



Community & Children's Services Committee

Date: FRIDAY, 8 APRIL 2016
Time: 11.30 am
Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

Members:

Dhruv Patel (Chairman)	Deputy Catherine McGuinness
Randall Anderson	Brian Mooney
Alex Bain-Stewart	Gareth Moore
Deputy John Barker	Deputy Alastair Moss
Revd Dr William Campbell-Taylor	Barbara Newman
Deputy Billy Dove	Deputy Joyce Nash
Revd Dr Martin Dudley	Emma Price
Emma Ephem	Chris Punter
John Fletcher	Adam Richardson
Deputy Bill Fraser	Delis Regis
Marianne Fredericks	Deputy Elizabeth Rogula
Alderman David Graves	Virginia Rounding
Deputy the Revd Stephen Haines	James Tumbridge
Ann Holmes	Michael Welbank
Deputy Henry Jones	Mark Wheatley
Alderman Sir Paul Judge	Philip Woodhouse
Professor John Lumley	James de Sausmarez

Co-opted Members: Laura Jorgensen

Enquiries: Natasha Dogra tel. no.: 020 7332 1434
Natasha.Dogra@cityoflondon.gov.uk

Lunch will be served in Guildhall Club at the rising of the Committee.

N.B. Part of this meeting may be subject to audio visual recording.

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Reports

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the minutes of the previous Committee meeting.

For Decision
(Pages 1 - 6)
4. **APPOINTMENT OF A SCHOOL GOVERNOR: SIR JOHN CASS SCHOOL**
To appoint a LA School Governor to the Sir John Cass Primary School for a three year term.

For Decision
5. **PRESENTATION: WESTMINSTER DRUGS PROJECT**

For Information
6. **INCOME GENERATION - REPORT OF A CROSS-CUTTING SERVICE BASED REVIEW**
Report of the Chamberlain.

For Decision
(Pages 7 - 18)
7. **STUDY PANEL: THE CITY'S ROLE IN SUPPORTING EMPLOYABILITY AMONG YOUNG PEOPLE IN LONDON**
Report of the Director of Economic Development.

For Information
(Pages 19 - 22)
8. **DEVELOPING A FRAMEWORK FOR THE CITY CORPORATION'S WORK ON EMPLOYABILITY**
Report of the Director of Economic Development.

For Information
(Pages 23 - 26)
9. **COMMUNITY AND CHILDREN'S SERVICES BUSINESS PLAN: QUARTER 3 UPDATE**
Report of the Director of Community and Children's Services.

For Information
(Pages 27 - 40)

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

12. **EXCLUSION OF THE PUBLIC**

MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Reports

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous Committee meeting.

For Decision
(Pages 41 - 44)

14. **SUPPORT FOR THE RESETTLEMENT OF SYRIAN REFUGEES**

Report of the Director of Community and Children's Services.

For Decision
(Pages 45 - 50)

15. **POTENTIAL VENUES FOR THE INITIAL RELOCATION OF ADULT SKILLS AND EDUCATION SERVICES (ASES)**

Report of the Director of Community and Children's Services.

For Decision
(Pages 51 - 72)

16. **PROVISION OF ADDITIONAL SOCIAL HOUSING - GATEWAY 3/4 (OUTLINE OPTIONS APPRAISAL)**

Report of the Director of Community and Children's Services.

For Decision
(Pages 73 - 82)

17. **DELIVERY OF NEW HOMES - OUTCOME OF FEASIBILITY STUDY AND NEXT STEPS**

Report of the Director of Community and Children's Services.

For Decision
(Pages 83 - 92)

18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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COMMUNITY & CHILDREN'S SERVICES COMMITTEE

Friday, 12 February 2016

Minutes of the meeting of the Community & Children's Services Committee held at Committee Rooms, West Wing, Guildhall on Friday, 12 February 2016 at 11.30 am

Present

Members:

Dhruv Patel (Chairman)	Alderman Sir Paul Judge
Gareth Moore (Deputy Chairman)	Professor John Lumley
Randall Anderson	Deputy Catherine McGuinness
Deputy John Barker	Barbara Newman
Emma Edhem	Deputy Joyce Nash
John Fletcher	Virginia Rounding
Deputy Bill Fraser	James de Sausmarez
Alderman David Graves	James Tumbridge
Deputy the Revd Stephen Haines	Michael Welbank
Ann Holmes	Laura Jørgensen

In Attendance:

Tim Wilson

Officers:

