the next)

↑	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

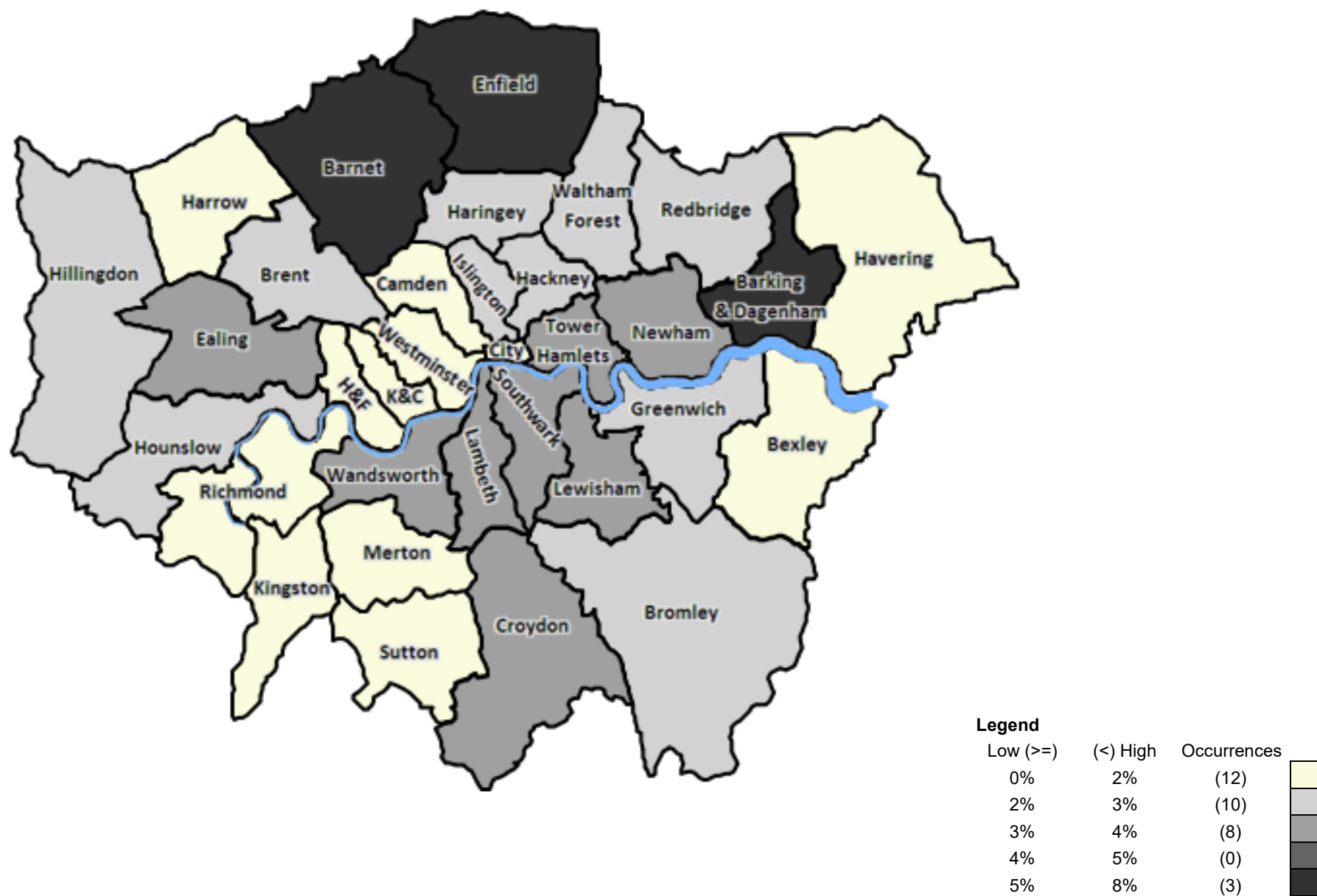


## Priority 1: Combatting Homelessness actual distribution to September 2019

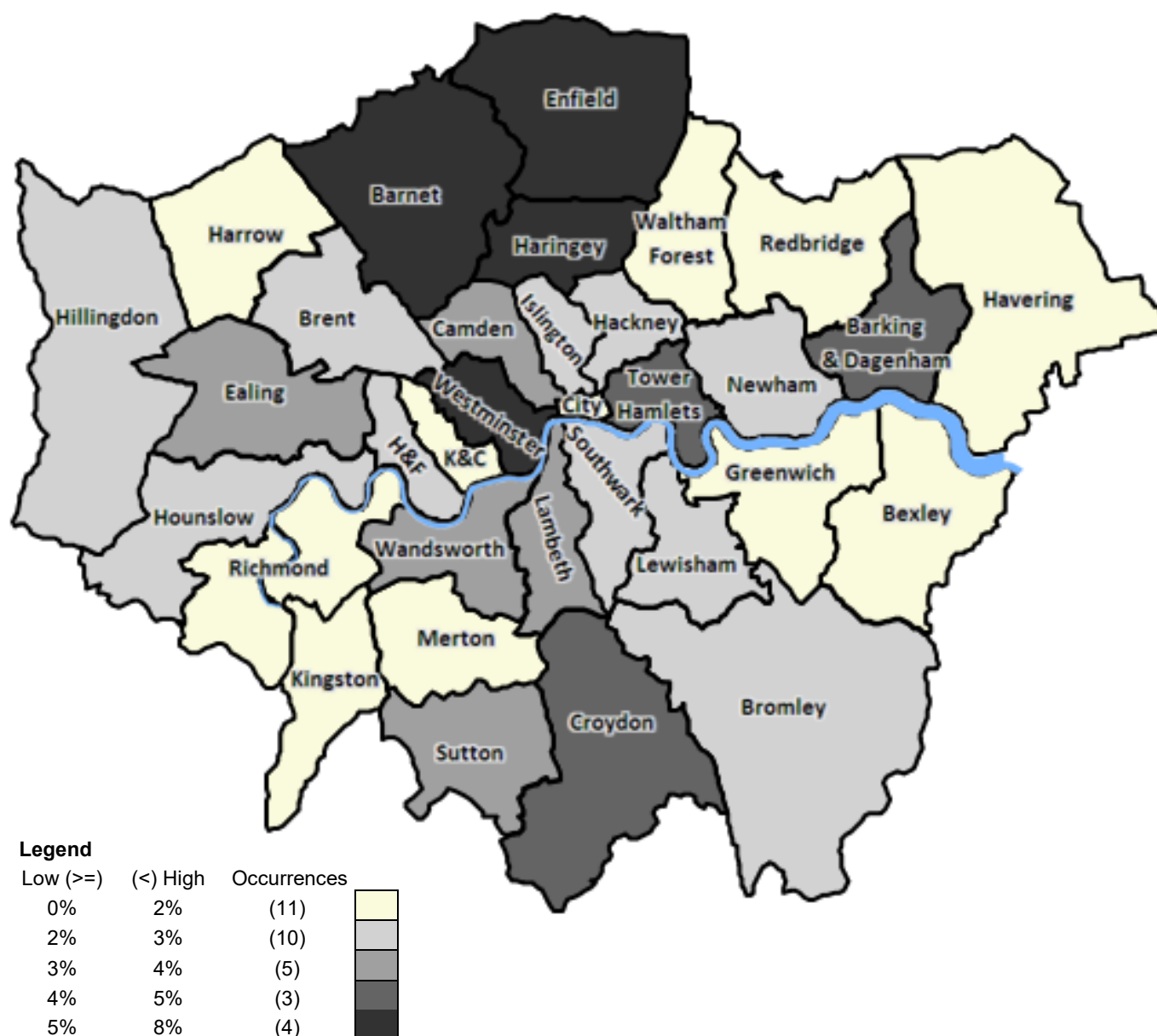
**Boroughs**

City of London	0.25%
Barking & Dagenham	2.08%
Barnet	8.15%
Bexley	1.02%
Brent	4.99%
Bromley	1.65%
Camden	2.51%
Croydon	2.33%
Ealing	2.37%
Enfield	1.92%
Greenwich	1.72%
Hackney	9.84%
Hammersmith & Fulham	3.16%
Haringey	3.14%
Harrow	1.51%
Havering	0.97%
Hillingdon	1.38%
Hounslow	1.35%
Islington	3.21%
Kensington & Chelsea	1.33%
Kingston upon Thames	0.47%
Lambeth	4.42%
Lewisham	2.73%
Merton	0.97%
Newham	8.51%
Redbridge	2.98%
Richmond upon Thames	0.59%
Southwark	7.13%
Sutton	0.68%
Tower Hamlets	3.93%
Waltham Forest	2.08%
Wandsworth	1.87%
Westminster	4.24%

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



## Priority 2: Tackling Sexual and Domestic Violence - actual distribution of delivery to September 2019

**Boroughs**

City of London	0.15%
Barking & Dagenham	4.36%
Barnet	7.15%
Bexley	1.69%
Brent	2.46%
Bromley	2.02%
Camden	3.06%
Croydon	4.35%
Ealing	3.79%
Enfield	6.79%
Greenwich	1.88%
Hackney	2.18%
Hammersmith & Fulham	2.19%
Haringey	6.02%
Harrow	1.46%
Havering	1.44%
Hillingdon	2.50%
Hounslow	2.16%
Islington	2.56%
Kensington & Chelsea	1.41%
Kingston upon Thames	1.20%
Lambeth	3.74%
Lewisham	2.81%
Merton	1.53%
Newham	2.50%
Redbridge	1.94%
Richmond upon Thames	0.93%
Southwark	2.78%
Sutton	3.22%
Tower Hamlets	4.51%
Waltham Forest	1.90%
Wandsworth	3.64%
Westminster	7.89%