

# Grants Committee

26 November 2014: 11:00 am  
Agenda

At London Councils offices, Conference Suite,  
59½ Southwark St., London SE1 0AL  
Refreshments will be provided  
London Councils offices are wheelchair accessible

<b>Labour Group:</b>	Room 1	10:00 am
<b>Conservative Group:</b>	Room 3	10:00 am
<b>Contact Officer:</b>	Lisa Dominic	
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A sandwich lunch will be provided after the meeting in Room 3

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2	Declarations of Interest	
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## **Declarations of Interests**

If you are present at a meeting of London Councils' or any of its associated joint committees or their sub-committees and you have a disclosable pecuniary interest\* relating to any business that is or will be considered at the meeting you must not:

- participate in any discussion of the business at the meeting, or if you become aware of your disclosable pecuniary interest during the meeting, participate further in any discussion of the business, or
- participate in any vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

It is a matter for each member to decide whether they should leave the room while an item that they have an interest in is being discussed. In arriving at a decision as to whether to leave the room they may wish to have regard to their home authority's code of conduct and/or the Seven (Nolan) Principles of Public Life.

\*as defined by the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012

Item 3

**LONDON COUNCILS GRANTS COMMITTEE - AGM  
16 July 2014**

Minutes of the Grants Committee AGM held at London Councils, 59 ½ Southwark Street, London SE1 0AL on Wednesday 16 July 2014

London Borough & Royal Borough:	Representative:
Barking and Dagenham	Cllr Cameron Geddes (dep)
Bexley	Cllr Gareth Bacon
Brent	Cllr Muhammed Butt
Bromley	Cllr Stephen Carr
Camden	Cllr Abdul Hai
City of London	Jeremy Mayhew
Ealing	Cllr Ranjit Dheer
Hackney	Cllr Jonathan McShane
Harrow	Cllr Sue Anderson
Islington	Cllr Rakhia Ismail
Kensington & Chelsea	Cllr Gerard Hargreaves
Lambeth	Cllr Paul McGlone (Chair)
Merton	Cllr Edith Macauley
Newham	Cllr Forhad Hussain
Redbridge	Cllr Dev Sharma
Richmond upon Thames	Cllr Meena Bond
Sutton	Cllr Simon Wales
Waltham Forest	Cllr Liaquat Ali
Wandsworth	Cllr James Maddan

London Councils officers were in attendance. Kerry Starling (Head of Employment & Skills of Catalyst Gateway) and Helen Cantrell (Managing Director of Catalyst Gateway) were in attendance for item 11.

Nick Lester, Director, Services at London Councils chaired items 1-4.

1. Apologies for Absence

1.1 Apologies were received from Cllr Darren Rodwell (LB Barking and Dagenham), Cllr Daniel Thomas (LB Barnet), Cllr Maureen O'Mara (LB Greenwich), Cllr Sue Fennimore (LB Hammersmith & Fulham), Cllr Peter Morton (LB Haringey), Cllr Melvin Wallace (LB Havering), Cllr Sue Sampson (LB Hounslow), Cllr Julie Pickering (RB Kingston upon Thames), Cllr Joan Millbank (LB Lewisham) and Cllr Ian Wingfield (LB Southwark).

2. Deputies Declaration of Attendance

2.1 Cllr Cameron Geddes deputised for Cllr Daren Rodwell.

3. Acknowledgement of new members of the Grants Committee

3.1 New members were welcomed to the Grants Committee.

4. Election of Chair of the Grants Committee for the 2014/15 Municipal Year

4.1 Cllr Paul McGlone was re-elected as Chair of the Grants Committee.

5. Election of Vice-Chairs for the Grants Committee for the 2014/15 Municipal Year

5.1 Cllr Forhad Hussain was elected as the Labour Vice-Chair.

5.2 Cllr Stephen Carr was elected as the Conservative Vice-Chair.

5.3 Cllr Simon Wales was elected as the Liberal Democrat Vice-Chair.

## 6. Election of the Grants Executive for the 2014/2015 Municipal Year

6.1 The following members were appointed to the Grants Executive:

- Cllr Paul McGlone
- Cllr Forhad Hussain
- Cllr Stephen Carr
- Cllr Simon Wales
- Cllr James Maddan
- Cllr Gerard Hargraves

6.2 The Labour group said that they would appoint two more members in due time.

## 7. Minutes of the Grants Committee AGM held on 10 July 2013

7.1 The minutes were agreed as the accurate record of the meeting which took place on 10 July 2013.

## 8. Minutes of the Grants Committee held on 26 March 2014

8.1 The minutes were agreed as the accurate record of the meeting which took place on 26 March 2014.

## 9. Operation of the Grants Committee

9.1 The Chair introduced this report, which informed members of the Terms of Reference for the Grants Committee and listed the members of the Grants Committee.

9.2 The report also set out the programme of London Councils Grants Committee meetings for the coming year, below. From November 2014 each Grants Committee meeting will look in detail at one of the four priorities: Homelessness, Sexual and domestic violence, ESF tackling poverty through employment, Capacity building in the voluntary and community sector.

Grants Main Meeting		
Date	Time	Main Business
26 November 2014	11.00 am	
25 March 2015	11.00 am	
15 July 2015 (AGM)	11.00am	AGM

Grants Executive		
Date	Time	Main Business
17 September 2014	2:00 pm	Grants Executive
4 March 2015	2:00 pm	Grants Executive

9.3 Members noted the report.

## 10. Grants Programme 2013/15 – Year one update report

10.1 Simon Courage, Head of Grants and Community Services at London Councils, introduced the report. All projects had been rated under the RAG (red, amber or green) system, made up of:

- Performance - delivery of targets: 60%
- Quality - provider self-assessment and beneficiary satisfaction: 20%
- Compliance - timeliness and accuracy of reporting, responsiveness and risk management - 20%.

Only one project was amber: London Training and Employment Network. Two projects had gone from amber to green: Paddington Development Trust and St Mungo Community Housing Association. There were no red-rated providers.

10.2 Mr Courage then went through all the priorities and described how the commissions within those priorities had performed relative to their profile in the last quarter. The headline figures in the report showed that:

- Commissions in Priority 1: 'Homelessness' performed 33% above their profile.
- Commissions in Priority 2: 'Sexual and Domestic violence' performed 5% above their profile
- Commissions in Priority 3: 'ESF tackling poverty through employment' performed 4.35% below their profile, although there had been 15% improvement between Quarter 3 and Quarter 4.
- Commissions in Priority 4: 'Capacity building in the voluntary and community sector', performed 36% above their profile.

10.3 Mr Courage explained that the system was that any projects that underperformed by more than 15% compared to their profile were brought to the Committee's attention, with recommendations for addressing the underperformance. In this quarter, there were no projects in this category.

10.4 Members made the following questions and comments in the ensuing discussions:

Priority 1:

- Boroughs were seeing a significant rise of homelessness, due to issues such as increasing rents and high prices, and asked how the commissions were dealing with that. London Councils officers explained that this was not within the remit of the Grants committee, but that the Housing team in London Councils was working with housing associations and local authorities on these issues.

Priority 2

- Incidents of domestic violence seemed to be on the increase, as evidenced by magistrates' courts. London Councils officers replied that the work done by commission 'Tender', which focused on prevention of sexual and domestic violence, indicated that reporting rates could increase even if incidents did not.
- One of the explanations given for the underperformance of the 'Ashiana Network', a commission that tackles sexual and domestic violence, was the characteristics of the beneficiaries; however, this could have been predicted and incorporated into the performance profile.

Priority 3

- Evidence showed that autistic adults were more likely to be unemployed. Did any of the commissions under priority 3 focus on autism as a barrier to unemployment? London

Councils officers said that they would provide an answer to this question outside the meeting.

#### Priority 4

- Boroughs were seeing voluntary organisations fold due to a lack of funding.

#### General

- It was difficult to get an objective view of how individual projects were going when a large percentage of it depended on provider self-assessment and beneficiary assessment. They asked if this was the reason that the vast majority of projects were rated green? The Chair and London councils officers pointed out that, when the current programme had started, many more projects were rated red and amber, and those commissions had improved as a result of rigorous monitoring and intervention under the rigorous performance management arrangements that had been put in place by the Grants Committee. This was corroborated by some longstanding members of the Committee.
- There were specific questions arising from the 'borough spread' Tables in Annex B. London Councils officers agreed to reply to these outside the meeting.
- There were significant project-level variations within the aggregate figures, so a positive overall score sometimes masked areas of underachievement. London Councils agreed that this could be the case, but said that the organisations that were not performing ran a real risk of having their funding reallocated.
- The Chair said that it was important to bear in mind that the London Councils commissions which dealt with employment worked with beneficiaries furthest away from the job market, and yet the scheme produced better results and was better value for money than any other London scheme.

10.5 The majority of Committee members accepted that the Report 10 'Grants Programme 2013-15 – Year One Update Report' showed sound progress against the agreed priority commissions.

### 11. Thematic Review – Priority Three Poverty (ESF) – Presentation

11.1 Kerry Starling (Head of Employment & Skills, Catalyst Gateway), and Helen Cantrell – Managing Director, Catalyst Gateway), gave a presentation on their project WISH and said:

- The WISH project's main aim was to remove barriers to work for women living in social housing.
- The project involved working with a number of local authorities, housing associations, education and employment providers on this project.
- One of the main successes of the project was its work with women from the traveller community, 80% of whom were illiterate. This involved recognising the cultural barriers and adapting delivery to address these barriers.
- The WISH project resulted in 106 work placements and 101 jobs.

11.2 Members congratulated Ms Starling and Ms Cantrell on their successful scheme. However, it appeared that the south west London boroughs, particularly Kingston and Richmond, were not covered and did not have targets. The organisers said that this issue would be looked at and reported back on.

### 12. Review of the Grants Scheme: timetable

12.1 The Chair introduced Report 12 'Review of the Grants Programme: Timetable'. Accepting that there had been discussions at previous Committee meetings about the nature of the review, the June 2012 Leaders Committee decision had outlined the approach, namely, '...to review the programme in autumn of 2014 and, subject to that review, commissions that are delivering the agreed outcomes to continue to be funded to March 2017...'. London Councils officers therefore proposed to carry out a review of the funded projects' performance and report back to the meeting of the Grants Committee in November 2014.

12.2 Several members, in particular Cllr Carr, said that they did not support Recommendation 1.b.i: 'the Grants programme should continue on the current basis until March 2017 on the basis of performance to date' as this appeared to tie the Committee into supporting commissions into 2016-17 without having had a chance to discuss performance in more detail. They wanted this recommendation to be deferred to the Grants Executive meeting in September. The Chair gave an assurance that, in following the broad steer of the 2012 Leaders' Committee on the review, the Committee would receive a rigorous assessment based on the officer-proposed 'Best Value' commissioning model for the review, which had been developed by the National Audit Office and the National Council for Voluntary Organisations. This would test if boroughs were getting value for money from the commissions, and their general view on the scheme going forward.

12.3 Members agreed the report with the proviso that rigorous performance monitoring would continue to be carried out in accordance with the commissioning and monitoring framework, before any additional funding beyond 2016-17 was to be released to commissions.

### 13. Pre-Audited Financial Accounts for 2013/14

13.1 Frank Smith, Director, London Councils, introduced this report, which detailed the provisional pre-audited final accounts for London Councils Grants Committee for 2013/14. The summary figures are detailed in the box below:

Revenue Account	Budget £000	Actual £000	Variance £000
Expenditure	10,000	9,048	(952)
Income	<u>(10,000)</u>	<u>(9,271)</u>	<u>729</u>
Sub-Total	-	(223)	(223)
Net Transfer from Reserves	:-	:-	:-
Deficit/(Surplus) for the year	:-	<u>(223)</u>	<u>(223)</u>
Balances and Provisions	General Reserve £000	Unusable Reserves £000	Total £000
Restated as at 1 April 2013	1,727	(871)	856
Transfer (to)/from revenue	-	(59)	(59)
Surplus/(Deficit) for the Year	<u>223</u>	<u>10</u>	<u>233</u>
As at 31 March 2014	<u>1,950</u>	<u>(920)</u>	<u>1,030</u>

13.2 Mr. Smith said that there had been a slight reshuffling of all London Councils accounts, which was reflected in the report. He added that the Grants Committee had previously approved a surplus of £800,000 to go back to the boroughs, which has now been done.

#### 13.3 Members:

- Noted the provisional pre-audited outturn position and the indicative surplus of £223,000 for 2013/14; and
- Noted the provisional level of reserves and the financial outlook for the Grants scheme.

#### 14. Minor Amendments to the Grants Scheme

14.1 The Chair introduced this report and said that minor changes recommended to the London Councils Leaders' Committee Governing Agreement were intended to provide flexibility to conduct business in a way that meets the needs of the organisation.

14.2 Members agreed the report.

#### 15. AoB

15.1 There was no other business.

# Grants Committee

## Performance of Grants Programme      Item      4

**Report by:** Simon Courage      **Job title:** Head of Grants & Community Services  
**Date:** 26 November, 2014  
**Contact Officer:** Simon Courage  
**Telephone:** 020 7934 9901      **Email:** simon.courage@londoncouncils.gov.uk

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### Summary

This is London Councils' officers' quarterly report on the performance of the Grants Programme. It covers the first and second quarters of 2014-15.

### Recommendations

The Committee is asked to note that:

At priority level:

- Priority 1 (homelessness) overall is performing at 41% (quarter 1 to quarter 6 cumulative) above its combined targets (known as 'Primary Outcome Indicators' - POIs)
- Priority 2 (sexual and domestic violence) overall is performing at 15% above its combined POIs
- Priority 3 (ESF tackling poverty through employment) overall is performing at 3% below its combined POIs
- Priority 4 (capacity building) overall is performing at 11% above its POIs

At project level

- In the red, amber, green (RAG) system, all projects are green. This means their performance is strong. The arrows show that the performance of nine projects is improving, of three is falling and of 23 is steady
- No project's performance has been 15% or more below its POIs for two current consecutive quarters. Officers are not, therefore, reporting to the Committee any projects that require its intervention. However, officers will continue to manage the performance of the projects tightly to ensure the best possible performance. Officers are up to date with the monitoring of, payments to and visits to projects.



# Performance of Grants Programme

## 1 Introduction

The Grants Committee is the governing body for the Grants Programme. To help the Committee to fulfil this responsibility, London Councils officers give it a report on the performance of the Programme at each of its quarterly meetings. This is the report to the Committee for its meeting in November 2014. It covers the first and second quarters of 2014-15.

This report is shorter than these quarterly performance reports normally are. This is because the main item on the agenda for the November meeting is a separate report on the review of the Grants projects. This covers some of the same ground. Officers have sought not to duplicate information as far as possible.

## 2 Priority-level performance

Table 1 in the review report shows all the Programme priorities, specifications and POIs. This is background information.

### 2.1 Priority 1: Homelessness

The Committee has allocated £5.54 million to eight projects to tackle Priority 1: Homelessness for 2013-14 and 2014-15. Of these eight:

- Six (with a total value of £3.79 million) are delivering against specification 1.1: Early intervention and prevention
- One (with 1.46 million) is delivering against specification 1.2: Youth homelessness
- One (with £0.3 million) is delivering against specification 1.3: Support services to homelessness voluntary sector organisations.

Figure 1 shows the combined performance of these eight projects against the priority and the specifications in the first quarter of 2014-15. The data for the specifications is made up of underlying data on POIs for that specification. Figure 2 contains the equivalent information for the second quarter of 2014-15. Figure 3 shows the equivalent information for all quarters of 2013-14 and the first two quarters of 2014-15 combined.

Figure 1

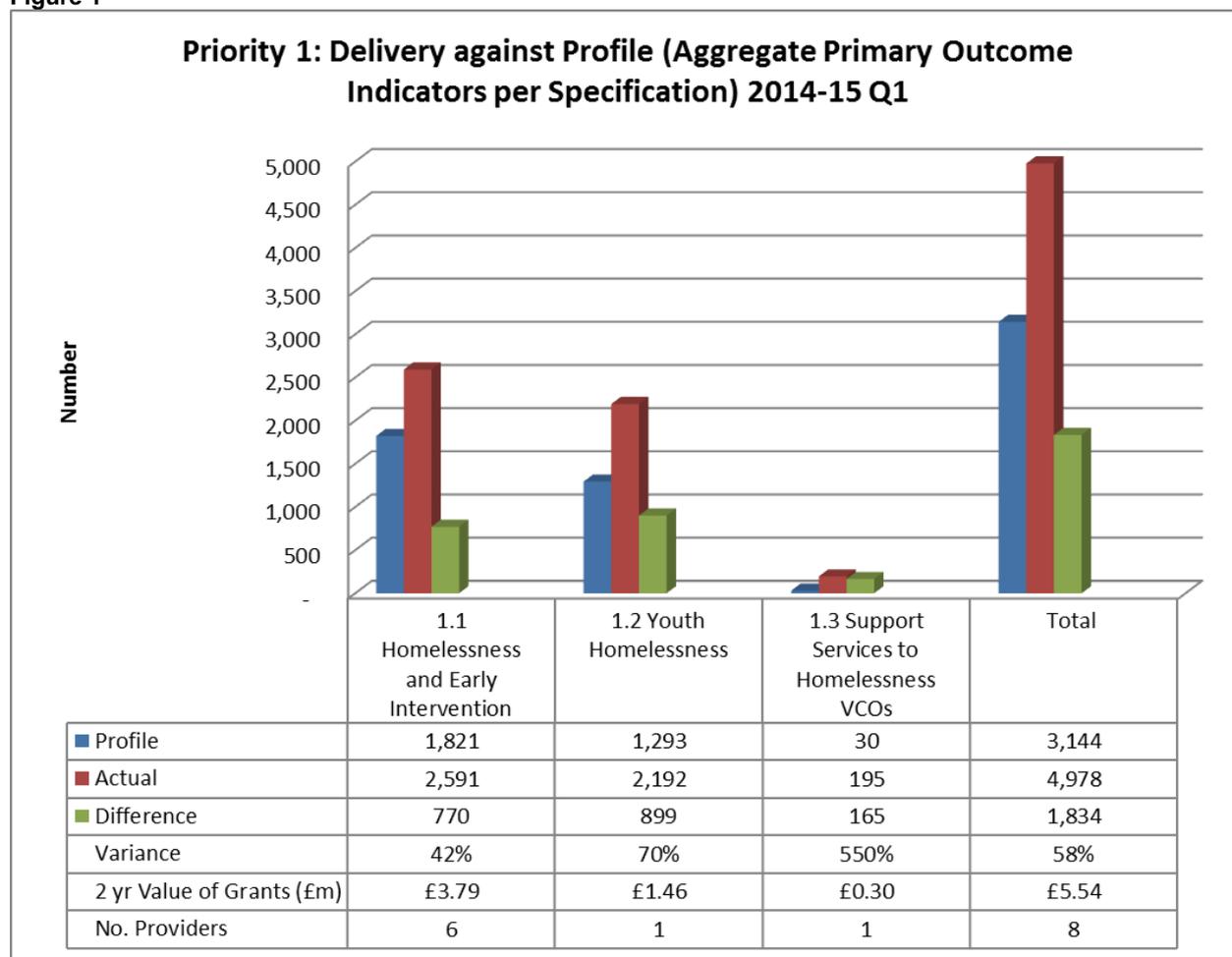
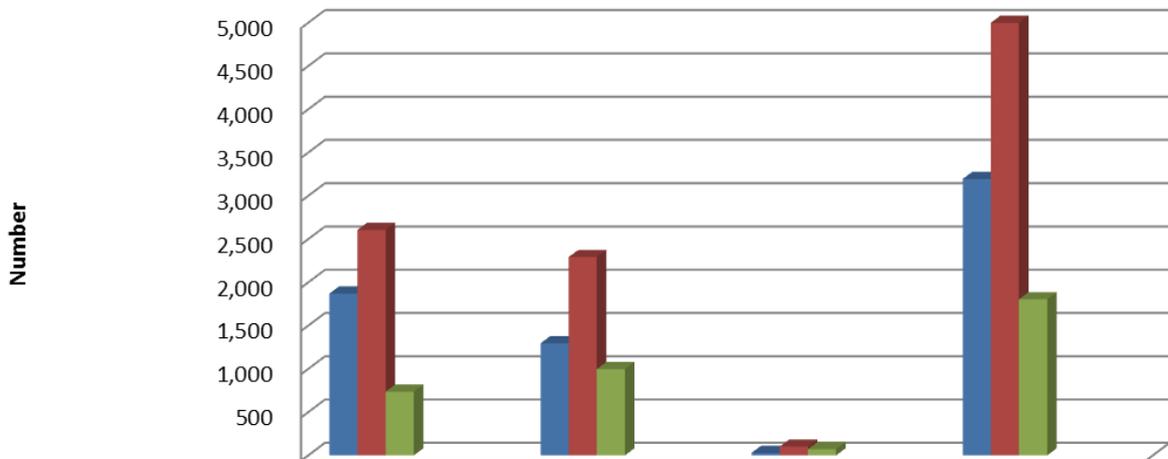


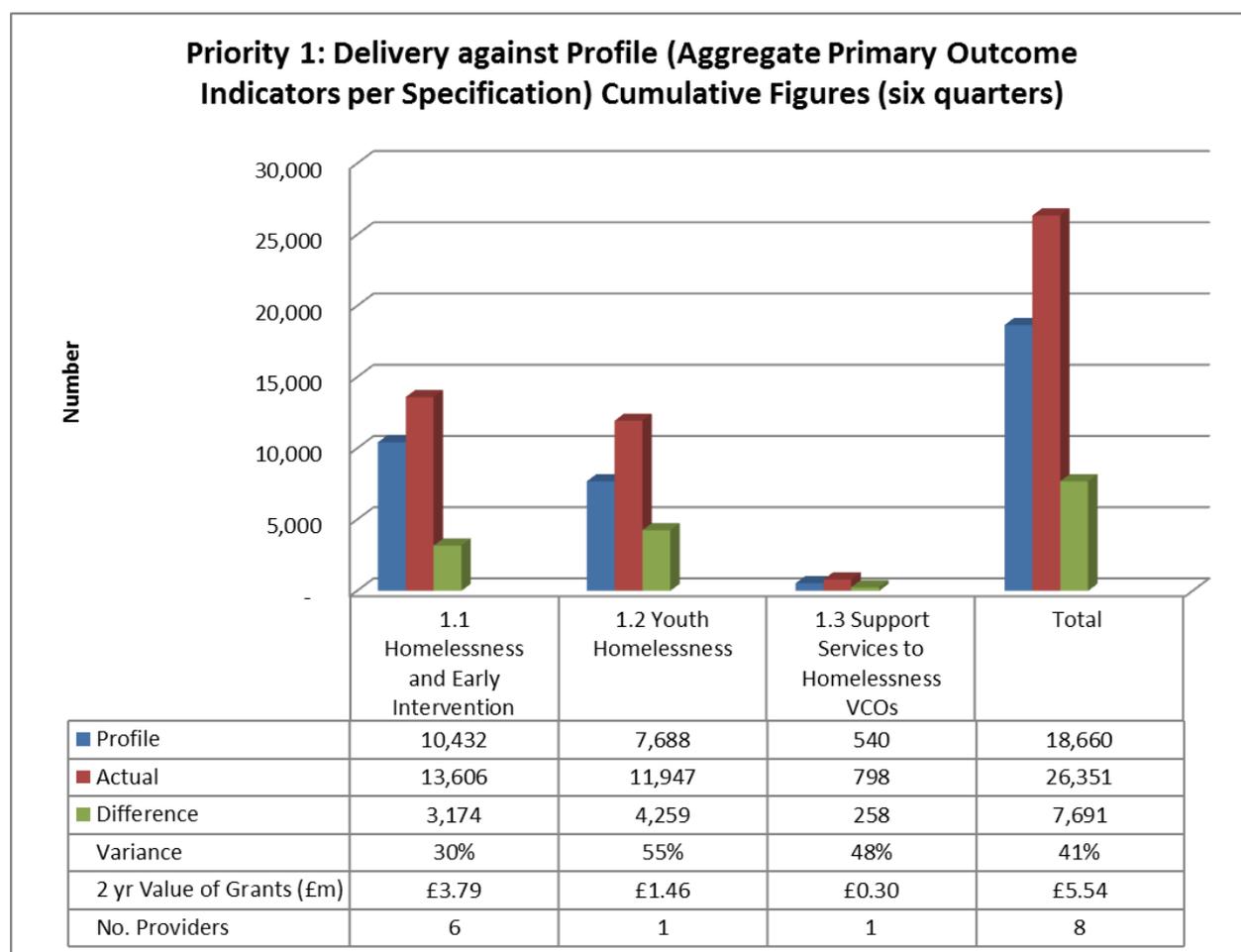
Figure 2

**Priority 1: Delivery against Profile (Aggregate Primary Outcome Indicators per Specification) 2014-15 Q2**



	1.1 Homelessness and Early Intervention	1.2 Youth Homelessness	1.3 Support Services to Homelessness VCOs	Total
Profile	1,870	1,295	30	3,195
Actual	2,606	2,292	102	5,000
Difference	736	997	72	1,805
Variance	39%	77%	240%	56%
2 yr Value of Grants (£m)	£3.79	£1.46	£0.30	£5.54
No. Providers	6	1	1	8

Figure 3



This shows that all specifications are performing above the profiled level. All projects funded under priority 1 are RAG rated green, indicating satisfactory performance.

There is one issue to bring to the Committee's attention. The project manager at Stonewall (specification 1.1) has undergone an extended period of intermittent absence. Officers are working with other members of staff at Stonewall, including the Chief Executive, to ensure that contingency measures are put in place so that delivery and monitoring arrangements are not affected. The situation is under continuous review, and no action is required from the Committee at this time.

## 2.2 Priority 2: Sexual and domestic violence

The Committee has allocated £6.81 million of funding to 11 organisations to tackle sexual and domestic violence over two years:

- One (with £0.4 million) is delivering against specification 2.1: Prevention
- Four (with £3.43 million) are delivering against specification 2.2: Advice, counselling, outreach, drop-in and support for access to services
- One (with £0.5 million) is delivering against specification 2.3: Helpline and co-ordinated access to refuge provision
- Two (with £1.23 million) are delivering against specification 2.4: Emergency refuge accommodation that offers services to meet the needs of specific groups
- One (with £0.61 million) is delivering against specification 2.5: Support services to sexual and domestic violence voluntary organisations
- Two (with £0.64 million) are delivering against specification 2.6: Services targeted at combatting female genital mutilation, honour-based violence, forced marriage and harmful practices.

Figure 4 below shows the combined performance of these 11 projects against the priority and the specifications in the first quarter of 2014-15. The data for the specifications is made up of underlying data on POIs for that specification. Figure 5 contains the equivalent information for the second quarter of 2014-15. Figure 6 shows the equivalent information for all quarters of 2013-14 and the first two quarters of 2014-15 combined.

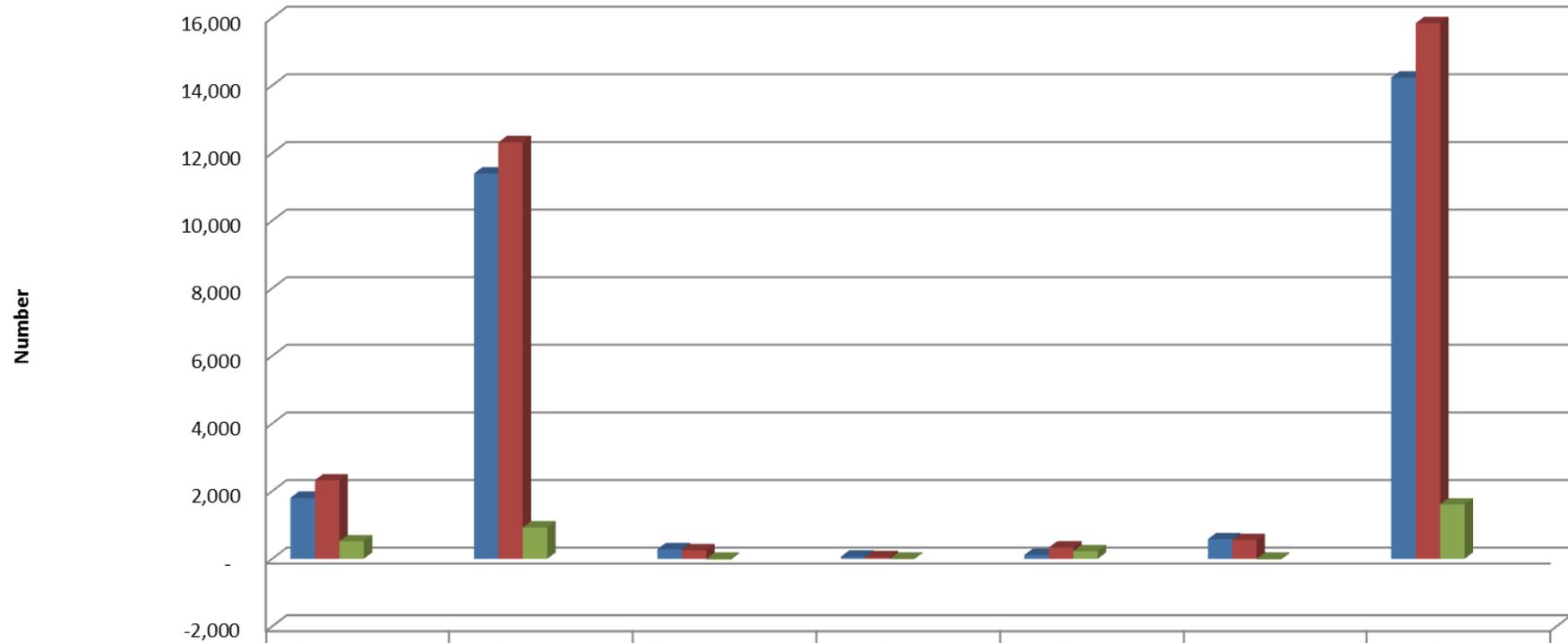
There are three project issues to bring to the Committee's attention:

- Ashiana Network. The project is currently implementing an action plan covering the delivery of certain secondary indicators (indicators that lie behind the POIs). These indicators involve women exiting prostitution. Project staff reported that they were having problems engaging women involved in prostitution either not encountering women who identified as prostitutes or when they did and attended outreach sessions, did not stay engaged with the project to be recorded as exiting prostitution. The project now is implementing an action plan, which includes additional work towards this indicator, and variances against these indicators are correspondingly falling

- Eaves Housing. The project was behind profile on one of its POIs, which related to the number of women accessing refuge accommodation per year. This was due in part to a slow start but also because women have tended to stay in the refuges longer than expected, meaning that fewer by number can be accommodated. Officers have addressed the issue with Eaves, which is working hard to obtain onward referral routes in order to deliver closer to the profiled figure.
- Solace Women's Aid. The project is implementing an action plan because one of its POIs, the number of users with a changed living situation, was below the 15% tolerance level. Officers have clarified what London Councils expects in order to claim a POI and the organisation has disseminated this to delivery partners. The organisation is reporting to officers on a monthly basis in order that performance can be managed effectively, and an improvement has been seen since the plan was devised.

Figure 4

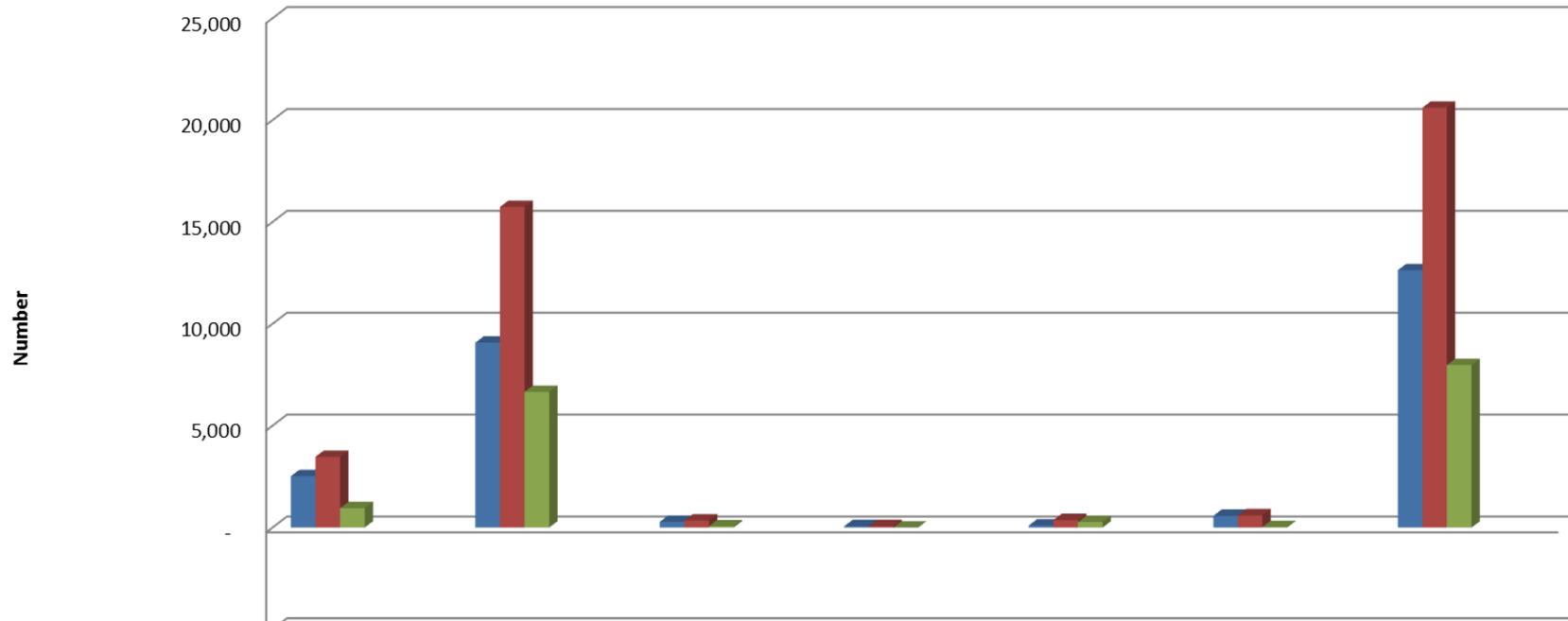
### Priority 2: Delivery against Profile (Aggregate Primary Outcome Indicators per Specification) 2014-15 Q1



	2.1 Prevention	2.2 Advice, counselling, outreach, drop-in	2.3 Helpline and coordinated access to refuge provision	2.4 Specialist emergency refuge provision	2.5 Support services SDV VCOs	2.6 Harmful practices (FGM, HBV, forced marriage and other)	Total
■ Profile	1,804	11,396	283	63	113	578	14,237
■ Actual	2,324	12,321	256	51	334	559	15,845
■ Difference	520	925	-27	-12	221	-19	1,608
Variance	29%	8%	-10%	-19%	196%	-3%	11%
2yr Value of Grants (£m)	£0.40	£3.43	£0.50	£1.23	£0.61	£0.64	£6.81
No. Providers	1	4	1	2	1	2	11

Figure 5

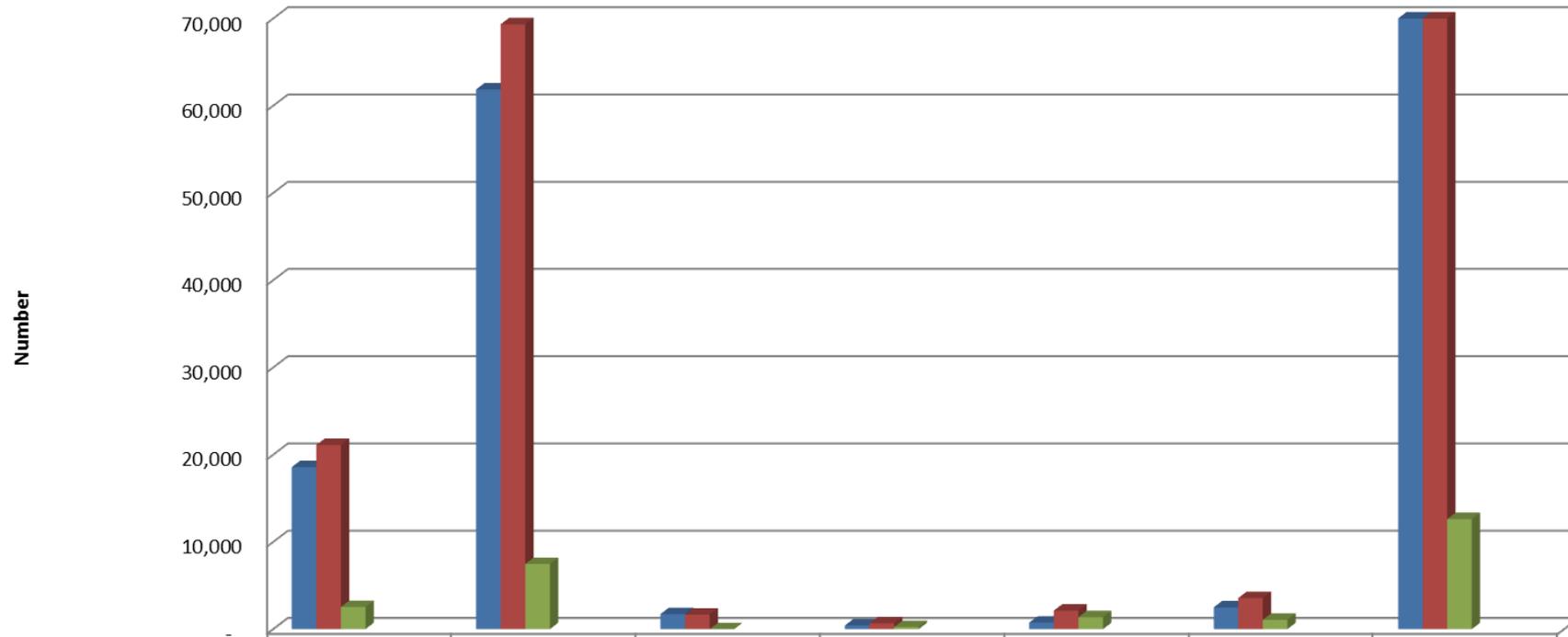
### Priority 2: Delivery against Profile (Aggregate Primary Outcome Indicators per Specification) 2014-15 Q2



	2.1 Prevention	2.2 Advice, counselling, outreach, drop-in	2.3 Helpline and coordinated access to refuge provision	2.4 Specialist emergency refuge provision	2.5 Support services SDV VCOs	2.6 Harmful practices (FGM, HBV, forced marriage and other)	Total
■ Profile	2,524	9,079	283	70	102	575	12,633
■ Actual	3,475	15,741	350	69	371	604	20,610
■ Difference	951	6,662	67	-1	269	29	7,977
Variance	38%	73%	24%	-1%	264%	5%	63%
2yr Value of Grants (£m)	£0.40	£3.43	£0.50	£1.23	£0.61	£0.64	£6.81
No. Providers	1	4	1	2	1	2	11

Figure 6

### Priority 2: Delivery against Profile (Aggregate Primary Outcome Indicators per Specification) Cumulative Figures (six quarters)



	2.1 Prevention	2.2 Advice, counselling, outreach, drop-in	2.3 Helpline and coordinated access to refuge provision	2.4 Specialist emergency refuge provision	2.5 Support services SDV VCOs	2.6 Harmful practices (FGM, HBV, forced marriage and other)	Total
■ Profile	18,570	61,867	1,730	419	753	2,491	85,830
■ Actual	21,111	69,334	1,652	657	2,126	3,564	98,444
■ Difference	2,541	7,467	-78	238	1,373	1,073	12,614
Variance	14%	12%	-5%	57%	182%	43%	15%
2yr Value of Grants (£m)	£0.40	£3.43	£0.50	£1.23	£0.61	£0.64	£6.81
No. Providers	1	4	1	2	1	2	11

## 2.3 Priority 3: ESF tackling poverty through employment

The Committee has allocated £3.76 million to 10 projects in priority 3: ESF tackling poverty through employment over two years. This includes 50% ESF match funding:

- One project (with £0.32 million) is delivering against specification 3.1a: Disabled parents
- One project (with £0.38 million) is delivering against specification 3.1b: People with mental health needs
- Three projects (with £1.14 million) are delivering against specification 3.2: People from ethnic groups with low labour market participation rates
- Four projects (with £1.49 million) are delivering against specification 3.3: Women facing barriers to employment
- One project (with £0.25 million) is delivering against specification 3.4: People recovering from drug and alcohol misuse.

Figure 7 shows performance by specification in the first quarter of 2014-15. Figure 8 contains the equivalent information for the second quarter of 2014-15. Figure 9 shows the equivalent information for all quarters of 2013-14 and the first two quarters of 2014-15 combined.

Unlike the other three priorities, the POIs are the same for all the specifications. This means performance against the POIs is comparable across the priority. Figure 10 shows performance by POI in the first quarter of 2014-15. Figure 11 shows the equivalent information for the second quarter of 2014-15. Figure 12 shows the equivalent information for all quarters of 2013-14 and the first two quarters of 2014-15 combined.

Overall performance on this priority is 3% below profile. Officers will continue to work with projects to raise this performance. There are currently no project issues to bring to the attention of the Committee.