Natasha Dogra	- Town Clerk's Department
Ade Adetosoye	- Director, Community and Children's Services
Neal Hounsell	- Department of Community and Children's Services
Gerald Mehrtens	- Department of Community and Children's Services
Chris Pelham	- Department of Community and Children's Services
Jacquie Campbell	- Department of Community and Children's Services
Paul Murtagh	- Department of Community and Children's Services
Davina Lilley	- Department of Community and Children's Services
Simon Cribbens	- Department of Community and Children's Services
Sarah Greenwood	- Department of Community and Children's Services
Leila Ben-Hassel	- Department of the Built Environment
Simon Glynn	- Department of the Built Environment

1. APOLOGIES

Apologies had been received from Dr William Campbell Taylor, Deputy Billy Dove, Dr Martin Dudley, Marianne Fredericks, Deputy Henry Jones, Alderman Sir Paul Judge, Emma Price, Chris Punter, Adam Richardson, Delis Regis, Elizabeth Rogula, Patrick Streeter, Mark Wheatley and Philip Woodhouse.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

Mr Gareth Moore declared an interest in all housing matters as he was a tenant on the Golden Lane Estate.

3. **MINUTES**

A Member requested that his query regarding the list of accuracy of the Committee Members included in the Terms of Reference be added to the minutes of the previous meeting.

A Member also queried the minute regarding the Mais House Residents Consultation and agreed to discuss this with the Town Clerk following the meeting.

Resolved – that the minutes were agreed as an accurate record subject to the above amendments.

Matters Arising:

London Small Business Centre Proposal Approval

Members were informed that the London Small Business Centre had been unable to raise the monies required for refurbishment and the shop unit at Gravel Lane was therefore being advertised as a commercial property by the City Surveyor. However, if in the future the centre was able to raise the funds required the City would reconsider their proposal.

Sheltered Housing Review Phase 2

Officers informed Members that following the previous Committee meeting some residents of Mais House had formed an Action Group and wished the Members to know that they planned to challenge the Committee's decision. A letter and a circular submitted to Officers was circulated to Committee Members. Members noted the communications and advised that Officers should continue with the decanting programme to find alternative homes for the residents of Mais House. Members further noted that it was in the best interests of residents to proceed with this work now, rather than waiting for plans for the site to be progressed.

4. **PRESENTATION: SPICE UPDATE**

Members received a presentation regarding the City of London Time Credits Programme and noted the following:

- 51 local groups and services using Time Credits.
- 763 members across Square Mile & City of London Housing – 44% new to volunteering.
- Almost 15,000 Time Credits had been earned.
- A local spend network of 20 partners available at 30 venues plus community opportunities.

In response to a query regarding the use of Time Credits in the City's Open Spaces, Officers informed Members that the Friends of the City Gardens volunteers were already taking advantage of the Time Credits programme. Members agreed that the scheme should involve volunteers further afield in Burnham Beeches and Epping Forest; Officers agreed to action this point with colleagues in the Open Spaces directorate.

The Committee thanked Officers for the presentation. Members were informed that the Spice scheme was due to celebrate its 4th anniversary and Members were invited to attend the celebrations on 23rd February 2016.

RESOLVED – that the update be received.

5. **ALDGATE ARTS EVENTS AND PLAY STRATEGY**

The Committee received regarding the Aldgate Arts Event and Play Strategy and noted that the programme was an emerging work stream of the Aldgate Gyratory highways and public realm enhancement project and had an approved budget of 96K.

The programme had been conceived to reduce anti-social behaviour and improve perceptions of safety through the creation of vibrant and active spaces. It would enhance the City's cultural offer and provide opportunities to improve health and well-being for residents and workers. It also aimed to attract visitors and grow the local economy. In so doing the programme supported several of the Corporation's policies and aims.

Members were informed that to deliver the quality of programme that can meet the Corporation's aims, additional external funding would be required. A funding model was being developed to determine the best approach however this was likely to include income generated by offering the Aldgate open spaces to appropriate mainstream event organisers.

RESOLVED – That the update be received.

6. **UPDATE ON ROUGH SLEEPERS**

The Committee received a report regarding the number of rough sleepers in the City of London. Members noted that the count for January 2016 was 35; the number counted in January 2015 was 31.

Members noted that the City outreach team continued to implement monthly counts. Members noted that the counts were just a snapshot of the number of rough sleepers on the City's streets. They provided an opportunity to gather intelligence about who was actually sleeping out on any given night. The indicators, as with all inner London boroughs, suggested that rough sleeping was on the rise, although the national count in November was slightly lower than the previous year. There was no count in December as the outreach team were running a pop-up hub and focused on referring clients to Crisis at Christmas.