Figure 7

### Priority 3: Delivery against Profile (Primary Outcome Indicators) 2014-15 Q1

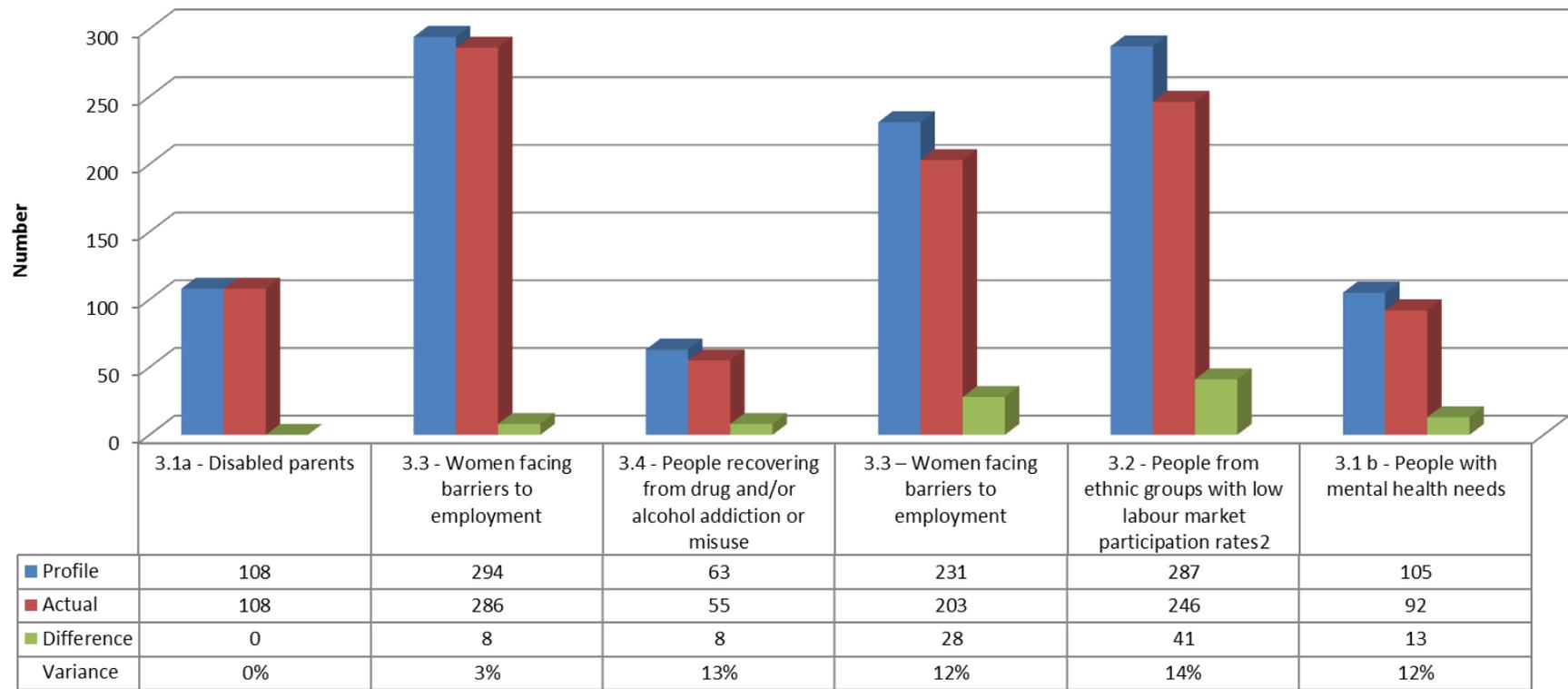
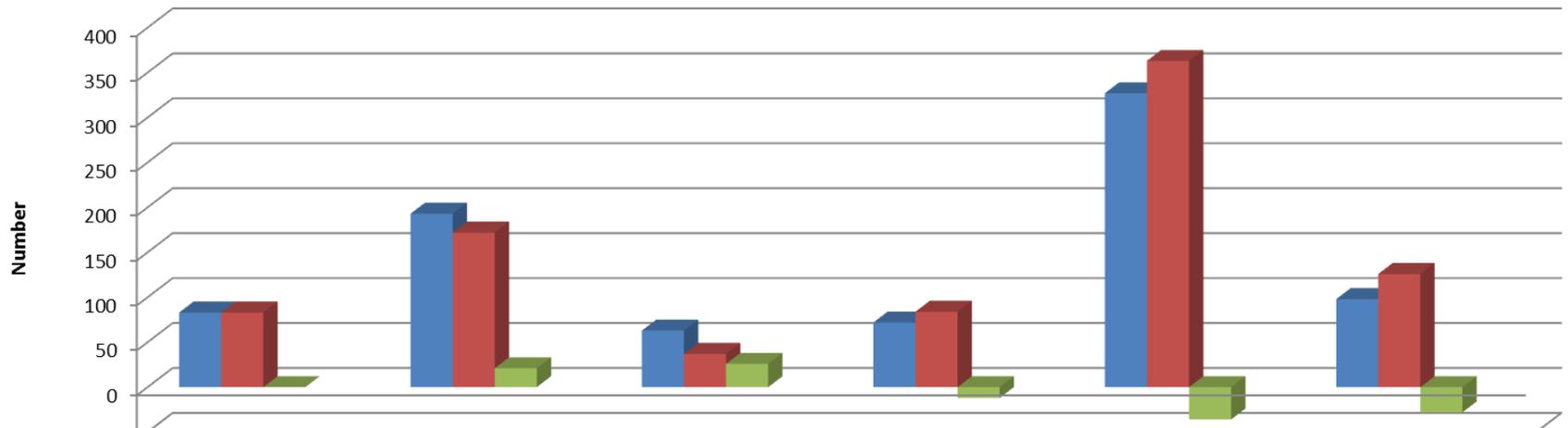


Figure 8

### Priority 3: Delivery against Profile (Primary Outcome Indicators) 2014-15 Q2



	3.1a - Disabled parents	3.3 - Women facing barriers to employment	3.4 - People recovering from drug and/or alcohol addiction or misuse	3.3 – Women facing barriers to employment	3.2 - People from ethnic groups with low labour market participation rates <sup>2</sup>	3.1 b - People with mental health needs
Profile	83	193	63	72	327	98
Actual	83	172	37	84	363	126
Difference	0	21	26	-12	-36	-28
Variance	0%	11%	41%	-17%	-11%	-29%

Figure 9

### Priority 3: Delivery against Profile (Primary Outcome Indicators) Cumulative figures (six quarters)

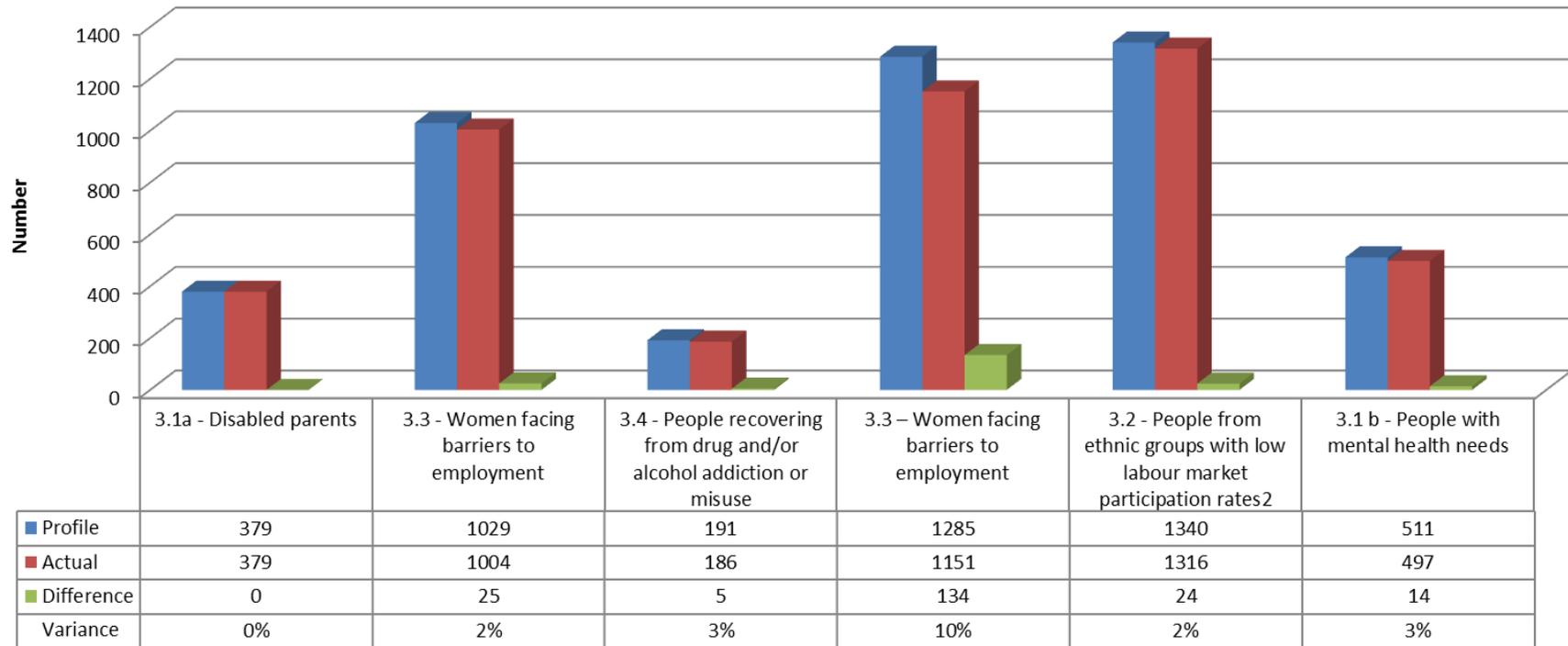
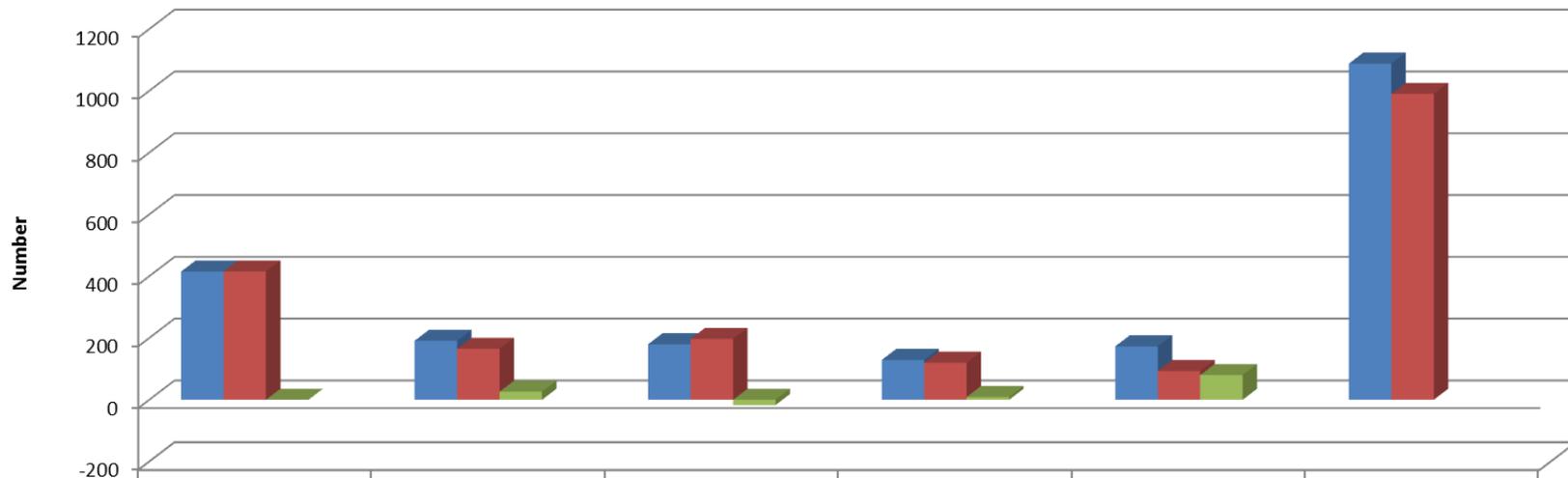


Figure 10

### Priority 3: Delivery against Profile (Primary Outcome Indicators) 2014-15 Q1



	6+ hours of one-to-one support	Completing work or volunteering placement	Gaining Employment within 13 weeks of leaving the project	Sustaining employment for 26 weeks	progression into education or training	Grand Total
■ Profile	415	191	180	129	173	1088
■ Actual	415	165	197	120	93	990
■ Difference	0	26	-17	9	80	
Variance	0%	14%	-9%	7%	46%	

Figure 11

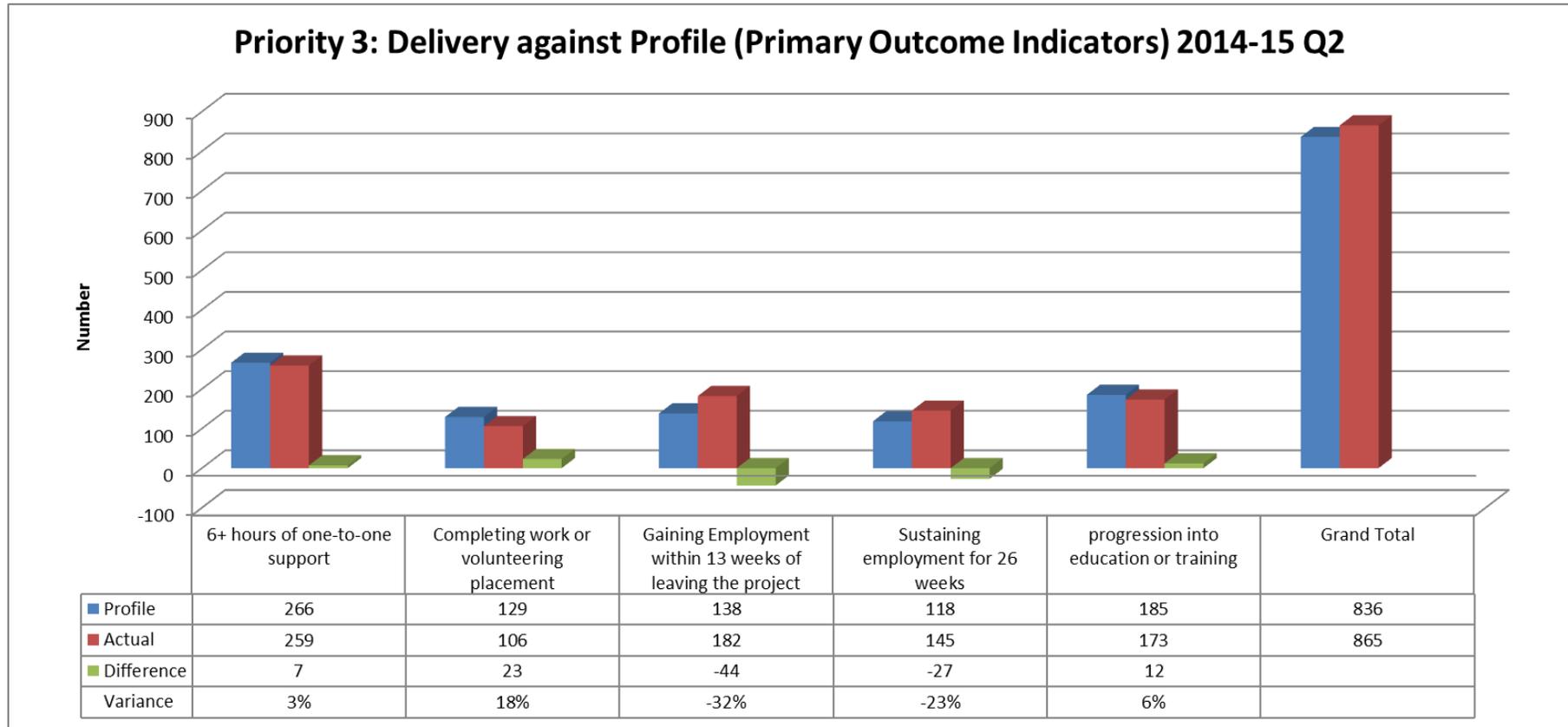
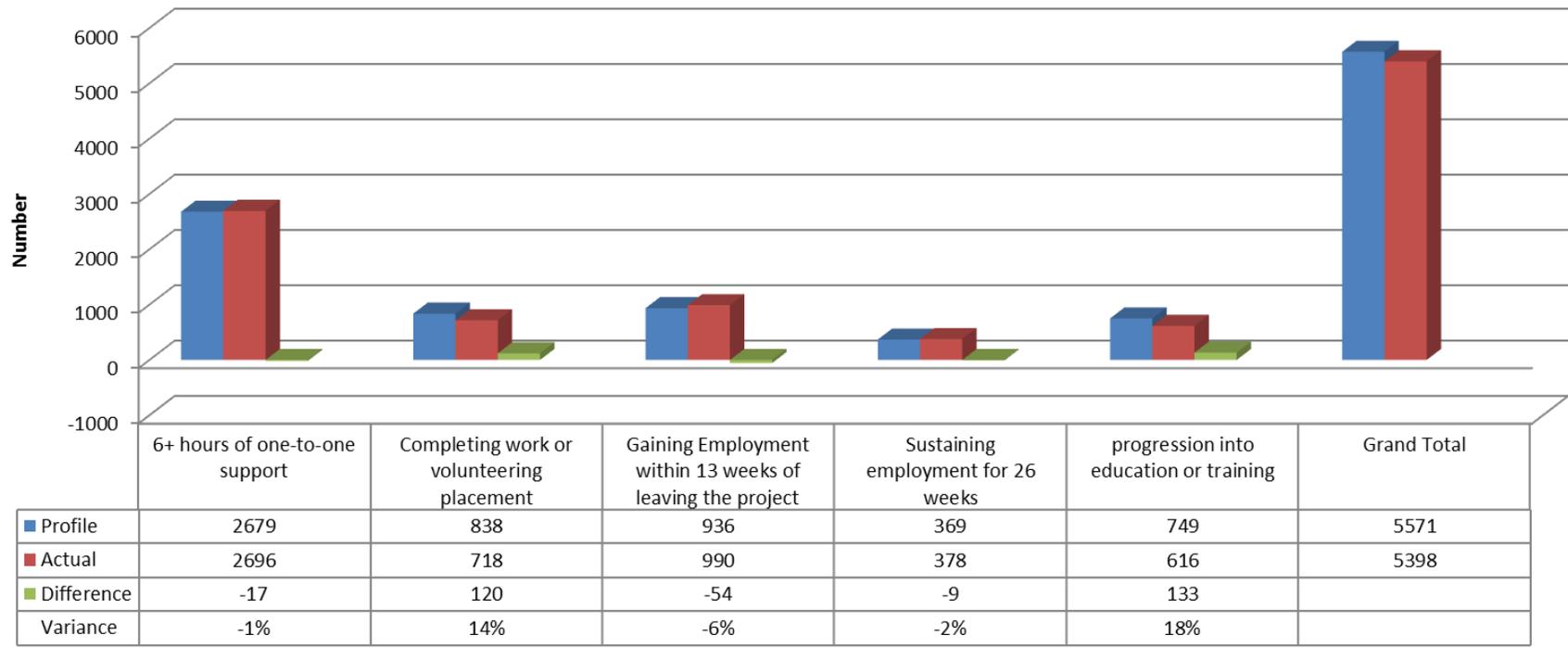


Figure 12

### Priority 3: Delivery against Profile (Primary Outcome Indicators) Cumulative Figures (six quarters)



## 2.4 Priority 4: Capacity building

The Grants Committee has allocated £2.66 million over two years to six projects under priority 4, to build capacity in London’s voluntary and community organisations and thereby to help them provide effective services.

This priority consists of a single specification. Figure 13 shows performance of the priority and specification in the first quarter of 2013-14. Figure 14 shows the equivalent data for the second quarter of 2014-15. Figure 15 shows the equivalent data for all quarters of 2013-14 and the first two quarters of 2014-15 combined.

Figure 13

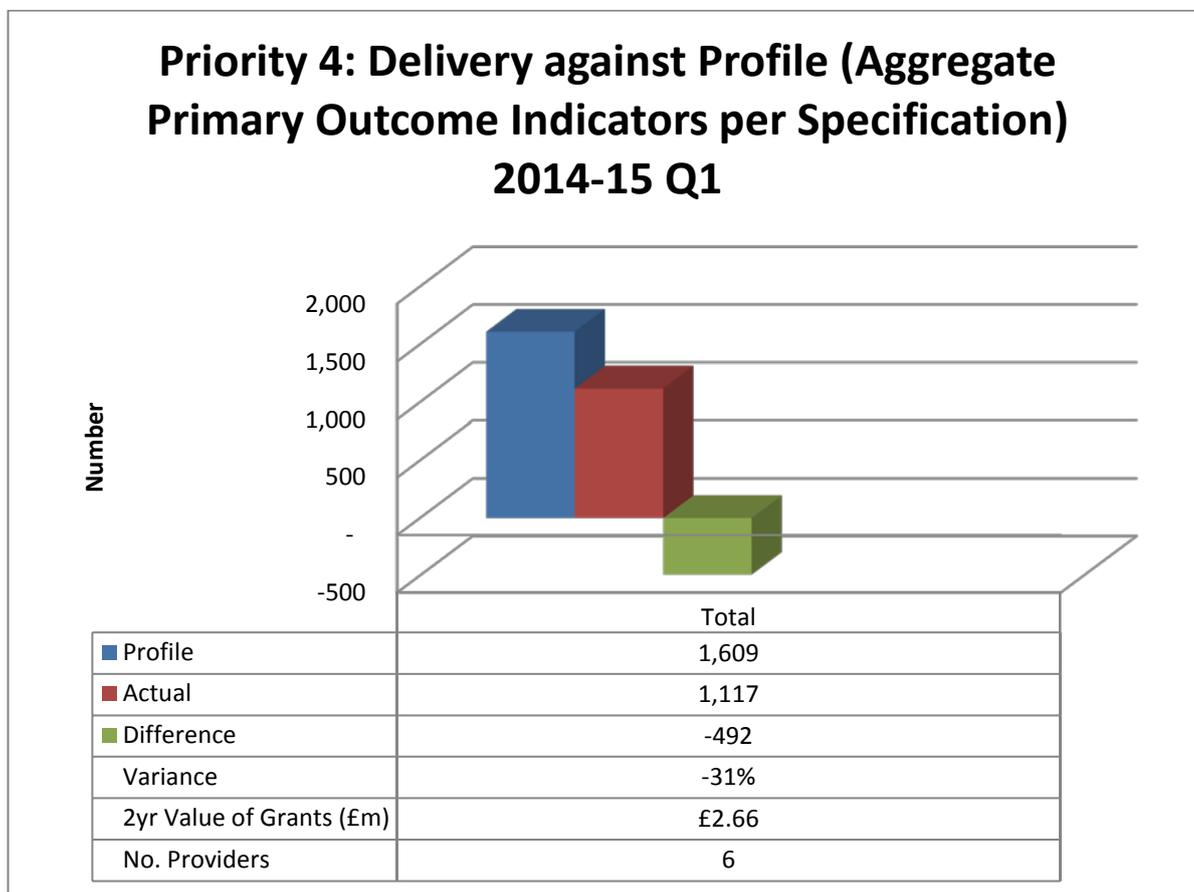
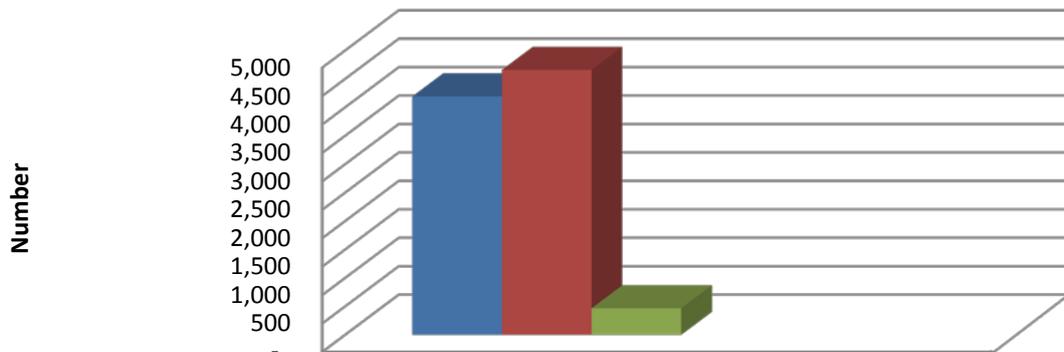


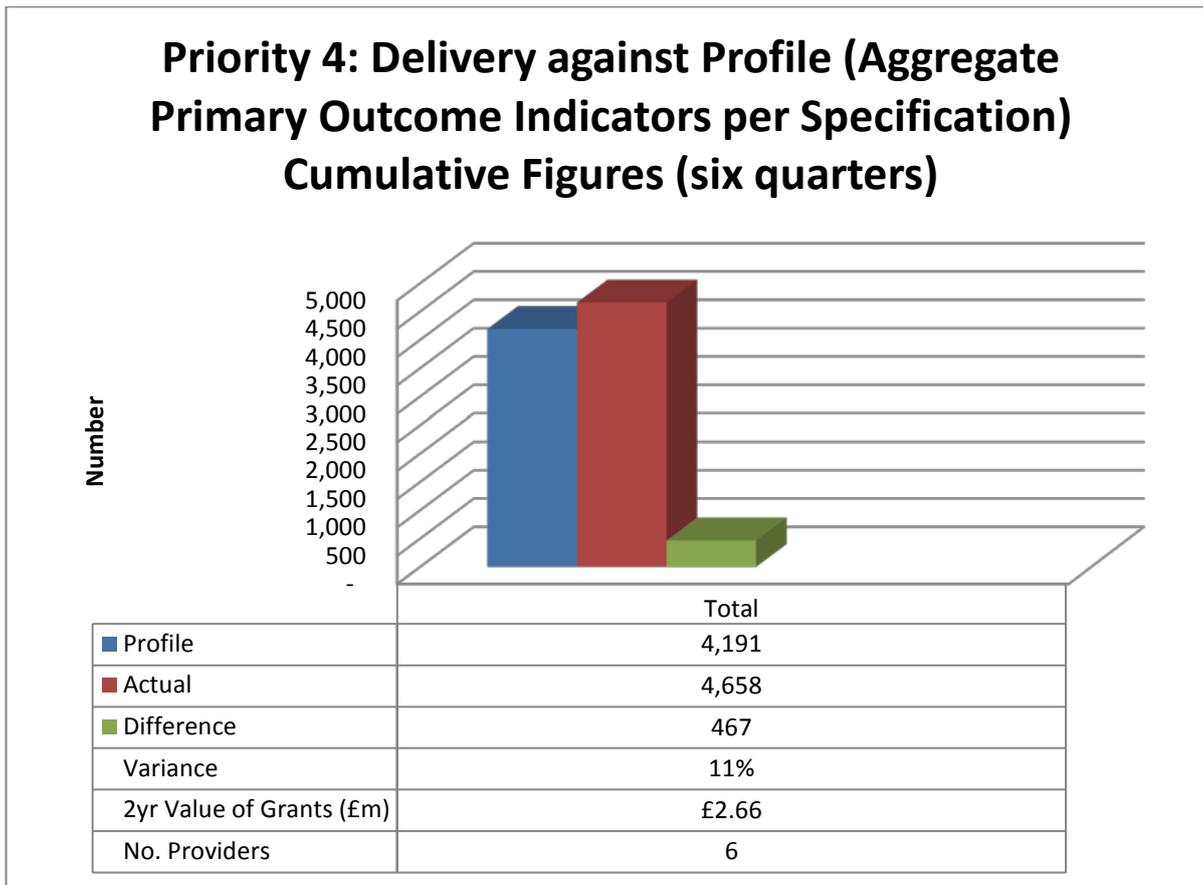
Figure 14

### Priority 4: Delivery against Profile (Aggregate Primary Outcome Indicators per Specification) 2014-15 Q2



	Total
■ Profile	4,191
■ Actual	4,658
■ Difference	467
Variance	11%
2yr Value of Grants (£m)	£2.66
No. Providers	6

Figure 15



Because there is one specification, the POIs are directly comparable. Figure 16 shows performance by POI in the first quarter of 2014-15. Figure 17 shows the equivalent information for the second quarter of 2014-15. Figure 18 shows the equivalent information for all quarters of 2013-14 and the first two quarters of 2014-15 combined.

The graphs show that performance in Q1 2014-15 for priority 4 was behind profile but that delivery exceeded profile in Q2. Cumulatively, delivery remains largely on profile.

Variance in Q1 was mainly caused by under-delivery by one project. LVSC is tasked to deliver the highest number of outcomes in priority 4, which means that any under-delivery by this one project affects the figures for the specification significantly. Delivery in Q1 from this project was under profile, though it was within the accepted tolerance. The organisation stated that in large part, this under-delivery was due to a low response rate to a survey of supported groups, and requested a reprofile, which was declined by officers. Officers recognised the under-delivery when the figures were reported and have been working closely with LVSC in Q6 and onwards to ensure that delivery returns to profile.

Figure 16

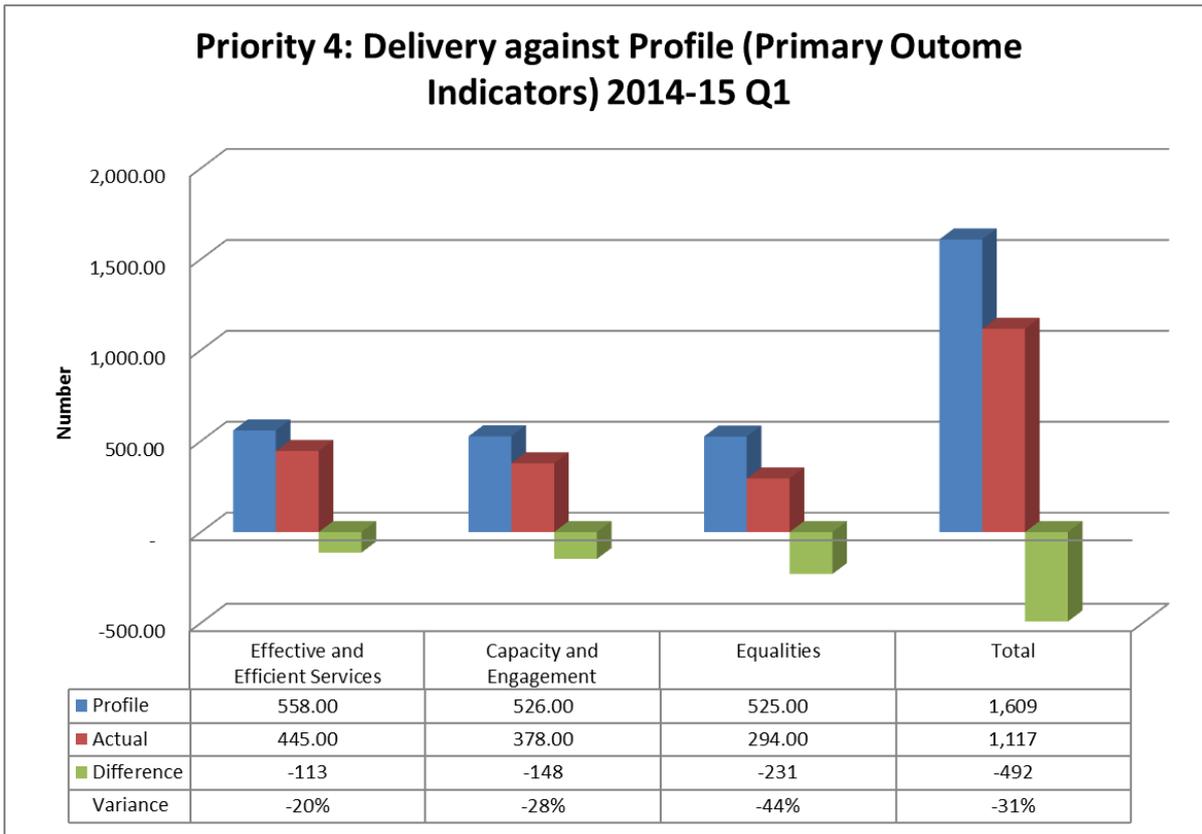


Figure 17

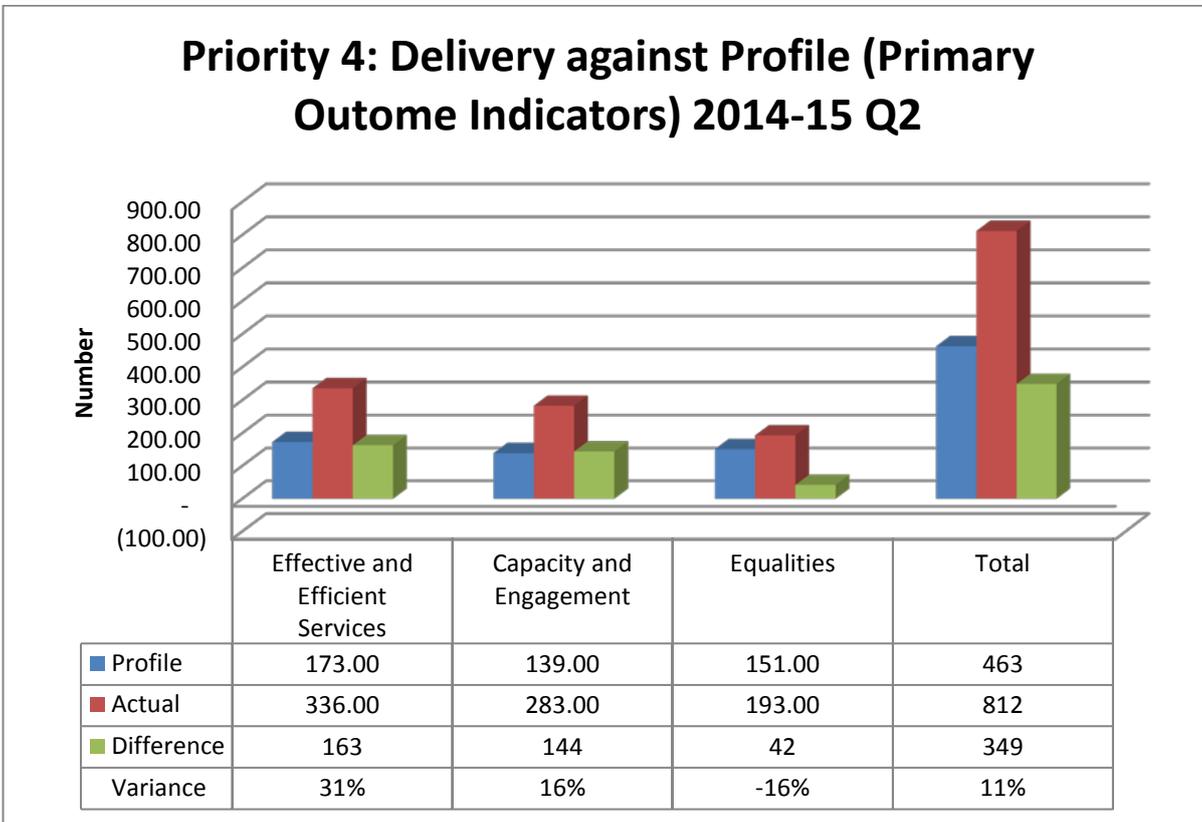
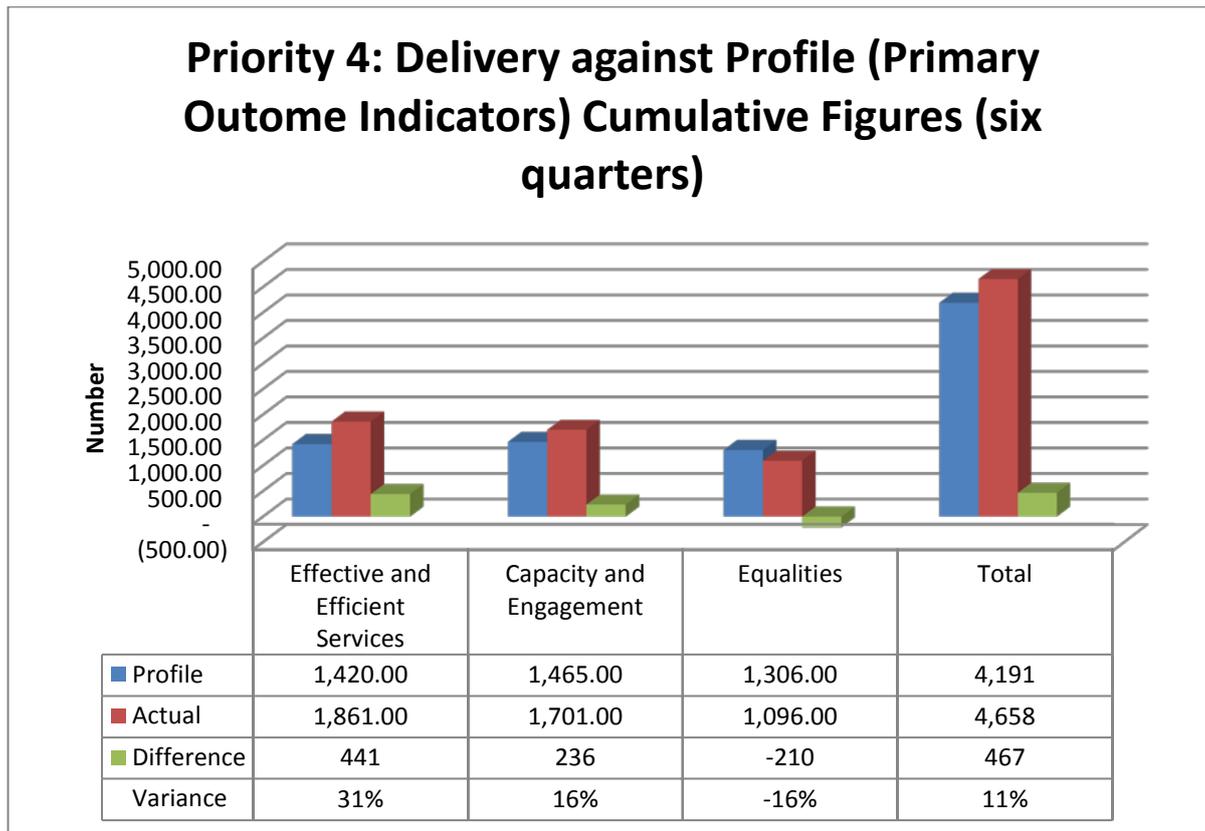


Figure 18



There are no further project issues under priority 4 to bring the Committee's attention.

### 3 Project-level performance

The main measure of projects' performance is the programme-wide red-amber-green (RAG) rating. The methodology behind the RAG rating is set out in Annex A of this report. The RAG ratings for the first two quarters of 2014-15 are set out below.

As the Executive proposed at its meeting in September 2014, we have included arrows that show whether each project's performance is going up, going down or is steady in that quarter.

Funding 2013-15 Strands	Organisation	Partners	RAG Rating Apr–Jun 2014	RAG Rating Jul–Sep 2014
1.1	Stonewall Housing	Referral partners: Shelter, AdviceUK, Royal Association for Deaf People.	Green 	Green 
1.1	Women in Prison Ltd		Green 	Green 
1.1	Shelter - London Advice Services	Broadway Housing Association, (plus the project will be supported by a range of referral partners Family Mosaic, Genesis Housing Association, Peabody, P3, Royal Association for the Deaf (RAD), Southern Housing Group, Stonewall Housing Association)	Green 	Green 
1.1	St Mungo Community Housing Association		Green 	Green 
1.1	Thames Reach	Eaves Housing for Women, Addaction Drug and Alcohol Services	Green 	Green 
1.1	The Connection at St Martin's		Green 	Green 
1.2	New Horizon Youth Centre	New Horizon Youth Centre, Alone in London, Depaul UK, Stonewall Housing.	Green 	Green 
1.3	Homeless Link	Shelter, DrugScope.	Green 	Green 
2.1	Tender Education and Arts	The Nia Project, Solace Women's Aid, Women and Girls Network (WGN), Southall Black Sisters Trust (SBS), Ashiana Network, Latin American Women's Rights Service (LAWRS), Foundation For Women's Health Research & Development (FORWARD), Iranian and Kurdish Women Rights Organisation (IKWRO), Asian Women's Resource Centre (AWRC), IMECE Women's Centre,	Green 	Green 
2.2	Galop	Stonewall Housing, Pace, Broken Rainbow, Galop, London Lesbian and Gay Switchboard.	Green 	Green 
2.2	Women in Prison Ltd		Green 	Green 
2.2	SignHealth		Green 	Green 

Funding 2013-15 Strands	Organisation	Partners	RAG Rating Apr–Jun 2014	RAG Rating Jul–Sep 2014
2.2	Solace Women's Aid	ASHIANA Network, Asian Women's Resource Centre (AWRC), Chinese Information & Advice Centre (CIAC), Ethnic Alcohol Counselling in Hounslow (EACH), Iranian and Kurdish Women Rights Organisation (IKWRO), IMECE Turkish Speaking Women's Group, Latin American Women's Rights Service (LAWRS), The Nia project, Rights of Women (ROW), Southall Black Sisters (SBS), Jewish Women's Aid (JWA), Women and Girls Network (WGN), Solace Women's Aid (SWA).	Green □ ↔	Green □ ↗
2.3	Women's Aid Federation of England (Women's Aid)	Women's Aid, Refuge, Women & Girl's Network.	Green □ ↔	Green □ ↗
2.4	Eaves Housing for Women		Green □ ↔	Green □ ↔
2.4	Ashiana Network	Ashiana Network, Solace Women's Aid, Nia.	Green □ ↔	Green □ ↑
2.5	Women's Resource Centre	Women's Resource Centre, AVA (Against Violence & Abuse), Imkaan, Respect, Rights of Women, Women and Girls Network.	Green □ ↔	Green □ ↔
2.6	Asian Women's Resource Centre	Southall Black Sisters Trust, FORWARD, IMECE Women's Centre, Women and Girls Network, IKWRO Women's Rights Organisation.	Green □ ↗	Green □ ↔
2.6	Domestic Violence Intervention Project		Green □ ↔	Green □ ↔
3.1a	The Citizens Trust	London Skills Academy, The Camden Society	Green □ ↑	Green □ ↔
3.1b	Peter Bedford Housing Association	East Potential, Hillside Clubhouse,	Green □ ↑	Green □ ↔
3.2	MI ComputoSolutions Incorporated	AFRICA ADVOCACY FOUNDATION, AMICUSHORIZON, RIPE ENTERPRISES	Green □ ↑	Green □ ↔
3.2	Paddington Development Trust (PDT)	Renaissance Skills Centre (RSC), Hammersmith & Fulham Volunteer Centre, Urban Partnership Group , Skills & Development Agency	Amber ↘	Green □ ↑
3.2	Urban Futures London Limited	The Selby Trust, Newlon Fusion, (Prevista)	Green □ ↔	Green □ ↔
3.3	Hopscotch Asian Women's Centre	Refugee Women's Association, The Citizen's Trust	Green □ ↗	Green □ ↔

Funding 2013-15 Strands	Organisation	Partners	RAG Rating Apr–Jun 2014	RAG Rating Jul–Sep 2014
3.3	London Training and Employment Network (LTEN)	Crisis UK, East London Skills for Life (ELS), Havering Association of Voluntary and Community Organisations (HAVCO), Midaye Somali Women's Development Network	Green □ ↑	Green □ ↓
3.3	Redbridge Council for Voluntary Service	Widows & Orphans International, DABD	Green □ ↑	Green □ ↔
3.3	Catalyst Gateway	East Potential (part of East Thames Group)	Green □ ↗	Green □ ↔
3.4	St Mungo Community Housing Association	Foundation 66, AJ Associates	Green □ ↘	Green □ ↘
4	Children England	Partnership for Young London, Race Equality Foundation.	Green □ ↘	Green □ ↗
4	London Deaf & Disability Organisations CIC (Inclusion London)	Transport for All.	Green □ ↔	Green □ ↔
4	Advice UK	Law Centres Federation, Lasa.	Green □ ↗	Green □ ↔
4	London Voluntary Service Council	Race on the Agenda, Women's Resource Centre, Refugees in Effective and Active Partnerships, Lasa.	Green □ ↔	Green □ ↔
4	Age Concern London	Opening Doors Age UK, London Older People Advisory Group (LOPAG).	Green □ ↓	Green □ ↗
4	The Refugee Council		Green □ ↔	Green □ ↔

## **4 Programme management**

During the first two quarters of 2014-15, all the projects have submitted quarterly monitoring reports according to the Programme's Commissioning Monitoring Arrangements Policy and have been paid the correct amount on time. Monitoring visits are ongoing and have taken place throughout the first two quarters of 2014-15. Officers continue to address issues raised at monitoring visits with project staff to ensure that the robust nature of programme oversight is maintained.

## **5 Committee presentations**

Age UK London, one of the capacity-building projects funded by the Programme, will make a short presentation and take questions on their work at the meeting of the Committee in November 2014.

## **6 Committee visits**

Officers have arranged a visit to Galop, one of the sexual and domestic violence projects funded by the Programme, on 2 December 2014, which the Chair of the Grants Committee will attend. There will be room for another two Committee members on a first come, first served basis.

## **7 Borough spread**

As the funders of the Programme, councils naturally want to know what provision funded by the Programme is taking place in their borough. The 'borough spread' tables at Annex B show the performance of the Programme broken down by specification and POI in all London boroughs.

This data should be used with caution. Under the principles of the Programme (set out in the review report), the projects are pan-London, so not simply attributable to individual boroughs. In addition, a beneficiary may live in one borough, or declare that they do, but receive services from a project in one or more other boroughs. Moreover, victims of violence often need to be moved from one borough to another, to escape from violence. Many homeless people move to central London. Homelessness charities have a larger presence in central London. Finally, some of the figures are the best-known figures at this time but may change as officers work their way through monitoring information from providers.

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### **Financial Implications for London Councils**

Payments amounting to £83,208 in respect of underspends relating to the final quarter of 2013/14 have been realised during the first quarter of 2014/15. This is reflected in the Month 6 forecast report at Item 7 on this agenda. There have been no payments held back from commissions in respect of under-performance in the current financial year.

### **Legal Implications for London Councils**

None at this stage

### **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.

## **Annex A RAG rating**

The Grants Committee oversees a programme of grants that address pan-London issues. London Councils officers report quarterly to the Grants Committee on the performance of this programme. The cornerstone of this is a red, amber or green (RAG) rating of all projects. Projects that score (out of 100 points):

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

The RAG rating is made up of:

- Performance - delivery of targets: 60%
- Quality - provider self-assessment and beneficiary satisfaction: 20%
- Compliance - timeliness and accuracy of reporting, responsiveness and risk management: 20%.

We use the RAG rating to guide the amount of support and challenge that we give projects. For example, a red rating for a project would tell us that we had to do urgent and substantive work with this project and potentially to seek the Committee's approval for changes in the funding agreement.

# Item 4 - Appendix B

	Barking and Dagenham	Barnet	Bexley	Brent	Bromley	Camden	City Of London	Croydon	Ealing	Enfield	Greenwich	Hackney	Hammersmith	Haringey	Harrow	Havering	Hillingdon	Hounslow	Islington	Kensington And Chelsea	Kingston Upon Thames	Lambeth	Lewisham	Merton	Newham	Redbridge	Richmond Upon Thames	Southwark	Sutton	Tower Hamlets	Unknown	Waltham Forest	Wandsworth	Westminster	Grand Total
<b>1.1 Homelessness: Early intervention and prevention</b>																																			
Number of new users (cumulative actual)	547	977	204	906	470	1408	134	495	786	617	519	1444	1637	892	283	278	562	470	975	419	221	1275	983	411	1805	552	160	796	278	742	1200	701	576	905	24628
Number of new users (target)	444	518	289	524	433	792	249	467	565	445	515	959	732	674	404	281	325	469	563	431	326	849	773	284	761	320	266	684	294	558	0	510	480	598	16782
% Achieved	123%	189%	71%	173%	109%	178%	54%	106%	139%	139%	101%	151%	224%	132%	70%	99%	173%	100%	173%	97%	68%	150%	127%	145%	237%	173%	60%	116%	95%	133%	n/a	137%	120%	151%	n/a
People have improved physical and mental health	13	20	5	24	5	41	6	45	17	15	36	41	26	35	19	4	41	34	31	18	7	153	54	15	105	4	14	89	8	34	71	37	73	155	1295
People have increased learning and improvements in life skills and employment and training opportunities	7	15	6	29	11	55	8	12	26	18	31	45	74	39	10	2	11	12	29	20	1	96	47	10	57	6	6	64	4	32	8	16	56	132	995
People have increased levels of social interaction and reduced levels of isolation	24	22	9	45	19	40	9	19	23	16	37	60	27	41	7	9	12	11	34	26	5	90	42	11	48	9	6	70	8	33	21	20	41	143	1037
People within the protected equalities groups have increased access to housing advice	149	168	39	223	90	296	19	134	155	162	112	344	206	236	74	56	111	135	232	114	30	400	219	46	293	88	35	249	44	206	189	120	148	407	5529
People/ families at risk of homelessness, who are homeless or living in insecure accommodation assisted to obtain suitable temporary or permanent accommodation	112	89	28	148	64	204	24	126	125	117	70	254	156	161	54	40	91	84	200	93	17	213	146	49	271	52	24	182	28	173	548	88	81	223	4335
People/ families successfully sustaining their tenancies for one year or more	10	14	6	13	17	14	1	13	9	10	16	46	19	15	3	4	13	15	13	5	7	38	15	7	60	5	6	10	7	21	8	8	9	7	464
<b>1.2 Youth homelessness</b>																																			
Number of new users (cumulative actual)	111	111	40	148	454	379	19	325	97	401	108	396	158	505	39	41	41	43	613	58	22	234	231	50	318	124	31	244	54	285	489	430	103	123	6825
Number of new users (target)	55	49	25	83	245	264	15	328	37	138	56	294	71	420	22	79	29	20	209	45	44	139	78	58	369	150	17	120	11	128	0	596	32	82	4308
% Achieved	202%	227%	160%	178%	185%	144%	127%	99%	262%	291%	193%	135%	223%	120%	177%	52%	141%	215%	293%	129%	50%	168%	296%	86%	86%	83%	182%	203%	491%	223%		72%	322%	150%	59.649
Young people have improved health and mental health	24	27	5	44	119	188	1	12	14	39	18	99	53	89	6	1	5	3	153	14	0	77	60	6	51	16	3	79	6	35	172	34	35	38	1526
Young people have increased learning and improvements in life skills and employment and training opportunities	18	20	1	36	9	157	2	5	1	23	10	45	26	53	5	0	2	6	104	8	0	49	37	3	21	5	1	46	1	11	176	13	13	16	923
Young people successfully sustaining their tenancies for one year or more	0	1	0	1	0	7	0	0	0	1	0	7	0	2	0	0	0	0	5	0	0	3	6	0	2	0	0	3	0	1	2	3	2	2	48
Young people who are homeless or living in insecure accommodation obtain suitable temporary or permanent accommodation	10	17	4	27	8	73	3	13	11	31	17	63	26	49	5	1	11	9	63	10	2	40	44	7	28	3	0	70	2	20	63	26	22	19	797
Young people within the protected equalities groups with enhanced knowledge of tackling homelessness	154	158	58	218	479	595	18	368	104	465	133	515	201	605	50	43	55	57	813	82	21	310	311	58	381	139	34	337	62	334	673	479	169	174	8653
<b>1.3 Support services to homelessness voluntary sector organisations</b>																																			
Number of new users (cumulative actual)	7	6	2	5	6	20	3	3	8	4	5	14	9	20	6	4	4	2	41	8	4	21	9	5	6	6	2	23	2	23	1	5	4	20	308
Number of new users (target)	5	6	2	5	4	13	2	3	7	4	6	14	9	5	3	5	4	2	32	5	5	17	5	4	4	5	3	16	3	16	0	4	4	18	240
% Achieved	140%	100%	100%	100%	150%	154%	150%	100%	114%	100%	83%	100%	100%	400%	200%	80%	100%	100%	128%	160%	80%	124%	180%	125%	150%	120%	67%	144%	67%	144%	n/a	125%	100%	111%	n/a
Frontline homelessness organisations better equipped to respond to the diversity of equalities needs	4	6	1	2	2	17	2	6	4	4	3	5	8	16	4	2	5	1	21	5	2	15	3	4	5	5	3	35	3	19	0	2	1	8	223
Frontline organisations better able to deliver high quality housing provision support to the protected equalities groups	6	5	1	1	2	17	3	8	4	6	3	9	10	12	5	4	3	1	22	5	2	19	4	4	6	9	3	36	4	26	0	5	2	14	261
Frontline organisations better able to raise issues of housing discrimination and trends in housing provision for the protected equalities groups.	5	5	1	2	2	17	2	5	5	3	3	6	9	4	3	2	5	1	19	4	1	16	2	3	4	3	3	34	3	15	0	2	0	6	195
Frontline organisations that support the protected equalities groups identified within this specification better able to secure funding and resources and to develop the capacity of their organisation.	2	0	0	0	3	6	3	3	3	6	2	4	6	3	0	1	2	1	7	5	2	12	2	3	4	2	1	17	1	9	0	3	1	5	119

# Item 4 - Appendix B

2.1 Sexual and Domestic Violence: Prevention																																			
Number of new users (cumulative actual)	2238	2720	2213	805	1483	2210		2126	2291	749	2110	1539	773	2400	2173	2131	2014	711	801	1418	705	2050	2092	2136	2412	2117	705	2638	3495	1733		2231	2095	1454	58768
Number of new users (target)	1542	2407	780	715	1483	2210	0	1423	2213	670	2110	841	1110	2303	725	2131	569	0	0	1418	705	2050	0	708	1588	2117	0	1643	2640	800		711	1370	1454	40436
% Achieved	145%	113%	284%	113%	100%	100%	n/a	149%	104%	112%	100%	183%	70%	104%	300%	100%	354%	n/a	n/a	100%	100%	100%	n/a	302%	152%	100%	n/a	161%	132%	217%	n/a	314%	153%	100%	n/a
Children and young people are more aware of sexual and domestic violence in relation to the eight protected characteristics (for example violence in same sex relationships, FGM, forced marriage)	64	62	68	29	49	81		62	65	28	64	52	27	77	73	54	76	19	23	55	25	90	50	59	52	92	22	79	66	43		82	72	49	1809
Children and young people can identify what positive respectful relationships based on equal power are and have increased confidence and empowerment enabling positive choices to be made.	406	805	472	153	316	402		395	547	87	383	266	131	426	405	407	342	142	182	256	128	273	340	303	1285	327	131	732	1373	287		268	373	229	12572
Children and young people can identify where to seek support/ their rights/ how to disclose	73	90	73	30	53	87		69	72	29	70	59	34	84	80	69	82	27	31	58	25	91	69	60	59	97	25	97	72	73		94	78	49	2059
Children and young people have respectful relationships with their peers.	49	38	47	27	25	77		62	40	26	45	46	27	55	63	35	58	21	29	47	23	70	53	48	35	66	20	73	37	37		71	49	39	1438
Children and young people view sexual and domestic violence as unacceptable and can identify the warning signs and myths.	69	76	68	30	47	86		68	66	29	67	58	34	84	79	61	77	27	29	58	25	88	66	54	53	92	25	84	65	64		81	69	49	1928
Professionals understand the facts, myths and risk factors relating to sexual and domestic violence (in particular issues that affect children and young people such as sexual exploitation, trafficking, FGM and sexual violence in gang settings) and feel able to address issues with children and young people	139	53	39	25	55	43		39	59	50	0	50	4	193	49	40	34	4	20	0	0	25	15	37	30	40	0	51	60	31		22	58	40	1305

2.2 Sexual and Domestic Violence: Advice, counselling, outreach, drop-in and support for access to services																																			
Number of new users (cumulative actual)	397	715	200	933	361	603	138	528	1313	1214	276	549	696	735	456	249	597	958	1165	375	134	783	507	196	563	445	152	916	242	420	633	532	389	683	19053
Number of new users (target)	356.56	294.72	238.96	385.32	281.26	349.64	145.36	376.02	335.02	312.18	275.8	340.72	275.34	352.64	264.34	263.34	261.34	366.86	376.56	240.04	170.28	344.72	313.26	198.66	367.4	265.34	150.36	399.4	222.04	324.72	0	291.26	241.04	276.96	9657.5
% Achieved	111%	243%	84%	242%	128%	172%	95%	140%	392%	389%	100%	161%	253%	208%	173%	95%	228%	261%	309%	156%	79%	227%	162%	99%	153%	168%	101%	229%	109%	129%	n/a	183%	161%	247%	n/a
Beneficiaries more able to make safe choices leading to a reduction in occurrence and/or effects of violence, sexual abuse and repeat victimisation.	283	188	68	697	185	248	87	320	925	449	114	247	405	356	288	136	397	658	414	206	60	466	285	78	342	138	76	386	130	218	209	357	260	387	10063
More informed life choices to enable users to rebuild their lives and move to independence.	227	298	43	324	102	221	77	155	397	595	87	261	169	376	123	128	177	342	464	128	39	354	185	82	322	139	44	528	98	180	390	339	182	302	7878
People from the protected characteristics have access to advice in a way that meets their needs.	313	462	80	623	161	352	83	267	641	859	104	272	363	448	227	165	357	568	794	207	63	487	273	82	425	287	100	526	106	218	221	400	210	384	11128
Reduced levels/ repeat victimisation of sexual and domestic violence	268	448	83	541	156	242	90	265	550	564	88	209	254	308	220	135	311	492	535	183	56	405	252	75	330	148	64	478	103	206	206	330	197	319	9111
Service providers are better informed of beneficiaries' needs and service users are enabled to communicate their needs and views to service providers/decision makers	324	419	81	536	131	368	80	271	486	849	116	285	234	474	193	165	280	398	735	159	54	416	230	74	450	314	66	515	124	231	254	395	167	332	10206
Service users have improved self-esteem, motivation, confidence, emotional health and well-being and physical health and are able to rebuild their lives, moving to independence.	375	533	137	886	306	487	96	470	1225	1022	213	441	601	620	397	210	566	920	1048	306	89	706	428	142	504	365	121	617	194	328	538	479	318	587	16275
Users better able to access appropriate services	206	128	29	165	70	93	19	113	171	216	73	165	51	189	71	106	156	166	110	58	16	188	114	36	252	98	48	139	53	148	141	269	91	151	4099

2.3 Helpline and coordinated access to refuge provision																																			
Number of new users (cumulative actual)	780	662	302	1060	563	752	15	1548	1175	1090	998	1195	745	736	746	445	847	1028	692	454	102	1447	1524	378	913	783	342	1016	268	835	6404	820	763	703	32131
Number of new users (target)	520	680	320	800	320	600	0	1080	1000	680	1000	1000	500	800	400	400	600	720	720	400	200	1120	1080	320	800	560	300	840	300	800	401	800	520	400	20981
% Achieved	150%	97%	94%	133%	176%	125%	n/a	143%	118%	160%	100%	120%	149%	92%	187%	111%	141%	143%	96%	114%	51%	129%	141%	118%	114%	140%	114%	121%	89%	104%	1597%	103%	147%	176%	n/a
Improved data collection of service users and service provision resulting in increased information on sexual and domestic violence services in London and beneficiaries needs.		2		1		1			1				2			1			6	1	1	1				1			1	1	3				23
Increased access to emergency refuge accommodation for people escaping domestic violence. London boroughs receive dedicated support in accessing refuge provision for service users affected by domestic violence. Statutory providers, friends, family and voluntary agencies are better able to support those experiencing domestic violence.	16	20	13	14	22	11	0	39	36	18	16	15	35	9	9	6	22	17	12	10	6	27	34	10	21	13	8	18	10	26	26	8	8	14	569
People with the protected characteristics (2010 Equalities Act) are able to access support that meets their needs.	1		3	2	1	4		1	1	1	1	4	4	5	2	1	3	1	3	1		4	4		4	3	2		4	3		1	3	67	
Service users are supported to move to a position of safety.	15	19	11	14	19	12	0	38	28	12	13	15	29	7	7	6	15	12	13	9	6	26	29	9	22	13	8	17	7	27	25	10	7	14	514

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2.4 Emergency refuge accommodation that offers services to meet the needs of specific groups																																			
Number of new users (cumulative actual)	50	18	12	12	22	28	19	15	19	13	32	42	30	39	23	12	29	8	26	10	15	67	10	5	18	15	10	50	6	95	147	30	4	20	951
Number of new users (target)	17	15	15	17	15	17	3	20	15	18	17	23	16	18	15	15	15	15	25	18	15	19	19	14	20	18	15	26	15	21	0	18	16	19	564
% Achieved	294%	120%	80%	71%	147%	165%	633%	75%	127%	72%	188%	183%	188%	217%	153%	80%	193%	53%	104%	56%	100%	353%	53%	36%	90%	83%	67%	192%	40%	452%	n/a	167%	25%	105%	n/a
Increased access to specialist support and culturally specific provision	4	4	0	1	0	12	1	6	1	3	3	12	2	5	6	0	1	8	5	4	1	13	5	1	8	0	1	4	0	10	9	4	6	2	142
Increased confidence, self esteem, mental health and increased ability to deal with the affects of domestic violence	1	4	0			5	1	6	2	1		9		2	1		1		6	1		7	2		4	0	1	5		10		3		2	74
Independent lives rebuilt, through improved independent living skills, knowledge and access to benefits, entitlements, supported/permanent housing	2	3	0	2	0	11	1	4	2	0	2	11	1	4	8	0	1	0	6	2	0	12	2	2	6	0	1	1	0	5	3	0	4	2	98
Relationship rebuilt with children where damaged, make safe choices and access support for their children.	1	4	0			5		1	2	1		5		1			2		4			2	1		4	0	1	31		4	2	2		1	74
Removal of barriers in accessing services for people with the protected characteristics of the 2010 Equalities Act	2	2	1	1	0	9	1	4	5	2	2	10	3	6	4	1	1	8	3	3	1	16	3	3	8	1	1	14	0	11	5	9	5	2	147
Safety from immediate danger from perpetrators through specialist emergency accommodation.	3	6	1	1	0	10	1	5	6	4	4	13	0	7	5	0	1	0	5	4	0	10	4	1	9	1	1	3	0	9	2	2	3	1	122
2.5 Support services to the sexual and domestic violence voluntary sector organisations																																			
Number of new users (cumulative actual)	2	16	6	20	9	60	4	17	25	13	15	26	29	17	13	15	39	12	82	15	4	60	17	12	15	5	4	26	6	36	5	11	15	20	671
Number of new users (target)	6	15	3	16	9	25	0	16	15	5	13	9	16	12	13	2	6	7	20	7	1	8	20	5	15	12	3	5	3	9	0	7	8	9	320
% Achieved	33%	107%	200%	125%	100%	240%	n/a	106%	167%	260%	115%	289%	181%	142%	100%	750%	650%	171%	410%	214%	400%	750%	85%	240%	100%	42%	133%	520%	200%	400%	n/a	157%	188%	222%	n/a
Frontline organisations able to better represent their service users and ensure they are up to date with policy changes.	0	10	3	9	6	51	2	6	13	8	10	22	23	14	9	12	9	7	53	10	0	46	9	5	7	4	0	20	3	24	2	8	9	12	426
Frontline organisations are able to develop effective partnerships and work with other voluntary and community organisations or statutory providers, linking to local services and networks.	1	10	3	12	5	53	2	6	19	8	9	20	25	14	11	11	38	8	65	10	1	47	8	6	8	4	1	18	3	28	4	10	12	12	492
Frontline organisations better able to achieve the three aims of the 2010 Equalities Act	0	7	1	8	7	12	2	6	14	7	8	15	19	9	6	0	8	8	38	9	0	27	5	3	6	2	0	9	1	13	1	8	9	9	277
Frontline providers able to deliver improved services to meet their clients' needs (deliver, monitor, evaluate and adapt)	0	11	5	11	7	57	3	8	16	9	11	25	29	13	11	11	38	10	63	11	2	50	11	6	9	3	1	25	4	29	3	7	13	13	525
Frontline providers are effective and sustainable organisations (financial management, governance, recruitment/workforce, ICT, premises, fundraising/ tenders/contracts, recruitment or board members)	1	9	2	10	6	48	2	7	18	8	9	16	22	10	5	11	7	8	56	9	0	45	8	4	6	4	0	14	3	26	4	8	12	8	406
2.6 Specifically targeted services FGM, Honour based violence (HBV), forced marriage and other harmful practices																																			
Number of new users (cumulative actual)	32	32	4	77	21	21	55	14	38	30	17	41	41	66	44	11	32	27	30	41	14	33	25	1	31	26	16	23	8	36	20	37	64	33	1041
Number of new users (target)	20	17	20	15	20	10	20	20	12	15	15	17	12	15	15	20	20	12	12	17	15	12	15	20	10	20	20	12	20	17	0	17	24	22	548
% Achieved	160%	188%	20%	513%	105%	210%	275%	70%	317%	200%	113%	241%	342%	440%	293%	55%	160%	225%	250%	241%	93%	275%	167%	5%	310%	130%	80%	192%	40%	212%	n/a	218%	267%	150%	n/a
Service users are able to make safe choices and exit violent situations/ service users have enhanced coping strategies through risk assessment and safeguarding	26	19	4	59	10	15	38	4	16	14	15	22	25	33	37	9	22	15	10	23	11	18	14	1	29	22	15	12	3	31	8	21	44	13	658
Service users have a better understanding of the support options available to them and are more aware of their rights and entitlements	32	27	4	72	19	18	57	14	33	32	17	41	41	70	44	10	31	20	32	29	12	30	24	1	30	25	16	21	7	33	20	33	62	28	985
Service users have an increased ability to communicate their needs and views to service providers	28	26	4	77	19	19	57	14	33	40	17	42	36	69	43	10	29	18	30	25	12	25	21	1	30	24	15	20	8	31	18	31	59	29	960
Service users have improved life skills to help them rebuild their lives and move to independence		1		4					4				2	2					2	1			2						1	3	1	1		3	27
Service users have improved self esteem, confidence and emotional health and well being	30	23	4	66	18	18	55	2	34	28	17	35	40	58	42	10	35	24	23	27	12	30	24	1	31	26	16	19	8	33	26	29	60	30	934

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3.1a - Parents with long-term work limiting health conditions																																				
Sum of Enrolled - approved reported	0	1	0	15	0	5	0	0	44	0	0	0	17	0	9	0	2	21	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	114
Sum of Enrolled - target		25		25		25			40				25		27		35	40																12	307	
Sum of % of enrolled achieved	0%	4%	0%	60%	0%	20%	0%	0%	110%	0%	0%	0%	68%	0%	33%	0%	6%	53%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	37%		
Sum of 6+ hours of one-to-one support	0	1	0	15	0	5	0	0	44	0	0	0	17	0	9	0	2	21	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	114	
Sum of Completing work or volunteering placement	0	0	0	0	0	0	0	0	5	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7	
Sum of Gaining employment within 13 weeks of leaving	0	1	0	2	0	0	0	0	11	0	0	0	4	0	7	0	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	28	
Sum of Sustaining employment for 26 weeks	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Sum of Progression into education or training	0	0	0	0	0	0	0	0	11	0	0	0	4	0	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	19	

3.1b - People with mental health needs																																		
Sum of Enrolled - approved reported	16	0	0	0	0	13	0	0	0	0	0	76	0	56	0	8	0	0	31	0	0	0	0	0	65	13	0	0	43	61	11	0	12	405
Sum of Enrolled - target	17					8						60		40		7			23						45	12			30	50	11		4	307
Sum of % of enrolled achieved	94%	0%	0%	0%	0%	163%	0%	0%	0%	0%	0%	127%	0%	140%	0%	114%	0%	0%	135%	0%	0%	0%	0%	0%	144%	108%	0%	0%	143%	122%	100%	0%	300%	132%
Sum of 6+ hours of one-to-one support	15	0	0	0	0	10	0	0	0	0	0	59	0	39	0	8	0	0	20	0	0	0	0	0	50	13	0	0	25	38	11	0	8	296
Sum of Completing work or volunteering placement	4	0	0	0	0	3	0	0	0	0	0	33	0	24	0	5	0	0	8	0	0	0	0	0	21	5	0	0	6	16	1	0	4	130
Sum of Gaining employment within 13 weeks of leaving	7	0	0	0	0	3	0	0	0	0	0	21	0	5	0	1	0	0	3	0	0	0	0	0	21	5	0	0	3	16	2	0	1	88
Sum of Sustaining employment for 26 weeks	5	0	0	0	0	0	0	0	0	0	0	7	0	2	0	0	0	0	0	0	0	0	0	6	1	0	0	2	6	0	0	0	29	
Sum of Progression into education or training	1	0	0	0	0	1	0	0	0	0	0	18	0	21	0	0	0	0	6	0	0	0	0	0	14	1	0	0	8	10	4	0	2	86

3.2 - People from ethnic groups with low labour market participation rates																																		
Sum of Enrolled - approved reported	1	5	11	49	19	5	0	27	56	41	33	34	51	53	64	2	69	28	19	77	1	98	61	99	3	0	0	46	0	17	7	25	116	1117
Sum of Enrolled - target		40	20	46	21	25	5	48	51	37	30	25	79	30	58		63	38	25	38	30	70	40	50			10	30	17	20	20	32	39	1037
Sum of % of enrolled achieved	0%	13%	55%	107%	90%	20%	0%	56%	110%	111%	110%	136%	65%	177%	110%	0%	110%	74%	76%	203%	3%	140%	153%	198%	0%	0%	0%	153%	0%	85%	35%	78%	297%	108%
Sum of 6+ hours of one-to-one support	1	2	11	46	19	5	0	27	56	19	30	24	44	36	49	2	65	22	11	59	0	78	48	27	2	0	0	34	0	14	4	21	68	824
Sum of Completing work or volunteering placement	1	1	2	5	1	0	0	8	6	1	8	9	17	8	1	0	3	5	0	14	1	35	14	4	1	0	0	7	0	3	1	8	8	172
Sum of Gaining employment within 13 weeks of leaving	0	1	3	25	3	2	0	11	33	8	14	13	14	13	12	1	33	5	5	22	1	39	31	6	1	0	0	15	0	7	5	12	42	377
Sum of Sustaining employment for 26 weeks	0	1	2	4	1	2	0	2	15	0	7	6	2	1	2	0	17	1	0	7	0	18	12	3	0	0	0	3	0	1	1	7	17	132
Sum of Progression into education or training	0	0	0	1	2	0	0	5	8	1	5	8	22	3	9	0	8	1	2	19	0	18	17	15	0	0	0	14	0	1	0	3	15	177

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3.3 - Women facing barriers to employment																																		
Sum of Enrolled - approved reported	78	65	37	54	17	79	0	20	66	28	39	44	15	22	26	101	25	22	44	26	0	30	3	0	81	104	0	33	0	55	132	2	26	1274
Sum of Enrolled - target	74	47	41	48	17	57	10	17	55	27	34	39	30	17	25	90	27	50	45	23	10	21	10	10	76	96		21		49	104		47	1217
Sum of % of enrolled achieved	105%	138%	90%	113%	100%	139%	0%	118%	120%	104%	115%	113%	50%	129%	104%	112%	93%	44%	98%	113%	0%	143%	30%	0%	107%	108%	0%	157%	0%	112%	127%	0%	55%	105%
Sum of 6+ hours of one-to-one support	72	64	31	54	17	73	0	21	67	28	37	42	15	23	26	94	25	22	43	26	0	30	3	0	81	95	0	33	0	53	106	2	26	1209
Sum of Completing work or volunteering placement	27	17	0	23	3	8	0	7	27	5	6	17	0	3	7	23	4	5	8	7	0	24	1	0	42	27	0	13	0	19	40	0	8	371
Sum of Gaining employment within 13 weeks of leaving	28	15	3	22	7	24	0	10	23	1	7	17	1	8	14	25	5	10	8	6	0	19	2	0	38	40	0	10	0	15	49	0	5	412
Sum of Sustaining employment for 26 weeks	12	2	0	18	1	9	0	2	15	1	0	4	0	5	9	4	2	5	3	2	0	10	1	0	23	18	0	3	0	5	20	0	2	176
Sum of Progression into education or training	10	38	3	12	3	32	0	2	12	16	7	11	1	10	1	28	0	1	9	1	0	3	0	0	13	10	0	12	0	9	26	1	3	274
3.4 - People recovering from drug and/or alcohol addiction or misuse																																		
Sum of Enrolled - approved reported	1	2	0	7	1	15	0	7	2	5	2	8	0	12	7	0	1	1	10	9	0	12	14	0	1	4	0	21	0	1	2	22	10	177
Sum of Enrolled - target	1	1	1	9	1	20	3	7	1	8	1	16	7	16	7	0	1	2	16	16	0	16	16	0	2	8	1	16	0	0	5	31	26	255
Sum of % of enrolled achieved	100%	200%	0%	78%	100%	75%	0%	100%	200%	63%	200%	50%	0%	75%	100%	0%	100%	50%	63%	56%	0%	75%	88%	0%	50%	50%	0%	131%	0%	0%	40%	71%	38%	69%
Sum of 6+ hours of one-to-one support	1	1	0	5	1	13	0	6	2	5	2	7	0	8	5	0	1	1	8	7	0	10	8	0	0	2	0	14	0	1	2	22	9	141
Sum of Completing work or volunteering placement	0	0	0	1	0	3	0	1	0	2	1	2	0	4	0	0	0	0	0	0	0	0	1	0	0	1	0	4	0	0	0	6	1	27
Sum of Gaining employment within 13 weeks of leaving	0	1	0	4	1	6	0	0	2	2	1	2	0	2	0	0	1	0	6	4	0	4	2	0	0	0	0	4	0	0	1	1	2	46
Sum of Sustaining employment for 26 weeks	0	0	0	1	1	1	0	0	1	0	1	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	7
Sum of Progression into education or training	0	0	0	1	0	0	0	2	0	0	0	0	0	0	5	0	0	0	1	0	0	0	2	0	0	0	0	3	0	0	0	2	1	17
Total Sum of Enrolled - approved reported																																		
Total Sum of Enrolled - approved reported	96	73	48	125	37	117	0	54	168	74	74	162	83	143	106	111	97	72	104	112	1	140	78	99	150	121	0	100	43	134	152	49	164	3087
Total Sum of Enrolled - target																																		
Total Sum of Enrolled - target	92	113	62	128	39	135	18	72	147	72	65	140	141	103	117	97	126	130	109	90	40	107	66	60	123	116	51	67	47	119	140	63	128	3123
Total Sum of % of enrolled achieved																																		
Total Sum of % of enrolled achieved	1.0435	0.646	0.7742	0.9766	0.9487	0.8667	0	0.75	1.1429	1.0278	1.1385	1.1571	0.5887	1.3883	0.906	1.1443	0.7698	0.5538	0.9541	1.2444	0.025	1.3084	1.1818	1.65	1.2195	1.0431	0	1.4925	0.9149	1.1261	1.0857	0.7778	1.2813	0.9885
Total Sum of 6+ hours of one-to-one support																																		
Total Sum of 6+ hours of one-to-one support	8900%	6800%	4200%	12000%	3700%	10600%	0%	5400%	16900%	5200%	6900%	13200%	7600%	10600%	8900%	10400%	9300%	6600%	8200%	9200%	0%	11800%	5900%	2700%	13300%	11000%	0%	8100%	2500%	10600%	12300%	4500%	11100%	#####
Total Sum of Completing work or volunteering placement																																		
Total Sum of Completing work or volunteering placement	32	18	2	29	4	14	0	16	38	8	15	61	17	39	9	28	7	11	16	21	1	59	16	4	64	33	0	24	6	38	42	14	21	707
Total Sum of Gaining employment within 13 weeks of leaving																																		
Total Sum of Gaining employment within 13 weeks of leaving	35	18	6	53	11	35	0	21	69	11	22	53	19	28	33	27	40	17	22	32	1	62	35	6	60	45	0	29	3	38	57	13	50	951
Total Sum of Sustaining employment for 26 weeks																																		
Total Sum of Sustaining employment for 26 weeks	17	3	2	23	3	12	0	4	31	1	8	17	2	8	11	4	19	6	3	10	0	28	14	3	29	19	0	6	2	12	21	7	19	344
Total Sum of Progression into education or training																																		
Total Sum of Progression into education or training	11	38	3	14	5	33	0	9	31	17	12	37	27	34	15	28	8	6	18	20	0	21	19	15	27	11	0	29	8	20	30	6	21	573

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4. Providing support to London's voluntary and community organisations																																			
Number of new users (cumulative actual)	130	161	71	192	96	416	85	221	196	135	211	345	174	242	113	88	100	85	555	162	85	359	222	109	246	97	86	363	64	325	60	146	143	299	6382
Number of new users (target)	73	142	72	144	92	297	45	135	130	113	124	249	137	179	92	82	72	78	367	127	82	248	131	91	164	82	82	259	82	263	0	110	103	176	4623
% Achieved	178%	113%	99%	133%	104%	140%	189%	164%	151%	119%	170%	139%	127%	135%	123%	107%	139%	109%	151%	128%	104%	145%	169%	120%	150%	118%	105%	140%	78%	124%	n/a	133%	139%	170%	n/a
Frontline organisations or organisations supporting a particular equalities protected group are better able to deliver well informed services that reflect the needs of equalities groups.	18	21	4	23	9	58	14	40	48	20	26	47	32	27	12	4	46	14	141	33	13	54	26	17	45	9	5	80	10	58	54	11	29	50	1098
Increased ability of voluntary and community organisations (VCOs) in London to deliver efficient and effective services.	49	35	26	60	31	86	28	60	68	39	55	67	57	45	31	9	58	41	198	51	27	106	85	31	84	29	22	86	21	83	41	32	40	80	1861
The voluntary sector's role and capacity is understood and new opportunities for engagement of voluntary and community organisations are increased	30	32	14	47	23	74	36	57	44	35	34	76	51	44	37	6	52	25	174	49	24	113	48	29	86	36	17	112	18	62	70	33	36	81	1705

# Grants Committee

Grants Programme:

Item 6

## Review of Projects

**Report by:** Simon Courage      **Job title:** Head of Grants & Community Services

**Date:** 26 November 2014

**Contact Officer:** Simon Courage

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### Summary

Through the Grants Programme, established in primary legislation in 1985, London's boroughs collectively commission voluntary organisations to tackle some of the most serious, pan-London, social issues across the Capital. In 2014-15, the Programme's budget is £10,000,000.

The principles and priorities of the Programme were set by the Leaders' Committee in 2012. The Leaders' Committee also provided for the current round of the Programme to run from 2013-14 to 2016-17, subject to this review.

### Recommendations

#### Performance

The Committee is invited to agree with the review's conclusions that the projects are:

- Effective - all projects are meeting or exceeding their targets overall (ie, in the RAG – red, amber, green - rating), and their record on equality and diversity is strong
- Economical – there are no overspends and money unspent in one part of the Programme is quickly redirected to another part
- Efficient – projects have to compete for funding, and they concentrate expertise and programme management.

### **Future targets: Priorities 1, 2 and 4**

Officers and the projects have negotiated proposed, new target levels ('primary outcome indicators') for Priority 1 (homelessness), Priority 2 (sexual and domestic violence) and Priority 4 (capacity building) in 2015-16 and 2016-17. The Committee is invited to approve these primary outcome indicators – and to recommend to Leaders' Committee continuing, associated funding at the 2014-15 levels.

### **Priority 3: ESF**

The Committee is asked to recommend to Leaders' Committee that the boroughs should continue to contribute £1 million to S.48 ESF in 2015-16, subject to the Committee agreeing that the annual budget proposals outlined at Item 8 of this agenda can be put before the Leaders' Committee for final approval on 9 December.

The Committee is asked to approve an extension of the existing 10 ESF projects from the end of March to the end of June 2015. The funding for this is discussed in the body of this report and the report at item 6 on this agenda.

### **Programme brand**

Officers believe the Programme brand needs to be updated to match the shift from traditional funding of organisations to the current, commissioned, competitive and conditional Programme. Members are asked to recommend to the Leaders' Committee a change of name to the 'Third Sector Commissioning Programme'.

### **Relationships with boroughs**

There is a clear need for stronger relationships between the Programme and the boroughs. Members are asked to agree that there should be a task-and-finish group of London Councils and borough officers and project managers to make proposals on this before the next meeting of the Committee in March.



# Review of Grants: Autumn 2014

## 1 Introduction

The London Councils Grants Programme was established in primary legislation in 1985<sup>i</sup>. Through the Programme, London's boroughs collectively fund voluntary organisations to tackle some of the most serious, pan-London, social issues across the Capital. In 2014-15, the Programme's budget is £10,000,000.

The current principles and priorities of the Programme were set by the London Councils Leaders' Committee at its meeting in 2012<sup>ii</sup>. The Leaders' Committee also provided for the current round of the Programme to run from 2013-14 to 2016-17, subject to a review in autumn 2014. The Funding Agreement between London Councils and the providers<sup>iii</sup> also provides for such a review.

The London Councils Grants Committee is the governing body for the Programme. Following the local elections in May 2014, the new Committee met for the first time in July 2014. It decided that the Programme should continue on the current basis in 2015-16 and 2016-17 subject to the planned review in 2014 and to rigorous performance management in 2015-16<sup>iv</sup>.

It was established at the meeting of the Committee in July 2014 that this would not be a full-scale review of the Programme. This was because such a review would require full public consultation and a full equality impact assessment. These could not be completed in time for the Committee's approval before the start of the new financial year. It was agreed that this would be a review of projects.

Officers were required to report on the review to the Committee at its meeting in November 2014. This would enable the Committee to make decisions at that meeting on project-level services for 2015-16 and 2016-17.

London Councils officers have now carried out this review. This is the report of the review.

The review has focused on project-level issues. Inevitably, however, it has also raised some programme-level issues. This report covers both types of issues.

This report is addressed to the Grants Committee. We hope it will also be of interest to other stakeholders, such as providers and officers in the boroughs.

This report should be read with the report on the performance of the Grants Programme, which is also submitted to the November 2014 meeting of the Committee.

## 2 Summary

### The review

This review has been carried out by London Councils officers, consulting stakeholders, using *Successful Commissioning*, a framework established by the National Audit Office and the National Council for Voluntary Organisations.

*See Section 4.2*

**RECOMMENDATION 1: THE COMMITTEE IS ASKED TO NOTE THE REVIEW FRAMEWORK.**

### The programme

The review has documented the basis of the Programme in legislation and in previous key decisions by the Committee and others. This ensures that recommendations are consistent with the Programme's framework.

*See Section 3.4.5*

**RECOMMENDATION 2: THE COMMITTEE IS ASKED TO NOTE THE GRANTS PROGRAMME FRAMEWORK.**

### Performance

The review shows that the projects are:

- Effective - all projects are meeting or exceeding their targets overall (ie, in the RAG rating), and their record on equality and diversity is strong
- Economical – there are no overspends and money unspent in one part of the Programme is quickly redirected to another part
- Efficient – projects have to compete for funding, live with management fee caps and they concentrate expertise and programme management.

The details are set out in project-by-project summaries and RAG ratings show the projects are performing well.

*See section 5.1.2*

**RECOMMENDATION 3: THE COMMITTEE IS ASKED TO NOTE THE STRONG PERFORMANCE OF THE PROJECTS IN 2013-14.**

### Future targets

Officers and the projects have negotiated proposed, new primary outcome indicator levels for Priority 1 (homelessness), Priority 2 (sexual and domestic violence) and Priority 4 (capacity building) in 2015-16 and 2016-17. The Committee is asked to approve these and continuing funding at the 2104-15 levels.

#### *Section 5.1.4.1*

**RECOMMENDATION 4: THE COMMITTEE IS ASKED TO AGREE THE PROPOSED NEW PRIMARY OUTCOME INDICATORS FOR THE PRIORITY 1, 2 AND 4 PROJECTS FOR 2015-16 AND, INDICATIVELY FOR 2016-17.**

#### *Section 5.1.4.2*

**RECOMMENDATION 5: THE COMMITTEE IS ASKED TO AGREE THAT THE BUDGET FOR PRIORITIES 1, 2 AND 4 PROJECTS SHOULD REMAIN THE SAME IN 2015-16 AS IN 2014-15`.**

## **ESF**

The Committee is asked to recommend to Leaders' Committee that the boroughs should continue to contribute £1 million to S.48 ESF in 2015-16, subject to the Committee agreeing that the annual budget proposals outlined at Item 8 of this agenda can be put before the Leaders' Committee for final approval on 9 December.

The Committee is asked to approve an extension of the existing 10 ESF projects from the end of March to the end of June 2015. The funding for this is discussed in the body of this report and the report at item 7 on this agenda and will require the final approval of the Leaders' Committee.

#### *Section 5.1.5.5*

**RECOMMENDATION 6: THE COMMITTEE IS ASKED TO RECOMMEND TO THE LEADERS' COMMITTEE THAT THE BOROUGHS SHOULD COMMIT £1 MILLION COMBINED TO PRIORITY 3: ESF - TACKLING POVERTY THROUGH EMPLOYMENT IN 2015-16, AS THEY HAVE DONE OVER THE TWO-YEAR PERIOD 2013-15. THIS RECOMMENDATION FORMS PART OF THE BUDGET PROPOSALS FOR 2015-16, WHICH ARE SUBJECT OF A SEPARATE REPORT AT ITEM 8 ON THIS AGENDA.**

**RECOMMENDATION 7: THE COMMITTEE IS ASKED TO APPROVE, SUBJECT TO FINAL APPROVAL BY THE LEADERS' COMMITTEE, THE EXTENSION OF THE EXISTING 10 PRIORITY 3: ESF - TACKLING POVERTY THROUGH EMPLOYMENT PROJECTS FROM THE END OF MARCH 2015 TO THE END OF JUNE 2015. THESE PROJECTS WILL WORK TO EXTENDED PRIMARY OUTCOME INDICATORS, TO ENSURE VALUE FOR MONEY. THE COST OF THIS WILL BE £500,000. 50% OF THIS WILL BE MET BY ESF AND 50% (£250,000) WILL COME FROM EITHER THE ANNUAL £1MILLION BOROUGH'S CONTRIBUTION TO THE PROGRAMME FOR 2015-16 (SEE RECOMMENDATION 5) OR COULD BE MET FROM UNCOMMITTED S48 RESERVES OF £670,000 WHICH ARE HIGHLIGHTED IN PARAGRAPHS 13 TO 16 IN ITEM 7 ON THIS AGENDA, WHICH OUTLINES THE HALF-YEAR FORECAST FOR THE CURRENT YEAR. THIS WILL, THEREFORE, ENTAIL A NINETH QUARTER OF SPENDING ON THE 2013-15 S.48/ ESF PROGRAMME.**

## **Programme brand**

At programme level, the brand does not reflect the change that the Committee has overseen from a traditional scheme of funding organisations to a new commissioned, competitive and

conditional programme. In this respect, officers recommend that the name of the Programme should be changed, subject to the agreement of the Leaders' Committee and further legal advice, to the 'Third Sector Commissioning Programme'.

*See Section 5.2.1*

**RECOMMENDATION 8: THE COMMITTEE IS ASKED TO AGREE THAT LONDON COUNCILS OFFICERS SHOULD WORK WITH LEGAL ADVISERS TO MAKE A PLANNED CHANGE IN THE NAME OF THE COMMITTEE AND PROGRAMME AND SHOULD WORK WITH COMMUNICATIONS SPECIALISTS IN LONDON COUNCILS TO COMMUNICATE THE NEW BRAND AND NAME.**

## **Relationships with boroughs**

There is a clear need for stronger relationships between the Programme and the boroughs. Some of this can be done by presenting borough-level information to the Committee in better ways. But it goes deeper than that. The boroughs should feel they own the Programme and should build it into their work plans. Officers recommend a task and finish group of London Councils and borough officers and project managers to make proposals on this before the next meeting of the Committee in March.

*See section 5.2.2*

**RECOMMENDATION 9: THE COMMITTEE IS ASKED TO AGREE THAT LONDON COUNCILS OFFICERS SHOULD SET UP A TASK-AND-FINISH GROUP TO DEVELOP A STRATEGY FOR STRONGER RELATIONSHIPS BETWEEN THE PROGRAMME AND THE BOROUGHs. THIS GROUP SHOULD INCLUDE A SMALL NUMBER OF BOROUGH OFFICERS AND PROJECT MANAGERS. IT SHOULD REPORT, VIA LONDON COUNCILS, TO THE MARCH 2015 MEETING OF THE COMMITTEE.**

## **Performance management**

The CMA Policy has clearly reinforced accountability for outcomes, and this is welcome. But officers have listened to projects' concerns that the way the Policy is currently implemented places a disproportionate burden on projects. At the operational level, projects will now have to maintain evidence on outputs but only to provide it to London Councils on demand. Projects will also be able not to provide certain types of information every quarter unless it has changed since the last quarter.

## 3. Programme framework

### 3.1 Legal basis

#### 3.1.1 Establishment

The Grants Programme has a statutory basis. Section 48 of the Local Government Act 1985 gives councils in London the power to establish a shared programme of grants to voluntary sector organisations<sup>v</sup>. The councils have used this power to establish the current Grants Programme. The Act says that the programme must have 'due regard to the needs of Greater London'. Councils' financial contributions to the Programme must be in proportion to their populations. The budget of the Programme may be changed only by a two thirds majority of councils<sup>vi</sup>.

London Councils manages the Programme on behalf of the councils. The governing body for the Programme is the London Councils Grants Committee.

#### 3.1.2 Operation

The 1985 Act provides for a grants programme. It is therefore governed by trust law and public administrative law (not, for example, contract law or law on procurement). Government advice on administrative law explains that public 'administrative law is the branch of law which governs public bodies in the exercise of their public functions'. The purpose of the guidance is not "How to survive Judicial Review", but rather to inform and improve the quality of administrative decision-making – though, if we are successful, that should have the incidental effect of making decisions less vulnerable to Judicial Review'<sup>vii</sup>.

Decisions made under public administrative law must satisfy the following tests:

- Legality – in the case of the Programme, section 48 of the Local Government Act 1985
- Procedural fairness – for example, giving affected groups or individuals the right to be heard
- Reasonableness – following a proper reasoning process and coming to a reasonable conclusion
- Compatibility – with other relevant legislation, including the Equality Act 2010 and the Human Rights Act 1998.