Officers informed Members that the City's relationship with ICE was fluctuating and Members agreed that the relationship would benefit from a letter signed by the Chairman of the Committee to the relevant Minister. Officers in the Community and Children's Services Department agreed to action this prior to the next Committee meeting.

RESOLVED – that the update be received.

7. **HOUSING STOCK VALUATION DATA**

The Committee received information provided by the City of London Corporation to the Government setting out the value, size and turnover within the City of London Corporation's local authority housing stock. It will inform the Government's calculation of an annual payment to be made to the Government based on the total value of high-value local authority housing likely to fall vacant during the year.

Members noted that the City Surveyor's Department had provided the vacant property market value of the City of London Corporation general needs stock at 31 March 2015. The total value of these homes was estimated to be £672,365,500. Values of individual homes range from £150,000 for the smallest studio flats through to £1,490,000 for the largest homes at Horace Jones House. The average value was £392,500.

RESOLVED – that the update be received.

8. **ALDGATE PROJECT - PAVILION**

The Committee noted that as part of the Aldgate Project aimed at enhancing the Aldgate gyratory a new public space would be created on the highway to form a new square, and a Pavilion would be provided on the new square utilising redundant pedestrian highway structures under the space. This was in accordance with the proposals approved by the Court of Common Council in 2014 as part of the Aldgate Highway Changes and Public Realm Improvement Project.

RESOLVED – That Members:

Noted that the Stopping-Up Order in relation to the highway upon which the Aldgate Pavilion is to be constructed is being progressed under the Town Clerk's delegated authority.

Approved the appropriation of the proposed Aldgate Pavilion from the Planning and Transportation Committee to the control of the Community and Children's Services Committee upon completion of its construction subject to both stopping-up being obtained and the Terms of Reference of the Committee being amended.

Community and Children's Services Committee amend their Terms of Reference by addition of the provision: "to be responsible for the management of the Aldgate Pavilion".

Approved the granting of delegated authority to the Director of Community and Children's Services in consultation with the City Surveyor and the Comptroller and City Solicitor where necessary to undertake the letting and management of the Aldgate Pavilion as a social enterprise following its construction.

9. **COMMUNITY AND CHILDREN'S SERVICES DEPARTMENTAL RISK REGISTER 2015/2016 UPDATE**

The Committee noted an update on the management of risks faced by the Department of Community and Children's Services.

Members noted that risk was reviewed regularly by the Departmental Leadership Team as part of the ongoing management of the operations of the department. In addition to the opportunity for emerging risks to be raised as they were identified, a process exists for in-depth periodic review of the risk register. The Community and Children's Services department had nine risks on the register.

The most significant current risks were:

- CR17** – Safeguarding Risk (Current Corporate risk: Amber – no change)
- PE 002** – Failure to deliver expansion of Sir John Cass Foundation Primary School (Current Departmental risk: Red - no change)
- CP 002** – City of London Community Education Centre – site redevelopment (New Departmental risk – Red)
- HS 002** – Failure to carry out effective fire risk assessments (New Departmental risk – Red)
- HS003** – Lone Working (New Departmental risk – Red)
- PE 003** – Early Help (New Service risk - Red)

RESOLVED – that the update be received.

10. **CITY OF LONDON KEY STAGE 1 AND KEY STAGE 2 RESULTS**

The Committee received an update on the performance of primary pupils at Sir John Cass School in Key Stage 1 and Key Stage 2, when compared with national pupil performance. Members noted that Early Years Foundation Stage early education had never been stronger, with Sir John Cass children performing well above the national benchmark in 2014/15. In the phonics screening check outcomes for Year 1 children improved in 2014/15 and this compares favourably with Inner London and England.

Members noted that mathematics performance was stable. Key Stage 2 outcomes in reading, writing and mathematics combined were at 97% for Level 4 and above – an improvement compared with 2013/14, owing to better performance in mathematics. Key Stage 2 outcomes at Level 5 and above improved in all three subjects and compares favourably to Inner London and national.

Members agreed that the results were very pleasing and congratulated Officers and the Head Master of Sir John Cass Primary School. The Committee agreed that in future it would be beneficial for the report to reflect the wider picture so Members were made aware of which schools the children attended after they left the City's primary schools.

RESOLVED – That the update be received.

11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There was no urgent business.

13. **EXCLUSION OF THE PUBLIC**
RESOLVED - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of the Schedule 12A of the Local Government Act.
14. **URGENT WAIVER APPROVAL BY THE CHAMBERLAIN**
The Committee received a report of the Chamberlain.
15. **BIANNUAL UPDATE ON DEPARTMENTAL COMMISSIONING AND CONTRACTS**
The Committee received a report of the Director of Community and Children's Services.
16. **GOLDEN LANE PLAYGROUND REPORT**
The Committee received a report of the Director of Community and Children's Services.
17. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no urgent business.

The meeting ended at 12.45 pm

Chairman

**Contact Officer: Natasha Dogra tel. no.: 020 7332 1434
Natasha.Dogra@cityoflondon.gov.uk**

Committee: Community & Children's Services Committee	Date: 08 April 2016
Subject: Income Generation - Report of a Cross-Cutting Service Based Review	Public
Report of: The Chamberlain (on behalf of the Performance and Strategy Summit Group)	For Decision
Report author: Susan Baxter	

Summary

A cross-cutting review of the potential for the City Corporation to exploit new sources of income was commissioned as part of the Service Based Review programme. The review was undertaken from April - September 2015, with a final report cleared by the Chief Officers Summit Group in January 2016. A summary of the review report and its recommendations are attached at Appendix 1.

The review found that there are:

- Opportunities to increase certain fees and charges to bring income into greater alignment with costs, in line with the approach taken in London local authorities;
- Opportunities to drive increased income from a more entrepreneurial approach in certain areas;
- Limited scope to increase revenues from public sector grants
- Potential opportunities to unlock increased corporate sponsorship and private giving to the benefit of the City's cultural and artistic institutions by taking a more co-ordinated approach.

Recommendations

All Committees are asked to endorse the overall report.

The **Community & Children's Services Committee** is asked to agree detailed recommendation i) ("that the Department of Community & Children's Services lead the preparation of a business case presenting options, costs, resources, risks and timetables for establishing the commercial expansion of central support services tied to the expansion of academy schools over the next one to three years.")

Main Report

Background

1. The review:

- Benchmarked the City Corporation's income in relation to costs for its public services against those of London local authorities (on a consistent basis and taking account of the differences in scale);

- Assessed the opportunities to increase revenues from a more commercial approach to providing services;
- Assessed the scope to increase income from public grants and
- Considered the scope to increase income from commercial sponsorship and donations, particularly for the cultural and artistic initiatives.

Current Position

2. In relation to the City Corporation's income from fees, charges and reclaimable costs from its public services, the City Corporation compares favourably with London local authorities in over half of London's services which are almost wholly self-financing. The areas of Off-street Parking, Development Control and Museums & Galleries offer the greatest opportunities for increasing charges to achieve levels more approaching London averages for cost-efficiency.
3. Upwards of £3m in additional income could be derived by taking a more overtly commercial approach to expanded services in several areas, the top three being:
 - Animal transit and inspections at London's airports
 - Property services: provision of an 'intelligent client' service for public bodies seeking to manage and develop their property assets
 - Venue hire and events management
4. Different commercial models would be deployed according to the nature of the service and certain of the City Corporation's decision-making processes and operating procedures might require adjustment to enable these services to operate with optimum commercial efficacy.
5. There is limited scope to drive significant additional income from domestic and EU public sector grants, since these sources are geared towards supporting new public sector initiatives and/or special needs – which the City Corporation does not generally tend to focus on due to its relatively small scale and its customer base as a public authority.
6. There is more scope to work in partnership with the City's cultural and artistic institutions to take a more structured and co-ordinated approach to securing corporate sponsorship and giving. This might unlock levels of funding and patronage that organisations are currently unable to secure at an individual level.

Options, Proposals and Implications

7. These are set out for each of the areas identified above in the tables of recommendations at Appendix 1.

Appendix

Appendix 1 - Income Generation Cross-Cutting Review: Summary & Recommendations.

Background Papers

A copy of the full report and its Annexes is available to Members as a PDF on the intranet at: <http://vmtcapp12/documents/s60865/IncomeGenerationFullReport.pdf>

PDF and paper copies are also available on request from the Committee and Member Services Team.

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INCOME GENERATION CROSS CUTTING REVIEW : SUMMARY

WHY INCOME GENERATION MATTERS FOR THE CITY CORPORATION

The Square Mile has long been a premiere global destination for financial and blue chip businesses and in more recent years, increasing numbers of new visitors and tourists who have come to enjoy its world class attractions and cultural events. The completion of Crossrail in the next 2-3 years will bring the City within even easier reach of millions more businesses, workers and visitors. Ensuring the Square Mile continues to flourish as an engaging economic engine in a constantly evolving geo-political, financial, social and cultural environment brings ever changing challenges and opportunities for the City Corporation to extend its reach, impact and income. The current agenda of rapidly diminishing public sector financing, rising public expectations of transparency in governance, ambitions to create a cultural hub in the Square Mile, potentially with a new world class Centre for Music, means that taking a fresh look at the City Corporation's approach to income generation will help to maximise its full potential, achieve its ambitions, reduce the need to cut resources and embrace best commercial and public sector practice.