The concept of reasonableness is key. There are three principles of reasonableness, known as the 'Wednesbury Principles' (after the case that gave rise to them):

- To take account of all relevant considerations
- Not to take account of an irrelevant consideration
- Not to take a decision that is so unreasonable that no reasonable person properly directing him- or herself could have taken it.

This stresses the need for substantive decisions on the programme to be based on thorough:

- Assessment of need
- Consultation with stakeholders
- Equality impact assessment. This is discussed below.

## 3.2 Principles and priorities

In June 2012, the Leaders' Committee considered the Grants' Committee's report of this review. The Committees focused the Programme onto five principles and four priorities, as follows.

### *Principles*

- a. The purpose of the Programme should be to commission outcomes, not to fund organisations
- b. The Programme should complement boroughs' services
- c. The Programme should focus on services that are economically and efficiently commissioned at London level; and services where the location of delivery is key to participants' safety
- d. The Programme should commission services that cannot reasonably be delivered at a borough or sub-regional level
- e. The programme should commission services that work with statutory and non-statutory partners, and contribute to meeting the Equality Act 2010<sup>viii</sup>.

### *Priorities*

- a. Homelessness: notably through prevention and emergency accommodation
- b. Sexual and domestic violence: notably through prevention, emergency accommodation and supporting communities affected by forced marriage and harmful practice
- c. Poverty: in particular, by helping people move into work, or closer to the labour market, and by drawing on the European Social Fund (ESF)
- d. Support to voluntary and community organisations' capacity: including help with fundraising and with developing partnership working between these organisations<sup>ix x</sup>.

These principles and priorities underpin the current Programme.

## 3.3 Equality and diversity

### 3.3.1 Why this matters in London in particular

Equality and diversity are crucial in London. This is one of the world's most ethnically diverse cities. It has large religious groupings: Christians (48%), Muslims (12.4%), Hindus (5%), Jews (1.8%), Sikhs (1.5%) and Buddhists (1%). London also has the largest number of community languages spoken in Europe. It has an overwhelmingly young population: 31% of Londoners are aged under 24. 63% are aged under 44, compared to 53% of people in the UK as a whole. Some 1.4 million disabled people live in London.<sup>xi</sup>

For the Grants Programme, required in legislation to have 'due regard to needs of the whole of Greater London'<sup>xii</sup>, strong performance on equality and diversity is therefore essential.

## 3.3.2 National context: equality and diversity legislation

The main legislation of equality and diversity is the Equality Act 2010. This legally protects people from discrimination. It sets out the different ways in which it is unlawful to treat someone.<sup>xiii</sup>

It is against the law to discriminate against anyone because of:

- Age
- Being or becoming a transsexual person
- Being married or in a civil partnership
- Being pregnant or having a child
- Disability
- Race including colour, nationality, ethnic or national origin
- Religion, belief or lack of religion or belief
- Sex
- Sexual orientation.

These are called the 'protected characteristics'.<sup>xiv</sup>

The Act contains a duty on public authorities to have due regard to the need to:

- Eliminate discrimination
- Advance equality of opportunity between people who have a protected characteristic and people who do not
- Foster good relations between people who have a relevant protected characteristic and those who do not<sup>xv</sup>.

This duty applies to London Councils, the borough councils and to the Grants Programme.

## 3.3.3 Programme-level commitments

One of the principles of the Programme is:

*'Commissioning services that work with statutory and non-statutory partners and contribute to meeting objectives of the Equality Act 2010'<sup>xvi</sup>.*

The Grants Committee, in the meeting in which it developed the current Programme, identified the importance of adherence to the Equality Act:

*'The duty on a public authority in the exercise of its functions is to have due regard to equality considerations as an on-going duty, including in the making [of] a recommendation to boroughs on the budget.'*

*'When future decisions are taken to determine the exact services which will be commissioned, further equalities analysis will be undertaken at that time to inform those decisions'.<sup>xvii</sup>*

### **3.3.4 Project-level commitments**

The four priorities of the Programme<sup>xviii</sup> are broken down into 15 service specifications<sup>xix</sup>. All the service specifications include equalities requirements. Service specification 1.1 Homeless Prevention, for example, targets Black, Asian, Minority Ethnic and Refugee communities, and women, older people, people who are deaf and/ or disabled and Lesbian, Gay, Bi-Sexual and Transgender people. Service specifications also include requirements to ensure increased access to services for people within the protected equalities groups.

In addition, all projects are required, under the Funding Agreement, to:

*‘Actively promote equality for protected groups under the Equality Act 2010, through service delivery, marketing, evaluation and management of the funded project’<sup>xx</sup>.*

At application stage, and quarterly thereafter, London Councils assesses projects for delivery and practice against their Equality Policies and Procedures. This is also assessed in London Councils annual monitoring visits.

### **3.3.5 Impact of project services**

In addition to compliance with the Equality Act, the Grants Programme, by its nature, addresses equality and diversity: for example, projects’ services for tackling domestic violence and providing emergency accommodation, their support for people affected by forced marriage, and their tackling of poverty are all important for many people with protected characteristics.

## **3.4 Commissioning Monitoring Arrangements Policy**

### **3.4.1 The Policy**

In February 2013, the Grants Committee introduced a new Commissioning Monitoring Arrangements (CMA) Policy<sup>xxi</sup>. This sets out the business model for the Programme. Objectives of the new CMA Policy were to give the Committee more control of the Programme, to drive performance in the Programme and to increase the Committee’s confidence in the Programme.

The arrangements are in a four-stage cycle:

1. Design
2. Application, assessment, award and Funding Agreement
3. Delivery
4. Closure and evaluation (which then informs stage 1 of the next cycle).

The parts of the CMA Policy that are relevant to this review are discussed in turn below.

## 3.4.2 Design

In the design stage, London Councils officers work with Committee members and borough officers to draw up 'specifications' that deliver all or part of a priority. These specifications are underpinned by primary outcome indicators. These are the outcomes that a project works towards<sup>xxii</sup>.

Officers will invite open<sup>xxiii</sup> and competitive applications to deliver the specifications and primary outcome indicators.

Table 1: Programme primary outcome indicators

Priority	Specification	Primary outcome indicators
<b>1. Homelessness</b>	1.1: Early intervention and prevention	People/ families at risk of homelessness, who are homeless or living in insecure accommodation assisted to obtain suitable temporary or permanent accommodation
		People/ families successfully sustaining their tenancies for one year or more
		People have improved physical and mental health
		People have increased learning and improvements in life skills and employment and training opportunities
		People have increased levels of social interaction and reduced levels of isolation
		People within the protected equalities groups have increased access to housing advice
	1.2: Youth homelessness	Young people who are homeless or living in insecure accommodation obtain suitable temporary or permanent accommodation
		Young people successfully sustaining their tenancies for one year or more
		Young people who have improved health and mental health
		Young people have increased learning and improvements in life skills and employment and training opportunities
		Young people within the protected equalities groups with enhanced knowledge of tackling homelessness
	1.3: Support services to homelessness voluntary sector organisations	<p>Frontline organisations better able to deliver high quality housing provision support to the protected equalities groups and better able to deliver well informed specialist services, advice and specialist housing and social welfare advocacy and representation for and to the following:</p> <ul style="list-style-type: none"> <li>- Black, Asian, minority ethnic, refugee and migrant groups.</li> <li>- Women</li> <li>- Young and older people</li> <li>- Lesbian, gay, transgender and bisexual groups.</li> <li>- Deaf and disabled groups.</li> </ul>
		Frontline organisations better able to raise issues of housing discrimination and trends in housing provision for the above equalities groups strategically together and with boroughs through sharing good practice, knowledge and expertise. This will include frontline organisations facilitated to contribute to information and data sharing on homelessness.
		Frontline organisations that support the protected equalities groups identified within this specification better able to secure funding and resources and to develop the capacity of their organisation.
		Frontline homelessness organisations better equipped to respond to the diversity of equalities needs

Priority	Specification	Primary outcome indicators
<b>2. Sexual and Domestic Violence</b>	2.1: Prevention	Children and young people view sexual and domestic violence as unacceptable and can identify the warning signs and myths.
		Children and young people can identify what positive respectful relationships based on equal power are and have increased confidence and empowerment enabling positive choices to be made.
		Children and young people can identify where to seek support/ their rights/ how to disclose
		Children and young people have respectful relationships with their peers.
		Professionals understand the facts, myths and risk factors relating to sexual and domestic violence (in particular issues that affect children and young people such as sexual exploitation, trafficking, FGM and sexual violence in gang settings) and feel able to address issues with children and young people
		Children and young people are more aware of sexual and domestic violence in relation to the eight protected characteristics (for example violence in same sex relationships, FGM, forced marriage)
	2.2: Advice, counselling, outreach, drop-in and support for access to services	Users better able to access appropriate services
		Reduced levels/ repeat victimisation of sexual and domestic violence
		Service providers are better informed of beneficiaries' needs and service users are enabled to communicate their needs and views to service providers/decision makers
		Service users have improved self-esteem, motivation, confidence, emotional health and well-being and physical health and are able to rebuild their lives, moving to independence.
		Beneficiaries more able to make safe choices leading to a reduction in occurrence and/or effects of violence, sexual abuse and repeat victimisation.
		More informed life choices to enable users to rebuild their lives and move to independence: <ul style="list-style-type: none"> <li>- health (including sexual health, mental health, drug and alcohol support)</li> <li>- employment</li> <li>- legal/ criminal justice system</li> <li>- education</li> <li>- training</li> <li>- immigration</li> <li>- housing</li> <li>- children's services</li> </ul>
		People from the protected characteristics have access to advice in a way that meets their needs.

Priority	Specification	Primary outcome indicators
<b>2. Sexual and Domestic Violence (continued)</b>	2.3: Helpline and coordinated access to refuge provision	Increased access to emergency refuge accommodation for people escaping domestic violence.
		Improved data collection of service users and service provision resulting in increased information on sexual and domestic violence services in London and beneficiaries needs.
		Service users are supported to move to a position of safety.
		London boroughs receive dedicated support in accessing refuge provision for service users affected by domestic violence. Statutory providers, friends, family and voluntary agencies are better able to support those experiencing domestic violence.
		People with the protected characteristics (2010 Equalities Act) are able to access support that meets their needs.
	2.4: Emergency refuge accommodation that offers services to meet the needs of specific groups	Safety from immediate danger from perpetrators through specialist emergency accommodation.
		Increased access to specialist support and culturally specific provision (such as drug and alcohol support, support with mental health, support to exit prostitution. Culturally specific provision to include so called 'honour' based violence, forced marriage, female genital mutilation, early marriage, language and culture, immigration and no recourse to public funds).
		Increased confidence, self-esteem, mental health and increased ability to deal with the effects of domestic violence
		Independent lives rebuilt, through improved independent living skills, knowledge and access to benefits, entitlements, supported/ permanent housing
		Relationship rebuilt with children where damaged, make safe choices and access support for their children.
		Removal of barriers in accessing services for people with the protected characteristics of the 2010 Equalities Act
	2.5: Support services to the sexual and domestic violence voluntary sector organisations	Frontline providers are effective and sustainable organisations (financial management, governance, recruitment/ workforce, ICT, premises, fundraising/ tenders/contracts, recruitment or board members)
		Frontline providers able to deliver improved services to meet their clients' needs (deliver, monitor, evaluate and adapt)
		Frontline organisations are able to develop effective partnerships and work with other voluntary and community organisations or statutory providers, linking to local services and networks.
		Frontline organisations able to better represent their service users and ensure they are up to date with policy changes. (Including supporting the sector to collate and analyse data on need)
		Frontline organisations better able to achieve the three aims of the 2010 Equalities Act

Priority	Specification	Primary outcome indicators
<b>2. Sexual and Domestic Violence (continued)</b>	2.6: Specifically targeted services FGM, Honour based violence (HBV), forced marriage and other harmful practices	Service users have improved self-esteem, confidence and emotional health and well being
		Service users have a better understanding of the support options available to them and are more aware of their rights and entitlements
		Service users have an increased ability to communicate their needs and views to service providers
		Service users are able to make safe choices and exit violent situations/ service users have enhanced coping strategies through risk assessment and safeguarding
		Service users have improved life skills to help them rebuild their lives and move to independence
<b>3. ESF tackling poverty through employment</b>	All specifications use the same indicators	Participants receiving 6+ hours of one-to-one support
		Participants completing work or volunteering placement
		Participants gaining employment within 13 weeks of leaving
		Participants sustaining employment for 26 weeks
		Participants progressing into education or training
<b>4. Providing support to London's voluntary and community organisations</b>	Single specification	Increased ability of voluntary and community organisations (VCOs) in London to deliver efficient and effective services.
		The voluntary sector's role and capacity is understood and new opportunities for engagement of voluntary and community organisations are increased
		Frontline organisations or organisations supporting a particular equalities protected group are better able to deliver well informed services that reflect the needs of equalities groups.

## 3.4.3 Application, assessment, award and funding agreement

London Councils seeks open and competitive applications from voluntary organisations in London. This took place in 2012 when the current round was set up.

Table 1 shows all the Programme priorities, specifications and primary outcome indicators.

Applicants must show that they will run projects that will deliver the relevant primary outcome indicators and specification and contribute to the delivery of the relevant priority.

Applications are assessed by officers from boroughs and London Councils. London Councils also carries out due diligence checks on applicants. These checks include such matters as registration with the Charity Commission.

London Councils officers then report to the Grants Committee the results of this process on a project-by-project basis. The Committee decides which applications to fund. London Councils will enter into Funding Agreements with the providers whose applications the Committee has approved.

## 3.4.4 Delivery

### 3.4.4.1 Reporting

Providers report quarterly to London Councils on:

- Progress towards primary outcome indicators<sup>xxiv</sup>
- Narrative. This enables providers to explain the hard data
- Case studies. These help bring the projects to life
- Any requests for significant changes<sup>xxv</sup>.

Most significant changes can be dealt with by the Head of Grants and Community Services. Changes that would 'materially change the delivery of the services agreed by the Committee'<sup>xxvi</sup> are referred up to the Chair of the Committee and the Director of Corporate Services.

In addition, providers must give London Councils every year documents such as their annual review and accounts and minutes of their annual general meeting.

### 3.4.4.2 Performance

The cornerstone of the performance management system is a red, amber or green (RAG) rating of all projects. Projects that score (out of 100 points):

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

The RAG rating is made up of:

- Performance – delivery of primary outcome indicators: 60%

- Quality – provider self-assessment and beneficiary satisfaction: 20%. There is a scoring framework for this
- Compliance – timeliness and accuracy of reporting, responsiveness and risk management: 20%.

London Councils officers report the RAG rating at quarterly meetings of the Grants Committee. The RAG rating determines how much ‘attention’ London Councils officers give a project. Any project that is struggling is required to draw up a performance improvement plan. This may lead to re-profiling of the budget or primary outcome indicators.

If a project’s performance against its primary outcome indicators is more than 15% below profile for two quarters in a row, the Head of Grants and Community Services reports this to the Committee at its next meeting and makes a recommendation for dealing with the situation. This may include re-profiling the budget or agreed results, or London Councils may remove money from the project.

### **3.4.4.3 Visits**

London Councils grants officers make periodic visits to projects. The relevant members and borough officers are invited to join these.

In addition, one provider is invited to present on its project to the Committee at each of its meetings. These presentations cover one of the four Programme priorities in rotation.

Finally, the Committee Chair and other members make regular visits to projects.

### **3.4.4.4 Payments**

The payment arrangements reinforce the link between performance and payment. Providers of projects under priorities 1, 2 and 4 are paid quarterly in advance. Providers of projects under priority 3 (ESF – tackling poverty through employment) are paid once in advance (at the beginning of the project) and quarterly in arrears thereafter<sup>xxvii</sup>. In both cases:

- The first payment is made only when all initial assessment and due diligence has taken place and the Funding Agreement has been signed
- Subsequent payments are made only when reporting, monitoring and compliance requirements have been met.

### **3.4.4.5 Reporting to the Grants Committee and Boroughs**

The Head of Grants and Community Services gives the Grants Committee a report on the progress of the Programme each quarter. Officers also provide interim reports to meetings of the Grants Executive and brief the Chair at monthly meetings.

## **3.4.5 Programme Closure and Evaluation**

At this stage, activities are stopped in an orderly fashion and lessons from delivery are documented.

**RECOMMENDATION 2: THE COMMITTEE IS ASKED TO NOTE  
THE GRANTS PROGRAMME FRAMEWORK.**

## 4 Review Framework and process

To steer the review, the Committee agreed that officers should use the *Successful Commissioning* guide developed by the National Audit Office, the National Council for Voluntary Organisations and others<sup>xxviii</sup>. *Successful Commissioning* identifies a number of underpinning principles<sup>xxix</sup>, as follows.

### 4.1 Accountability

The second is accountability. There are three pillars of accountability in public finance<sup>xxx</sup>.

#### 4.1.1 Regularity and propriety

**Regularity:** this means that public bodies must use public resources in accordance with the authorising legislation and any applicable delegated authority, and only for the purpose for which they are given. Checks on regularity provide funders – and, ultimately, taxpayers - with assurance that the resources that they have given have been used for the purposes for which they were intended.

**Propriety:** this means the way money is spent, or paid to others to spend, is in accordance with the way public business should be conducted. While regularity is concerned with compliance with appropriate authorities, propriety is concerned more with standards of conduct, behaviour and corporate governance.

In the Grants Programme, regularity is secured by:

- Ensuring that all outcomes that are required of the projects fall within the remit of the governing legislation and policy: notably the Local Government Act 1985<sup>xxxi</sup> and the ESF Regional Framework for London<sup>xxxii</sup>
- Checking, through performance management<sup>xxxiii</sup> and audit that the grants are spent only on products and services that London Councils has agreed in advance.

The Grants Programme's propriety is safeguarded by London Councils' rigorous approach to corporate governance<sup>xxxiv</sup>, which safeguards the propriety of its work, including the Grants

#### 4.1.2 Value for money

The third pillar of accountability is value for money (VfM). This means the optimal use of resources to achieve the intended outcomes. Finding solutions that achieve this does not mean choosing the cheapest option.

VfM in the Grants Programme is the subject of this review. *Successful Commissioning* defines good VfM as 'the optimal use of resources to achieve the intended outcomes. 'Optimal means "the most desirable possible given expressed or implied restrictions or constraints"'.

VfM is made up of the 'three Es':

- Effectiveness: the relationship between the intended and actual results of public spending (outcomes) – 'spending wisely'. The extent to which services are available to and reach all people that they are intended to is also an important consideration
- Economy: minimising the cost of resources used or required (inputs) – 'spending less'
- Efficiency: the relationship between the output from goods or services and the resources to produce them – 'spending well'.

In this Report, effectiveness is primarily measured through the projects' performance in meeting the primary outcome indicators and the other components of the RAG rating. This is also addressed by examining the performance of the projects.

Economy is primarily measured by examining the initial process of specifying the primary outcome indicators and budget of a project, any overspends, and the subsequent process of re-profiling outcomes and budgets during the life of a project, in order to ensure the money is in the places where it will deliver the most outcomes. This may include removing some funding from one project and reallocating it to another (including potentially removing all funding from an under-performing project).

Efficiency is considered by examining the degree of competition for grants, and unit costs and management costs. In addition, the efficiency gains from concentrating specialist expertise and from managing a single agreement to deliver a service, rather than one agreement per borough.

## 4.2 Review process

A small team of London Councils officers has carried out this review under terms of reference set out in Annex B and cleared by the Grants Executive. Work took place in three stages:

Stage 1: desk research on issues such as projects' performance against primary outcome indicators

Stage 2: interviews with stakeholders, including Committee members, borough grants officers and service managers and project managers. A list of interviewees is at Annex C

Stage 3: analysis of data from stages one and two, using Successful Commissioning, and report writing.

The review team reported on progress to the Grants Executive on 17 September 2014. The team also reported to the Chair of the Grants Committee between meetings of the Committee and of the Executive.

**RECOMMENDATION 1: THE COMMITTEE IS ASKED TO NOTE THE REVIEW FRAMEWORK.**

# **5 Findings**

## **5.1 Project-level**

### **5.1.2 RAG rating**

Table 2 shows all projects' status in the RAG rating for all quarters in 2013-14. The arrows in the cells show whether the project's RAG score was improving, declining or remaining steady in that quarter.

Table 2: RAG ratings by project

Spec.	Provider	Project title	RAG scores				
			Q1	Q2	Q3	Q4	Q4 – no SA
1.1	Shelter - London Advice Services	Connect London	Green	Green ↘	Green ↗	Green ↗	Green
1.1	St Mungo Community Housing Association	Housing Advice Resettlement and Prevention (HARP)	Amber	Amber ↑	Green ↑	Green ↔	Green
1.1	Stonewall Housing	Stonewall Housing's LGBT Advice and Support Project	Green	Green ↓	Green ↑	Green ↔	Green
1.1	Thames Reach	Targeted Rapid Intervention and Outreach (TRIO)	Green	Green ↔	Green ↔	Green ↗	Green
1.1	The Connection at St Martin's	Housing Advice Resettlement and Prevention (HARP)	Green	Green ↑	Green ↔	Green ↔	Green
1.1	Women in Prison Ltd	Women's Through the Gate and Advice Housing Support	Red	Amber ↑	Green ↗	Green ↑	Green
1.2	New Horizon Youth Centre	London Youth Gateway (LYG)	Green	Green ↔	Green ↔	Green ↔	Green
1.3	Homeless Link	London Councils Homelessness Pan-London Umbrella Support (PLUS) Project	Green	Green ↔	Green ↘	Green ↔	Green
2.1	Tender Education and Arts	London Councils pan-London VAWG Consortium Prevention Project	Green	Green ↔	Green ↓	Green ↑	Green
2.2	Galop	Domestic Abuse Partnership (DAP)	Green	Green ↔	Green ↔	Green ↔	Green
2.2	SignHealth	DeafHope London	Green	Amber ↓	Green ↑	Green ↔	Green
2.2	Solace Women's Aid	London Women Against Abuse	Green	Green ↗	Green ↓	Green ↑	Green
2.2	Women in Prison Ltd	Thyme - Counselling and Through the Gate Project	Red	Green ↑	Green ↔	Green ↔	Green

Spec.	Provider	Project title	RAG scores				
			Q1	Q2	Q3	Q4	Q4 – no SA
2.3	Women's Aid Federation of England (Women's Aid)	Pan-London Domestic and Sexual Violence Helplines and coordinated access to refuge provision	Amber	Green ↑	Green ↘	Green ↓	Green
2.4	Ashiana Network	London Specialist Refuge Network	Green	Green ↑	Green ↔	Green ↑	Green
2.4	Eaves Housing for Women	Poppy - London Emergency Accommodation	Green	Green ↑	Green ↓	Green ↔	Green
2.5	Women's Resource Centre	The ASCENT project	Green	Green ↔	Green ↗	Green ↔	Green
2.6	Asian Women's Resource Centre	Ending Harmful Practices	Green	Green ↔	Green ↘	Green ↔	Green
2.6	Domestic Violence Intervention Project	Al-aman Project: Women's Support Services	Green	Green ↑	Green ↘	Green ↑	Green
3.1a	The Citizens Trust	Disabled Parents Employment Service	Red	Amber ↑	Green ↑	Green ↔	Green
3.1b	Peter Bedford Housing Association	Working Futures	Green	Green ↓	Green ↗	Green ↘	Green
3.2	MI ComputSolutions Incorporated	Jobs Plus	Green	Green ↓	Green ↑	Green ↓	Green
3.2	Paddington Development Trust (PDT)	West London Ethnic Employment Support	Amber	Green ↑	Amber ↓	Green ↑	Green
3.2	Urban Futures London Limited	Booster +	Amber	Green ↑	Green ↑	Green ↓	Green ↓
3.3	Catalyst Gateway	WISH	Green	Green ↑	Green ↗	Green ↔	Green ↓
3.3	Hopscotch Asian Women's Centre	Women into Work	Green	Amber ↓	Green ↑	Green ↘	Green ↓
3.3	London Training and Employment Network (LTEN)	Leap into Work	Amber	Amber ↘	Amber ↘	Amber ↑	Amber ↘

Spec.	Provider	Project title	RAG scores				
			Q1	Q2	Q3	Q4	Q4 – no SA
3.3	Redbridge Council for Voluntary Service	Women Works	Green	Green ↘	Green ↓	Green ↑	Green ↓
3.4	St Mungo Community Housing Association	TARGET	Amber	Amber ↗	Amber ↓	Green ↑	Green ↓
4	Advice UK	Stronger Organisations-Benefiting London(ers)	Green	Green ↔	Green ↘	Green ↗	Green
4	Age UK London	Fit 4 Purpose	Green	Green ↔	Green ↔	Green ↔	Green
4	Children England	Engage London	Green	Green ↓	Green ↑	Green ↘	Green
4	London Deaf & Disability Organisations CIC (Inclusion London)	The Power Up Project	Green	Green ↔	Green ↔	Green ↔	Green
4	London Voluntary Service Council	London for All	Green	Green ↔	Green ↗	Green ↔	Green
4	The Refugee Council	Supporting and Strengthening the Impact of London's Refugee Community Organisations	Green	Green ↔	Green ↘	Green ↔	Green

No SA indicates the RAG score without the self-assessment element.

↔ indicates a score that has not changed by more than 2% between quarters

↘ and ↗ indicate scores that have gone down or up by more than 2% but less than 5% between quarters

↓ and ↑ indicate scores that have gone down or up by more than 5% between quarters

This shows that there has been steady improvement across all projects during the first year of the Programme. All the projects are now green in the rating.

### RECOMMENDATION 3: THE COMMITTEE IS ASKED TO NOTE THE STRONG PERFORMANCE OF THE PROJECTS IN 2013-14.

## 5.1.3 Effectiveness, economy, efficiency

Table 3 sets out evidence on the effectiveness, economy and efficiency of the projects in general.

**Table 3: evidence on value for money of current projects**

	<b>Element of projects' performance</b>	<b>Sources of evidence</b>	<b>Emerging findings</b>
1	Effectiveness	Data held by London Councils on projects' performance over time on outcomes and budgets. In particular, RAG rating  Beneficiary case studies  Prior surveys of providers  Interviews with Committee members and other stakeholders  Beneficiary equality and diversity data from projects	Evidence so far shows projects are meeting or exceeding their outcomes. All are green in the RAG rating. Underperformance is dealt with using the Committee's CMA Policy  The priorities of the Programme mean that the projects inherently focus on disadvantage. Within this, data shows strong performance on all groups with characteristics protected by the Equality Act 2010
2	Economy	Data held by London Councils on original target outcomes and budgets  Records of any overspends and how these were handled  Case studies of re-profiling of budgets and target outcomes  Outcomes of financial audits	All projects are within budget: none has had an overspend that can be claimed from London Councils or boroughs  The CMA Policy quickly redirects funding away from areas of the programme that have low impact. Minor changes are dealt with by officers; bigger changes go to the Committee for decision
3	Efficiency	Evidence on initial competition for funding between potential providers  Evidence on conditional nature of funding as set out in Funding Agreements	The services funded are specialised, and pan-London. It would be costly for each borough to recreate these  The management of the Programme is done in one place: the team at London Councils.

	<b>Element of projects' performance</b>	<b>Sources of evidence</b>	<b>Emerging findings</b>
		Unit costs where these exist (ie, ESF projects)	<p>This shared service is more efficient than 33 separate managements units would be</p> <p>Competition in setting up the projects is likely to have increased efficiency from the projects' outset</p> <p>The CMA Policy reminds projects that they can be reported to the Committee and have grant withdrawn if they don't efficiently convert their inputs (ie, the grant) into outcomes</p> <p>Projects' management costs are capped</p>

**Proposal for 2015-16 and 2016-17:**

<b>Primary outcome indicator</b>	<b>Profile 13-14</b>	<b>Profile 14-15</b>	<b>Profile 15-16</b>	<b>Profile 16-17</b>
Number of new users	450	0	50	50
Refugee Community Organisations reporting business plan development and implementation	30	30	30	30
Organisations reporting improved understanding of the voluntary sector's role and capacity	20	20	20	20
Front-line organisations better able to deliver well informed services that reflect the needs of refugees and asylum seekers	50	50	50	50

**Notes:**

The organisation works with a finite pool of migrant and refugee community organisations, which is why the number of new users has been profiled to tail off.

In the coming years, the organisation intends to strike a balance of ongoing training and capacity-building support and new developments to engage a mix of RCO types/needs at different stages of building their capacity. The organisation has reported that it is operating at full capacity, and has delivered to profile in year 1, indicating that this is a realistic basis upon which to continue delivery.

## Shelter - London Advice Services

**Project name:** Connect London  
**Priority:** 1, Homelessness  
**Specification:** 1.1: Early intervention and prevention  
**Amount (2 years):** £1,300,000

Project aiming to prevent homelessness.

Services include: needs assessment, tailored self-help resources, telephone information and signposting service, specialist housing, benefit and debt advice with casework, practical solutions to access the private rented sector, employment support to achieve financial independence, outreach targeting vulnerable people with protected characteristics and empowering support work to develop confidence and help people link in with local services to sustain tenancies.

**Delivery partners:** Broadway Housing Association, (plus referral partners Family Mosaic, Genesis Housing Association, Peabody, P3, Royal Association for the Deaf (RAD), Southern Housing Group, Stonewall Housing Association)

### Delivery information

Primary outcome indicator <sup>i</sup>	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	4,050	4,050	4,357
People/ families who gain/secure temporary/permanent accommodation	112	112	285
People who gained employment, volunteering opportunities and work placements	120	100	89
Protected equalities groups assisted to secure or sustain suitable accommodation	200	200	358

The project has been proactive in establishing targeted outreach surgeries to meet borough demands and to increase service take-up. Focused support work has also been provided to BAMER communities most impacted by homelessness.

**Service highlights:** 597 evictions prevented; 2,700 families/households advised on gaining accommodation; pan London telephone helpline open 30 hours per week; debt reduced for 555 service users; 1,893 tenancies sustained; 1,477 outreach surgeries (including 861 Black Minority Ethnic and Refugee - BAMER, service users advised at specialist surgeries).

### Case study

"I was referred to Shelter Connect London for property search in June 2013 as I was sofa surfing with friends. I was so unsettled and frustrated about my situation. I was on Jobseeker's Allowance so I could not afford accommodation without seeking housing benefit assistance but I had no idea how to find a landlord or estate agent that would accept a tenant on benefits.

Staff at the project were very helpful and they eventually found a sympathetic landlord who had a studio flat in West London. It was a good size studio flat and I did not hesitate to accept the offer. I was also given the opportunity to participate at the Client Conference in November 2013. I felt proud that I was chosen to speak at such a forum. I spoke about how to source and maintain a tenancy in private rented accommodation. The work and learning team have been working with me as well and they have helped me put together a professional CV. I am very proud to say that through their support, I have now secured employment at a gym.

I cannot quantify how massive a positive a change Connect London has made in my life. From being homeless, jobless and unsettled, I now have decent accommodation I can call my own and I have also secured employment."

## Shelter - London Advice Services

**Effectiveness:** The project has been green rated throughout. In Quarters 1, 3 and 4 the project achieved a high green rating, indicating that it is delivering effectively.

**Efficiency:** Within the principles of the Grants Programme are (1) the commissioning of services where it is economical and efficient to deliver services on a London-wide basis and (2) commissioning services that cannot reasonably be delivered locally, at a borough or sub-regional level.

Homelessness services delivered pan-London are able to respond to service users' needs irrespective of their borough of origin, last fixed address or latest accommodation.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the funding is being used and the services delivered in line with the conditions in the Grant Agreement.

The programme does not allow for overspend.

A reprofiling exercise moved some outcome targets from year 1 into year 2, responding to the flexibility requested by the provider whilst maintaining London Councils' objectives.

### Proposal for 2015-16 and 2016-17:

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	4,050	4,050	4,455	4,455
People/ families who gain/secure temporary/permanent accommodation	112	112	136	136
People/ families successfully sustaining their tenancy for one year or more	0	400	400	400
People who gained employment, volunteering opportunities and work placements	100	140	160	160
Protected equalities groups assisted to secure or sustain suitable accommodation	200	200	240	240

#### Notes:

The target number of new users has been increased by 10%. Individual borough targets have been left unchanged and the additional 10% will allow the project to respond to increased need where it is found.

The target number of People or Families who gain/Secure temporary/permanent accommodation, has been increased by 21%. This is within performance to date which has additionally been supported by Shelter from its own resources, which cannot be guaranteed to continue.

People or Families successfully sustaining their tenancy for 1 year or more. The provider thinks this is a conservative estimate of the numbers actually sustaining tenancies. However, the reality of proving it requires further contact with clients a year after the case has been closed and this has proved tricky as phone numbers change and individuals are not hugely motivated once they have achieved their goal.

# St Mungo Community Housing Association

**Project name:** Housing Advice Resettlement and Prevention (HARP)  
**Priority:** 1, Homelessness  
**Specification:** 1.1: Early intervention and prevention  
**Amount (2 years):** £782,774

Project includes pan-London Housing Advice and Resettlement and Prevention Service for offenders at risk of homelessness on release from prison; Community Recovery Network to help offenders sustain their accommodation and prevent relapse into offending; handbook and helpline for Outside of London Prison establishments discharging clients back to London on release.

**Delivery partners:** St Giles

## Delivery information

Primary outcome indicator <sup>ii</sup>	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	4,500	4,500	4,982
Number of clients gaining suitable temporary or permanent accommodation	790	790	1,145
Number of people achieving employment/ volunteering/ training outcomes	45	45	85
Number of clients demonstrating improved social networks/ relationships	72	72	36
Number of people with protected characteristics resettled into all forms of tenure	530	530	1,181

Services are now successfully running in five London prisons and four probation offices with workers on each site. Positive outcomes in family reconnections and private rented sector accommodation are being achieved through mediation and ‘through the gate’ (work before and after release) and peer support.

**Service highlights:** 428 family reconnections, 842 tenancies saved, 986 people actively engaging with the peer services in prison and probation, six move-on training sessions delivered, 240 satellite sessions held in prison hospital wings ensuring wide reach of service

## Case study

“I first met Gemma in November 2013 when she came to assess me in prison. Since splitting from my wife I had only stayed out of prison for a few days at a time before going back. This is because I was always homeless when I left prison so I kept contacting her when I was not supposed to.

On my release, Gemma met me at the gate. She had organised accommodation for me in a house share. I was really happy about this because it was very cold and I didn’t want to sleep on park benches again. She spent the whole first day with me so we organised a lot of things that I have never done in the past because my wife would always do them for me. We signed my contract agreement and went to the council to get my Housing Benefits sorted, and then we went to the Job Centre to make a new application for benefits and arranged for me to see my GP for a medical certificate. Gemma even ordered me a new post office card because I didn’t have one.

Things at the start were difficult. I wanted to move away from my home borough so there was less chance of contacting my wife but before my benefits were activated I struggled with money for food and heating. This is something that Gemma helped me out with a lot. On a few occasions she organised grants and vouchers for food from the Council, Social Services, The Salvation Army and Churches to help me. I didn’t have money for anything so Gemma did an application for an Essential Living Fund to help me afford cutlery and bedding. She also came to the police station where my wife had left my clothes because I didn’t know how to get there.”

## St Mungo Community Housing Association

**Effectiveness:** The project has made significant progress following initial amber ratings in the first two quarters due to a delayed start; it is now solidly green rated.

**Efficiency:** Within the principles of the Grants Programme are (1) the commissioning of services where it is economical and efficient to deliver services on a London-wide basis and (2) commissioning services that cannot reasonably be delivered locally, at a borough or sub-regional level. Homelessness services delivered pan-London are able to respond to service users' needs irrespective of their borough of origin, last fixed address or latest accommodation.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the services delivered are in line with the Grant Agreement.

The delay at the start resulted in an underspend in year 1. The provider was not paid the full year 1 amount as a result. Officers have worked with the provider to establish that no underspend is anticipated for year 2 onwards as the service is now up and running.

### Proposal for 2015-16 and 2016-17:

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	4,500	4,500	4,500	4,540
Number of clients gaining suitable temporary or permanent accommodation	790	790	908	1,000
Number of clients living independently after 1 year	-	72	120	160
Number of people achieving employment/ volunteering/ training outcomes	45	45	60	80
Number of clients demonstrating improved social networks/ relationships	72	72	80	100
Number of people with protected characteristics resettled into all forms of tenure	530	530	800	1,200

**Notes:**

Profiled figures have been increased in line with the project's over-delivery in year 1.

## Stonewall Housing

**Project name:** Stonewall Housing's LGBT Advice and Support Project  
**Priority:** 1, Homelessness  
**Specification:** 1.1: Early intervention and prevention  
**Amount (2 years):** £347,518

Homelessness advice service for lesbian, gay, bisexual and transgender (LGBT) people in London. This partnership project aims to ensure more LGBT people have improved access to the best advice and information to prevent homelessness and to find them suitable accommodation earlier.

The project includes development of a pan-London tenancy sustainment service and group support programme designed specifically for LGBT people. Many LGBT people are fleeing domestic abuse and harassment and have no traditional family support networks to rely on so targeted housing support service reduces their social isolation.

**Delivery partners:** Shelter, AdviceUK, Royal Association for Deaf People.

### Delivery information

Primary outcome indicator <sup>iii</sup>	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	706	706	707
LGBT people/families gaining suitable temporary or permanent accommodation	200	200	194
LGBT people reporting reduced social isolation	200	200	207
People from protected equalities groups with increased access to suitable temporary or permanent accommodation	706	706	707

The project is well connected with both statutory and third sector agencies and constantly seeks ways to address the housing needs of LGBT people with protected characteristics, an example being working with AgeUK to set up a signposting initiative and telephone advice for the over 50s. The project makes good use of social media to engage beneficiaries. However, they have struggled with the amount of people accessing shared accommodation as they have been more successful in moving people into unshared accommodation.

**Service highlights:** 44 evictions prevented, 33 tenancies sustained through supported interventions, 99 people/families able to resolve housing debt problems

### Case study

IW presented at a drop-in surgery in April 2013. IW is HIV+ and both his mental and physical health are compromised. He lost his full-time job after a period of ill health, and had to give up his secure accommodation because he was no longer able to pay his rent. He was staying with a friend, but had been asked to leave. He had not made any benefit claims.

An advisor told IW that he would be able to make a homeless application and also undertook to find some suitable short-term accommodation. The advisor gave him benefits advice and advised him to start a benefit claim immediately.

At the end of April, IW was sectioned, and was hospitalised for a month, in four different hospitals. The advisor kept in touch with IW, to check that he was managing at his interim accommodation and that he had not had any further mental health crises.

The advisor arranged for IW to have a Stonewall Housing Client Fund loan and a THT Hardship Fund payment, and helped IW to secure housing. His case was transferred to Stonewall's Tenancy Sustainment Worker, also funded by London Councils. IW has sustained this tenancy for nine months and is linked in with mental health services.

## Stonewall Housing

**Effectiveness:** The project has been green rated throughout and delivers services at a consistent level, in line with its profile.

**Efficiency:** Within the principles of the Grants Programme are (1) the commissioning of services where it is economical and efficient to deliver services on a London-wide basis and (2) commissioning services that cannot reasonably be delivered locally, at a borough or sub-regional level. Homelessness services delivered pan-London are able to respond to service users' needs irrespective of their borough of origin, last fixed address or latest accommodation.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the services delivered are in line with the Grant Agreement.

### Proposal for 2015-16 and 2016-17:

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	706	706	706	706
LGBT people/families gaining suitable temporary or permanent accommodation	200	200	200	200
Tenancies sustained for one year plus	-	25	28	30
LGBT people reporting reduced social isolation	200	200	230	250
People from protected equalities groups with increased access to suitable temporary or permanent accommodation	706	706	706	706

**Notes:**

The project was profiled accurately from the start and delivery has been in line with profile. As such, the number of new users and people/families gaining accommodation targets are judged to be appropriate.

There is an uplift in the target numbers of people reporting reduced social isolation and in the number of tenancies sustained, reflecting the provider's ambition to deliver real change for the project's service users.

## Thames Reach

**Project name:** Targeted Rapid Intervention and Outreach (TRIO)  
**Priority:** 1, Homelessness  
**Specification:** 1.1: Early intervention and prevention  
**Amount (2 years):** £753,418

Partnership project delivering specialist pan-London early intervention and prevention for rough sleepers and 'hidden' homeless (both men and women). Funded services include development /coordination of borough strategies targeting rough sleeping hotspots for closure; engaging with rough sleepers, securing accommodation and facilitating access to specialist services; telephone support to those at risk of homelessness and specialist help to the hidden homeless.

**Delivery partners:** Eaves Housing for Women, Addaction Drug and Alcohol Services

### Delivery information

Primary outcome indicator	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	6,374	6,374	5,587
Number of rough sleepers gaining accommodation	100	100	173
Tenancies sustained	28	28	55
Improved physical and mental health.	250	250	353
Number of beneficiaries undertaking further education, volunteering and internships	30	30	56
More confident to participate in activities	20	20	83
Risk of homelessness reduced for women	300	300	480

**Service highlights:** 201 rough sleepers gaining accommodation; 108 rough sleepers reconnected to their 'home' boroughs; 393 advice sessions provided (targeting women); 339 rough sleepers in Hotspots supported; tenancies sustained for 126 service users; legal and drug and alcohol advice provided to 258 service users; improved employability skills for 156 service users.

### Case study

The project has a specific focus on rough sleeping 'hotspots'; one of the largest has been at the old Hendon FC stadium. The ground was occupied by a large population of Romanian nationals, who were living in squalid and unsanitary conditions with no access to waste disposal or running water.

In June 2013 the local Safer Neighbourhoods Team proposed an operation to clear and secure the site after the land was sold. TRIO were brought on board alongside a range of partner agencies - including the Romanian embassy and the Home Office Immigration Enforcement - to try and find a long term solution to help resettle the individuals. After an intensive period of visits to the site to build rapport with the group, the TRIO team were able to identify a number of the most vulnerable individuals, offering advice around their health and accommodation, as well as their legal situation with regards to finding work. Working with Thames's London Reconnection Project, TRIO were able to help seven individuals return to Romania, either to the safety of their families or linking them in with appropriate support services in their home country.

The TRIO team attended the site alongside the police. TRIO were able to identify and offer support to 10 individuals legally permitted to work in the UK, and a further 19 took the opportunity to return to Romania through the HOIE's voluntary return scheme. Since the closure, the TRIO team have maintained contact with a number of the rough sleepers, continuing to provide advice and support.

## Thames Reach

**Effectiveness:** The project has been green rated throughout and in Quarter 4 achieved a high green rating. The commission has worked effectively with agencies, including the Metropolitan Police, borough officers and the UK Border Agency to close hotspots.

**Efficiency:** Within the principles of the Grants Programme are (1) the commissioning of services where it is economical and efficient to deliver services on a London-wide basis and (2) commissioning services that cannot reasonably be delivered locally, at a borough or sub-regional level. Homelessness services delivered pan-London are able to respond to service users' needs irrespective of their borough of origin, last fixed address or latest accommodation.

The project deals with rough sleeping hotspots. The nature of these hotspots means that they move around London unpredictably. Therefore dealing with these hotspots can be tackled most effectively on a pan-London basis.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the services delivered are in line with the Grant Agreement.

### Proposal for 2015-16 and 2016-17:

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	6,374	6,374	6,374	6,374
Number of rough sleepers gaining accommodation	100	100	110	121
Tenancies sustained	28	28	31	35
Improved physical and mental health.	250	250	275	303
Number of beneficiaries undertaking further education, volunteering and internships	30	30	30	30
More confident to participate in activities	20	20	22	25
Risk of homelessness reduced for women	300	300	330	363

#### Notes:

The number of new users remains the same, but the project has increased the number of target outcomes, reflecting the provider's ambition to focus more on real-life outcomes for service users as they flow through the service.

## The Connection at St Martin's

**Project name:** London Connections  
**Priority:** 1, Homelessness  
**Specification:** 1.1: Early intervention and prevention  
**Amount (2 years):** £423,410

Homelessness prevention service giving people who are homeless access to advice and other services to both reconnect them to their home area and to provide them with support services and alternative housing options where this process is not straightforward.