SCOPE OF THE REVIEW

This report summarises the conclusions of an exercise between May - October 2015 to assess the potential to increase income from a variety of sources. The review aimed to:

1. Compare the City Corporation's income from fees, charges and debt recovery with that of London local authorities on a service-by-service basis for 2013/14 (the latest year for which comparisons were available)
2. Identify areas where fees, charging and debt recovery could be set in greater alignment with the approach taken elsewhere in London to increase income for the Corporation
3. Highlight the potential for more effective commercial exploitation of some of the City's services and the organisational implications for achieving optimum returns
4. Assess the extent to which the City Corporation might benefit from additional public funds and grants which have previously not been explored
5. Assess the potential to secure greater private sector sponsorship to support the City Corporation's priorities and the implications for the organisation.

Excluded from the review were issues which are (or have been recently) considered elsewhere:

- Use of property assets: this is subject to a separate cross-cutting review
- Measures to review business rates: the Business Rates Premium is under consideration as part of the budget setting process for the City of London Police
- Community Infrastructure Levy (CIL): the CIL rates have recently been set at a deliberately lower rate than elsewhere in central London but this may be reviewed by the Department for the Built Environment
- The Corporation's current policy against advertising hoardings around the Square Mile: this currently remains a priority for retention by Members, although it merits periodic review in relation to income potential, particularly in relation to public information
- Departmental efficiency savings: these are covered by departmental service based reviews.

HEADLINE FINDINGS

STATUTORY SERVICES

The City Corporation boasts some unique strengths but increased income could be achieved in other areas if an approach to setting fees, charges and debt recovery was aligned to and regularly benchmarked against London local authorities.

From an assessment of comparable categories of public authority spending, the City Corporation is most distinguished from London local authorities in relation to its significantly higher City Fund-related income derived from its property portfolio, its ‘theatres’ (as a result of the Barbican Centre), its ‘port health functions’ (as a result of the Animal Reception Centre) and from its ‘cemetery and cremation services’ (these spending categories are set and defined by the Revenue Outturn Returns reporting process.) These City Fund services alone generate £34m more than the London average for the equivalent services. Other City Corporation services, such as on-street parking and trade waste also do well when income is compared to costs in areas which are readily comparable. However, it would be possible to raise even more by increasing the rate of return on investment to levels which proportionately match the London local authority average in relation to the following services:

- Off street parking
- Development control
- Museums & galleries
(in relation to the Guildhall Art Gallery, the Amphitheatre, the Roman Bath House and the Museum of London grant – ie the budgets included within this City Fund category.)

COMMERCIAL ACTIVITY & MARKETING

There is scope to refocus and expand some of the City Corporation’s services which already have a commercial or recharged element. This could increase income by around £3m and would also demonstrate the City Corporation’s commercial acumen to public and private sector stakeholders.

The City Corporation could maximise its earning potential and its reputational credibility as a public authority by working more adeptly in an increasingly commercial and competitive public sector environment. Current commercial offers across the City Corporation have evolved incidentally over time, resulting in a somewhat ad hoc and low key market presence. Whilst some services are more focussed than others on generating revenues, there is scope to augment income if the Corporation takes a fresh look at its commercial and marketing approach to services with income potential, most significantly in the areas of:

1. Animal transit & inspections at London’s airports
2. Property services: An “intelligent client” service for public bodies seeking to manage and develop their property assets
3. Venue hire and events management
4. Film location services
5. Business regulatory advisory services – via the “Primary Authority” partnership model
6. Central support services (especially for potential future academy schools)

The success of greater commercialisation in the above areas would be reliant upon a more purposeful and corporately coherent approach to their direction, promotion and support (including investment, resourcing and professional services). However, the specific form and

structure of the commercial presentation of these services to the market will vary according to the circumstances of each specific case.

PUBLIC SECTOR GRANTS

There is no significant scope to increase income from mainstream domestic grants. However, there is potential to apply for a wider range of competitive UK and EU programmes but these are geared more towards new initiatives than to supporting core business.

The relatively small scale and wealthy nature of the City detracts from its capacity to attract substantial income other than the mainstream local authority grants from central government. However, there are approximately 20 domestic sources of funding (such as the Heritage Lottery Fund in relation to historic buildings) and 13 EU programmes which could fund the Corporation's more experimental projects, such as the Safe & Smarter City Programme. These are aimed principally at enabling new initiatives and innovative ways of working (for example, many of the performing organisations which perform at City venues and festivals benefit from Arts Council England grants) rather than at meeting shortfalls in domestic mainstream funding. These programmes often require 'match-funding' although if projects are carefully constructed, match-funding can comprise existing budgets. Many larger local authorities run EU funded projects to highlight their initiative and participation on a wider stage. The Corporation has directly led a few EU funded projects within the last five years (mainly to support employment and policing) but none are currently live.

CORPORATE SPONSORSHIP & PRIVATE GIVING

As public funding for culture, heritage and the arts in London drops sharply, there is scope to help the City's organisations operating in these areas secure increased commercial sponsorship.

There is potential to lead the establishment of a more co-ordinated approach to fund-raising and seeking commercial sponsorship, while respecting the sensitive nature of sharing development contacts nurtured over long periods of time. A more structured and co-ordinated approach supported by the City Corporation might be able to unlock significant funds and patronage which smaller, individual organisations or different parts of the City Corporation are currently unable to secure on a piecemeal basis. Positive involvement by the City in developing major contacts for new projects, particularly as the plans for a new Museum of London and a world-class Centre for Music develop, would require a wholly different level of private support.

HEADLINE RECOMMENDATIONS

Recommendations	Committee approval
<p>1. Harmonise the approach to setting all charges, fees and debt recovery for City Fund services with those of other relevant authorities within 12 months, unless a compelling business case is agreed for individual exceptions.</p>	<ul style="list-style-type: none"> - Policy & Resources Committee; - Finance Committee; - Performance & Efficiency Sub Committee; - Relevant service committees
<p>2. Review annual performance of income recovered in relation to costs for all services from which income can be derived, benchmarking performance against London local authorities.</p>	<ul style="list-style-type: none"> - Finance Committee; - Performance & Efficiency Sub Committee; - Relevant service committees
<p>3. Commission business cases containing business model options to maximise the short, medium and longer term commercial income from:</p> <ul style="list-style-type: none"> ▪ Animal transit & inspections at London’s airports ▪ Property services: An “intelligent client” service for public bodies seeking to manage and develop their property assets ▪ Venue hire and events management – following a steer from Members on principles for free and subsidised venue hire ▪ Film location services ▪ Central support services (targeting future CoLC academy schools) ▪ Business regulatory advisory services – via the “Primary Authority” partnership model ▪ Development of a co-ordinated and marketed City ‘heritage offer’ 	<ul style="list-style-type: none"> - Policy & Resources Committee; - Finance Committee; - Relevant service committees
<p>4. Decide which commercialised services to implement, if any, on the basis of the business cases prepared. Agree an appropriate business model for each case agreed and any associated broader organisational changes which are required to accommodate and support the commercial activity.</p>	<ul style="list-style-type: none"> - Policy & Resources Committee; - Finance Committee; - Relevant service committees
<p>5. Commission a feasibility study to explore the potential cost-benefits of adopting a more co-ordinated approach to securing commercial sponsorship for the City’s cultural, heritage and arts institutions with the long term aim of ensuring they become less dependent upon public funding.</p>	<ul style="list-style-type: none"> - Policy & Resources Committee; - Finance Committee; - Relevant service committees

PUBLICLY FUNDED SERVICES - BENCHMARKING FEES, CHARGES & RECLAIMABLE COSTS : DETAILED RECOMMENDATIONS

Headline recommendations	Actions	Timescales
1. Harmonise the approach to setting all charges, fees and debt recovery for City Fund services with those of other relevant authorities within 12 months, unless a compelling business case is agreed for individual exceptions.	All departments: All officers responsible for recovering fees, charges and debts to review CoLC charging & recovery policies / practice in relation to those applied by individual neighbouring or relevant London boroughs and recommend any changes to their respective committees.	Immediate
2. Review annual performance of income recovered in relation to costs for all services from which income can be derived, benchmarking performance against other London local authorities.	Chamberlain's: <ul style="list-style-type: none"> ▪ Maintain a central overview of full service costs and income, ensuring that systems used to apportion income and expenditure to City's Cash and City Fund do not make the City Corporation appear unduly inefficient. ▪ Commission annual supplementary analysis from CIPFA drawn from "Income Generation Comparative Profiles" derived from revenue outturn returns to Government ▪ Analyse significant differences and the underlying reasons and propose relevant recommendations in collaboration with relevant departments. 	Immediate