Services include assessment, referral, reconnection and advocacy for homeless people from all London boroughs, together with engagement and skills training activities and structured progression to training and employment.

**Delivery partners:** None

### Delivery information

Primary outcome indicator	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	652	652	632
People at risk of homelessness assisted to obtain temporary or permanent accommodation.	600	600	668
People with improved physical and mental health	350	350	345
People have increased learning and improvements in life skills and employment and training opportunities.	350	350	379
People with increased levels of social interaction and reduced levels of isolation.	350	350	362
People within the protected equalities groups have increased access to housing advice.	520	520	510

**Service highlights:** 225 service users reconnected to 'home' boroughs; 250 advice sessions provided per quarter; 200 casework sessions (including complex issues) provided per quarter; 50 service users accessing mental health services; 352 service users accessing GP, nurse and physical support services; 362 engaging with skills and activities programme; 142 engaging with training and employment services; 342 undertaking group work and skills training.

### Case study

"I lost my job working as a Chef and I couldn't pay my mortgage anymore so I lost my house. I didn't have any friends or family where I could stay.

I was terrified because I had no idea what living on the streets would be like. Sleeping rough was very cold – I only had my jacket with me. I couldn't sleep and prayed that daytime would come quickly and covered my head because it's very dangerous on the streets.

I saw a worker at The Connection and I explained I didn't want to go back to my home borough as there was nothing there for me and that I was looking for a job so Workspace, the Connection's employment & training service, helped me. I also stayed in The Connection's night centre.

Workspace taught me how to use a computer and I also went on an interview skills workshop. It helped me improve my confidence and my CV.

Things are good and I have now returned to Haringey and am now in my own studio flat in Wood green. I'm hoping I'll find work soon."

## The Connection at St Martin's

**Effectiveness:** The project has been green rated throughout. In Quarters 2, 3 and 4 the commission has achieved high green ratings and has an effective support service, including for rough sleepers and service users with complex needs.

**Efficiency:** Within the principles of the Grants Programme are (1) the commissioning of services where it is economical and efficient to deliver services on a London-wide basis and (2) commissioning services that cannot reasonably be delivered locally, at a borough or sub-regional level. Homelessness services delivered pan-London are able to respond to service users' needs irrespective of their borough of origin, last fixed address or latest accommodation.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the services delivered are in line with the Grant Agreement.

### Proposal for 2015-16 and 2016-17:

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	652	652	652	652
People at risk of homelessness assisted to obtain temporary or permanent accommodation.	600	600	600	600
People with improved physical and mental health	350	350	350	350
People have increased learning and improvements in life skills and employment and training opportunities.	350	350	350	350
People with increased levels of social interaction and reduced levels of isolation.	350	350	350	350
People within the protected equalities groups have increased access to housing advice.	520	520	520	520

**Notes:**

The project has performed to profile in year 1, indicating that it was profiled accurately from the start. This therefore is a realistic basis on which to continue delivery.

## Women in Prison Ltd

**Project name:** Women's Through the Gate and Advice Housing Support  
**Priority:** 1, Homelessness  
**Specification:** 1.1: Early intervention and prevention  
**Amount (2 years):** £172,752

The service aims to prevent homelessness amongst London women serving short sentences, women leaving prison, or to women with experience of the criminal justice system at risk of homelessness, or who make up part of the 'hidden homeless' in Greater London.

Support includes specialist advice to women on short sentences to enable them to maintain their tenancies, 'through the gate' in depth support to women with multiple vulnerabilities (substance use, domestic violence, mental health) ensuring they are appropriately housed upon leaving prison and engaged with community support services, and drop in specialist advice surgeries around housing, benefits and debt in both prison and the community.

**Delivery partners:** None

### Delivery information<sup>iv</sup>

Primary output indicator	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	450	450	361
Number of women accessing or maintaining accommodation	500	500	325
Number of women with appropriate medication, and referral routes to appropriate secondary care	135	135	135
Number of women within the protected equalities group (80% BAMER etc.) have individual support plans in place	250	250	198

**Service highlights:** 290 people reporting improved knowledge of housing opportunities and rights, 253 women reporting improved mental health and wellbeing, 38 women maintaining substance use support and cessation.

### Case study

"I attended a housing workshop by Women In Prison (WiP). Afterwards I spoke to one of the workers from WiP about my rent and how worried I was about arrears that I had incurred. I was also very anxious and stressed because I had heard that universal credit was going to be introduced in my area and so we arranged to meet at a later date.

When we met, the caseworker had brought me information about the universal credit and timetables of when it would be introduced. I was feeling very anxious about managing my money once I start receiving the universal credit but she reassured me that universal credit would not take effect for a few more years. I explained to her about how I ended up at Holloway Prison as well as my personality disorder.

We discussed what support WIP could provide for me and I mostly needed practical and emotional support, especially with budgeting and looking for employment. She looked through my CV and gave me helpful suggestions and researched some job opportunities for me through organisations that employ ex-offenders. I was also referred to counselling at WIP for my childhood trauma. I was thrilled when I was offered a job after the support that I had received from WiP."

## Women in Prison Ltd

**Effectiveness:** The project struggled to meet delivery targets in the initial quarters following a late start. After re-profiling, considerable development work in prisons, the community and with probation, steady improvements were seen and progression from red through amber to green rating in quarter 3, maintained in quarter 4.

**Efficiency:** Within the principles of the Grants Programme are (1) the commissioning of services where it is economical and efficient to deliver services on a London-wide basis and (2) commissioning services that cannot reasonably be delivered locally, at a borough or sub-regional level. Homelessness services delivered pan-London are able to respond to service users' needs irrespective of their borough of origin, last fixed address or latest accommodation.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the services delivered are in line with the Grant Agreement.

The target for the number of new users was re-distributed between years 1 and 2 at the start of the project to maintain the overall number but to allow for project start-up.

### Proposal for 2015-16 and 2016-17:

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	450	550	500	500
Number of women accessing or maintaining accommodation	500	500	500	500
Number of women with appropriate medication, and referral routes to appropriate secondary care	135	135	150	150
Number of women within the protected equalities group (80% BAMER etc.) have individual support plans in place	250	250	250	250

### Notes:

The distribution of new starters was skewed against year 1 to allow for project start-up. The number of new users has been profiled to be consistent across both two-year periods of the project.

## New Horizon Youth Centre

**Project name:** London Youth Gateway (LYG)  
**Priority:** 1, Homelessness  
**Specification:** 1.2: Youth homelessness  
**Amount (2 years):** £1,461,344

Collaborative single pathway approach for young people (aged 16-24) to prevent youth homelessness. Services include direct access to emergency accommodation; supported accommodation and move on including specifically BAME and LGBT groups; specialist interventions working on mental health, gang violence, harassment, domestic abuse, family breakdown, debt and eviction; advice services; outreach into Youth Offending Institution working to ensure young offenders are linked into housing, support and Family Mediation Services on release; workshops in schools, youth centres and clubs; accredited training.

**Delivery partners:** Alone in London, Depaul UK, Stonewall Housing, Albert Kennedy Trust, GALOP, PACE

### Delivery information

Primary outcome indicator <sup>v</sup>	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	4,308	4,308	4,449
Young people securing suitable accommodation	416	416	544
Young people reporting improved health or mental wellbeing following support	980	980	1,000
Young people securing employment, apprenticeships, placements, training and/or volunteering opportunities	352	352	614
Young people within protected groups benefiting	248	3,352	5,305

The project hosted the first councillor project visit with the Grants Committee Chair and Jon Snow. The partnership work of the project has been recognised with a nomination for shortlist from the Andy Ludlow Award.

**Service highlights:** 293 young people prevented from rough sleeping; 179 young people accessing Nightstop accommodation; street rescue provided for 384 young people; 4,496 individual advice sessions; 514 outreach surgeries; 3,705 young people with improved knowledge to avoid homelessness; 204 young people completing accredited independent living skills; 563 specialist legal advice sessions provided; 196 family mediation sessions.

### Case study

“My family didn’t want me staying on in college because they said I needed to get a job to help pay the bills, so they kicked me out of the house.” Upset, scared and with nowhere else to go, this 18-year-old ended up sleeping on the street.

Eventually the police found her in these risky circumstances and referred her to the London Youth Gateway. The priority was to keep the young woman safe from the dangers of sleeping rough, so New Horizon Youth Centre and Depaul UK helped her to access Nightstop emergency accommodation the same day and then secured her a place in a shelter. Returning to the family home was not an option, so the New Horizon advice team worked with Alone in London to find her long-term accommodation.

Showing her resilience, she sought training and employment support. New Horizon Youth Centre succeeded in helping her to start an apprenticeship. This young woman now stays in a long term hostel, attends regular counselling sessions and loves her apprenticeship. About the London Youth Gateway, she said, “I don’t know where I would have been without their support.”

## New Horizon Youth Centre

**Effectiveness:** The project has consistently achieved a high green rating and delivery has exceeded service targets. The project was nominated on the shortlist for the 2014 Andy Ludlow Homelessness Award.

**Efficiency:** Within the principles of the Grants Programme are (1) the commissioning of services where it is economical and efficient to deliver services on a London-wide basis and (2) commissioning services that cannot reasonably be delivered locally, at a borough or sub-regional level. Homelessness services delivered pan-London are able to respond to service users' needs irrespective of their borough of origin, last fixed address or latest accommodation.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the services delivered are in line with the Grant Agreement.

The project has exceeded service targets, delivering services to additional Londoners within the agreed cost.

### Proposal for 2015-16 and 2016-17:

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	4,308	4,308	4,428	4,428
Young people securing suitable accommodation	416	416	436	436
Young people sustaining tenancies for one year or more	-	76	76	76
Young people reporting improved health or mental wellbeing following support	980	980	1,020	1,020
Young people securing employment, apprenticeships, placements, training and/or volunteering opportunities	352	352	528	528
Young people within protected groups benefiting	3,352	3,352	4,428	4,428

#### Notes:

Service targets have been increased to more closely match the numbers of outcomes that were delivered in year 1.

## Homeless Link

**Project name:** London Councils Homelessness Pan-London Umbrella Support (PLUS) Project  
**Priority:** 1, Homelessness  
**Specification:** 1.3 Support services to homelessness voluntary sector organisations.  
**Amount (2 years):** £299,070

Second-tier project providing infrastructure support including advice, training, and capacity building opportunities to front-line agencies providing support to equalities groups around homelessness.

Activities include good practice training and events, including webinars, on homelessness, equalities and fundraising; one-to-one support; monthly email bulletins; specialist substance misuse newsletters; coordinated responses to London-wide consultations.

**Delivery partners:** Shelter, DrugScope

### Delivery information

Primary outcome indicator	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	240	240	280
Agencies reporting increased awareness of the needs of homeless clients from protected groups	120	120	177
Front-line homelessness agencies and equalities agencies working closer together	120	120	120
Front-line agencies confirming they have a wider understanding of funding opportunities	120	120	76
Agencies reporting increased awareness of equalities needs and how they impact on homelessness	120	120	128

Spotlight events on themed issues relating to homelessness have been particularly successful in improving knowledge within the sector, as have equalities based activities.

**Service highlights:** 155 agencies introducing new services or adapting services to meet the needs of protected groups, 112 agencies reporting greater awareness of the relationship between homelessness and protected groups, 20 smaller agencies confirming they have increased opportunities to access funding or extra resources.

### Case study

The main beneficiaries of the PLUS Project are London-based agencies working directly with homeless people. St Giles Trust (based in LB Southwark) runs a service that provides advice to offenders and those leaving prison. Staff there said:

“We face varied and growing challenges here at St Giles Trust. Accessing local authority housing assistance for ex-offenders with often complex needs is becoming increasingly difficult. Welfare benefit reforms have reduced the ability of our clients to access private rented accommodation.

The e-bulletins have been useful, providing an excellent round-up of news and developments in the homelessness and support fields. Among other subjects, the bulletins include important information about the impact of welfare benefit changes, and about new funding opportunities. For example, the June 2013 bulletin publicised new funding for work with hospital patients being discharged with no homes to go to; as a result St Giles Trust is now considering an application for this.

Whenever possible, I attend the Homeless Link Spotlight events; recently, these have included events on working with young homeless people, health and homelessness, and working with complex needs. I have found these useful both for acquiring up-to-date information, and for making contacts with other organisations. For example, at the health and homelessness event, I came away with an understanding of the new health service structures and how our homeless clients can access services in future”

## Homeless Link

**Effectiveness:** The project has had a high green rating throughout. High quality promotion and delivery of services has taken place as well as a move to offer all agencies the full range of services available which has added value to this project.

**Efficiency:** Within the principles of the Grants Programme are (1) the commissioning of services where it is economical and efficient to deliver services on a London-wide basis and (2) commissioning services that cannot reasonably be delivered locally, at a borough or sub-regional level. Homelessness services delivered pan-London are able to respond to service users' needs irrespective of their borough of origin, last fixed address or latest accommodation.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the services delivered are in line with the Grant Agreement.

### Proposal for 2015-16 and 2016-17:

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	240	0	10	10
Agencies reporting improved policy, practice and support in response to the needs of homeless clients from vulnerable and marginalised groups	120	120	120	120
Front-line homelessness agencies and equalities agencies working in partnerships on key issues	120	120	120	120
Front-line agencies confirming they have a wider understanding of funding opportunities	120	120	120	120
Agencies reporting improved understanding of how to access statutory and third sector support for homeless clients from vulnerable and marginalised groups	120	120	120	120

### Notes:

The number of new users was high in year one as the project built up its caseload. The lower caseload against this POI in the next two years is to deal with any new organisations being formed

## Tender Education and Arts

**Project name:** London Councils pan-London VAWG Consortium Prevention Project  
**Priority:** 2, Sexual and Domestic Violence  
**Specification:** 2.1: Prevention  
**Amount (2 years):** £399,730

Strategic partnership of 11 violence prevention agencies in London. Services include workshop programmes in schools and pupil referral units, youth centres and other targeted out-of-school settings; distributing resources exploring harmful practices, addressing gender stereotypes and holding training sessions for professionals who work with young people.

**Delivery partners:** The Nia Project, Solace Women's Aid, Women and Girls Network, Southall Black Sisters Trust, Ashiana Network, Latin American Women's Rights Service (LAWRS), Foundation For Women's Health Research & Development (FORWARD), Iranian and Kurdish Women Rights Organisation (IKWRO), Asian Women's Resource Centre, IMECE Women's Centre.

### Delivery information

Primary outcome indicator	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	41,280	40,436	40,975
Participants who can identify at least one early warning sign of an abusive relationship	1,335	1,209	1,300
Participants understanding what a healthy relationship is and able to make positive relationship choices	8,960	9,141	9,305
Participants know where to disclose	1,570	1,417	1,392
Participants report an improvement in their peer relationships	471	476	944
Participants more knowledgeable about the nature of sexual & domestic violence	651	824	1,101
Participants who can recall criminal statistics of different forms of violence to protected groups	1,256	1,175	1,270

**Service highlights:** 7696 people reporting that they are more confident in dealing with abuse, 62 professionals report positive change in the behaviour and/or attitudes of participants

### Case study

The facilitators explored a range of topics with year 9 students including types of abuse, early warning signs and culturally specific forms of violence.

*'I now understand that there are different types of abuse, not just physical, I have also found out about the laws around violent relationships.'* Male, 13

*'I now understand Early Warning Signs and things such as Honour Based Violence.'* Female, 14

There were some victim blaming attitudes shown early on when the group looked at a scene that explores consent between an older male character and a younger female character. These female blaming attitudes were counterbalanced by a majority of students who showed exceptional understanding of early warning signs and how they work.

The class teacher, who was present in all sessions said that she felt that by participating in the workshop sessions her teaching practice had been improved and that she would like to continue to work with outside organisations on these issues. She observed that all students had responded well to the project and that their attitudes had changed over the 10 hours. She stated that they were 'much more mature and the situation had been taken seriously.'

## Tender Education and Arts

**Effectiveness:** The project has had a high green rating throughout. Strong links have been developed with many borough contacts to develop programmes and meet need. Successful use of arts to explore topics and themes has proven an effective way of engaging beneficiaries both interactively and inclusively. Delivery in more out of school settings took place following referrals by borough professionals.

**Efficiency:** Within the principles of the Grants Programme are (1) the commissioning of services where it is economical and efficient to deliver services on a London-wide basis or where mobility is key to delivery of a service to secure personal safety and (2) commissioning services that cannot reasonably be delivered locally, at a borough or sub-regional level. Sexual and domestic violence services running on a pan-London basis create the opportunity to remove victims from their home boroughs quickly and efficiently, increasing their chances of safety.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the services delivered are in line with the Grant Agreement.

The project was re-profiled so that the distribution of outcome targets between years 1 and 2 was altered. This was to reflect the project's delivery model of working in secondary schools in year 1 and its focus on primary schools in year 2.

### Proposal for 2015-16 and 2016-17:

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	40,436	43,954	42,020	42,010
Participants who can identify at least one early warning sign of an abusive relationship	1,209	1,783	1,496	1,496
Participants understanding what a healthy relationship is and able to make positive relationship choices	9,141	9,803	9,520	9,520
Participants know where to disclose	1,417	2,103	1,760	1,760
Participants report an improvement in their peer relationships	476	580	816	816
Participants more knowledgeable about the nature of sexual & domestic violence	824	205	629	621
Participants who can recall criminal statistics of different forms of violence to protected groups	1,175	1,641	816	816

#### Notes:

Target outcomes have been moved between indicators towards those outcomes which are considered to make a more valuable difference to participants' lives.

# GALOP

**Project name:** London LGBT Domestic Abuse Partnership (DAP)  
**Priority:** 2, Sexual and Domestic Violence  
**Specification:** 2.2, Advice, counselling, outreach, drop-in and support for access to services  
**Amount (2 years):** £285,468

Domestic and sexual abuse response for lesbian, gay, bisexual and trans (LGBT) people via integrated services responding to the specific and unmet needs of this client group. Activities include risk assessment and management; needs assessment and referrals to support services; helpline for LGBT victims of abuse; housing advice; safety planning; support throughout criminal justice system including reporting; counselling; advocacy, advice, support and casework service.

**Delivery partners:** Stonewall Housing, Pace, Broken Rainbow, Galop, London Lesbian and Gay Switchboard.

## Delivery information

Primary outcome indicator	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	502	502	547
People reporting an increased level of knowledge about housing options and support available	100	100	115
People who have received 1:1 support reporting improved self-esteem and self-confidence	45	45	51
People who have accessed specialist telephone and email support reporting increased knowledge about how to make safe decisions	96	96	99
LGBT people reporting an increase in their knowledge of rights, entitlements and options	150	150	177

**Service highlights:** 308 sessions of one-to-one support and advocacy including risk and needs assessment, referrals, safety planning and emotional support, 51 service users who received one to one support have improved self-esteem and self-confidence, 48 people who have accessed housing advice have accessed housing or temporary options.

## Case study

"I am originally from Iran and moved to England with my family when I was 17. I realised I was attracted to women and last year I told my family that I'm a lesbian. My family had previously pressured me into a forced marriage to an older man and they became abusive and threatening towards me. Following these threats I contacted the Broken Rainbow helpline.

I was then referred to the DAP caseworker at Galop who met with me and we explored the various options open to me. I no longer felt I could remain at home due to the threat of forced marriage and abuse. The DAP caseworker worked with Women's Aid who were able to find me a place in a women's refuge in a different borough. The DAP provided me with free counselling to deal with my depression and insomnia which resulted from the abuse."

The DAP initially supported her to make decisions about what to do about the abuse from her family. The Galop DAP caseworker liaised with Women's Aid to find a safe place for her. The caseworker has liaised with the Stonewall Housing caseworker to assist her in finding private rented accommodation in an affordable area of London outside of her local borough.

# GALOP

**Effectiveness:** The project has been green rated throughout. Due to the project having a larger than anticipated number of beneficiaries needing advocacy and support as well as complex support needs, the (part time) caseworker has often reached capacity in terms of the number of beneficiaries she is able to work with. The organisation is exploring ways that volunteers or securing additional funding can be used to support the work.

**Efficiency:** Within the principles of the Grants Programme are (1) the commissioning of services where it is economical and efficient to deliver services on a London-wide basis or where mobility is key to delivery of a service to secure personal safety and (2) commissioning services that cannot reasonably be delivered locally, at a borough or sub-regional level. Sexual and domestic violence services running on a pan-London basis create the opportunity to remove victims from their home boroughs quickly and efficiently, increasing their chances of safety.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the services delivered are in line with the Grant Agreement.

**Proposal for 2015-16 and 2016-17:**

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	502	502	527	527
People reporting an increased level of knowledge about housing options and support available	100	100	105	105
People who have received 1:1 support reporting improved self-esteem and self-confidence	45	45	47	48
People who have accessed specialist telephone and email support reporting increased knowledge about how to make safe decisions	96	96	99	99
LGBT people reporting an increase in their knowledge of rights, entitlements and options	150	150	157	158

**Notes:**

Targets have been increased to better match the levels of delivery already achieved, in conjunction with what the provider regards as achievable and realistic to maintain the quality of delivery.

## SignHealth

**Project name:** DeafHope London  
**Priority:** 2, Sexual and Domestic Violence  
**Specification:** 2.2: Advice, counselling, outreach, drop-in and support for access to services  
**Amount (2 years):** £273,600

Specialist service for Deaf female survivors of domestic abuse (and their children). Services include: intensive support for high-risk Deaf women with severe and immediate safety issues; less intensive support for medium-to-low risk Deaf clients; Young DeafHope for people aged 16-30; Deaf awareness-raising/training amongst mainstream services, and DV awareness-raising amongst the Deaf community; Survivors Support Group; Website British Sign Language information

**Delivery partners:** None

### Delivery information

Primary outcome indicator	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	85	187	162
Users better able to access appropriate services.	25	25	103
Clients have reduced levels / repeat victimisation of sexual and domestic violence.	25	25	56
Service users more able to make safe choices leading to a reduction in occurrence and/or effects of violence, sexual abuse and repeat victimisation	25	25	103
Service users make more informed life choices to rebuild their lives and move to independence.	25	25	53
People from the protected characteristics have access to advice in a way that meets their needs.	85	85	142

**Service highlights:** 75 young people attending Young Deaf Hope workshops; 32 service users (SUs) receiving individual advocacy support; 23 SUs receiving outreach support; 1,977 telephone calls made on behalf of SUs; 4 SUs accommodated in refuge; 31 SUs with safer lifestyles; 13 SUs attending group survivor workshops; 106 SUs with better knowledge of entitlements; 102 SUs supported to access specialist Deaf services; specialist support provided to 159 SUs

### Case study

Client D is a profoundly Deaf mother of two teenage girls. D has been in a very difficult relationship with the girls' father for over 15 years. D has tried to leave several times but her partner has always tracked them down and has manipulated his way back into their lives. The children's father has encouraged D to accrue a lot of debt and has blackmailed her over the years, threatening to reveal to her own father that she was once involved with drugs before the girls were born. He continues to hold this over her and has several times used emotional blackmail by attempting suicide in front of her and their daughters. This has included a mock hanging, swallowing a handful of 'tablets' in front of them, and also holding a knife in D's hand and trying to stab himself so that it appeared that D had done so.

D contacted DeafHope in January when she had fled her home with her daughters. She slept on a friend's floor for one night and then the project applied for emergency accommodation as the refuges were all full. With the help of DeafHope's staff, who can communicate fluently with her, D has been able to engage fully with the service. She has now been given a temporary flat pending re housing and has recently been to court to get an undertaking from her ex-partner which prevents him from trying to find them, or being within 100 metres of where he believes they may be. D is also now managing her debt and is on a repayment programme.

## SignHealth

**Effectiveness:** The project has been green rated in quarter 1, quarter3 and quarter 4. In Q2, it was amber; following a monitoring visit where London Councils highlighted under-reporting, it returned to green in quarter 4. This is the only specialist provider for Deaf services users within the Grants Programme. The project provides effective and innovative services to Deaf service users, including children, in the community and within schools.

**Efficiency:** Within the principles of the Grants Programme are (1) the commissioning of services where it is economical and efficient to deliver services on a London-wide basis or where mobility is key to delivery of a service to secure personal safety and (2) commissioning services that cannot reasonably be delivered locally, at a borough or sub-regional level. Sexual and domestic violence services running on a pan-London basis create the opportunity to remove victims from their home boroughs quickly and efficiently, increasing their chances of safety.

The service provided to this user group is highly specialised for a relatively small population, and therefore is appropriate to be running on a pan-London basis.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the services delivered are in line with the Grant Agreement.

### Proposal for 2015-16 and 2016-17:

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	187	187	187	187
Users better able to access appropriate services.	25	25	80	80
Clients have reduced levels / repeat victimisation of sexual and domestic violence.	25	25	50	60
Service users more able to make safe choices leading to a reduction in occurrence and/or effects of violence, sexual abuse and repeat victimisation	25	25	80	80
Service users make more informed life choices to rebuild their lives and move to independence.	25	25	50	60
People from the protected characteristics have access to advice in a way that meets their needs.	85	85	130	130

**Notes:**

Targets have been increased to better match the levels of delivery already achieved, in conjunction with what the provider regards as achievable and realistic to maintain the quality of delivery.

## Solace Women's Aid

**Project name:** London Women Against Abuse  
**Priority:** 2, Sexual and Domestic Violence  
**Specification:** 2.2: Advice, counselling, outreach, drop-in and support for access to services  
**Amount (2 years):** £2,695,642

Project targeting women affected by sexual and domestic violence. The project provides: immediate advice, drop in, outreach, casework and support groups including; legal expertise, and financial support and a dedicated and accredited individual and group work counselling service.

**Delivery partners:** ASHIANA Network, Asian Women's Resource Centre, Chinese Information & Advice Centre, Ethnic Alcohol Counselling in Hounslow, Iranian and Kurdish Women Rights Organisation (IKWRO), IMECE Turkish Speaking Women's Group, Latin American Women's Rights Service, The Nia project, Rights of Women, Southall Black Sisters, Jewish Women's Aid, Women and Girls Network, Solace Women's Aid.

### Delivery information

Primary outcome indicator	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	8,468	8,468	10,355
Service users remaining in the service until needs met	7,621	7,621	9,513
Users that have an increased level of safety/reduced level of risk	7,222	7,222	6,699
Service users report increased understanding of their needs by providers	7,621	4,234	4,946
Users reporting increased levels of independence and ability to make decisions	6,842	5,816	5,699
Users with a changed living situation (including leaving a violent relationship, exiting prostitution)	7,222	2,906	2,256
Service users better able to access services appropriately	6,082	6,082	5,293
People from each protected characteristic who report an increase in their knowledge of rights, entitlements and options	7,367	5,157	4,384

**Service highlights:** the project has provided advice and/or counselling for 10,355 users in the first year. The project is strong on giving specific advice to people with the protected characteristics including 5,801 BAMER women, 926 women aged 14-21, 1,926 disabled women and 4,862 women from self-identified religious/belief groups. The project overachieved on working with women who have no recourse to public funds who are supported by Southall Black Sisters providing specialist support. 98% of beneficiaries surveyed report feeling very satisfied or satisfied with the service.

### Case study

"I have been in a relationship with my husband for a number of years. Although we are not together any more, he is very controlling all the time, even when he is away, he is always texting me and calling, checking on me wanting to know where I am, what am I doing or who am I with.

When he is around I avoid having a conversation with him, I never know how he will react and if he gets angry, he shouts at me in my face and sometimes pokes me in my face with his index finger. Sometimes I hate myself and think that he is right when he tells me that I am useless and stupid. I feel incapable to make any decisions. I would like to have the strength to divorce him but instead I feel scared and don't know what to do.

## Solace Women's Aid

I approached Solace Women's Aid Advice line. They helped me to get in touch with a family solicitor and a support worker who agreed to support me in keeping myself safe while I was preparing the divorce papers. She gave me information on how to keep myself safe in the house.

When I saw the Solace counsellor for the first time she asked me about myself and I had the opportunity to talk about how this situation was affecting my confidence for the first time.

I have started to feel safer and more relaxed now. This Christmas was the first without incidents for a long time; my husband was served with a non-molestation order, so he left the house and knows that he can't harass me. I am getting a divorce and feel more confident about what can I do to keep myself safe. Now I am living with my two children in total peace; that makes me feel great. Without the understanding and support of Solace and my counsellor I couldn't have achieved this."

**Effectiveness:** The project has been rated green throughout but had low green ratings in quarters 2 and 3. Performance has improved in quarter 4. The project targets were reduced due to the overambitious profiling at the beginning of the project and the amount of work that had to be undertaken to establish the both the partnership and also the project across the boroughs: eg, making links with borough officers, sourcing venues, generating referrals and establishing counselling and group work sessions.

**Efficiency:** The principles of offering sexual and domestic violence support on a pan-London basis apply.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the services delivered are in line with the Grant Agreement.

The project was re-profiled by approval from the Grants Committee to address the challenges involved in setting up the partnership. This re-profiling exercise has allowed the project to deliver its service much closer to target values.

### Proposal for 2015-16 and 2016-17:

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	8,468	9,409	10,000	10,200
Service users remaining in the service until needs met	7,621	8,468	8,849	8,849
Users that have an increased level of safety/reduced level of risk	7,222	7,057	7,500	7,500
Service users report that providers understand their needs better	4,234	6,586	5,680	5,680
Users reporting increased levels of independence and ability to make decisions	5,816	4,707	5,800	5,800
Users with a changed living situation (including leaving a violent relationship, exiting prostitution)	2,906	2,352	2,400	2,400
Service users better able to access services appropriately	6,082	4,705	5,394	5,393
People from each protected characteristic who report an increase in their knowledge of rights, entitlements and options	5,157	4,705	5,177	5,177

#### Notes:

Target figures have been increased where realistic. The wording of primary outcome indicator 3 has been made clearer.

## Women in Prison Ltd

**Project name:** Thyme - Counselling and Through the Gate Project  
**Priority:** 2, Sexual and Domestic Violence  
**Specification:** 2.1, Advice, counselling, outreach, drop-in and support for access to services  
**Amount (2 years):** £176,298

The project provides 'through the gate' support as women are released from prison and counselling services to women prisoners returning to London who have experience of sexual or domestic violence. Services include counselling and group work and practical support such as housing, finance and debt. This support is designed to offer women in the criminal justice system assistance to live safely, make better life choices, and address the root causes of their offending behaviour.

**Delivery partners:** None

### Delivery information

Primary outcome indicator	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	500	435	409
Number of one off contacts, assessments and support plans in place	500	500	487
Number of women actively engaged with 1:1 support, counselling and attending group support	400	400	285
Number of women reporting increased knowledge to be able to make safe choices	438	438	364
Number of women reporting improved knowledge to make improved life choices	400	400	385
Number of individual support plans in place for women from protected characteristics	40	40	62

Services have been adapted as women have a greater range of complex needs than originally anticipated, so need more time to engage therapeutically. The project's establishment as a central triaging agency in Holloway is assisting this process.

**Service highlights:** 126 women receiving in-depth needs based assessment for "through the gate" (work with prisoners as they are released) priorities, 155 women actively engaged with local community services, 198 women reporting improved independent living skills.

### Case study

M is a 24 year old woman sentenced for four and a half years for robbery. M had a difficult childhood and became addicted to crack cocaine and heroin aged 16. This led her to working as a sex worker for several years, and she reports many traumatic events during this period.

M was referred by her offender manager for support and counselling around issues of domestic and sexual violence. After her initial assessment, she was placed on a group workshop dealing with self-esteem, anger, depression and anxiety. This group is information based, and it supported M to begin to make sense of her experiences, and also importantly begin to trust the project. M then accessed the longer therapeutic group-work programme, where she participated really well. During this time M was contacted by police, as she had been raped, while sex working. The Thyme project was able to provide a link for her, with her allocated victim support workers, and support her to be kept informed of the process, legal visits were also arranged, and her worker accompanied her to meet the police.

M continues to receive one to one support, and is going to court to give evidence against the perpetrator of sexual violence, who is also charged with a number of other counts of rape. M will continue to be supported by Women in Prison throughout the process, and the rest of her sentence.

## Women in Prison Ltd

**Effectiveness:** The project struggled to meet delivery targets in the initial quarters following a late start-up, prison regime and wider sector related changes. Following re-profiling, steady improvements were seen and progression from amber to green rating, which has been maintained.

**Efficiency:** Within the principles of the Grants Programme are (1) the commissioning of services where it is economical and efficient to deliver services on a London-wide basis or where mobility is key to delivery of a service to secure personal safety and (2) commissioning services that cannot reasonably be delivered locally, at a borough or sub-regional level. Sexual and domestic violence services running on a pan-London basis create the opportunity to remove victims from their home boroughs quickly and efficiently, increasing their chances of safety.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the services delivered are in line with the Grant Agreement.

The profiled number of new users was re-distributed between year 1 and year 2 to maintain the total number whilst responding to the challenges faced by a new project at its inception.

### Proposal for 2015-16 and 2016-17:

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	435	565	500	500
Number of one off contacts, assessments and support plans in place	500	500	500	500
Number of women actively engaged with 1:1 support, counselling and attending group support	400	400	400	400
Number of women reporting increased knowledge to be able to make safe choices	438	438	438	438
Number of women reporting improved knowledge to make improved life choices	400	400	400	400
Number of individual support plans in place for women from protected characteristics	40	40	60	60

#### Notes:

The distribution of new starters was skewed against year 1 to allow for project start-up. The number of new users has been profiled to be consistent across both two-year periods of the project.

Following a slow start, delivery has been catching up and is now largely on profile, meaning that this is a realistic basis on which to continue to operate the project. The target for the number of individual support plans in place for women from protected characteristics has been raised.

## Women's Aid Federation of England

**Project name:** Pan-London Domestic and Sexual Violence Helplines and coordinated access to refuge provision  
**Priority:** 2, Sexual and Domestic Violence  
**Specification:** 2.3: Helpline and co-ordinated access to refuge provision  
**Amount (2 years):** £500,076

Domestic and sexual violence helpline support and coordinated access to refuge provision, via a freephone number. Project provides: confidential support and information to inform decision making; risk assessment and safety planning; referral to specialist services; a dedicated email referral mechanism to London refuge places for London borough officers; online support and information.

**Delivery partners:** Women's Aid, Refuge, Women & Girls' Network.

### Delivery information

Primary outcome indicator	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	21,000	21,000	23,216
London callers reporting they have a better understanding of the options available to them	400	400	351
Key stakeholders report improved data collection/tracking of service users;	32	32	23
Service users reporting that the helpline helped them plan for their safety and understand risks	300	300	334
London boroughs report the Helplines and related services enabled them to support service users affected by domestic violence;	32	32	43
Service users reporting their needs were adequately addressed when utilising the Helpline	400	400	295

The project presented its year one report of pan London data on the use of the helpline and refuges to Violence Against Women and Girls coordinators in quarter 6, this was pushed back by London Councils from quarter 3 and impacted on the achievement of primary indicator 2.

**Service highlights:** 23,516 calls from London answered (12% above profile), 2,383 London service users referred to a refuge space via the helplines when suitable spaces are available, 334 service users reporting the helpline helped them to plan for their safety and better understand the risks they face.

### Case study

"I lived with my husband and three children and I thought we were a happy family. As long as I did as my husband asked, he was generally happy. I then found out that he was looking at extreme pornography sites and was having affairs with other women. I confronted him, and he got very angry and aggressive. He pushed me up against the wall by the throat and threatened me.

Things got worse when I asked him for some space and if he would move out for a few days so I could think. I then went to attend to the children. Then, in front of me and my three children, he got out a kitchen knife and started waving it around. He told me and the kids that I was making daddy go away, and that he would kill himself as I have given him nothing to live for.

I decided to call the National Domestic Violence helpline as I felt I had nowhere else to go. I wanted to know how to make him treat us all better. I felt scared calling the helpline as I was just trying to find help for him. I didn't want to get him in trouble - this is why I hadn't called the police.

## Women's Aid Federation of England

It turned out to be the best call I've ever made. The woman on the end of the line was calm and kind and listened to my story. I didn't feel judged or made to feel responsible. She knew what I was going through, and it was so relieving to hear this. After 40 minutes on the phone, I realised it's not just arguments, I couldn't fix or help him, and that I was being abused.

We spoke about how to protect ourselves; calling the police, gaining an injunction to keep myself and the children safe, and she put me onto the local domestic violence service to gain further confidential support."

**Effectiveness:** The project had an amber rating in the first quarter as it was not fully operational until near the end of the quarter and the formation of systems for gathering feedback took some time to put in place. In addition, there were issues with promotion of the service. These issues were rectified from Q2 onwards and the project has achieved a green rating in all subsequent quarters

**Efficiency:** Within the principles of the Grants Programme are (1) the commissioning of services where it is economical and efficient to deliver services on a London-wide basis or where mobility is key to delivery of a service to secure personal safety and (2) commissioning services that cannot reasonably be delivered locally, at a borough or sub-regional level. Sexual and domestic violence services running on a pan-London basis create the opportunity to remove victims from their home boroughs quickly and efficiently, increasing their chances of safety.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the services delivered are in line with the Grant Agreement.

### Proposal for 2015-16 and 2016-17:

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	21,000	21,000	21,250	21,500
London callers reporting they have a better understanding of the options available to them	400	400	400	400
Key stakeholders report improved data collection/ tracking of service users;	32	32	32	32
Service users reporting that the helpline helped them plan for their safety and understand risks	300	300	400	400
London boroughs report the Helplines and related services enabled them to support service users affected by domestic violence;	32	32	32	32
Service users reporting their needs were adequately addressed when utilising the Helpline	400	400	400	400

#### Notes:

Outcome target numbers have been increased where realistic to do so, and remain constant in other areas.

## Ashiana Network

**Project name:** London Specialist Refuge Network  
**Priority:** 2, Sexual and Domestic Violence  
**Specification:** 2.4: Emergency refuge accommodation to meet the needs of specific groups  
**Amount (2 years):** £900,000

Specialist emergency accommodation and support service for vulnerable women and children affected by domestic/sexual violence who present with complex needs. The Network provides dedicated, safe, temporary accommodation across three schemes and works intensively with women to improve safety and enable them to exit violent or abusive relationships or situations.

**Delivery partners:** Solace Women's Aid, Nia.

### Delivery information

Primary outcome indicator	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	421	421	532
Clients supported in the refuge who don't return to violence	41	41	71
Clients engaged with in-house and external support services around problematic substance use and mental health and NRPF.	41	41	98
Clients demonstrating increased feeling of wellbeing	41	41	58
Clients have planned move-on	20	20	51
Clients reporting increased understanding regarding the effects of DV/problematic substance misuse on children	26	26	69
BAMER, older, pregnant, disabled and LGBT clients report that support meets their needs	43	43	97

**Service highlights:** 24 clients with planned move-on, 18 people demonstrating reduced substance use, six women supported to exit prostitution, 41 clients have increased ability to budget efficiently, 14 clients have improved English language skills

### Case study

Frances House is run by Solace Women's Aid and is a specialist mental health and dual diagnosis refuge, outreach and family support service. Service users often have substance use needs in addition to their mental and emotional health needs.

Client X is a 35 year old white British woman who was sofa surfing. The client was involved in street prostitution by pimp, and has significant substance use and mental health issues and a history of suicide attempts. She experienced gang rape at 13 which started crack use and other dependency issues, as well as mental health deterioration and led to her involvement in prostitution.

"When I was assessed for Frances House they were great right from the referral. I knew I could tell them anything. Although they were asking me questions they were nice and I wasn't embarrassed. I could tell they'd heard things like this before and that made me feel like I could talk to them. When I was accepted I couldn't believe it! I didn't think anyone would take me.

I was really scared about being here but they told me to take it slowly and not to rush into changes yet. They told me that it would take time for me to trust them and that this was ok. That we'd work at my pace and work to address my needs. I kept waiting for them to tell me they'd made a mistake and that I had to leave. They wrote a letter for my court case saying what progress I'd made. I showed my dad who hasn't heard anything good about me for years. I have my Keyworker but all the staff are here if I'm not doing good. I can talk to any of them."

## Ashiana Network

**Effectiveness:** The project has been green throughout its delivery.

**Efficiency:** Within the principles of the Grants Programme are (1) the commissioning of services where it is economical and efficient to deliver services on a London-wide basis or where mobility is key to delivery of a service to secure personal safety and (2) commissioning services that cannot reasonably be delivered locally, at a borough or sub-regional level. Sexual and domestic violence services running on a pan-London basis create the opportunity to remove victims from their home boroughs quickly and efficiently, increasing their chances of safety.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the services delivered are in line with the Grant Agreement.

### Proposal for 2015-16 and 2016-17:

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	421	421	496	496
Clients supported in the refuge who don't return to violence	41	41	46	46
Clients engaged with in-house and external support services around problematic substance use and mental health and NRPF.	41	41	71	71
Clients demonstrating increased feeling of wellbeing	41	41	71	71
Clients have planned move-on	20	20	20	20
Clients reporting increased understanding regarding the effects of DV/problematic substance misuse on children	26	26	20	20
BAMER, older, pregnant, disabled and LGBT clients report that support meets their needs	43	43	60	60

### Notes:

The provider has reported that many of the women that use the project have been separated from their children and therefore the outcome Clients reporting increased understanding regarding the effects of DV/problematic substance misuse on children is less relevant. This was addressed via one-off workshops in year 1 and the over-delivery is not set to continue.

## Eaves Housing for Women

**Project name:** Poppy - London Emergency Accommodation  
**Priority:** 2, Sexual and Domestic Violence  
**Specification:** 2.4: Emergency refuge accommodation to meet the needs of specific groups  
**Amount (2 years):** £325,900

Project offering accommodation in two safe, secure and 'women only' houses for women seeking refuge and those who have been trafficked. Service users are supported by Support Workers to help them recover and rebuild their lives. Service includes advocacy.

**Delivery partners:** None

### Delivery information

Primary outcome indicator	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	120	120	73
Women granted refuge accommodation per year.	24	24	14
Number supported to return to their home countries or stabilise their immigration status	24	24	22
Increased level of awareness in the women of their rights including housing and benefits.	8	8	20
Improved mental health and wellbeing.	18	18	24

**Service highlights:** 32 women provided with sexual assault recovery services; 2,583 nights of emergency refuge provided; 23 women with improved mental health; referral assessments provided for 246 women suspected of being trafficked; safety plans developed for 143 women

### Case study

K was referred to the Poppy Project by her immigration solicitors. The legal representative met her in an immigration detention centre and had identified trafficking indicators whilst taking instructions regarding her client's immigration and asylum claim. K was then assessed by the Poppy Project's Prison and Detention Advocate and accepted onto the project.

K is from north Africa, and came to the UK to work as a nanny. On arriving in the UK, K was taken to a large family home and introduced to the young child she was to care for. She was instructed to clean, hand wash clothes, dishes, iron and cook for the family and any friends they were hosting. K describes that she would be expected to wake and care for the baby from 4 or 5am, whenever the baby slept she would be made to clean the house or sweep gardens. She was not permitted to rest until the family had gone to bed. K was not allowed to eat with the family and was reprimanded for talking to visitors. She would only be given the scraps of food left once everyone had eaten. She was not allowed to leave the home and describes living in constant fear of the traffickers.

K has described symptoms indicative of Post-Traumatic Stress Disorder so the project has supported K to access specialist trauma therapy. K is being supported to report her experiences to the police. K has recently registered for ESOL classes and is making good progress towards understanding and speaking English. She has also been referred to Eaves' Lifeskills and Education, Training and Employment teams for support to develop her confidence and self-esteem.

## Eaves Housing for Women

**Effectiveness:** The project has remained green although it has experienced difficulties in meeting the annual target figure for women accommodated in refuge. This is due to the level of referrals of trafficked women and lack of 'move-on' accommodation, meaning women tend to stay in the refuge for longer periods. The project is addressing the referral issue by establishing new links with statutory and non statutory agencies, including the UK Border Agency.