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Detailed Recommendations	Actions	Timescales
a) Development Control		
Consider the introduction of Planning Performance Agreements	Department of Built Environment (DBE) to propose options.	Immediate
b) Off-street parking		
Review options to maximise full deployment of capacity and increase charges to align with neighbouring authorities / NCP charges.	DBE to propose options for maximising capacity and adjusting charging on an annual basis, following any necessary upgrades to car parks.	Immediate
c) Museums & galleries		
Review charging and income generation opportunities to increase revenues.	Department of Culture, Heritage & Libraries to propose options to increase income.	Immediate

CORPORATE COMMERCIAL ACTIVITY : DETAILED RECOMMENDATIONS

Headline recommendations	Actions	Timescales
<p>3. Commission business cases containing business model options to maximise the short, medium and longer term commercial income from:</p> <ul style="list-style-type: none"> ▪ Animal transit & inspections at London’s airports ▪ Property services: An “intelligent client” service for public bodies seeking to manage and develop their property assets ▪ Venue hire and events management ▪ Film location services ▪ Business regulatory advisory services – via the “Primary Authority” partnership model ▪ Central support services (targeting future CoLC academy schools) <p>Recommended business models should set out:</p> <ul style="list-style-type: none"> - Anticipated additional annual income against additional costs and/or other resources required - Additional organisational changes or services required to enable and support the commercial activity, including any additional central support - The scope of commercial ‘autonomy’ sought by the service in relation to the relevant department/s and committee/s; a viable proposition for the apportionment of central costs and overheads and relevant commercial incentives (eg retention of surpluses generated) 	<p>Income Generation Review implementation process to propose a framework for adopting and supporting a more commercial approach in the areas outlined in Recommendation 3. This should include operational proposals for:</p> <ul style="list-style-type: none"> - Prioritising investment to increase revenue-generating activities - Retention of revenues for business reinvestment - Apportionment of central costs - Longer term options for establishing formal trading vehicles in appropriate cases. 	<p>Starting immediately and spread over the next year.</p>
<p>4. Decide which commercialised services to implement, if any, on the basis of the business cases prepared. Agree an appropriate business model for each case and any associated broader organisational changes required to accommodate and support the commercial activity.</p>		

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Detailed recommendations	Actions	Timescales
<p>d) Animal transit & inspections at London’s airports</p>	<p>Dept Markets & Consumer Protection to prepare a business case to the relevant Committees presenting options, costs / resources required, risks and timetables for establishing the commercial proposition as outlined.</p>	<p>Immediate</p>
<p>e) Property services: Management of property assets & development works</p>	<p>City Surveyor’s to prepare a business case to the relevant Committees presenting options, costs / resources required, risks and timetables for establishing the commercial proposition as outlined.</p>	<p>Within 1 year</p>
<p>f) Venue hire & events management</p>	<p>Income Generation Review implementation process to deliver a business case with options for a tighter, more integrated corporate commercial offer which addresses:</p> <ul style="list-style-type: none"> - Pricing policy in relation to principles for free and subsidised hire (who, when and why) and which draws on models pursued elsewhere (eg charging on the basis of per person per hour) – following a steer by Members - Core terms and conditions of hire for incorporation into all hire contracts which cover the Corporation’s risks and liabilities associated with the commercial hire of its venues – under the auspices of the City Events Management Group proposed by the Hospitality SBR (provided this is agreed) 	<p>Within 1 year</p>

	<ul style="list-style-type: none"> - Functions, resources and expertise which might be shared to increase business, reduce duplication and plug gaps – under the auspices of the City Events Management Group proposed by the Hospitality SBR (provided this is agreed) - Identification of additional venues and grounds which could be hired out + any associated investments needed to bring them into use – under the auspices of the City Events Management Group proposed by the Hospitality SBR (provided this is agreed) 	
g) Film Location Services		
Adopt a proactive (rather than reactive) approach to marketing the Corporation’s filming locations.	<ul style="list-style-type: none"> - Income Generation Review Implementation Manager to prepare a business case to increase staff resources by one or two additional people in the Film Team on a 2 year trial basis - the arrangement to be assessed after 2 years in relation to the additional revenues generated. (There is a particular need to market the Mansion House actively as a film location to turn around industry perceptions that filming is not allowed there.) - Enlarged Film Location Services team to prepare a comprehensive prospectus of all the City’s potential filming assets (both within and outside the Square Mile) working closely with City Surveyors and Open Spaces to identify and document potential locations and indicative filming charges. This might be done as an internship project in partnership with the London Film School or University of Arts London more widely. Corporation venues also available for hire should be signalled and promoted prominently. 	Immediate
Ensure consistent coverage of professional film location handling services across the Corporation’s entire land and property portfolio.	<ul style="list-style-type: none"> - Enlarged Film Location Services team to establish a consistent charging policy and service across the entire land and property portfolio of the City Corporation, working closely with the relevant governing Trusts or leaseholders. (Burnham Beeches, due to its proximity to Pinewood Studios, has particular potential to generate more filming income.) 	Within 1 year
Seek income from filming commercials on Tower Bridge.	Income Generation Review Implementation Manager to propose rescinding the blanket ban on filming commercials on Tower Bridge in favour of an approach which considers the merits of every application (which would be consistent with the approach taken for all other filming and hospitality applications to use the Bridge).	Immediate
h) Business regulatory advisory services – via the “Primary Authority” partnership model	Dept Markets & Consumer Protection to prepare a business case to the relevant Committees presenting options, costs / resources required, risks and timetables for establishing the commercial proposition outlined in this report.	Immediate
i) Central support services – especially tied to the expansion of academy schools	Dept Community & Children’s Services to lead preparation of a business case to the relevant Committees presenting options, costs / resources required, risks and timetables for establishing the commercial proposition outlined in this report.	1 – 3 years
j) Development of the City’s heritage offer	Dept Culture, Heritage & Libraries (in consultation with the workstream to develop the cultural hub) to commission a marketing consultancy to explore ways in which the City’s offer to visitors can be better developed, co-ordinated and promoted, leading to increased revenues to the City Corporation.	Within 1 year