**Efficiency:** Within the principles of the Grants Programme are (1) the commissioning of services where it is economical and efficient to deliver services on a London-wide basis or where mobility is key to delivery of a service to secure personal safety and (2) commissioning services that cannot reasonably be delivered locally, at a borough or sub-regional level. Sexual and domestic violence services running on a pan-London basis create the opportunity to remove victims from their home boroughs quickly and efficiently, increasing their chances of safety.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the services delivered are in line with the Grant Agreement.

### Proposal for 2015-16 and 2016-17:

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	120	120	120	120
Women granted refuge accommodation per year.	24	24	18	18
Number supported to return to their home countries or stabilise their immigration status	24	24	40	40
Increased level of awareness in the women of their rights including housing and benefits.	8	8	120	120
Improved mental health and wellbeing.	18	18	30	30

#### Notes:

*Women granted refuge accommodation per year.* A reduced target of 18 would be met by accommodating 12 women in the project's North House and 6 in the South House per year. This means that all women will now receive up to six months of accommodation, which the provider will use to ensure high quality outcomes. Previously, the target was for 12 women to be accommodated in the South house for three months.

Previously the profiled targets included only those women accommodated, not the full cohort. The project has raised its other POIs to include women who are not accommodated but who also receive project support that is funded by London Councils.

## Women's Resource Centre

**Project name:** The ASCENT project  
**Priority:** 2, Sexual and Domestic Violence  
**Specification:** 2.5: Support services to sexual and domestic violence voluntary organisations  
**Amount (2 years):** £608,000

Project providing sustainability training and accredited training for front-line staff to improve service provision and ensure it meets the needs of service users.

The service includes a combination of core accredited training, expert-led training and seminars (on sustainability, front-line delivery of sexual and domestic violence services, and equalities issues), themed networking events, borough surgeries and one-to-one support on a Pan-London basis.

**Delivery partners:** AVA (Against Violence & Abuse), Imkaan, Respect, Rights of Women, Women and Girls Network.

### Delivery information

Primary outcome indicator	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	160	320	514
Increased knowledge about income diversification and effectiveness.	160	160	274
Frontline organisations gaining/ maintaining accreditation/ quality/ sector-wide standards-	62	62	351
Organisations reporting increased ability to work effectively together and develop partnerships	155	155	343
Statutory and non-statutory bodies reporting increased access to data on sexual and domestic violence.	101	101	280
Organisations reporting an increased knowledge of the requirements of the Equality Act.	60	60	173

**Service highlights:** 186 sexual and domestic violence (S&DV) organisations able to manage finances; 276 S&DV organisations with increased knowledge of effective partnerships; 330 S&DV organisations with increased awareness of Violence Against Women and Girls issues; 31 days of accredited training provided including on gangs and sexual violence; 11 days of training provided, including on harmful practice; 155 organisations able to implement legal obligations under Equality Act 2010.

### Case study

As part of the Ascent project, Rights of Women and Imkaan delivered an Expert Led Training (ELT) course on 27 June 2013. This one-day course was aimed at those who work with women affected by violence who have an insecure immigration status. It aimed to give participants the skills and knowledge necessary to confidently support a woman who has experienced domestic violence and is seeking indefinite leave to remain under the domestic violence rule. It included important updates on recent crucial changes to the Immigration Rules as well as changes to the way women can access financial support in the form of the Destitute Domestic Violence Concession.

15 professionals from 12 organisations attended the training.

"I am now much more confident in the information I can give my clients. The course taught me very practical tips which will help me to give women information about their options and help them make decisions."

## Women's Resource Centre

**Effectiveness:** The project has consistently achieved a high green score and has provided excellent training in partnership work to frontline organisations at London Councils. The project has also developed video training workshops.

**Efficiency:** Within the principles of the Grants Programme are (1) the commissioning of services where it is economical and efficient to deliver services on a London-wide basis or where mobility is key to delivery of a service to secure personal safety and (2) commissioning services that cannot reasonably be delivered locally, at a borough or sub-regional level. Sexual and domestic violence services running on a pan-London basis create the opportunity to remove victims from their home boroughs quickly and efficiently, increasing their chances of safety.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the services delivered are in line with the Grant Agreement.

### Proposal for 2015-16 and 2016-17:

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	320	0	10	10
Increased knowledge about income diversification and effectiveness.	160	160	184	184
Frontline organisations gaining/ maintaining accreditation/ quality/ sector-wide standards-	62	62	71	71
Organisations reporting increased ability to work effectively together and develop partnerships	155	155	178	178
Statutory and non-statutory bodies reporting increased access to data on sexual and domestic violence.	101	101	116	116
Organisations reporting an increased knowledge of the requirements of the Equality Act.	60	60	69	69

#### Notes:

There is a finite pool of sexual and domestic violence voluntary organisations in London, with which this project has already engaged. Consequently, the number of new users is set to be zero in year 2. In order to remain responsive to changes within the sector, 10 new users have been profiled in years 3 and 4.

Other outcome targets have been raised, reflecting the project's ambition to continue to support the organisations it works with at a higher level.

## Asian Women's Resource Centre

**Project name:** Ending Harmful Practices  
**Priority:** 2, Sexual and Domestic Violence  
**Specification:** 2.6: Services targeted at combatting female genital mutilation (FGM), honour based violence (HBV), forced marriage and harmful practices.  
**Amount (2 years):** £600,000

Project providing intense support to women and girls from BAMER communities across London affected by Female Genital Mutilation (FGM), 'Honour' Based Violence (HBV), Forced Marriages (FM), and other harmful practices within the spectrum of domestic and sexual violence.

**Delivery partners:** Southall Black Sisters Trust, FORWARD, IMECE Women's Centre, Women and Girls Network, IKWRO Women's Rights Organisation, LAWRS, Ashiana Network.

### Delivery information

Primary outcome indicator	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	510	518	667
Number of beneficiaries having improved levels of self-esteem /confidence	60	169	606
Number of beneficiaries having improved understanding of options and rights	51	162	656
Number of beneficiaries having improved ability to communicate needs to service providers	510	510	679
Number of beneficiaries who made changes to their living situations improving their safety	450	450	409

**Service highlights:** 443 reporting improved mental health; 310 women took up other services following referral; 703 women felt safer and had enhanced coping strategies; 342 professionals had improved understanding of barriers to services for BMER women; 564 women received 1:1 support and 581 casework advice.

### Case study

"I am a 33 year old FM, DV and sexual abuse victim from Pakistan. I was subjected to forced marriage by my parents. I could not refuse because I feared further abuse and I was at risk of being killed. My marriage took place in Pakistan and then I came to live in East London with my husband and his family on a spousal visa. From the first day of my arrival I was seriously sexually assaulted by my husband on many occasions. My husband and his family abused me and treated me as if I were a slave. I was isolated and not allowed to go out on my own. I was not allowed to go to bed before my in-laws and had to wake up and prepare breakfast before they woke up.

When I reported the abuse to the police the officer referred me to Ashiana Network. The advice worker at Ashiana was unbelievably kind and understanding so I felt safe. She seemed to know everything that I have been through! First she helped me to apply for Destitute Domestic Violence Concession (DDVC) to get permission to stay and have access to public funds. She also accompanied me to the Jobcentre to my first appointment and arranged a solicitor for me to apply for ILR. Most importantly she started looking for a refuge. She called me 5-6 times a day to update me when refuge space was not available and comfort me that she would eventually find a place. She was very consistent and extremely patient.

I had nothing when I was referred to Ashiana Network. Within a couple of days of referral I received my DDVC, had my benefits and solicitor and soon enough found a refuge. I also started seeing a counsellor. With Ashiana's practical and emotional help I am more confident. I am a different person already and looking forward for the future instead of feeling suicidal and hopeless."

## Asian Women's Resource Centre

**Effectiveness:** This partnership of small organisations significantly over-delivered and has maintained a high green rating. The demand for services exceeded original expectations and intensive provision was made through casework, emotional and counselling support for increasingly complex cases. Partners have worked well together to link into borough services and adapt delivery based on their needs.

**Efficiency:** Within the principles of the Grants Programme are (1) the commissioning of services where it is economical and efficient to deliver services on a London-wide basis or where mobility is key to delivery of a service to secure personal safety and (2) commissioning services that cannot reasonably be delivered locally, at a borough or sub-regional level. Sexual and domestic violence services running on a pan-London basis create the opportunity to remove victims from their home boroughs quickly and efficiently, increasing their chances of safety.

The project was re-profiled in year 1 as its delivery was significantly over target, meaning that more was being achieved for the same project costs.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the services delivered are in line with the Grant Agreement.

### Proposal for 2015-16 and 2016-17:

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	518	560	560	560
Number of beneficiaries having improved levels of self-esteem /confidence	169	560	560	560
Number of beneficiaries having improved understanding of options and rights	162	560	560	560
Number of beneficiaries having improved ability to communicate needs to service providers	510	560	560	560
Number of beneficiaries who made changes to their living situations improving their safety	450	532	532	532

**Notes:**

Profiled figures for year 2 had been increased within year 1 and the target levels have been maintained.

## Domestic Violence Intervention Project

**Project name:** Al-aman Project: Women's Support Services  
**Priority:** 2, Sexual and Domestic Violence  
**Specification:** 2.6: Services targeted at combatting female genital mutilation (FGM), honour based violence (HBV), forced marriage and harmful practices.  
**Amount (2 years):** £41,266

Project providing support predominantly to Arabic-speaking women affected by harmful practices such as Female Genital Mutilation (FGM), 'Honour' Based Violence (HBV) and Forced Marriages (FM). Services include safety planning; emotional, advocacy and practical support; outreach to change behaviours and perceptions; a weekly support group programme including workshops, and information to help beneficiaries access further education, volunteering or employment.

**Delivery partners:** None

### Delivery information

Primary outcome indicator	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	30	30	30
Beneficiaries reporting greater confidence and self esteem	18	18	18
Beneficiaries taking up additional services	16	16	21
Beneficiaries accessing education/training, volunteering or employment	13	13	12

**Service highlights:** 18 beneficiaries reporting reduced levels of isolation, 142 hours of one to one support provided, nine beneficiaries attending the group work programme, 38 outreach activities, 23 beneficiaries supported to access additional services

### Case study

T was 24 when she married her husband and came back with him to live in London on a spousal visa. From day one of the marriage, T's husband was verbally, emotionally and physically abusive towards her. T was finding it increasingly difficult to manage her partner's abusive behaviour and following the miscarriage of her first child she left him. However, the abuse continued.

When T first came to Al-aman she was depressed following her miscarriage and scared and intimidated by the on-going coercion from her husband. Furthermore she could not seek support from her extended family due to the shame she felt following his accusations about her.

T told her Support Worker that she felt to blame for losing her baby saying that she should have left her abusive relationship sooner. She had no recourse to public funds for legal support for her visa situation and spoke only a little English. T had also been subjected to female genital mutilation as a young girl. Despite all this, she showed a great determination to redress her situation stating quite clearly 'I want to live in a property that is in my name and not my husbands' and 'I want to find work'.

Al-aman arranged for T to attend counselling to support her to come to terms with the loss of her child and address the gender based violence she had experienced. Al-aman also put T in touch with solicitors to discuss the way forward regarding her unclear immigration status.

Throughout, the Woman Support Worker gave clear messages about gender based violence and how T was not to blame for the abuse she had suffered. T also attended the group work sessions on self-esteem, assertiveness and well-being. During this time, T began to regain her self-esteem and took a number of steps to rebuild her life. She found a place to live, started a full-time job and enrolled in an evening class. She has even found employment for another Al-aman beneficiary at her work.

## Domestic Violence Intervention Project

**Effectiveness:** The project has been green rated throughout and in quarter 4 in particular scored a high green rating. However, performance on the indicators linked to accessing education/training and employment such as better attendance and engagement of skills workshops has been slightly less successful. The project has responded by offering a wider range of workshops in response to user feedback and has seen a recent increase in group attendance.

**Efficiency:** Within the principles of the Grants Programme are (1) the commissioning of services where it is economical and efficient to deliver services on a London-wide basis or where mobility is key to delivery of a service to secure personal safety and (2) commissioning services that cannot reasonably be delivered locally, at a borough or sub-regional level. Sexual and domestic violence services running on a pan-London basis create the opportunity to remove victims from their home boroughs quickly and efficiently, increasing their chances of safety.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the services delivered are in line with the Grant Agreement.

### Proposal for 2015-16 and 2016-17:

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	30	30	30	30
Beneficiaries reporting greater confidence and self esteem	18	30	24	24
Beneficiaries taking up additional services	16	32	24	24
Beneficiaries accessing education/training, volunteering or employment	13	29	18	18

#### Notes:

An inconsistency in the years 1 and 2 profile means that whilst 32 was the target for the number of beneficiaries accessing education/training volunteering or employment, the annual profiles appeared to total 42. Therefore profiling 18 per year for years 3 and 4 represents an increase in the two-year figure from 32 to 36.

## Citizens Trust

**Project name:** Disabled Parents Employment Service  
**Priority:** 3 ESF Tackling Poverty Through Employment  
**Specification:** 3.1 Parents with long-term work limiting health conditions  
**Amount (2 years):** £362,440

The Citizen's Trust provides employment support to disabled people and those with work limiting health conditions. This project has a particular focus on supporting disabled parents into work.

The project provides one-to-one support, sector specific qualifications, soft skills development and work placements. The project also offers employers and providers workforce development workshops including flexible employment practices, disability awareness training and equalities legislation.

### Delivery information

Deliverable group	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
enrolment	240	174	173
6+ hours of support	240	173	173
work / voluntary placement	120	32	17
evaluation	0	0	0
employment start	90	54	48
sustained employment (26 weeks)	14	5	3
progression into education or training	96	44	30
Budget (£)	£258,800	£140,550	£121,700

This project has been re-profiled due to underperformance. As a result we have withdrawn £52,800. The project is delivering well against the new profile and being monitored closely by LC contract manager.

### Case study

Olga had been a full-time mother for 16 years and was finding it extremely difficult to return to work. Her CV was sparse, and her age (nearly 50 at that time) appeared to have been causing her problems in securing interviews.

Olga started suffering from depression. "I lost hope", she says. Then, someone suggested she try The Citizens Trust where they are delivering the London Councils/ESF funded Disabled Parents programme. Olga recalls: "I had tried organisations like that before and they hadn't done anything, so I wasn't hopeful. But I thought I would try."

"The Citizens Trust is completely different from the others. They were so good. I hadn't been there long when I heard Sunita talking about Waitrose. I had been offered the chance of trying for care work, but I didn't feel that was me. Having been at home caring for the children I really wanted something in a different environment. I was keen on working in a supermarket and was really excited when I heard about Waitrose. They are one of the best."

In January, the Trust arranged a 2 week work placement at Waitrose, which Olga thoroughly enjoyed. Waitrose liked her but, unfortunately, had no job to offer at that time. However, it was only a matter of a couple of months before the job offer came.

"I wouldn't have got this job without The Citizens Trust. After 4 years of trying, the Trust have opened this door for me after just a few months. They are the best. I felt like a teenager, needing help to start my life. I am so grateful for everything they have done."

## Citizens Trust

**Effectiveness:** The project is performing well against their current targets. The project did fall behind in Q4 13-14 and a reduction to the budget was imposed. The project is now in fact over performing on job starts and sustained jobs, which is fantastic news.

**Efficiency:** Projects working in partnership across London to tackle poverty through supporting participants into employment or moving them closer to the labour market have proved very successful. The Citizens Trust are helping to support vulnerable and hard to reach disabled parents who face a range of barriers to accessing employment.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal development. London Councils Contract Managers have closely monitored performance of the project through rigorous audit of delivery evidence, visits to delivery sites and attendance during training and support sessions as set out in the Commissioning Monitoring Arrangements.

### Proposal for 2015-16:

Primary outcome indicator	Profile 13-15	Profile 15-16 (Q1 only)
enrolment	264	20
6+ hours of support	264	15
work / voluntary placement	56	0
evaluation	1	0
employment start	102	8
sustained employment (26 weeks)	51	3
progression into education or training	104	2
Budget (£)	£323,240	£17,250

## Peter Bedford Housing Association

**Project name:** Working Futures  
**Priority:** 3 ESF Tackling Poverty Through Employment  
**Specification:** 3.1 People with mental health needs  
**Amount (2 years):** £376,040

Peter Bedford HA, East Potential and Hillside Clubhouse work with unemployed and economically inactive people including those with a long history of unemployment and a wide range of mental health conditions. Many have dual diagnosis (with alcohol and drug misuse issues or learning disabilities).

The project offers employability training delivered by employers such as Barclays and Lloyds, designed with them following discussion (includes help with CVs, preparing for interviews, presentation), together with personal development and coaching courses, information technology and customer care training.

**Delivery partners:** East Potential, Hillside Clubhouse

### Delivery information

Deliverable group	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
enrolment	420	420	323
6+ hours of support	245	245	232
work / voluntary placement	115	115	80
evaluation	0	0	0
employment start	85	85	53
sustained employment (26 weeks)	7	7	6
progression into education or training	85	85	39
Budget (£)	£239,200	£239,200	£175,300

The project has shown significant underperformance and as a result has undergone project improvement management. As with other project they will be taking the opportunity of an extension to the programme and the introduction of additional partners.

### Case study

This participant is 30 years old. He first came to Hillside Clubhouse in August 2013, and met with the Working Futures employment advisor to discuss his employment options. He had previous experience as a support worker, but had problems sustaining his employment which would often end acrimoniously with the threat of legal action. Within a few weeks of his first visit, he had a job interview, and was successful. However, a short time after starting his new job the same pattern of complaints, and mis-trust started to present again.

It was suggested by his employment advisor that instead of going directly to his manager with his list of grievances, to email them instead to the adviser, and then continue to meet with her weekly to discuss these issues, and where necessary help him to compose emails to his manager, explaining his point of view calmly. This worked well, deflecting any conflict or misunderstanding away from the organisation and allowing him time for reflection. He was consequently able to remain in employment until December when he was offered a similar role with a different organisation. Working Futures continue to support him in the same way, and recently attended his probationary review with him to offer additional support. In February, he marked six months in continuous employment.

## Peter Bedford Housing Association

**Effectiveness:** The project is performing well against their current targets. The project did slip slightly in 13-14 Q2 – Q4, but not significantly enough to affect their RAG score. The project was re-profiled with the extension until March 2015 as agreed for all projects. The project is now in fact over performing on job starts and sustained jobs, which is fantastic news.

**Efficiency:** Projects working in partnership across London to tackle poverty through supporting participants into employment or moving them closer to the labour market have proved very successful. Peter Bedford Housing Association are working in the most deprived boroughs supporting vulnerable and hard to reach people with long term mental illness.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal development. London Councils Contract Managers have closely monitored performance of the project through rigorous audit of delivery evidence, visits to delivery sites and attendance during training and support sessions as set out in the Commissioning Monitoring Arrangements.

### Proposal for 2015-16:

Primary outcome indicator	Profile 13-15	Profile 15-16 (Q1 only)
enrolment	307	45
6+ hours of support	307	40
work / voluntary placement	153	10
evaluation	0	1
employment start	100	19
sustained employment (26 weeks)	50	11
progression into education or training	122	10
Budget (£)	£376,040	£54,300

## MI ComputSolutions

**Project name:** Jobs Plus  
**Priority:** 3 ESF Tackling Poverty Through Employment  
**Specification:** 3.2 People from ethnic groups with low labour market participation rates  
**Amount (2 years):** £389,640

Project offering vocational qualifications and sector taster sessions, employment related soft skill development and information, advice and guidance.

The target participants for this project are primarily people with parentage of black Caribbean, Sub-Saharan African, and Middle Eastern with additional participants from South Asia, many of whom are recent eligible refugees and migrants, living in the most deprived neighbourhoods primarily across boroughs in South, East, and West London.

**Delivery partners:** Africa Advocacy Foundation, AmicusHorizon, Ripe Enterprises

### Delivery information

Deliverable group	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
enrolment	214	275	205
6+ hours of support	275	214	205
work / voluntary placement	56	56	35
evaluation	0	0	0
employment start	60	60	56
sustained employment (26 weeks)	9	9	8
progression into education or training	52	52	30
Budget (£)	£177,700	£177,700	£124,977

The project has begun to slip slightly which will be monitored closely in the new financial year.

### Case study

G is 46 years old and originally from Uganda. He completed his degree in Computer Science in 2003 and worked briefly as he waited to enrol for his Masters in Computer Science. Due to personal problems he did not complete this course and since then G has found it difficult to know which way to proceed, either to employment or to complete his Masters.

G became a stay home dad, caring and raising his 2 children while his wife was the main provider. During these years G lost confidence in himself and he felt bad that he was not in a position to provide for his family as expected by the African culture. G worried that the more time passed the more it would be difficult for him to get back into employment.

Through the Job Plus Programme G secured a work placement as a Computer Lab Assistant which greatly enhanced his computer office skills and computer training skills. This placement enabled G to recognise that he also had great potential of becoming a computer teacher. G was also willing to explore the Health & Social care field and working with children with learning disabilities. He enrolled onto the course and went through the initial induction and assessment but also continued searching for full time employment as a computer assistant or driver. Through G's persistence and the project's joint support G has now secured full time employment as a Delivery Driver.

The training skills that he acquired from the Job Plus Programme and work placement has now provided him with a new avenue of employment and he will be pursuing this avenue at a later date.

## MI ComputSolutions

**Effectiveness:** The project is performing very well against their current targets. The project did fall behind in Q4 13-14 and a reduction to the budget was imposed. The project is now in fact over performing on job starts and sustained jobs, which is fantastic news.

**Efficiency:** Projects working in partnership across London to tackle poverty through supporting participants into employment or moving them closer to the labour market have proved very successful. MI ComputSolutions are helping to support vulnerable and hard to reach women from BME backgrounds across South East and West London.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal development. London Councils Contract Managers have closely monitored performance of the project through rigorous audit of delivery evidence, visits to delivery sites and attendance during training and support sessions as set out in the Commissioning Monitoring Arrangements.

### Proposal for 2015-16:

Primary outcome indicator	Profile 13-15	Profile 15-16 (Q1 only)
enrolment	401	35
6+ hours of support	318	30
work / voluntary placement	102	10
evaluation	1	1
employment start	125	18
sustained employment (26 weeks)	59	10
progression into education or training	121	10
Budget (£)	£396,040	£48,400

## Paddington Development Trust

**Project name:** West London Ethnic Employment Support  
**Priority:** 3 ESF Tackling Poverty Through Employment  
**Specification:** 3.2 People from ethnic groups with low labour market participation rates  
**Amount (2 years):** £376,040

This project is designed to provide employability support for workless members of the Somali, Bangladeshi, Pakistani and North African communities, resident in eight West London boroughs. Members of these four communities often experience multiple barriers to work, which effectively exclude them from the labour market.

This project provides participants with an intensive, flexible, and individually tailored programme of one-to-one IAG support, work placements and job coaching/mentoring to enable them to address their barriers and make progress towards employment.

**Delivery partners:** Renaissance Skills Centre (RSC), Hammersmith & Fulham Volunteer Centre, Urban Partnership Group (UPG) , Skills & Development Agency

### Delivery information

Deliverable group	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
enrolment	169	169	288
6+ hours of support	147	147	207
work / voluntary placement	53	53	42
evaluation	0	0	0
employment start	45	45	65
sustained employment (26 weeks)	15	15	5
progression into education or training	52	52	53
Budget (£)	£150,800	£150,800	£164,500

The project is doing really well against all targets except for sustained employment. At this stage there is no real concern, but contract managers will watch closely how this progresses.

### Case study

D enrolled on Westworks in October after finding UPG's ad online on a Polish website. After being interviewed by the project's polish speaking advisor D realised the importance of improving her spoken English. She enrolled on a Functional Skills Course. Initially, D did not feel confident enough to speak in English and her advisor helped her to find a work placement as an administrator/ receptionist at a Children's Centre. This gave her confidence to practice her spoken English. D also attended the Parents' Job Club, one-to-one CV sessions and interview technique sessions. With the help she received from her advisor D felt equipped to apply for jobs. After several attempts she was thrilled to be offered a job from one of the interviews and on 21st January she started work as an administration assistant for a food import and export business.

Future Plans:

D wants to continue to improve her English and she is attending an evening class to help with this. In the long term she would like to study for a UK qualification in accountancy.

## Paddington Development Trust

**Effectiveness:** The project is performing well against their current targets. The project was underperforming against their original profile. With the extension of all projects to March 2015 the project has been re-profiled. The project is now in fact over performing on job starts and sustained jobs, which is fantastic news.

**Efficiency:** Projects working in partnership across London to tackle poverty through supporting participants into employment or moving them closer to the labour market have proved very successful. Paddington Development Trust is supporting participants from the Somali, Bangladeshi, Pakistani and North African communities.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal development. London Councils Contract Managers have closely monitored performance of the project through rigorous audit of delivery evidence, visits to delivery sites and attendance during training and support sessions as set out in the Commissioning Monitoring Arrangements.

### Proposal for 2015-16:

Primary outcome indicator	Profile 13-15	Profile 15-16 (Q1 only)
enrolment	307	55
6+ hours of support	307	45
work / voluntary placement	153	15
evaluation	0	1
employment start	100	30
sustained employment (26 weeks)	50	15
progression into education or training	122	15
Budget (£)	£376,040	£75,000

## Catalyst Gateway

**Project name:** WISH  
**Priority:** 3 ESF Tackling Poverty Through Employment  
**Specification:** 3.3 Women facing barriers to employment  
**Amount (2 years):** £362,440

The project works with women aged 20 or over who face barriers to employment and who are living in social housing. The participants engage onto a rolling programme of 3-day gender and culturally sensitive employability courses comprising workshops and training sessions from a menu including workplace etiquette, CV and application form writing, interview skills, basic IT and employer workshops and screenings.

**Delivery partners:** East Potential (part of East Thames Group)

### Delivery information

Deliverable group	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
enrolment	296	276	276
6+ hours of support	296	296	276
work / voluntary placement	148	119	107
evaluation	0	0	0
employment start	96	81	78
sustained employment (26 weeks)	11	16	15
progression into education or training	64	37	32
Budget (£)	£275,300	£275,300	£219,659

This project has been delivering well throughout the year. There has been some re-profiling to allow for an additional 6 months but this has had no impact on the budget.

### Case study

In Jane's words:

I have just completed my placement with the Employment and Inclusion Team, part of East Thames Group. Following my training with the WISH Project, I was delighted when I got invited along to do a 2 week placement.

My experience has been extremely enjoyable, educating and rewarding. I have worked with some highly skilled individuals, all of whom have been very supportive. I have also taken part in some fun activities, which is a bonus. I am pleased to say that I have now found a permanent job because of it, and I intend to use the knowledge and skills I've gained.

I would definitely recommend the WISH Project to any women out there currently looking to get back into work. This is a fantastic opportunity that will help you develop your skills and knowledge, and help you secure a suitable job.

Many thanks to the entire team!

## Catalyst Housing

**Effectiveness:** The project is performing very well against their targets. The project did slip slightly in Q1 14-15 but in Q2 has over performed on job starts and sustained jobs, which is fantastic news. The project has consistently performed well.

**Efficiency:** Projects working in partnership across London to tackle poverty through supporting participants into employment or moving them closer to the labour market have proved very successful. Projects such as Catalyst gateway are helping to support vulnerable and hard to reach women who move between and access services in different boroughs.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal development. London Councils Contract Managers have closely monitored performance of the project through rigorous audit of delivery evidence, visits to delivery sites and attendance during training and support sessions as set out in the Commissioning Monitoring Arrangements.

### Proposal for 2015-16:

Primary outcome indicator	Profile 13-15	Profile 15-16 (Q1 only)
enrolment	296	0
6+ hours of support	296	0
work / voluntary placement	148	0
evaluation	1	0
employment start	96	0
sustained employment (26 weeks)	48	0
progression into education or training	118	0
Budget (£)	£362,440	£0

**Notes:**

Catalyst Gateway have already started to close down their project and feel that they are not in a position to continue for an additional quarter.

## Hopscotch Asian Women's Centre

**Project name:** Women into Work  
**Priority:** 3 ESF Tackling Poverty Through Employment  
**Specification:** 3.3 Women facing barriers to employment  
**Amount (2 years):** £376,040

Specialist service helping women from Black, Asian, minority ethnic and refugee communities with employment advice and training that are looking to go into work. The Project is designed to increase women's employability providing welfare benefit advice, confidence and self-esteem through customised workshops. Offering personalised one to one support, work placements, pre- and post-employment and vocational training.

**Delivery partners:** Refugee Women's Association, The Citizen's Trust

### Delivery information

Deliverable group	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
enrolment	237	210	224
6+ hours of support	236	209	214
work / voluntary placement	111	49	29
evaluation	0	0	0
employment start	86	39	42
sustained employment (26 weeks)	18	10	13
progression into education or training	92	77	53
Budget (£)	£255,850	£168,300	£159,950

This project has been re-profiled due to underperformance. This will not affect overall budget as the project delivery end date has been extended by 6 months to March 2015. The project is currently slightly over-performing against job outcomes and sustained.

### Case study

Safiya has 9 children and has not been in paid employment, having been restricted due to childcare needs. She was referred to the Women into Work project to help her access accredited courses and employment. Safiya was registered and given an induction and was encouraged to attend a workshop aiming to help Somali women identify barriers they face in accessing the labour market and how to overcome the barriers, Safiya participated really well and benefited from the workshop tremendously. She also attended confidence building workshop that motivated her further to do something positive with her life. She was supported by her employment adviser to apply for Homecare role at HAWC. She was given interview support and was offered the job. Safiya said 'Zafreen you helped me identify barriers and how to overcome them and I have done, thank you very much'

Future Plans:

Safiya has completed Manual Handling, Safeguarding Adults and Health and Safety at work training. Safiya will enrol on NVQ Level 2 Health and Social Care course at Hopscotch in January.

## Hopscotch Asian Women's Centre

**Effectiveness:** The project is performing very well against their targets and has been consistent throughout. The partnership has worked well and referrals have been high. The project has maintained a green rating except Q2 13-14 when the performance was affected by a severe flood of their main delivery site.

**Efficiency:** Projects working in partnership across London to tackle poverty through supporting participants into employment or moving them closer to the labour market have proved very successful. Hopscotch Asian Women's Centre are helping to support vulnerable and hard to reach women from BME groups who move between and access services in different boroughs.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal development. London Councils Contract Managers have closely monitored performance of the project through rigorous audit of delivery evidence, visits to delivery sites and attendance during training and support sessions as set out in the Commissioning Monitoring Arrangements.

### Proposal for 2015-16:

Primary outcome indicator	Profile 13-15	Profile 15-16 (Q1 only)
enrolment	307	55
6+ hours of support	307	45
work / voluntary placement	105	15
evaluation	0	1
employment start	115	30
sustained employment (26 weeks)	55	15
progression into education or training	164	15
Budget (£)	£396,040	£75,000

## London Training and Employment Network

**Project name:** Leap into Work  
**Priority:** 3 ESF Tackling Poverty Through Employment  
**Specification:** 3.3 Women facing barriers to employment  
**Amount (2 years):** £376,040

The LTEN project is working with hard to reach women to engage and support into work. The project has a particular focus on women from members of London's Somali, Bangladeshi, Pakistani and North African communities, as these four communities all suffer disproportionately high rates of worklessness.

The project offers vocational training in Health & Social Care, Childcare, Teaching Assistantship, and Enterprise. Participants are supported to engage in work experience, formal education and employment.

**Delivery partners:** Crisis UK, East London Skills for Life, Havering Association of Voluntary and Community Organisations (HAVCO), Midaye Somali Women's Development Network

### Delivery information

Deliverable group	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
enrolment	307	254	259
6+ hours of support	307	254	259
work / voluntary placement	153	54	54
evaluation	0	0	0
employment start	100	64	64
sustained employment (26 weeks)	10	6	6
progression into education or training	100	61	61
Budget (£)	£297,000	£193,000	£193,700

The project has been offered an extra quarter to deliver outstanding targets. In addition the project has reduced the number of work placements and increased job starts.

### Case study

Anna\* joined LEAP into Work in August 2013, while living in a refuge recovering from an abusive relationship. She was referred the project as she wanted to get a job and needed support to improve her employability skills and build confidence.

'I had been looking for a part-time job for over a year and was not even able to get an interview before starting to work with Dana. The help I have received through LEAP was amazing, it varied from advice and tips on how to fill out application forms to various employability workshops. I was also advised on different routes to take to enter my desired field of work. I also received regular emails about volunteering and job opportunities; most importantly I now have a CV that gets me interviews. Thanks to the support and encouragement I was given through the Leap into Work programme I am now in part-time employment in a field that I had never thought I would be able to get into'.

(\* name has been changed)

## London Training and Employment Network

**Effectiveness:** The project was not performing well against their targets in the first year of project delivery. As a result the project budget was re-profiled. The project has also benefited from an additional 6 month extension offered to all projects. As a result the project is now performing very well and has achieved a green rating for the last 2 quarters.

**Efficiency:** Projects working in partnership across London to tackle poverty through supporting participants into employment or moving them closer to the labour market have proved very successful. London training and Employment Network are helping to support vulnerable and hard to reach women of London's Somali, Bangladeshi, Pakistani and North African communities who move between and access services in different boroughs.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal development. London Councils Contract Managers have closely monitored performance of the project through rigorous audit of delivery evidence, visits to delivery sites and attendance during training and support sessions as set out in the Commissioning Monitoring Arrangements.

### Proposal for 2015-16:

Primary outcome indicator	Profile 13-15	Profile 15-16 (Q1 only)
enrolment	307	45
6+ hours of support	307	45
work / voluntary placement	105	5
evaluation	0	1
employment start	118	20
sustained employment (26 weeks)	59	10
progression into education or training	92	2
Budget (£)	£376,040	£50,300

## Redbridge Council for Voluntary Service

**Project name:** Women Works  
**Priority:** 3 ESF Tackling Poverty Through Employment  
**Specification:** 3.3 Women facing barriers to employment  
**Amount (2 years):** £376,040

The project works with hard to reach women providing outreach, widening participation and delivering support and training services.

The project offers access to workshops that address barriers to work and employer needs.

As part of the delivery the project offers 1-2-1 IAG, job brokerage; life coaching to develop soft skills and address personal barriers to work in participants' homes.

### Delivery information

Deliverable group	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
enrolment	257	254	249
6+ hours of support	215	213	203
work / voluntary placement	96	59	46
evaluation	0	0	0
employment start	62	77	70
sustained employment (26 weeks)	10	18	16
progression into education or training	64	42	32
Budget (£)	£200,050	£202,400	£180,050

The project has shown good progress. There has been slight slippage on some delivery which will be closely monitored by contract managers.

### Case study

"My Job Centre advisor referred me to the Women Works project. I met an advisor who asked me about my skills and the type of work I was looking for and explained what the project offered. She gave me advice about local jobs, supported me to look and apply for jobs, re-designed and updated my CV. Once she did this, the number of interviews I was invited to increased and I found work after just over 2 months on the project.

I am now working as a Files and Archive Assistant for a City law firm. I collect files from rooms to be sent to an external storage company, unpack deliveries, and process paperwork.

I am really happy in my work and I know that my new and improved CV helped me get this job."

## Redbridge Council for Voluntary Service

**Effectiveness:** The project is performing very well against their targets and has been consistent throughout. The partnership has worked well and referrals have been high. The project has maintained a green rating throughout.

**Efficiency:** Projects working in partnership across London to tackle poverty through supporting participants into employment or moving them closer to the labour market have proved very successful. Projects such as Redbridge CVS are helping to support vulnerable and hard to reach women who move between and access services in different boroughs.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal development. London Councils Contract Managers have closely monitored performance of the project through rigorous audit of delivery evidence, visits to delivery sites and attendance during training and support sessions as set out in the Commissioning Monitoring Arrangements.

### Proposal for 2015-16:

Primary outcome indicator	Profile 13-15	Profile 15-16 (Q1 only)
enrolment	354	55
6+ hours of support	307	45
work / voluntary placement	98	15
evaluation	0	1
employment start	134	30
sustained employment (26 weeks)	58	15
progression into education or training	71	15
Budget (£)	£376,040	£75,000

## St Mungo Community Housing Association

**Project name:** TARGET  
**Priority:** 3 ESF Tackling Poverty Through Employment  
**Specification:** 3.4 People recovering from drug and/or alcohol addiction or misuse  
**Amount (2 years):** £376,040

The project is supporting participants recovering from drug or alcohol misuse who need support to engage and sustain employment.

Each participant has at least 6 hours' one to one support and training, help developing employability skills; input from peers either on mentoring schemes or the St Mungo's Recovery College, via which they develop their vocational skills.

**Delivery partners:** Foundation 66, AJ Associates

### Delivery information

Deliverable group	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
enrolment	203	127	127
6+ hours of support	165	76	79
work / voluntary placement	81	15	15
evaluation	0	0	0
employment start	58	22	27
sustained employment (26 weeks)	5	5	5
progression into education or training	44	10	12
Budget (£)	£158,100	£61,450	£65,500

The project was re-profiled due to underperformance against all delivery. As a result £126,500 was withdrawn from the original profiled budget. Since this intervention the project has been performing well against their targets.

### Case study

AB came from a background of homelessness and substance misuse, and through self-realisation, decided to ask for help from his GP in December 2011. He was referred to his local Community Drugs Service, with whom he engaged for a year. Through SHP, a project to help the most vulnerable people in the community, he was referred to a St. Mungo's hostel to enrol on a Painting and Decorating course. AB gained an NOCN Level 1 qualification in Painting and Decorating. He engaged with the St Mungo's Employment Team in January 2013, where he was given the opportunity to work towards gaining his CSCS card, his PASMA certificate and a certificate for Front-line Environmental Services. AB worked on a contract which lasted nine weeks last summer. St. Mungo's continue to support AB to realise his goals.

Future Plans:

"Improving my chances of gaining full-time employment. I am currently registered on a Forklift training course to increase my employment options, and I aim to improve my Painting and Decorating qualification at college."

## St Mungo Community Housing Association

**Effectiveness:** The project was not performing well against their targets in the first year of delivery. As a result the project budget was reduced from £376,040 to the current budget of £249,540. The project is now performing very well and has achieved a green rating for the last 3 quarters.

**Efficiency:** Projects working in partnership across London to tackle poverty through supporting participants into employment or moving them closer to the labour market have proved very successful. St Mungos are targeting participants recovering from drug and alcohol misuse. These participants often have multiple barriers to work including homelessness, previous offending, low confidence and lack of previous work experience.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal development. London Councils Contract Managers have closely monitored performance of the project through rigorous audit of delivery evidence, visits to delivery sites and attendance during training and support sessions as set out in the Commissioning Monitoring Arrangements.

### Proposal for 2015-16:

Primary outcome indicator	Profile 13-15	Profile 15-16 (Q1 only)
enrolment	307	43
6+ hours of support	210	35
work / voluntary placement	60	10
evaluation	0	1
employment start	80	5
sustained employment (26 weeks)	33	2
progression into education or training	80	0
Budget (£)	£249,540	£22,950

## Urban Futures

**Project name:** Booster +  
**Priority:** 3 ESF Tackling Poverty Through Employment  
**Specification:** 3.2 People from ethnic groups with low labour market participation rates  
**Amount (2 years):** £376,040

The project is a partnership of voluntary, community, grass roots, training and employment organisations purpose built to support progression of participants into sustainable employment for participants from ethnic minority groups.

Unemployed and economically inactive ethnic minority clients who are normally excluded or cannot access support are able to benefit from a combination of localised services. ESOL provision, communication and basic skills are embedded into the delivery of the programme.

### Delivery information

Deliverable group	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
enrolment	307	300	272
6+ hours of support	307	300	197
work / voluntary placement	140	70	23
evaluation	0	0	0
employment start	100	109	108
sustained employment (26 weeks)	0	10	36
progression into education or training	62	55	11
Budget (£)	£261,750	£254,900	£225,400

The project has shown good progress. There has been underperformance related to work experience and progression into education or training. As a result the project is looking at options to move budget relating to this delivery additional job starts and sustained employment.

In addition in the new financial year Urban Futures will be taking on additional delivery associated with programme underspend.

### Case study

Z, aged 33, aimed to return back to full-time or part-time employment. The project reported that during the first one to one induction appointment, it was evident that Z was very defensive and extremely negative about the possibility of the Booster Plus contract supporting her into employment. Although Z had worked for corporate companies in the past, she lacked employability skills due to being unemployed for over 4 years. Reluctantly, Z enrolled onto Preparation for Employment to improve her confidence and Interview techniques.

After the completing the Preparation for Employment course Z's whole outlook changed, she was more positive and confidence in regards to her returning back to employment. So much so that she was able to complete a CSCS course and obtain a CSCS licence. She also registered with Be-On Site which places women into Marketing and Administration roles within the construction industry.

After 4 weeks this resulted in Z working on a work placement with a construction company as a Personal Assistant. After completing a 3 months' work placement Z was offered a full-time employment as a Trainee Project Manager.

## Urban Futures

**Effectiveness:** The project is performing very well against their targets and has been consistent throughout. The partnership has worked well and referrals have been high. As a result the project was given a significant increase of £129,750. The project has maintained a green rating.

**Efficiency:** Projects working in partnership across London to tackle poverty through supporting participants into employment or moving them closer to the labour market have proved very successful. Urban Futures specifically targets participants from the Bangladeshi, Indian, Pakistani, African, Caribbean, Somali and Turkish ethnic minority backgrounds with particular focus on key deprived pockets of social housing.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal development. London Councils Contract Managers have closely monitored performance of the project through rigorous audit of delivery evidence, visits to delivery sites and attendance during training and support sessions as set out in the Commissioning Monitoring Arrangements.

### Proposal for 2015-16:

Primary outcome indicator	Profile 13-15	Profile 15-16 (Q1 only)
enrolment	412	25
6+ hours of support	412	25
work / voluntary placement	45	0
evaluation	0	1
employment start	195	24
sustained employment (26 weeks)	104	15
progression into education or training	43	0
Budget (£)	£505,790	£51,950

## Advice UK

**Project name:** Stronger Organisations-Benefiting London(ers)  
**Priority:** 4, Capacity building in the voluntary and community sector  
**Specification:** n/a  
**Amount (2 years):** £507,632

Capacity building for the advice sector, designed to increase its effectiveness in supporting people affected by welfare changes, high levels of unemployment and low wage employment and others on fixed incomes, such as pensioners, and Black and minority and ethnic communities, who depend more on advice.

**Delivery partners:** Law Centres Federation, Lasa.

### Delivery information

Primary outcome indicator	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	571	571	573
Increase in organisational stability of agencies.	9	9	10
Number of organisations reporting that they can better engage with statutory agencies and stakeholders.	29	29	31
Increase in the awareness of voluntary advice agencies, to meet the advice and support needs of protected equalities groups.	40	40	29

**Service highlights:** 21 organisations better able to secure funding; 19 organisations with increased ability to deliver quality advice; 72 organisations provided with one to one support (including IT support); daily consultancy helpline telephone support; 31 organisations better able to engage with statutory agencies and stakeholders; equalities awareness training to 9 organisations.

### Case study

CLAUK (Coalition of Latin Americans in the UK) is a Coalition of nine organisations working together to campaign, raise awareness and disseminate information concerning the challenges faced by the Latin American community.

One of the biggest challenges faced by the community is the recognition of employment rights and access to employment advice. Latin Americans in London often work in poor and unfair conditions on the national minimum wage or London living wage, both well below the London average. Given the large number of Latin Americans experiencing employment rights infringements, access to advice is seen as a priority.

AdviceUK was able to support CLAUK to explore alternative access to employment advice by encouraging partnership work with the legal pro bono charity LawWorks. LawWorks aims to provide free legal help to individuals and community groups by brokering relationships with voluntary organisations and lawyers.

As a result of AdviceUK's support CLAUK member organisations have been invited to trial the LawWorks Free legal online advice, the Clinics Network and individual casework support for complicated Employment legal matters. This has provided members of the Latin American community with much needed direct access to employment rights advice that previously was not available. The possibility of setting up legal advice clinics targeting Latin American community groups was also discussed as an alternative option and this route is the next step that is being actively explored.

## Advice UK

**Effectiveness:** The project has been green rated throughout. The project has been successful in gaining funding for the BMER Advice Network (BAN).

**Efficiency:** By using a shared service model to support voluntary and community sector organisations across London, the effect of the support is multiplied upwards for maximum benefit.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the services delivered are in line with the Grant Agreement.

### Proposal for 2015-16 and 2016-17:

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	571	175	125	75
Increase in organisational stability of agencies.	9	12	15	18
Number of organisations reporting that they can better engage with statutory agencies and stakeholders.	29	29	35	35
Increase in the awareness of voluntary advice agencies, to meet the advice and support needs of protected equalities groups.	40	40	40	40

#### Notes:

The organisation has engaged with advice giving organisations in year 1, which is maintained into year 2. Due to the changing nature of advice providers, additional new starts have been profiled for years 3 and 4.

Other targets have been raised to reflect the more in-depth work that the provider will offer to its beneficiary organisations.

## Age UK London

**Project name:** Fit 4 Purpose  
**Priority:** 4, Capacity building in the voluntary and community sector  
**Specification:** n/a  
**Amount (2 years):** £310,154

Age-sector project to support, inform, up-skill and network voluntary and community organisations working with older people, across all London boroughs. Activities include: helping organisations reduce costs; social media training workshops; outreach; practical support workshops to help organisations identify and pitch for funding.

**Delivery partners:** Opening Doors Age UK, London Older People Advisory Group (LOPAG).

### Delivery information

Primary outcome indicator	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	350	350	445
Organisations gain skills in financial and organisational viability.	50	50	188
Organisations with increased knowledge of best practice including legal and policy issues.	350	350	353
Number of organisations able to demonstrate an increased knowledge of principles and practice of equality and inclusion’.	175	175	176

**Service highlights:** 82 older people’s organisations gaining social media skills; 61 fund bidding workshops for older people’s organisations; 24 sustainability plans for older people’s organisations developed; 107 older people’s organisations engaging through ‘opinion exchange’; 25 older people’s organisations sharing good practice.

### Case study

Michelle Eastmond, the Business Development Officer of Community Transport Waltham Forest, attended one of Age UK London’s Fit 4 Purpose fund bidding workshops.

The workshop trainer took the participants through a process of thinking about how to make their organisations and projects attractive to funders and how to produce a successful application, using a mixture of presentations, discussion and group work. Participants heard about sources of funding to look into, and worked in groups on an example application.

Following the workshop Michelle submitted several funding applications for Community Transport Waltham Forest, using information from the workshop. Two of the applications were successful, totalling £1300.

Most of the money came from Friends of the Elderly for outings for older people’s club groups over the festive season. As a result over 60 older people enjoyed excursions, helping combat loneliness and social isolation for vulnerable older people which CTWF would not have been able to provide without that funding.

Michelle said: “The funding workshop helped me to make sure that what we were offering matched what the funder was looking for, and generally to check that our application was of high quality”.

## Age UK London

**Effectiveness:** The project has consistently achieved a high green score. The project has been effective in training a diverse range of older people's organisations and has established champions, as well as completing age research.

**Efficiency:** By using a shared service model to support voluntary and community sector organisations across London, the effect of the support is multiplied upwards for maximum benefit.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the services delivered are in line with the Grant Agreement.

### Proposal for 2015-16 and 2016-17:

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	350	0	10	10
Organisations gain skills in financial and organisational viability.	50	50	200	200
Organisations with increased knowledge of best practice including legal and policy issues.	350	350	250	250
Number of organisations able to demonstrate an increased knowledge of principles and practice of equality and inclusion <sup>1</sup> .	175	75	75	100

#### Notes:

The organisation has engaged with elders' organisations in year 1, which is maintained into year 2. Due to the need to remain responsive to a changing sector, additional new starts have been profiled for years 3 and 4.

The organisation counts organisations reporting a gain in their financial/ organisational skills after providing intensive support, and those reporting increased knowledge of best practice after providing low-level support. The provider has confirmed that the time spent chasing the evidence of low-level support could be better used in giving high level support to organisations. This has led to a significant increase in the target for high-level support and a decrease in target numbers against the outcome for low-level support.

## Children England

<b>Project name:</b>	<i>Engage London - Supporting the Children and Young People's Voluntary and Community Sector</i>
<b>Priority:</b>	4, Capacity building in the voluntary and community sector
<b>Specification:</b>	n/a
<b>Amount (2 years):</b>	£425,898

Project to build capacity with local Councils of Voluntary Services and other infrastructure groups/networks; to focus on supporting equalities groups to build sustainable services and meet the needs of the most vulnerable groups. Approaches to address needs and build capacity include: direct delivery; networks; policy briefings; resources; targeted support for local authorities; cascade training; webinars/ e-learning; coaching and mentoring support.

**Delivery partners:** Partnership for Young London, Race Equality Foundation.

### Delivery information

Primary outcome indicator	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	1,067	1,067	1,031
Organisations with enhanced business plans and demonstrating that their services are more able to be effective and sustainable	165	165	144
Organisations effectively engaged in regional representation structures and increased opportunities for engagement	23	23	82
Organisations demonstrating that services are better able to meet the needs of equalities groups	50	50	53

**Service highlights:** 209 organisations reporting increased awareness of effective safeguarding practice, 605 training sessions delivered to 500 organisations, 58 organisations reporting improved knowledge of partnership working with health partners, 35 organisations reporting increased knowledge of best practice and using briefings to enhance their delivery.

### Case study

One of the project's aims is to develop more effective partnership working skills between VCS organisations and schools. The work included:

- A half-day seminar delivered to 18 organisations by Engage London partners, explaining the policy context in relation to schools and youth.
- The development of a series of three action learning sets, covering 18 organisations, to generate practice-focused development from the original seminar
- The dissemination of materials to all organisations registered with the events and on the Engage London mailing list.

A diverse range of organisations attended the training including Widehorizons Outdoor Education Trust, Brook Young People Sexual Health Service, Watford Football Trust, Amazing Foundation, LEAP, Toynbee Hall, CCHF Trust, Inner Strength, Lewisham Arts network and Mencap.

As a result of this on-going work, 32 organisations have been trained in the requirements of schools in seeking partners to deliver improved outcomes for young people; they have developed a practical awareness of how their work contributes to these needs, and how to approach schools to form partnerships, with a particular focus on providing evidence of impact.

## Children England

**Effectiveness:** The project has been green rated throughout. It is delivering at a consistently high level particularly in the areas of engaging organisations in regional structures and enabling groups to meet the needs of equalities groups; for example, working with these groups to provide materials in other languages. The primary outcome regarding business planning was slightly below target due to two training sessions being cancelled due to tube strikes. However, the project is currently on track to make up this shortfall in year 2.

**Efficiency:** By using a shared service model to support voluntary and community sector organisations across London, the effect of the support is multiplied upwards for maximum benefit.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the services delivered are in line with the Grant Agreement.

### Proposal for 2015-16 and 2016-17:

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	1,067	1,067	400	400
Organisations with enhanced business plans and demonstrating that their services are more able to be effective and sustainable	165	166	166	166
Organisations effectively engaged in regional representation structures and increased opportunities for engagement	23	24	40	44
Organisations demonstrating that services are better able to meet the needs of equalities groups	50	51	51	51

#### Notes:

The provider has continued to engage more children's organisations into year 2. However, as the number of children's organisations in London is finite, the number of new users will reduce in years 3 and 4. Support to organisations already engaged with the project will be maintained.

## London Deaf & Disability Organisations CIC (Inclusion London)

**Project name:** The Power Up Project  
**Priority:** 4, Capacity building in the voluntary and community sector  
**Specification:** n/a  
**Amount (2 years):** £560,000

Project designed to build the effectiveness and sustainability of disability sector organisations. Services include: practical support to enable organisations to maximise funding opportunities and establish new income streams.; business development to increase sustainability; creation of opportunities to increase ability of organisations representing disabled people to influence policy.

**Delivery partners:** Transport for All

### Delivery information

Primary outcome indicator	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	135	135	174
Organisations' business acumen and ability to deliver effective services and respond to changing legal/policy external environment increased	135	135	401
Member organisations have increased skills, knowledge and understanding of how to represent disability issues more effectively	78	78	137
Organisations with increased understanding equalities related legal and policy frameworks	15	15	39

The commission provided bespoke disability equalities training to frontline organisations funded by London Councils. The commission has also provided excellent interactive training through webinars.

**Service highlights:** 136 disability organisations involved in consultation and engagement; 67 organisations supported to raise profile through social media platforms; 11 Deaf and disability briefing papers and policy submissions; 3 accessible transport forums.

### Case study

'Building your brand' is a series of training and events provided by the Power Up project to build the social media expertise and online skills of London's disability sector and equip them with the practical tools to promote and raise the profile of their organisations. In a highly competitive funding climate the ability to communicate messages persuasively to funders, supporters and service users is critical for organisations' success.

The project has recently delivered three events supporting 29 representatives from disability sector organisations to harness the power of the media to promote disability issues and raise the profile of their organisations. Workshops involved a masterclass presentation and panel discussion and Q&A with four print and TV journalists based at organisations such as the BBC, ITV and The Independent.

The aim was to offer disability sector organisations the opportunity to hear from journalists themselves which stories appeal to them and how they should be approached. Through the day, participants learnt practical skills on how to attract the media (print, TV, radio, digital) develop an effective media strategy and how to write and promote an appealing story (how to write a good press release).

*"Our Social Media following has massively increased [as a result of the training]" Taricica Brownlie, Fundraising Officer, Carers Lewisham*

*"After the video workshop, we are now in the process of planning and pre-production of our short video to get our organisation's message out to a wider audience! We at Active Plus would like to take this opportunity to thank Power Up for its wonderful informative training." Des Blake, Chair, Active Plus*

## London Deaf & Disability Organisations CIC (Inclusion London)

**Effectiveness:** The project has remained green and has been able to engage a diverse range of Deaf and disabled organisations.

**Efficiency:** By using a shared service model to support voluntary and community sector organisations across London, the effect of the support is multiplied upwards for maximum benefit.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the services delivered are in line with the Grant Agreement.

### Proposal for 2015-16 and 2016-17:

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	135	86	10	10
Organisations business acumen and ability to deliver effective services and respond to changing legal/policy external environment increased	135	135	156	162
Member organisations have increased skills, knowledge and understanding of how to represent disability issues more effectively	78	84	160	180
Organisations with increased understanding equalities related legal and policy frameworks	15	15	10	10

#### Notes:

The organisation has provided services to what it believes to be almost all the disability sector organisations in London. As such, the number of new users has been profiled to tail off into years 3 and 4.

Services will be maintained to organisations already engaged with the project.

## London Voluntary Service Council

**Project name:** London for All  
**Priority:** 4, Capacity building in the voluntary and community sector  
**Specification:** n/a  
**Amount (2 years):** £735,328

Project aiming to address identified gaps developing in voluntary sector support services, while providing economies of scale through specialist pan-London support. Services include: tailored training, effective signposting, support for partnership working, linked to other support services around developing consortia and merger, and delivery of specialist IT and HR support for VCS organisations, peer networking.

**Delivery partners:** Race on the Agenda, Women's Resource Centre, Refugees in Effective and Active Partnerships, Lasa.

### Delivery information

Primary outcome indicator	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	2,050	2,050	2,431
Number of organisations using learning across services to improve the efficiency and /or effectiveness of their organisation	700	300	460
Number of organisations reporting learning and improvements through peer networking	700	300	413
Number of organisations reporting improved access to services across the equality strands	700	300	262

**Service highlights:** 216 organisations demonstrating improved financial management. 339 organisations reporting improved awareness of issues faced by equalities groups and raised awareness of human rights. 99 organisations reporting improved capacity due to improved ICT.

### Case study

HEAR is a partner in 'London for All' and brings to the partnership a focus on equalities and human rights. One particular set of beneficiaries that HEAR members have identified as needing specialist support that cuts across organisational boundaries are deaf and disabled asylum seekers.

Problems identified included refugee support organisations not being sure how to support disabled people coming to them for support, and in turn, disabled people's organisations often expressed a wariness of supporting refugees or asylum seekers because of a lack of knowledge of the asylum and immigration system and the rights that refugees and asylum seekers might have.

As a response to this the HEAR Network, in partnership with Inclusion London, held an event in November 2013, designed to break down some of the identified barriers and gaps in knowledge, bring organisations working with these different specialisms together, and increase understanding.

Two organisations working in the different fields of disability and support for refugees that have come together through membership of the HEAR network are Inclusion London and REAP (Refugees in Effective and Active Partnership). Geraldine O'Halloran from Inclusion London said "The event was a good day as it demonstrated how a partnership approach can bring good outcomes and create opportunities for different equalities organisations to find out about each other and how they could work together. 24 organisations attended, and as a result of the event Inclusion London has had further contact with 4 of them and will be working with them next year".

## London Voluntary Service Council

**Effectiveness:** The project has had a high green rating throughout. Organisations receiving face to face support often take up a range of services which results in enhanced overall benefit, increased networking opportunities and partnership working, strengthening the sector. The majority of delivery has been re-profiled to take place in year 2 as officers requested revisions to the annual survey to ensure sufficiently robust data collection. Improvements are in place to strengthen the partnership and monitoring.

**Efficiency:** By using a shared service model to support voluntary and community sector organisations across London, the effect of the support is multiplied upwards for maximum benefit.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the services delivered are in line with the Grant Agreement.

### Proposal for 2015-16 and 2016-17:

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	2,050	0	200	200
Number of organisations using learning across services to improve the efficiency and /or effectiveness of their organisation	300	1,200	900	900
Number of organisations reporting learning and improvements through peer networking	300	1,200	800	800
Number of organisations reporting improved access to services across the equality strands	300	1,200	650	650

#### Notes:

The organisation works with a finite pool of voluntary and community sector organisations, which is why the number of new users has been profiled to tail off.

The project was re-profiled between years 1 and 2, meaning that the delivery of most of the outcomes was profiled for year 2. Target numbers for the second two-year period of the project have been raised from the targets in the first two-year period where it is realistic to do so.

## The Refugee Council

<b>Project name:</b>	Supporting and Strengthening the Impact of London's Refugee Community Organisations ('Supporting RCOs')
<b>Priority:</b>	4, Capacity building in the voluntary and community sector
<b>Specification:</b>	n/a
<b>Amount (2 years):</b>	£124,684

Capacity building project for frontline refugee/ migrant community organisations (RCOs/MRCOs). The project aims to develop organisations' capacity to fundraise and diversify income streams; help organisations to better understand and articulate clients' needs and equalities issues and help organisations to develop and implement equalities-based approaches and policies and procedures to impact on service delivery and improve client access locally

**Delivery partners:** None

### Delivery information

Primary outcome indicator	Original profile 13-14	Most recent profile 13-14	Delivered 13-14
Number of new users	450	450	552
Refugee Community Organisations reporting business plan development and implementation	30	30	37
Organisations reporting improved understanding of the voluntary sector's role and capacity	20	20	24
Front-line organisations better able to deliver well informed services that reflect the needs of refugees and asylum seekers	50	50	50

The organisation is proactive in targeting areas to meet their targets such as targeting outer London boroughs by working with the GLA and local CVSs to provide workshops on Collaboration for Income generation and Sustainability. The organisation has found it difficult to engage RCOs on making their services compliant with the Equalities Act 2010, they re-profiled and organised additional training with a borough based community forum

**Service highlights:** 21 RCOs reported/demonstrated improved organisational viability; 32 RCOs report actively using learning from training in fundraising, in-house and other training. 22 RCOs report that the needs of their communities and service users are effectively represented in local service planning and commissioning.

### Case study

The Somali Community Advancement Organisation (SCAO) is a charitable organisation based in the London Borough of Wandsworth. It aims to help elders, women and children from the Somali Community to integrate better into British society.

Following a period of change within the organisation, the Supporting RCOs project helped SCAO by providing trustees with advice and support in writing funding applications through a series of one-to-one sessions. As a result, SCAO has submitted multiple funding applications, and successfully secured additional funding. The project also provided in-house training to trustees on governance, including the role and responsibilities of the board of trustees.

"I was elected to be one of the Management Committee members, but I struggled to understand what the duties of the management committee were. We needed to raise funding for our organisation, but because we were new, we did not have any experience in filling application forms, nor did we know how to review our strategy to attract funders. Following the training we received from the Refugee Council, I learnt a lot on the duties and responsibilities of each member of the MC, on charity law, and I have now more confidence in governance; I am glad I know how to identify the needs of our people and put a funding application together".

## The Refugee Council

**Effectiveness:** The project has been green rated throughout and has achieved a high green rating for all quarters.

**Efficiency:** By using a shared service model to support voluntary and community sector organisations across London, the effect of the support is multiplied upwards for maximum benefit.

**Economy:** The project was commissioned following a competitive application process, in which value for money was a key aspect of proposal assessment. London Councils' Grants Officers have monitored the project throughout to ensure the services delivered are in line with the Grant Agreement.

### Proposal for 2015-16 and 2016-17:

Primary outcome indicator	Profile 13-14	Profile 14-15	Profile 15-16	Profile 16-17
Number of new users	450	0	50	50
Refugee Community Organisations reporting business plan development and implementation	30	30	30	30
Organisations reporting improved understanding of the voluntary sector's role and capacity	20	20	20	20
Front-line organisations better able to deliver well informed services that reflect the needs of refugees and asylum seekers	50	50	50	50

**Notes:**

The organisation works with a finite pool of migrant and refugee community organisations, which is why the number of new users has been profiled to tail off.

In the coming years, the organisation intends to strike a balance of ongoing training and capacity-building support and new developments to engage a mix of RCO types/needs at different stages of building their capacity. The organisation has reported that it is operating at full capacity, and has delivered to profile in year 1, indicating that this is a realistic basis upon which to continue delivery.

### 5.1.3.1 Equality and diversity

The Programme is aimed at deprivation. People with protected equalities characteristics are among the most vulnerable groups in London. This includes those with specialist and complex needs, those facing social exclusion and those experiencing discrimination, victimisation and harassment. Delivering the Programme will, therefore, tend to contribute towards equality and diversity legislative requirements<sup>xi</sup> and good practice.

In addition, the specifications within the Programme require specific focus on equalities and diversity. Any decision by the Committee to retain the Programme in broadly its current form will continue to have a positive effect on equality and diversity. Any decision to make more fundamental changes would have less predictable impacts on equality and diversity and would therefore require an Equality Impact Assessment.

In the year 2013-14, support has been provided to:

- **98,015** new service users;
- **6,583** frontline organisations.

A summary of protected equalities group data<sup>xli</sup> for the annual period shows the following:

#### **PRIORITY 1: HOMELESSNESS**

##### **AGE**

- Specialist support provided to **4,110** young people aged 16-24. (Represents 30.72 per cent of all age group supported by Priority 1).
- Specialist support provided to **2,401** service users aged 45-64, affected by homelessness. (Represents 17.94 per cent of all age group supported by Priority 1).

##### **DISABILITY**

- Specialist support provided to **1,013** service users with mental impairment. (Represents 9.64 per cent of all Disabled group supported by Priority 1).

##### **RACE**

- Support provided to **6,180** services users from the Black and Minority Ethnic community, affected by homelessness. (Represents 44.66 per cent of all ethnic groups supported by Priority 1).
- Support provided to **5,686** service users from within White communities, affected by homelessness. (Represents 41.09 per cent of all ethnic groups supported by Priority 1).

##### **SEXUAL ORIENTATION**

- Support provided to **1,251** Lesbian, Gay, Bi-sexual and Transgender (LGBT) service users, affected by homelessness. (Represents 9.04 per cent of all ethnic groups supported by Priority 1).

## **PRIORITY 2: SEXUAL AND DOMESTIC VIOLENCE**

### **DISABILITY**

- Specialist support provided to **169** Deaf women affected by sexual and domestic violence. (Represents 8.69 per cent of all Disabled group supported by Priority 2).

### **GENDER REASSIGNMENT**

- Support provided to **21** Transgender service users affected by sexual and domestic violence. (Represents 0.10 per cent of all gender group supported by Priority 2).

### **RACE**

- Support provided to **7,844** services users from the Black and Minority Ethnic community, affected by sexual and domestic violence. (Represents 38.27 per cent of all ethnic groups supported by Priority 2).

### **SEX**

- Specialist support provided to **5,698** men affected by sexual and domestic violence. (Represents 27.18 per cent of sex protected group supported by Priority 2).

### **SEXUAL ORIENTATION**

- Specialist support provided to **691** LGBT service users affected by sexual and domestic violence. (Represents 3.37 per cent of all ethnic groups supported by Priority 2).

## **PRIORITY 4: SUPPORT TO VOLUNTARY AND COMMUNITY ORGANISATIONS**

### **AGE**

- Establishing a social media champion programme for older people's organisations.
- Supporting **188** older people's organisations to gain skills in diversifying funding streams and working towards becoming funding free.

### **DISABILITY**

- Supporting **136** organisations for Disabled people to be involved in consultation and engagement opportunities.
- Supporting **22** voluntary organisations to have increased knowledge of Deaf and Disability Equality issues and an ability to meet their duties under the Equality Act in relation to disability.

### **RACE**

- Successfully securing a grant for the BMER Advice Network (BAN) from the City Bridge Trust, to transform BAN from an informal network into a legal entity that can apply for commissions or funding in its own right.

## SEX

- Supporting **274** sexual and domestic violence organisations to gain skills in income diversification.

**Table 4: Percentage of protected equalities groups in London**

<b>Protected Equalities Group</b>	<b>Numbers and per cent of protected group in London (Office of National Statistics figures)</b>
<b>AGE</b>	<p>1,624,768 Under 15's in London (Represents <b>19.87%</b> of total London population).</p> <p>186,626 aged between 16-17 year olds in London (Represents <b>2.28%</b> of total London population).</p> <p>2,979,811 aged 45 and over in London (Represents <b>36.44%</b> of total London population).</p>
<b>DISABILITY</b>	All people in London with day to day activities limited (0-65 years old and over) 551,664 (Represents <b>6.74%</b> of total London population) <sup>xiii</sup> .
<b>GENDER REASSIGNMENT</b>	No ONS data available.
<b>MARRIAGE OR CIVIL PARTNERSHIP</b>	Not able to compare this figure as percentage of London population data for marriage and civil partnership is captured differently.
<b>PREGNANCY AND MATERNITY</b>	173,724 conceptions in London in 2012
<b>RACE</b>	<p>2,881,227 people in London who are Asian, Black and other ethnic group<sup>xliii</sup> (Represents <b>35.23%</b> of total for all ethnic groups in London).</p> <p>4,887,435 people in London who are White<sup>xliv</sup> and White other ethnicities<sup>xiv</sup> (Represents <b>59.81%</b> of total for all ethnic groups in London).</p> <p>405,279 people in London who have Mixed Heritage (Represents <b>4.95%</b> of total for all ethnic groups in London).</p>
<b>RELIGION OR BELIEF</b>	<p>3,957,984 people who have a Christian religion (Represents <b>48.42%</b> of London total for all religions).</p> <p>1,012,823 people who have a Muslim religion (Represents <b>12.39%</b> of London total for all religions).</p> <p>148,602 people who have a Jewish religion (Represents <b>1.82%</b> of London total for all religions).</p>
<b>SEXUAL ORIENTATION</b>	No ONS data available. It is estimated however that between 5%- 10% of the population are within the LGBT protected groups. (Source Opening Doors Factsheet).

## 5.1.4 Priority 1, 2 and 4 projects

### 5.1.4.1 Future performance requirements

Summaries of the projects in priority 1 (homelessness), 2 (sexual and domestic violence) and 4 (capacity building) are above. Each of these summaries contains an assessment of:

- That project's
  - Effectiveness
  - Economy
  - Efficiency
- Recommended primary outcome indicators for that project for 2015-16 and, indicatively, in 2016-17.

Each primary outcome indicator has been negotiated separately with the provider. In general, the descriptor of the primary outcome indicator has remained the same except where the wording needed to be clarified in the light of experience.

In general, the levels of the primary outcome indicators proposed for 2014-16 and 2016-17 are higher than the equivalent levels in 2013-14 and 2014-15. This is because London Councils officers have raised primary outcome indicators levels where previous performance outpaced previous primary outcome indicators.

**RECOMMENDATION 4: THE COMMITTEE IS ASKED TO AGREE THE PROPOSED NEW PRIMARY OUTCOME INDICATORSS FOR THE PRIORITY 1, 2 AND 4 PROJECTS FOR 2015-16 AND, INDICATIVELY FOR 2016-17.**

### 5.1.4.2 Budgets

These tables include the budgets for the projects. All the Priority 1, 2 and 4 projects are performing at or above overall required levels. The primary outcome indicators for the next two years that are set out above are as stretching for the providers as the primary outcome indicators for the first two years have been. There is, therefore, no reasonable case or mechanism for making any reduction in one or some of these projects' budgets.

**RECOMMENDATION 5: THE COMMITTEE IS ASKED TO AGREE THAT THE BUDGET FOR PRIORITIES 1, 2 AND 4 PROJECTS SHOULD REMAIN THE SAME IN 2015-16 AS IN 2014-15.`**

## **5.1.5 ESF-funded projects**

### **5.1.5.1 Framework**

In the current round of ESF, the GLA co-ordinates ESF in London. London Councils is the Co-Financing Organisation (CFO) for ESF in local government in London. As part of this, London Councils organises delivery of ESF through 10 projects under the Committee's Priority 3: Tackling poverty through employment. These projects are described in the summaries above. They focus on economically-inactive participants. They are delivered by voluntary organisations<sup>xlvi</sup>.

The Committee currently invests £1million per year in these ESF projects. The current programme to fund the 10 project for the two-year period 2013-15 was approved by the Grants Committee at its meeting on 20 February 2013. The value of the two-year programme is £3,760,400 in relation to funding the providers, with £239,600 to fund the administration of the programme. The boroughs' contribution of £1 million per annum is matched with further £1 million per year of the ESF that it receives as a CFO. Together, therefore, the Committee's ESF programme is worth £2 million per annum. The table below sets out the schedule of payments to these projects.

As explained above, the Committee's investment of £1million a year has paved the way for London Councils to receive its CFO status. This CFO status has in turn made it possible for London Councils to run many more ESF projects runs under bilateral arrangements between London Councils and boroughs. These are not within the Committee's remit, which is the 10 projects in the £2 million programme. But the Committee's role in paving the way to CFO status has been essential.

The current round of ESF closes in 2015-16. The new round will open in 2015-16. Responsibility for ESF in London will transfer from the GLA to the London Enterprise Panel (LEP). CFOs will be known as Local Match Funders (LMFs). The officers who support the LEP on ESF have made clear that they wish London Councils to have LMF status and for there to be a continuing London Councils ESF programme in the new round. They recognise the programme's strong track record in delivering employment targets, and in working with boroughs and the voluntary sector. They also welcome the London Councils programme's focus on the hardest-to-reach participants: economically inactive people, not unemployed people (on Jobseeker's Allowance). They wish to deal with one London local government organisation, not 33. They are confident there will be room in their budgets for such a London Councils programme. On this basis, London Councils wishes to continue to run an ESF programme on the Committee's behalf.

### **5.1.5.2 Timetable**

We understand from LEP officers that the new round of ESF will start later in 2015-16 than the 1 April start date originally envisaged. This is because there have been delays in negotiations between the UK Government and the European Commission. Once these

negotiations conclude, LEP officers expect the UK Government quickly to approve the LEP's European Funding Strategy 2014-20. The LEP will then invite London Councils to become a Local Match Funder.

The 10 current Priority 3 ESF Tackling poverty through employment projects are due to stop delivery by the end of March 2015, when the current approved funding ends. The delay in EU-UK negotiations could result in a delay of around three months between the current round of Committee ESF projects and the new round. This would have two unwelcome effects.

First, London Councils would not have any income from ESF in this period (unless action is taken to address this - see paragraph 5.1.5.4 and 5.1.5.5). London Councils would not be able to retain its capacity to manage the ESF programme in this period. Reassembling this capacity, a short time later when the new round comes on stream would be disruptive, time-consuming and costly.

Second, similar issues apply to the 10 projects. Many will also have to disband their capacity shortly before the new round opens. Entry to the new round will be competitive, so we cannot guarantee that any of the current 10 projects will be in the next round. But obliging them to close down so shortly before the next round will rule many of them out for reasons unconnected to their abilities.

We plan to deal with this in two ways, discussed below.

### **5.1.5.3 Bringing work forward**

First, we plan to bring forward the development of those elements of the programme that are less dependent on the LEP's timetable. These are, in particular, the development of the bid to be an LMF and of the specifications.

The specifications for the new round will be cleared with the Committee at its meeting in March 2015. London Councils will then be ready to put them out for competitive applications shortly thereafter. The best applications will be offered funding agreements, subject to the Committee's approval.

### **5.1.5.4 Extending current projects**

The second proposal to the Committee is to extend the existing 10 ESF projects that are overseen by the Committee from their end date of March 2015 to which they are currently working to the end of June 2015. These projects would work to achieve extended primary outcome indicators for the additional quarter of activity and funding. These primary outcome indicators are set out in the project summaries above. They would run up to the period when the new ESF projects are due to start in July 2015.

### **5.1.5.5 Running costs funding**

The cost of London's Councils managing the 10 projects during the proposed extension and of the development work will be part of the running costs of the ESF team in London Councils. The funding for these running costs will come from the normal management fee

on the 10 extended projects based on the value of the those projects (ie, ESF plus borough match).

**RECOMMENDATION 6: THE COMMITTEE IS ASKED TO RECOMMEND TO THE LEADERS COMMITTEE THAT THE BOROUGHSHOULD COMMIT £1 MILLION COMBINED TO PRIORITY 3: ESF - TACKLING POVERTY THROUGH EMPLOYMENT IN 2015-16, AS THEY HAVE DONE OVER THE TWO-YEAR PERIOD 2013-15. THIS RECOMMENDATION FORMS PART OF THE BUDGET PROPOSALS FOR 2015-16, WHICH ARE SUBJECT OF A SEPARATE REPORT AT ITEM 8 ON THIS AGENDA.**

**RECOMMENDATION 7: THE COMMITTEE IS ASKED TO APPROVE, SUBJECT TO FINAL APPROVAL BY THE LEADERS' COMMITTEE, THE EXTENSION OF THE EXISTING 10 PRIORITY 3: ESF - TACKLING POVERTY THROUGH EMPLOYMENT PROJECTS FROM THE END OF MARCH 2015 TO THE END OF JUNE 2015. THESE PROJECTS WILL WORK TO EXTENDED PRIMARY OUTCOME INDICATORS, TO ENSURE VALUE FOR MONEY. THE COST OF THIS WILL BE £500,000. 50% OF THIS WILL BE MET BY ESF AND 50% (£250,000) WILL COME FROM EITHER THE ANNUAL £1MILLION BOROUGHSHOULD CONTRIBUTION TO THE PROGRAMME FOR 2015-16 (SEE RECOMMENDATION 5) OR COULD BE MET FROM UNCOMMITTED S48 RESERVES OF £670,000 WHICH ARE HIGHLIGHTED IN PARAGRAPHS 13 TO 16 IN ITEM 7 ON THIS AGENDA, WHICH OUTLINES THE HALF-YEAR FORECAST FOR THE CURRENT YEAR. THIS WILL, THEREFORE, ENTAIL A NINETH QUARTER OF SPENDING ON THE 2013-15 S.48/ ESF PROGRAMME.**

<b>2013-14 Poverty round (VB304) payments by the quarter they relate to</b>												
<b>Project</b>	advance paym	13-14 Q1	13-14 Q2	13-14 Q3	13-14 Q4	14-15 Q1	14-15 Q2	14-15 Q3	14-15 Q4	Grand Total		Current contract value % spend
_2013_2014												
Catalyst_Housing_7614	54,366.00	35,300.00	62,400.00	63,400.00	58,559.00	30,307.00	49,850.00	4,129.00	4,129.00	362,440.00		362,440.00 100%
Disability_Times_Trust_7592	56,406.00	11,200.00	18,800.00	42,350.00	49,350.00	63,850.00	40,298.02	20,492.99	20,492.99	323,240.00		323,240.00 100%
Hopscotch_Asian_Women's_Centre_7594	56,406.00	20,900.00	28,900.00	48,750.00	61,400.00	79,450.00	65,190.00	7,522.00	7,522.00	376,040.00		376,040.00 100%
LTEN_7595	56,406.00	2,450.00	39,000.00	59,050.00	93,200.00	65,147.00	34,800.00	12,993.50	12,993.50	376,040.00		376,040.00 100%
MI_ComputSolutions_Incorporated_7598	58,446.00	21,300.00	16,250.00	56,000.00	30,827.00	47,700.00	60,950.00	52,283.50	52,283.50	396,040.00		396,040.00 100%
Paddington_Development_Trust_(PDT)_7605	56,406.00	6,350.00	16,700.00	43,250.00	83,588.00	41,794.00	127,740.00	106.00	106.00	376,040.00		376,040.00 100%
Peter_Bedford_Housing_Association_7606	56,406.00	14,750.00	38,350.00	53,300.00	68,900.00	54,300.00	54,750.00	17,642.00	17,642.00	376,040.00		376,040.00 100%
Redbridge_CVS_7607	56,406.00	20,850.00	44,700.00	65,750.00	48,750.00	99,300.00	61,000.00	- 10,358.00	- 10,358.00	376,040.00		376,040.00 100%
St_Mungo_Community_Housing_Association_7609	56,406.00	350.00	18,500.00	12,350.00	34,300.00	24,700.00	34,400.00	34,267.00	34,267.00	249,540.00		249,540.00 100%
Urban_Futures_7610	56,406.00	31,550.00	47,150.00	68,400.00	78,300.00	19,100.00	10,000.00	32,567.00	32,567.00	376,040.00		376,040.00 100%
<b>Grand Total</b>	<b>564,060.00</b>	<b>165,000.00</b>	<b>330,750.00</b>	<b>512,600.00</b>	<b>607,174.00</b>	<b>525,648.00</b>	<b>538,978.02</b>	<b>171,644.99</b>	<b>171,644.99</b>	<b>3,587,500.00</b>		<b>3,587,500.00 100%</b>

## 5.2 Programme-level findings

The remit of this review is the Grants Committee projects. Inevitably, however, some programme-level findings have emerged.

### 5.2.1 Joint investment vehicle and branding

The principles, priorities, projects and budgets of the Grants Programme are determined by the boroughs collaboratively, through the Committee. The Programme is thus the vehicle in which the boroughs come together to tackle high-priority, pan-London social needs. If the Programme did not exist, it is likely that the boroughs would have to set something like it up. The Programme provides services that have to be cross-borough: for example, safe places for victims of violence in another part of London. It provides centres of expertise for London: for example, specialist services for deaf people. It is managed in one place. It would be complicated and costly for each borough to set up a service such as these.

In this sense, the Grants Programme like other joint ventures that the boroughs are setting up in other areas, such as pensions. This is a different way of thinking about the Programme.

In addition, in a traditional grant aid scheme, a public body gives money to a charity to enable that charity to take forward the charity's objectives. Under the oversight of the Committee, the London Councils Programme has moved a long way from that: it is now commissioned (to deliver outcomes), competitive (to get grant) and conditional (on performance).

This is not fully appreciated by all stakeholders. To help deal with this, we should rebrand the Programme the 'Third Sector Commissioning Programme'. London Councils' legal advisers have advised that the decision on this name change is for the London Councils Leaders' Committee. They also advise that this change should be made at a break point in the course of the Programme, not 'mid-stream'. Subject to further legal advice on whether now is a suitable break point, Officers advise that the new name should be adopted at the start of the new financial year.

**RECOMMENDATION 8: THE COMMITTEE IS ASKED TO AGREE THAT LONDON COUNCILS OFFICERS SHOULD WORK WITH LEGAL ADVISERS TO MAKE A PLANNED CHANGE IN THE NAME OF THE COMMITTEE AND PROGRAMME AND SHOULD WORK WITH COMMUNICATIONS SPECIALISTS IN LONDON COUNCILS TO COMMUNICATE THE NEW BRAND AND NAME.**

### 5.2.2 Borough ownership

The Programme is pan-London. It adds value to the services of the boroughs and seeks not to duplicate these. Many of the projects tackle very specific issues, such as homelessness

among vulnerable groups. It would be hard for each borough to set up these services up: borough by borough, the demand is low.

Although the projects are pan-London, councils ask us for information on provision in their boroughs. In response to this, London Councils produce 'borough spread' tables for the Committee each quarter. These show performance in each borough by specification and primary outcome indicator.

This is a lot of data in these tables and it can be hard to see the overall messages within it. From engagement with Committee members and borough officers, it is clear that a stronger, clearer relationship between the programme and the boroughs is urgently needed. This falls outside the scope of this review. We therefore propose to continue to produce the borough spread tables but to establish a task-and-finish group to identify and propose a more strategic approach for building links between the Programme and the boroughs.

**RECOMMENDATION 9: THE COMMITTEE IS ASKED TO AGREE THAT LONDON COUNCILS OFFICERS SHOULD SET UP A TASK-AND-FINISH GROUP TO DEVELOP A STRATEGY FOR STRONGER RELATIONSHIPS BETWEEN THE PROGRAMME AND THE BOROUGHS. THIS GROUP SHOULD INCLUDE A SMALL NUMBER OF BOROUGH OFFICERS AND PROJECT MANAGERS. IT SHOULD REPORT, VIA LONDON COUNCILS, TO THE MARCH 2015 MEETING OF THE COMMITTEE.**

### **5.2.3 Performance management**

The CMA policy introduced a sharp focus on commissioning for outcomes. This is widely understood and welcomed. However, projects have made clear, in the review and in other forums, that they believe that the way the system is implemented places a disproportionate burden on projects.

Of course, the system must provide the Committee with the control that the CMA Policy envisaged. However, it has become clear that the rigour of the CMA policy can be maintained while making two changes. First, behind the primary outcome indicator data that officer use for report to the Committee, there is data on Secondary Outcome Indicators (SOIs). These are more detailed and specific and officers often use this data to answer questions on primary outcome indicators from members, for example.

Behind these SOIs there is further operational data on outputs. These require a lot of work by the projects and London Councils. They do not add greatly to performance management and are not regularly presented to members. Officers have instructed projects that they no longer need to submit this data to London Councils quarterly. However, it is important that projects know about their outputs. Projects now have a duty to maintain data that can be used to demonstrate achievement of outcomes, and must be able to provide this promptly on demand.

The second change is in the frequency of data provision. At present, there a number of items – for example, the report on beneficiary satisfaction, and the self-assessment of performance – that are collected quarterly, although these do not normally change from one

quarter to the next. We therefore propose to change the frequency of collection from once a quarter to once a year.

Because of these changes, London Councils grants staff will be able to spend more time carrying out visits, making checks face to face and liaising with their colleagues in boroughs

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### **Financial implications**

The proposals in this report must be contained within the overall approved £10 million budget envelope, split between the S.48 programme of commissioned services of £8 million, funded by borough contributions, plus an additional £2 million in respect of the S.48 ESF programme of commissions, funded equally by boroughs and through ESF grant. The budget proposals for 2015/16 are subject to a separate report at Item 8 on this agenda and are subject to final approval by the Leaders' Committee at its meeting on 9 December.

In addition, there are proposals (at recommendation 7) to fund an additional £500,000 in respect of the existing 10 S.48 ESF commissions in 2015/16. The funding options for this proposal are addressed in the Month 6 revenue forecast report at Item 7 on this agenda, and again, will be subject to final approval by the Leaders' Committee on 9 December.

### **Equalities implications**

Addressed in this report.

### **Legal implications**

Addressed in this report: it will be necessary to take further legal advice before setting out to change the name of the Programme.

# Annex A Further guidance

## Standards of Public Life

The Standards of Public Life<sup>xlvii</sup>, widely known as the ‘Nolan Principles’ (after Lord Nolan who drew them up) are:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership.

The Grants Programme addresses these principles in a number of ways. In particular, the Programme is run on a clear legislative basis. It is overseen by a Committee of elected members. This Committee holds London Councils officers - and through them, the projects – firmly to account. The Committee’s business is conducted in public and documents are published.

## The Compact

*Successful Commissioning* provides the analytical framework for this review. Two other reference documents may be useful in considering the relationship between London Councils and the projects: the *Compact: a guide to relationships between government bodies and voluntary organisations in England*<sup>xlviii</sup>, and the Principles of Good Commissioning<sup>xlix</sup>.

The Compact stresses:

- A strong, diverse and independent civil society
- Effective and transparent design and development of policies, programmes and public services
- Responsive and high-quality programmes and services
- Clear arrangements for managing changes to programmes and services
- An equal and fair society.

The Principles of Good Commissioning are discussed below.

## Principles of Good Commissioning

The principles of good commissioning are:

- Understanding the needs of users and other communities by ensuring that, alongside other consultees, you engage with the third sector organisations, as advocates, to access their specialist knowledge;
- Consulting potential provider organisations, including those from the third sector and local experts, well in advance of commissioning new services, working with them to set priority outcomes for that service;
- Putting outcomes for users at the heart of the strategic planning process;
- Mapping the fullest practical range of providers with a view to understanding the contribution they could make to delivering those outcomes;

- Considering investing in the capacity of the provider base, particularly those working with hard-to-reach groups;
- Ensuring contracting processes are transparent and fair, facilitating the involvement of the broadest range of suppliers, including considering sub-contracting and consortia building, where appropriate;
- Ensuring long-term contracts and risk sharing, wherever appropriate, as ways of achieving efficiency and effectiveness; and
- Seeking feedback from service users, communities and providers in order to review the effectiveness of the commissioning process in meeting local needs.

# Annex B Review terms of reference

## Background and context for the review

On behalf of the boroughs, London Councils runs a grants programme of c£10 million a year. The boroughs jointly fund this by making contributions totalling c£9m per year in proportion to their populations. In addition, London Councils contributes c£1m per year from the European Social Fund (ESF – see below).

The Grants Committee oversees the Programme and uses it to commission outcomes on a pan-London basis from third sector organisations. The Programme plays a small but influential role in third sector delivery of public services in London.

During 2012, the Grants Committee carried out, and the Leaders Committee agreed the outcome of, a fundamental review of the Programme that led to a narrowing of its remit onto five principles and four priorities, as follows.

## Principles

1. The purpose of the Programme should be to commission outcomes, not to fund organisations
2. The Programme should complement boroughs' services
3. The Programme should focus on services that are economically and efficiently commissioned at London level; and services where the location of delivery is key to participants' safety
4. The Programme should commission services that cannot reasonably delivered at a borough or sub-regional level
5. The programme should commission services that work with statutory and non-statutory partners, and contribute to meeting the Equality Act 2010.

## Priorities

1. Homelessness: notably through prevention and emergency accommodation
2. Sexual and domestic violence: notably through prevention, emergency accommodation and supporting communities affected by forced marriage and harmful practice
3. Poverty: in particular, by helping people move into work, or closer to the labour market, and by drawing on the European Social Fund (ESF)
4. Support to voluntary and community organisations' capacity: including help with fundraising and with developing partnership working between these organisations.

At the same time, the Programme made a decisive shift to outcome-focused commissioning. Under this, a competitive application process led to the formal award of 35 new funding agreements in February 2013, which commenced on 1 April 2013. The Programme is on a four-year cycle but, as normal with this type of spending, budgets are agreed annually and the Programme is subject to review as and when required by the Grants Committee. In the case of the review that is the subject of these terms of reference, the Committee had agreed that a review would take place following the assessment of 2013-14 performance, representing 'year 1' of the commissions. The Leaders' Committee in June 2012 had also decided *'to review the programme in autumn of 2014 and, subject to that review, commissions that are delivering the agreed outcomes to continue to be funded to March 2017'*<sup>1</sup>.

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<sup>1</sup> Minutes, Leaders' Committee meeting, 12 June 2012.

## Purpose of the review

To assess the performance and value for money of the commissioned projects in the London Councils grants programme. This will inform officers' recommendations to the Committee on the grant budget and the target outcomes for each project in 2015-16 (and indicatively in 2016-17). This in turn will support the Committee's decision-making on these issues.

## Objectives

- To assess the effectiveness of the projects by rigorously comparing each project's performance against the programme targets (priorities, specifications and primary output indicators) that apply to it
- To assess the economy of the projects by reviewing the impact on projects' performance of a sample of actions taken by the Committee and by officers to re-profile projects' targets and budgets
- To assess efficiency by reviewing unit costs and management costs
- To reach a conclusion on the value for money of each project by bringing together evidence gathered above on effectiveness, economy and efficiency, using the *Successful Commissioning*<sup>1</sup> tool developed by the National Audit Office and the National Council for Voluntary Organisations
- Based on the value for money analysis above, to make recommendations to the Committee on any changes in the grant budget and the targets outcomes for each project in 2015-16 (and indicatively in 2016-17).

## Management

The project will be managed by London Councils' Head of Grants and Community Services, supported, as required, by the London Councils grants team. The project sponsor will be the London Councils Corporate Director, Services.

## Governance and timing

The project team will report on progress to the Grants Executive at its meeting on 17 September. The final, written report will be made to the meeting of the Grants Committee on 26 November 2014.

The review team will carry out the review in two stages:

- Stage one consists of desk-based research, pulling together evidence that is already available on the performance and value for money of the projects, and contextual information on the legislative and policy framework
- Following the Grants Executive meeting on 17 September, in stage two, the review team will engage with stakeholders including a sample of Committee members, London Councils project staff, service users and beneficiaries, the managers of borough services that relate to the grants programme (eg, housing and sexual and domestic violence managers) and relevant London-wide bodies.

## Oversight: medium-term strategy

The autumn review will be one element of the Grants Committee's medium-term oversight of the programme. Within this, there are two options, set out in the table below.

	<b>Option 1: programme maintained at broadly current level to 2016-17 with subsequent continuation at some level (to be specified following decisions in 2015-16)</b>	<b>Option 2: programme maintained at broadly current level to 2015-16 and then at a reduced level in 2016-17 and beyond</b>
<b>Work stream</b>	Agreed review in autumn 2014. Continued, rigorous scrutiny in 2014-15 (year 2) and 2015-16 (year 3) using the commissioning and monitoring arrangements put in place by Committee in 2013. In early 2016, for agreement by late 2016, begin broader consideration of priorities and future budgets for 2017-18 and beyond.	Agreed review in autumn 2014. Further, more in-depth review in 2015-16 (year 3). Substantial changes to funding agreements for 2016-17 (year 4) would need to be agreed, consulted on with boroughs and a Equalities Impact Assessment carried out by autumn 2015.
<b>Opportunities</b>	London continues to benefit from provision targeted on acute pan-London need until end of current four-year programme (2016-17). Economies of scale for boroughs in joint London Councils programme because they do not have to create this provision separately in their areas. Projects not destabilised by continuous review.	Boroughs can rely on joint London Councils programme in 2014-15 and 2015-16. Economies of scale for boroughs in those years because they do not have to create this provision separately in their areas. Boroughs potentially able to reduce contributions into shared programme managed by London Councils in 2016-17.
<b>Risk</b>	All boroughs face hard choices due to Government funding cuts and continuing austerity, balanced against evidence that scheme is collectively investing in and delivering London wide priorities.	Projects may be destabilised by two reviews in two years and therefore a commitment beyond 2016-17 would be needed during 2015. Boroughs may have to recreate much of this provision in their areas because of nature of needs that the programme addresses (depending on what programmes get cut back). Diseconomies of scale and problems of co-ordination between boroughs.

## Securing future European Social Fund for Londoners

### Current ESF contribution

ESF is a programme of the European Commission that funds projects that tackle unemployment. Currently, London Councils is allocated c£4m of European Social Fund (ESF) per year, as an ESF 'co-financing organisation' (CFO). London Councils contributes £1m of this allocation to projects in the Grants Programme that tackle poverty through employment (see priority 3 above). ESF has to be 100% match funded by UK expenditure. The effect of this is that, for every £1 that a borough contributes to one of these projects, London Councils contributes a second £1 of ESF.

ESF, therefore a major part of the Programme. In addition, the remaining c£3m of ESF per year funds half of the costs of a further 63 projects in London that London Councils operates under separate arrangements with boroughs.

## Future ESF

At present, London Councils receives this ESF via the GLA. From 2015-16, the way ESF is distributed will change at national level. There will no longer be CFOs as there are at present. Instead, there will be two options for London Councils to secure ESF on behalf of the boroughs. London Councils will be able to:

1. Make a bid for ESF for a programme in London to the London Enterprise Panel (LEP), which will be co-ordinating ESF in London and/ or
2. Apply to the Big Lottery and/ or other, national ESF providers to manage all or part of its ESF programme in London.

These options are not mutually exclusive.

A new London Councils ESF programme, secured and delivered on behalf of the boroughs, would offer a number of substantial benefits. First, it would make a significant impact on worklessness at London level. This addresses the issue that, although London is a global economic dynamo, it has stubborn, high levels of worklessness. The current ESF-funded part of the Grants Programme (priority 3) is more effective at reaching those furthest from the workplace than other agencies, including DWP and the GLA, and does so at a lower unit cost.

Second, ESF programme management is a specialist area of work. London Councils has developed the required expert capacity. In addition, London Councils could provide economies of scale for the boroughs in programme application and management costs. Moreover, the LEP may find it politically and administratively convenient to deal with one organisation on behalf of boroughs.

London Councils officers will be pursuing both these options actively in the run-up to the new financial year in 2015-16. This will run in tandem with the autumn review of the grants programme.

# Annex C People consulted as part of review

Ola Badamosi – Paddington Development Trust

Tim Brodgen - London Voluntary Services Council

Cllr Stephen Carr – Leader, Bromley Council; Vice-Chair, Grants Committee, London Councils

Winston Castello – Lewisham Council

Steve Delaney – Urban Futures

Ross Diamond – Redbridge Council for Voluntary Services

David Farnsworth – City Bridge Trust

Sarbjit Ganger – Asian Women’s Resource Centre

Bob Green – Stonewall Housing

Lisa Greensill – London Voluntary Services Council

Marika van Harscamp – New Horizon Youth Centre

Samantha Mauger – Age UK London

Wesley Harcourt – Advice UK

Cllr Gerard Hargreaves – Cabinet Member for Voluntary Organisations and Resident Engagement, Royal Borough of Kensington and Chelsea; Member, Grants Executive, London Councils

Cllr Forhad Hussain, Cabinet Member for Commercial Opportunities, Deputy Cabinet Lead for Building Communities, Newham Council; Vice-Chair, Grants Committee, London Councils

Cllr Paul McGlone – Deputy Leader, Finance and Investment, Lambeth Council; Chair, Grants Committee, London Councils

Mehboob Khan – Political Adviser to the Labour Group, London Councils

Monica Needs – Barking and Dagenham Council

Gurmej Rihal – Hackney Council

Ben Tovey – Shelter

Cllr Simon Wales – Lead Member for Resources, Sutton Council; Vice-Chair, Grants Committee, London Councils

David Warner – Director, London Funders

# Notes

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- <sup>i</sup> Local Government Act 1985
- <sup>ii</sup> Minutes, meeting, Leaders' Committee, 12 June 2012
- <sup>iii</sup> Funding Agreement, paragraph 14.7
- <sup>iv</sup> Minutes, meeting, Grants Committee, 16 July 2014
- <sup>v</sup> <http://www.legislation.gov.uk/ukpga/1985/51/section/48>
- <sup>vi</sup> Section 48, Local Government Act 1985
- <sup>vii</sup> Treasury Solicitor, Judge Over Your Shoulder
- <sup>viii</sup> Minutes, meeting, Leaders' Committee, 12 June 2012
- <sup>ix</sup> Minutes, meeting, Leaders' Committee, 12 June 2012
- <sup>x</sup> Called voluntary organisations for short in this report except where it is necessary to distinguish between voluntary organisations and community organisations
- <sup>xi</sup> London Councils: London Key Facts and Statistics:  
<http://www.londoncouncils.gov.uk/londonfacts/default.htm?category=2>
- <sup>xii</sup> Section 48, Local Government Act 1985
- <sup>xiii</sup> <https://www.gov.uk/equality-act-2010-guidance>
- <sup>xiv</sup> <https://www.gov.uk/discrimination-your-rights/types-of-discrimination>
- <sup>xv</sup> Equality information and the equality duty: A guide for public authorities: 19 December 2011: Equality and Human Rights Commission
- <sup>xvi</sup> See section XX of this report
- <sup>xvii</sup> Minutes, meeting, Grants Committee, 5 November 2012
- <sup>xviii</sup> See section XX of this report
- <sup>xix</sup> The language is a little different for ESF-funded projects but the principles are the same
- <sup>xx</sup> London Councils Grant Agreement: Standard Conditions of Grant (12.19).
- <sup>xxi</sup> Commissioning Monitoring Arrangements, Item 5, Grants Committee, meeting on 20 February 2013.
- <sup>xxii</sup> These Primary Outcome Indicators (POIs) apply across the specification. Later in the process, the POIs are tailored to each project
- <sup>xxiii</sup> The process is open to all not-for-profit organisations that operate in London or would do so if they won the award. This is set out in section 48 of the Local Government Act 1985.
- <sup>xxiv</sup> At this stage, the Primary Outcome Indicators are tailored to each project
- <sup>xxv</sup> A change is significant if it would change the details in the Funding Agreement. Paragraph 49, Commissioning Monitoring Arrangements Policy
- <sup>xxvi</sup> Paragraph 49, Commissioning Monitoring Arrangements
- <sup>xxvii</sup> As required by ESF rules.
- <sup>xxviii</sup> <http://www.nao.org.uk/successful-commissioning/>
- <sup>xxix</sup> There is some duplication between these frameworks. We set them out in this section but remove the duplication in the sections that deal with the projects performance against outcomes and other measures of success
- <sup>xxx</sup>
- <sup>xxxi</sup> See section xx of this report
- <sup>xxxii</sup> <http://www.london.gov.uk/priorities/business-economy/championing-london/london-and-european-structural-funds/european-social-fund/regional-framework-2011-2013>
- <sup>xxxiii</sup> See *Commissioning and Monitoring Arrangements*:  
[http://www.londoncouncils.gov.uk/committees/agenda.htm?pk\\_agenda\\_items=5180](http://www.londoncouncils.gov.uk/committees/agenda.htm?pk_agenda_items=5180)
- <sup>xxxiv</sup> <http://www.londoncouncils.gov.uk/intranet/ourstructure/corporate/default.htm>
- <sup>xxxv</sup> Note that *People/ families successfully sustaining their tenancies for one year or more* is a primary outcome indicator for year 2
- <sup>xxxvi</sup> As above
- <sup>xxxvii</sup> As above
- <sup>xxxviii</sup> As above
- <sup>xxxix</sup> As above
- <sup>xl</sup> Equality Act 2010
- <sup>xli</sup> Protected equalities group data secured from 57,092 service users surveyed in annual period (2013-14).
- <sup>xlii</sup> ONS do not provide breakdown figures for 'individual' disabled protected equalities group.
- <sup>xliii</sup> ONS Census 2011: Ethnic Group breakdown is more extensive than London Council's grants survey ethnic group breakdown. Nomis:  
<http://www.nomisweb.co.uk/query/construct/submit.asp?forward=yes&menuopt=201&subcomp=>
- <sup>xliv</sup> This is a cumulative figure for White: English/Welsh/Scottish/Northern Irish and British.

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<sup>xlv</sup> This includes White ethnic groups which have not categorised themselves as White: English/Welsh/Scottish/Northern Irish/British. Includes White Irish, White Brazilian, White Nigerian, White Latin American.

<sup>xlvi</sup> As required by the establishing legislation: the Local Government Act 1985

<sup>xlvii</sup> <https://www.gov.uk/government/organisations/the-committee-on-standards-in-public-life>

<sup>xlviii</sup> <http://www.compactvoice.org.uk/about-compact>

<sup>xlix</sup> Published by the Cabinet Office: <http://www.nao.org.uk/successful-commissioning/general-principles/principles-of-good-commissioning/>  
<http://www.nao.org.uk/successful-commissioning/>





## Month 6 Revenue Forecast 2014/15

### Introduction

1. This is the second budget monitoring report to be presented to the Committee during the current financial year. The next report will be the three quarter-year figures for the year, which will be reported to the full Committee in February 2015.
2. The London Councils Grants Committee's income and expenditure revenue budget for 2014/15 was approved by the Leaders' Committee in November 2013, following recommendations by the Grants Committee.

### Variance from Budget

3. Table 1 below summarises the forecast outturn position for the Grants Committee:

**Table 1 –Summary Forecast**

	<b>M6 Actual</b>	<b>Budget</b>	<b>Forecast</b>	<b>Variance</b>
<b>Expenditure</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employee Costs	185	350	403	53
Running Costs	25	72	52	(20)
Central Recharges	58	86	117	31
<b>Total Operating Expenditure</b>	<b>268</b>	<b>508</b>	<b>572</b>	<b>64</b>
Research	-	12	-	(12)
Commissioned grants services	3,388	7,540	7,444	(96)
London Funders Group	60	60	60	-
ESF grant payments	1,542	1,880	2,027	147
One-off payment to boroughs	800	800	800	-
<b>Total Expenditure</b>	<b>6,058</b>	<b>10,800</b>	<b>10,903</b>	<b>103</b>
<b>Income</b>				
Borough contribution towards grant payments	(6,726)	(8,600)	(8,600)	-
Core Member Subscriptions	(300)	(400)	(400)	-
Government Grants	(272)	(1,000)	(1,044)	(44)
Interest on Investments	(8)	-	(8)	(8)
Other Income	-	-	-	-
Transfer from Reserves	(800)	(800)	(903)	(103)
<b>Total Income</b>	<b>(8,106)</b>	<b>(10,800)</b>	<b>(10,955)</b>	<b>(155)</b>
<b>Net Expenditure</b>	<b>(2,048)</b>	<b>-</b>	<b>(52)</b>	<b>(52)</b>

4. The projected surplus of £52,000, which is explored in more detail in the narrative below, is broadly split between the following:
  - A projected underspend of £83,208 in respect of borough funded commissioned services relating to 2014/15;
  - An underspend of £12,500 relating to a potential liability for 2011/12 which will now not be paid;
  - A projected overspend of £147,000 relating payments relating to the borough/DWP ESF programme, as the 2013-15 two year programme winds down to completion and slippage in respect of the first year is applied, offset by an increase in ESF grant of £44,000 and a transfer from reserves of £103,000; and

- A projected net overspend of £44,000 in respect of administration of commissions.

### Payments to Commissions – London Councils Programme

5. Table 2 below outlines the actual spend for the period 1 April to 30 September 2014 for the borough funded commissions, covering priorities 1,2 and 4.

**Table 2 – Actual Spend 1 April to 30 September – Priorities 1, 2, and 4**

<b>2014/15 budget (£)</b>	<b>Forecast payments 1 April to 30 September 2014 (£)</b>	<b>Actual Payments (£)</b>	<b>Projected Underspend (£)</b>	<b>Balance (£)</b>
7,504,981	3,752,496	2,488,002	83,208	1,181,286

6. Currently there is a known underspend of £83,208 for the period. The balance of payments on hold as at 30 September 2014 was £1,181,286. This relates to payments to 13 providers. A sum of £1,143,897 has been paid during the period 1-28 October 2014, leaving a residual sum of £37,389 to be paid in relation to the first quarter. This relates to a single organisation, for which work was required to determine the precise outturn position for 2013/14, which has necessitated delaying payments in respect of the current year.
7. During the course of closing the 2013/14 accounts, a single liability of £91,916 relating to an outstanding payment due to LVSC in respect of 2013/14 was set up, which has since been paid. A further amount of £12,500 was set in respect of a potential liability due to London and Partners in respect of the 2011/12 financial year, following correspondence received from the organisation in May 2014. However, having reviewed the position, this potential liability will now not be paid and the amount can be returned to underspend.
8. As part of the approved monitoring arrangement, officers will continue to review financial information relating to each project during the course of the year and the audited accounts at the end of the year. It is possible that underspend relating to this period will be identified later in the year, which will be reflected in the Month 9 budget monitoring report scheduled to come before the Committee in February 2015.

### Payments to Commissions – ESF Programme

9. There is a forecast gross overspend of £147,000 on the ESF co-financing programme as the 2013-15 programme moves towards completion and slippage relating to 2013/14 is applied. This will, however, be offset by an increase in ESF grant of £44,000, leaving a net deficit of £145,000, which will be met from borough contributions collected in 2013/14 and held in reserves.
10. In overall terms, therefore, there is a forecast net surplus on all grant payments of £96,000 for the year.

### Administration of Commissions

11. It is projected that salaries expenditure will overspend by £53,000 partly due to the 2% vacancy level not being achieved at this point in time plus additional resources covering 2 fte

staff currently on maternity leave. In addition, central recharge costs are estimated to overspend by £31,000 due to the change in accounting policy for the recharging of central overhead costs, as detailed in the financial outturn report for 2013/14 that was considered by this Committee in July 2014.

12. The projected overspend of £84,000 is offset by a projected underspend of £32,000 on other running costs and research, plus projected investment income of £8,000, making a net projected overspend position of £44,000.

### Committee Reserves

13. Table 3 below updates the Committee on the revised estimated level of balances as at 31 March 2015, if all current known liabilities and commitments are considered:

**Table 3– Analysis of Estimated Uncommitted Reserves as at 31 March 2015**

	<b>Borough</b>	<b>ESF</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Audited reserves as at 1 April 2014	1,177	773	1,950
One off payment to boroughs in 2014/15	(800)	-	(800)
Projected surplus/(deficit) for the year	52	-	52
Transfer from reserves	-	(103)	(103)
<b>Projected reserves as at 31 March 2015</b>	<b>429</b>	<b>670</b>	<b>1,099</b>
<b>Indicative total expenditure 2014/15</b>	<b>8,000</b>	<b>2,000</b>	<b>10,000</b>
<b>Forecast reserves as a % of indicative expenditure</b>	<b>5.4</b>	<b>33.5</b>	<b>11.0</b>

14. The above table illustrates that the Committee remains in a good position to manage the variations in the incidence of transactions in respect of the ESF co-financing programme, with a sum of £103,000 projected to be transferred from the £773,000 provision currently held in reserves to fund transactions in 2014/15. The projected residual sum of £670,000 held in reserves at the year-end effectively relates to borough contributions paid in advance in respect of previous financial years for ESF programmes.
15. Item 6 on this agenda reviews the current position in respect of all S.48 borough funded commissions, including those joint funded by ESF grant. In advance of the new S.48/ESF programme starting in the summer of 2015, this separate report makes recommendations as to the approach to be adopted in this interim period before the start of the new programme of S.48/ESF commissions. Recommendation 6 of this separate report requests that members extend the payments for the 10 projects under the Committee's Priority 3: Tackling poverty through employment for a further quarter covering the period 1 April to 30 June 2015, at a cost of £500,000, which would attract ESF grant of £250,000, leaving this Committee to fund the remaining £250,000. If members are minded to approve this funding extension, an option for funding this would be use a proportion of the uncommitted reserves of £670,000. Alternatively, the £250,000 could be funded from the proposed £1 million borough contributions towards the S.48 ESF programme in 2015/16, which forms part of the budget proposals for 2015/16, which are also subject to a separate report at Item 8 on this agenda. The Committee's preferred course of action will be subject to the approval of the Leaders' Committee when it considers the annual budget proposals and borough subscriptions on 9 December.
16. The new S.48/ESF programme is projected to start in the summer of 2015, under new funding arrangements whereby responsibility will be devolved to the LEP. By this time, all transactions relating to the 2013-15 two-year programme should be completed and the final

financial position determined. This small gap in continuity gives the Committee an opportunity to draw a line under all the previous funding arrangements and consider whether any residual ESF reserves should be returned to boroughs or continued to be held in reserves to support initiatives under the new funding regime.

## **Conclusions**

17. Projected total reserves of £1.099 million are forecast at the year-end, after considering the projected surplus of £52,000 for the year. A sum of £670,000 relates to borough contributions to fund future liabilities arising from ESF commissions. The residual sum of £429,000 held in reserves relates to the S.48 borough funded commissions, which equates to 5.4% of the £8 million commission budget. This figure currently exceeds the benchmark of £300,000 or 3.75% established by this Committee in September 2013.

## **Recommendations**

18. Members are asked to :

- note the projected surplus of £52,000 for the year;
- note the potential options for use of residual reserves in respect of the S.48/ESF programme of commissions; and
- note the projected level of Committee reserves, as detailed in paragraphs 13-16 of this report and the commentary on the financial position of the Committee included in paragraph 17.

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## **Financial Implications for London Councils**

As detailed in report

## **Legal Implications for London Councils**

None

## **Equalities Implications for London Councils**

None

## **Background Papers**

London Councils Budget working papers 2014/15

London Councils Income and Expenditure Forecast File 2014/15

# London Councils Grants Committee

## London Councils Grants Scheme - Item no: 8 Budget Proposals 2015/16

**Report by:** Frank Smith                      **Job title:** Director of Corporate Resources  
**Date:** 26 November 2014  
**Contact Officer:** Frank Smith  
**Telephone:** 020 7934 9700                      **Email:** Frank.smith@londoncouncils.gov.uk

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**Summary**                      This report considers the proposed budget for the Grants Scheme for 2015/16 and makes a recommendation to the Committee on the appropriate level to recommend to constituent councils for approval, subject to the agreement of the overall budget by Leaders' Committee.

**Recommendations**                      Subject to the agreement of London Councils Leaders' Committee on 9 December 2014, that Members agree:

- an overall level of expenditure of £10 million for the Grants Scheme in 2015/16 (inclusive of £2 million gross ESF programme), the same level as the current year;
- that taking into account the application of £1 million ESF grant, borough contributions for 2015/16 should be £9 million;
- that further to the recommendations above, constituent councils be informed of the Committee's recommendation and be reminded that further to the Order issued by the Secretary of State for the Environment under Section 48 (4A) of the Local Government Act 1985, if the constituent councils have not reached agreement by the two-thirds majority specified before 1 February 2015 they shall be deemed to have approved expenditure of an amount equal to the amount approved for the preceding financial year (i.e. £10 million);
- that constituent councils be advised that the apportionment of contributions for 2015/16 will be based on the ONS mid-year population estimates for June 2013; and
- that subject to the approval of an overall level of expenditure, the Committee agrees to set aside a provision of £555,000 for costs incurred by London Councils in providing staff and other support services to ensure delivery of the Committee's "making of grants" responsibilities, including ESF administration of £120,000.

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# London Councils Grants Scheme - Budget Proposals 2015/16

## Introduction

1. This report details the indicative overall budget requirement for the London Boroughs Grants Scheme for 2015/16 of £10 million, the same level as for 2014/15, comprising:
  - The cost of the borough scheme of priority, pan-London commissioned services of £8 million, which includes the cost of administering the borough scheme, equating to £435,000 or 5.44% (4.44% excluding central recharges) of the proposed grants programme of £8 million plus the membership subscriptions for boroughs for London Funders of £60,000; and
  - The gross cost of the ESF programme of £2 million, including £120,000 administration costs, offset by ESF grant of £1 million, leaving a net cost of £1 million to be funded by boroughs.
2. The proposed total expenditure budget of £10 million will be funded by borough contribution of £9 million and ESF grant income of £1 million.
3. The Committee will need to reach a view on both the appropriate overall level of expenditure and to recommend the budget to constituent Councils, subject to approval of the overall budget by the Leaders' Committee on 9 December 2014.

## Approval of Expenditure

4. The statutory basis of the Grants Scheme is Section 48, Local Government Act 1985. Constituent councils agreed to some changes to the operation of the Scheme as part of the establishment of the new ALG on 1 April 2000: these changes mean that the budget for the London Councils Grants Scheme must be approved by the London Councils Leaders' Committee. This will need to happen before any budget that is recommended to constituent councils by the Grants Committee can be formally referred to them as a basis for consideration in their respective council chambers.
5. The recommendations of the Grants Committee will be reported to Leaders' Committee, which will be considering the budget for the London Councils Grants Scheme for 2014/15 at its 9 December 2014 meeting. If Leaders do not accept the recommendations of the Grants Committee, and instead agree to recommend a different budget figure to Boroughs, the Grants Committee will need to meet urgently to consider the implications for the Grants programme.
6. Section 48(3) of the Local Government Act 1985 requires that at least two-thirds of the constituent councils in Greater London must approve the proposed overall level of expenditure on grants to voluntary organisations and other costs incurred in "the making of grants". This is not a decision that can be delegated to the Grants Committee although that Committee is able to make decisions with regard to allocation of that expenditure once overall expenditure has been approved. This means that when the Committee decides on an overall level of expenditure, subject to the agreement of the London Councils Leaders' Committee, it will recommend it to the London Boroughs and the Cities of London and Westminster and at least 22 of them must agree through their respective decision-making arrangements to ratify and give effect to that overall level of expenditure. Once 22 councils have given their approval, the overall level of expenditure and contributions to it are binding on all constituent councils.

## Timing of Decisions

7. The Committee needs to make its recommendation in good time so that constituent councils are able to consider the budget proposal within their own decision-making arrangements and make a response within the timescales laid down for the Scheme. The Scheme approved by the boroughs provides that constituent councils shall be asked to agree to the Committee's recommended level of overall expenditure not later than the third Friday in January, in this case 16 January 2015. All constituent councils will have received copies of this report and will be informed of the Committee's recommendation as to overall expenditure for next year, once the decision has been taken.
8. The City of London Corporation has been the Designated Council for the Scheme since 1 February 2004. Bearing in mind the issues raised above, it is essential for the Committee make a recommendation today, to provide sufficient time for constituent councils to consider the matter before the 1 February deadline, and enable the City of London Corporation to approve the levy on constituent councils by the deadline of 15 February 2015.
9. In the event that constituent councils are unable to reach agreement by the two-thirds majority required on an overall level of expenditure before 1 February 2015 the Secretary of State for Communities and Local Government has powers to intervene and set the budget at the same level as the preceding year. Section 105 of the Local Government Finance Act 1992 inserted a new sub-section (4A) into section 48 of the Local Government Act 1985 which states that:

*"4A. The Secretary of State may by order provide that if -*

- *a scheme requires the total expenditure to be incurred under the scheme in any financial year \_
  - *in the making of grants; and*
  - *in the discharging by the designated council of its functions under the scheme, to be approved in accordance with the scheme by some or all of the constituent councils; and**
- *the total expenditure to be incurred in any financial year is not approved as required by the scheme before such date as may be specified in relation to that financial year in the order, the constituent councils shall be deemed, subject to any order which has been or may be made under subsection (5) below, all to have given their approval for that financial year to total expenditure of an amount equal to the amount that was approved or, as the case may be, deemed to have been approved for the preceding financial year".*

## Contributions by constituent councils

10. Section 48(3) of the 1985 Act provides that the amount of contributions to the London Councils Grants Scheme shall be determined so that expenditure is borne by constituent councils in proportion to the population of their respective areas. Section 48(4) of the 1985 Act states that the population of any area shall be the number estimated by the Registrar-General and certified by him to the Secretary of State.

11. Under The Levying Bodies (General) Regulations 1992, arrangements made under section 48 of the 1985 Act (and also section 88) use total resident population as the means of apportionment and it is no longer necessary for the Registrar General to certify the estimates. The Regulations came into force on 11 December 1992. Regulation 6(8) is of particular importance, stating that:

*"A levying body shall secure that the expenses to be met by levies issued by it under these Regulations by reference to the relevant precepting power conferred by section 48 or 88 of the Local Government Act 1985 are borne by the relevant authorities in a proportion calculated by reference to the total resident population of the area of each relevant authority on 30th June in the financial year beginning two years before the beginning of the financial year in respect of which the levy is issued, as estimated by the Registrar General."*

12. The Designated Council is defined as a levying body further to Sections 74 and 117 of the Local Government Finance Act 1988, which means that the levy will have to be approved formally at a meeting of the Court of Common Council of the Designated Council before the payment requests are sent to constituent councils. The Court of Common Council will consider this matter before the deadline of 15 February 2015. The Levying Bodies (General) Regulations 1992 then require the approved levy to be sent out to constituent councils by 15 February in any year. The term levy refers both to the total contributions from constituent councils and to the apportionment of that total between them.

### Summary Timetable

13. To summarise, the timetable for the approval of the budget for 2015/16 is expected to be as follows:

Date	Action
20 November 2014	London Councils Executive to consider the overall budget and subscription proposals for London Councils for 2015/16.
26 November 2014	Grants Committee considers proposed budget and borough contributions for 2015/16 detailed in this report and makes recommendations to Constituent Councils, subject to approval of Leaders' Committee
9 December 2014	Leaders' Committee is asked to approve the level of budget and borough contributions for 2015/16, as recommended by the Grants Committee on 26 November
10-12 December 2014	Constituent Councils formally notified of the approved level of budget and borough contributions for 2015/16
15 December 2014 – 31 January 2015	Constituent Councils to individually ratify the overall level of expenditure for 2015/16 through their respective decision-making arrangements
1-15 February 2015	The City of London Corporation, as the Designated Councils for the Grants Scheme, approves the levy for 2015/16 on Constituent Councils
15 February 2015	Constituent Councils informed of level of approved expenditure and borough contributions for 2015/16

### Budget Proposal for 2015/16

14. Appendix A to this report sets out detailed information relating to the proposed budget for 2014/15. The budget assumes:

- A core, pan-London scheme of services to meet agreed service priorities of £7.565 million, which includes the membership subscriptions for boroughs for London Funders of £60,000;
- An additional gross sum of £1.88 million relating to a continuance of the current ESF grants programme;
- An indicative gross grant payments budget of £9.445 million, compared to £9.48 million for the current year.
- In addition to the indicative gross grant payments budget of £9.445 million, the proposal includes a provision for grants administration of £555,000. This comprises of 5.44% (4.44% excluding central recharges) of the boroughs grants budget of £8 million, amounting to £435,000, plus 5.99% of the £2 million gross ESF programme, amounting to £120,000. The increase in the level of administration costs of £35,000 is attributable to the need to reflect the actual cost of the revised monitoring arrangements that came into effect in April 2013.

### **Administration of Commissions**

14. The staffing costs figures within the proposed 2015/16 budget options reflects all of these posts, together with the apportionment of time spent on Grants Committee activities by other London Councils staff, such as Grants Committee servicing and Public Affairs. The staffing budget also includes a £10,000 provision for maternity cover and the vacancy level of 2%.
15. In terms of dedicated staff, the overall number of staff is 5.06 fte posts (5.11fte 2013/14) split between the S.48 programme of 4.20 fte posts (4.25) and 0.86 fte posts (0.87) dealing with the ESF programme.
16. In addition, an apportionment of time spent by Corporate Resources, Corporate Governance other than Committee Servicing, the Chief Executive's office, and London Councils Political Advisors are included in the central recharges figure for supporting the Committee's functions, as well as a notional rental figure for office space occupied at Southwark Street. As detailed in the report on the financial results for 2013/14 that was presented to this Committee in July 2014, a change in London Councils accounting policies for recharging central overhead costs during 2013/14 has led to an increase in overall costs charged to the Committee, which for 2015/16 is estimated to be £16,000. The purpose of the review was to establish a methodology for apportioning central cost in a more relevant and equitable manner that is free from the risk of cross subsidisation of funding streams and externally funded projects. This revised methodology was tested and signed off as fit for purpose by the external auditors during the course of the audit of the 21013/14 accounts, which was concluded in September 2014.

17. All estimates of administration expenditure levels have previously been based upon a threshold of 5% of the budget for payments to commissions in respect of the borough funded S.48 scheme, as agreed by Grants Committee in the review of non-grants expenditure levels conducted in early 2009. However, it is clear from a review of staffing costs during 2013/14 and in the current year that it is becoming increasingly difficult to contain all administrative costs within the 5% envelope, especially after the introduction of the new monitoring arrangements were introduced in April 2013 and the increase in recharges, as detailed in paragraph 19 below. As a result, it is proposed to vire £35,000 of uncommitted funds from the S.48 budget for payments to commissions to cover the estimated shortfall in administrative costs. This leads to a proposed administration costs for the S.48 payments of £435,000 for 2015/16, compared to £400,000 for the current year, which equates to 5.44% of the proposed £8 million programme. If central recharge costs of £80,000 are excluded, the amount reduces to £355,000, or 4.44%.
18. For the ESF programme, the claimable amount is limited to 5.99% of the total budget as stated in the DWP EPMU guidelines, equating to £120,000. Total administration costs for 2015/16 are, therefore, estimated to be £555,000, compared to £520,000 for 2014/15.

## **ESF Grant Income**

19. The proposed budget includes gross expenditure of £2m million on activities commissioned under London Councils approved priorities, including administration costs of £120,000, which attracts grant income at 50% as a consequence of London Councils status as one of London's ESF co-financing bodies, thus reducing the net cost of this activity to £1 million. Both the gross expenditure and the ESF income it attracts are reflected in Appendix A.

## **2014/15 Outturn Projections**

20. The Month 6 forecast report is included as a separate report on this agenda and highlights projected surplus of £52,000 in total for 2014/15, reflecting:
- A projected underspend of £83,208 in respect of borough funded commissioned services relating to 2014/15;
  - An underspend of £12,500 relating to a potential liability for 2011/12 which will now not be paid;
  - A projected overspend of £147,000 relating payments relating to the borough/DWP ESF programme, as the 2013-15 two year programme winds down to completion and slippage in respect of the first year is applied, offset by an increase in ESF grant of £44,000 and a transfer from reserves of £103,000; and
  - A projected net overspend of £44,000 in respect of administration of commissions.

## **Use of Reserves**

21. Audited reserves at the end of March 2014 were £1.95 million, inclusive of £773,000 relating to ESF programme slippage. The current position on Committee reserves is shown in the table below, which takes on board projected underspends from the current year (refer paragraph 20).

	<b>Borough</b>	<b>ESF</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Audited reserves as at 1 April 2014	1,177	773	1,950
Proposed one-odd payment to boroughs 2014/15	(800)	-	(800)
Transfer from reserves	-	(103)	(103)
Projected surplus/(deficit) for the year	52	-	52
<b>Projected reserves as at 31 March 2015</b>	<b>429</b>	<b>670</b>	<b>1,099</b>
<b>Indicative total expenditure 2015/16</b>	<b>8,000</b>	<b>2,000</b>	<b>10,000</b>
<b>Forecast reserves as a % of indicative expenditure</b>	<b>5.4</b>	<b>33.5</b>	<b>11.0</b>

22. Following discussions at the Grants Executive meeting in September 2013, it was agreed that it would be appropriate to retain a minimum level of reserves £300,000 to support the future borough programme of approximately £8 million. This equates to 3.75% of the programme value. The projected residual level of reserves as at 31 March 2015, of £429,000, or 5.4% of the borough programme, therefore, clearly achieves this revised reserves benchmark. For the ESF programme, reserves attributable to this area of the programme continue to accumulate due to slippage and are therefore likely to be fully utilised in the subsequent years – effectively acting as an earmarked reserve, so benchmarking a desirable level of future reserves is not appropriate. As detailed in Item 6 on this agenda, there is a proposal to continue funding the 10 ESF commissions for a further quarter for the period April-June 2015. Dependent on the Committee's view on this proposal, any recommendations will be put before the Leaders' Committee on 9 December for final approval.

23. In addition as detailed in the month 6 revenue forecast report at Item 7 on this agenda, members may wish to give some consideration as to how the residual S.48/ESF reserves should be applied once all transactions relating to the 2013-15 programme of commissions are finalised in the summer of 2015, before the start of the new ESF funding arrangements that have been devolved to the LEP.

## **Borough Contributions**

24. Paragraphs 10 to 12 of this report set out the legal position relating to contributions payable by constituent councils to the London Councils Grants Scheme. Contributions for 2015/16 have been calculated using the ONS mid-year population estimates for June 2013 and are set out in Appendix B.

## **Summary**

25. This report considers the proposed budget for the Grants Scheme for 2015/16 and makes a recommendation to the Committee on the appropriate level to recommend to constituent councils for approval, subject to the agreement of the overall budget by Leaders' Committee. Specifically, the report proposes to continue with an overall level of expenditure in 2015/16 of £10 million, which requires borough contributions of £9 million (refer to Appendix B).

## **Recommendations**

26. Subject to the agreement of London Councils Leaders' Committee on 9 December 2014, that Members agree:

- an overall level of expenditure of £10 million for the Grants Scheme in 2015/16 (inclusive of £2 million gross ESF programme), the same level as the current year;
- that taking into account the application of £1 million ESF grant, borough contributions for 2014/15 should be £9 million;
- that further to the recommendations above, constituent councils be informed of the Committee's recommendation and be reminded that further to the Order issued by the Secretary of State for the Environment under Section 48 (4A) of the Local Government Act 1985, if the constituent councils have not reached agreement by the two-thirds majority specified before 1 February 2015 they shall be deemed to have approved expenditure of an amount equal to the amount approved for the preceding financial year (i.e. £10 million);
- that constituent councils be advised that the apportionment of contributions for 2015/16 will be based on the ONS mid-year population estimates for June 2013; and
- that subject to the approval of an overall level of expenditure, the Committee agrees to set aside a provision of £555,000 for costs incurred by London Councils in providing staff and other support services to ensure delivery of the Committee's "making of grants" responsibilities, including ESF administration of £120,000.

## **Appendices**

Appendix A – Proposed revenue income and expenditure budget 2015/16;

Appendix B – Proposed borough subscriptions 2015/16;

## **Background Papers**

Grants Committee Budget Working Papers 2014/15 and 2015/16;

Grants Committee Final Accounts Working Papers 2013/14;

Grants Committee Revenue Budget Forecast Working Papers 2014/15; and

London Councils Consolidated Budget Working Papers 2014/15 and 2015/16.

**Grants Committee Income and Expenditure Budget 2015/16**

Expenditure	Revised Budget 2014/15 £000	Developments £000	Inflation £000	Original Budget 2015/16 £000
<b>Payments in respect of Grants</b>				
London Councils Grants Programme	7,540	-35	0	7,505
Membership Fees to London Funders (for all boroughs)	60	0	0	60
European Social Fund Co-Financing	1,880	0	0	1,880
<b>Sub-Total</b>	<b>9,480</b>	<b>-35</b>	<b>0</b>	<b>9,445</b>
<b>Operating (Non-Grants) Expenditure</b>				
<b>Contractual Commitments</b>				
External audit fees	2	0	0	2
CoL Finance/Payroll/Legal SLA	13	0	0	13
GLE ESF Management Fee	0	0	0	0
Maintenance of GIFTS Grants IT system	10	0	0	10
	<b>25</b>	<b>0</b>	<b>0</b>	<b>25</b>
<b>Salary Commitments</b>				
Officers	321	25	3	349
Members	19	0	0	19
Maternity provision	10	0	0	10
	<b>350</b>	<b>25</b>	<b>3</b>	<b>378</b>
<b>Discretionary Expenditure</b>				
Staff training/recruitment advertising	6	0	0	6
Staff travel	2	0	0	2
Supplies and service	39	3	0	42
Research	12	-12	0	0
	<b>59</b>	<b>-9</b>	<b>0</b>	<b>50</b>
One-off payment to boroughs	800	-800	0	0
<b>Total Operating Expenditure</b>	<b>1,234</b>	<b>-784</b>	<b>3</b>	<b>453</b>
<b>Central Recharges</b>	<b>86</b>	<b>16</b>	<b>0</b>	<b>102</b>
<b>Total Expenditure</b>	<b>10,800</b>	<b>-803</b>	<b>3</b>	<b>10,000</b>
<b>Income</b>				
<b>Core borough subscriptions</b>				
Contribution to grant payments	8,600	0	0	8,600
Contribution to non-grants expenditure	400	0	0	400
	<b>9,000</b>	<b>0</b>	<b>0</b>	<b>9,000</b>
<b>Other Income</b>				
ESF Income	1,000	0	0	1,000
	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>1,000</b>
<b>Transfer from Reserves</b>	<b>800</b>	<b>-800</b>	<b>0</b>	<b>0</b>
<b>Central Recharges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Income</b>	<b>10,800</b>	<b>-800</b>	<b>0</b>	<b>10,000</b>
<b>Net Expenditure</b>	<b>0</b>	<b>3</b>	<b>-3</b>	<b>0</b>

## Borough Subscriptions 2015/16

ONS Mid-2012 Estimate of Population ('000)	%	2014/15 Base Borough Contribution (£)		ONS Mid-2013 Estimate of Population ('000)	%	2015/16 Base Borough Contribution (£)	Base Difference from 2014/15 (£)
<b>Inner London</b>							
224.96	2.71%	243,687	Camden	229.70	2.73%	245,610	1,923
7.60	0.09%	8,233	City of London	7.60	0.09%	8,126	-106
260.07	3.13%	281,720	Greenwich	264.00	3.14%	282,286	566
252.12	3.03%	273,108	Hackney	257.40	3.06%	275,229	2,121
179.85	2.16%	194,822	Hammersmith and Fulham	178.70	2.12%	191,078	-3,744
211.05	2.54%	228,619	Islington	215.70	2.56%	230,640	2,022
155.93	1.88%	168,910	Kensington and Chelsea	155.60	1.85%	166,378	-2,533
310.20	3.73%	336,023	Lambeth	314.20	3.73%	335,963	-60
281.56	3.39%	304,998	Lewisham	286.20	3.40%	306,024	1,025
293.53	3.53%	317,965	Southwark	298.50	3.55%	319,175	1,211
263.00	3.17%	284,893	Tower Hamlets	272.90	3.24%	291,802	6,909
308.31	3.71%	333,975	Wandsworth	310.80	3.69%	332,327	-1,648
223.86	2.69%	242,495	Westminster	226.80	2.69%	242,509	14
<b>2,972.04</b>	<b>35.77%</b>	<b>3,219,447</b>		<b>3,018.10</b>	<b>35.86%</b>	<b>3,227,147</b>	<b>7,700</b>
<b>Outer London</b>							
190.56	2.29%	206,423	Barking and Dagenham	194.40	2.31%	207,865	1,442
363.96	4.38%	394,258	Barnet	369.10	4.39%	394,666	408
234.27	2.82%	253,772	Bexley	236.70	2.81%	253,095	-677
314.66	3.79%	340,854	Brent	317.30	3.77%	339,278	-1,576
314.04	3.78%	340,182	Bromley	317.90	3.78%	339,919	-263
368.89	4.44%	399,598	Croydon	372.80	4.43%	398,622	-976
340.67	4.10%	369,029	Ealing	342.50	4.07%	366,223	-2,806
317.28	3.82%	343,692	Enfield	320.50	3.81%	342,699	-993
258.91	3.12%	280,463	Haringey	263.40	3.13%	281,644	1,181
242.38	2.92%	262,557	Harrow	243.40	2.89%	260,259	-2,298
239.73	2.89%	259,686	Havering	242.10	2.88%	258,869	-817
281.76	3.39%	305,215	Hillingdon	286.80	3.41%	306,665	1,450
259.05	3.12%	280,615	Hounslow	262.40	3.12%	280,575	-40
163.91	1.97%	177,555	Kingston upon Thames	166.80	1.98%	178,353	799
202.22	2.43%	219,054	Merton	203.20	2.41%	217,275	-1,779
314.08	3.78%	340,226	Newham	318.20	3.78%	340,240	14
284.62	3.43%	308,313	Redbridge	288.30	3.43%	308,269	-44
189.14	2.28%	204,885	Richmond upon Thames	191.40	2.27%	204,657	-228
193.63	2.33%	209,749	Sutton	195.90	2.33%	209,469	-280
262.57	3.16%	284,428	Waltham Forest	265.80	3.16%	284,211	-217
<b>5,336.33</b>	<b>64.23%</b>	<b>5,780,553</b>		<b>5,398.90</b>	<b>64.14%</b>	<b>5,772,853</b>	<b>-7,700</b>
<b>8,308.37</b>	<b>100.00%</b>	<b>9,000,000</b>	<b>Totals</b>	<b>8,417.00</b>	<b>100.00%</b>	<b>9,000,000</b>	<b>0</b>