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Committee(s)	Dated:
Policy & Resources Education Board Community & Children's Services	18 February 2016 3 March 2016 8 April 2016
Subject: Study Panel: the City's role in supporting employability among young people in London	Public
Report of: Director of Economic Development	For Information
Report author: David Pack, Economic Development Office	

Summary

The City Corporation has a broad programme supporting young Londoners into work, particularly those from disadvantaged backgrounds, and many City businesses and civic organisations (including Livery Companies and trade bodies) are also active in this area. However, there is scope to learn from 'what works' to improve the effectiveness of the City's collective efforts.

In May 2015, the Policy and Resources Committee approved funding for a Study to look at what more the City could do to support young Londoners into work and make recommendations on how City Institutions could work differently to maximise impact.

The Study has been driven by a Panel of members drawn from the Livery, City businesses and other stakeholders, co-chaired by Alderman & Sheriff Bowman and Debby Ounsted CBE. It has met twice (October 2015 and January 2016).

The Study's key outcome is a set of 'guiding principles' to steer future activity: a) 'Walk the talk' – ensure individual organisations' own employment/recruitment practices are exemplary; b) 'Target support where it is needed' – both on specific groups and geographies; c) 'Collaborate' – work with expert organisations; d) 'Small and local' – focus on quality over quantity; e) 'Monitor and evaluate' - Measure impact and learn from experience. A report setting out these 'guiding principles' will be launched at an event at Guildhall on 21 March.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. The City Corporation has an extensive programme to improve employment opportunities for Londoners, particularly from disadvantaged backgrounds. Whilst much of London has benefitted from job creation in recent years, there remain significant challenges to securing employment, especially for young people.
2. In May 2015, your Committee agreed funding for a Study to consider the role of the wider City - businesses, Livery companies and the City Corporation - in tackling youth unemployment.
3. The Study has been driven by a Panel of members representing the Livery, City businesses, stakeholders (Boroughs and organisations working on these issues) and the City Corporation – a list of the members of the Panel are listed at the end of this section. The Panel met in October 2015 and January 2016 and provided input between these meetings.
4. The Panel has identified examples of good practice and five ‘guiding principles’ for organisations to follow to ensure they provide useful support to young people. The findings and recommendations of the Study will be launched at an event at Guildhall on 21 March to be attended by individuals from City institutions keen to support young Londoners into employment, or to expand/improve what they already do. Members of your Committees will be invited to the launch event.

Current Position

5. The Study process has identified how City Institutions can do more, or work differently to support young Londoners into employment. The five ‘guiding principles’ below provide a framework for how City institutions, including the City Corporation, can ensure they are providing useful support:
 - a. Walk the talk – ensure individual organisations act as role models and look at their own recruitment and staffing to offer opportunities for young people e.g. apprenticeships, work experience placements etc.
 - b. Target support where it is needed – fill gaps and avoid duplicating support in a crowded landscape, e.g. by targeting a specific group of young people (e.g. those with disabilities, ex-offenders) and/or outer London boroughs which receive less support from the Square Mile but would welcome it.
 - c. Collaborate – encourage City institutions to work with ‘expert’ organisations, joining up and adding value - not ‘re-inventing the wheel’.
 - d. Small and local – recognise that small-scale activity is valuable and encourage organisations to prioritise quality of interventions over quantity.
 - e. Monitor and evaluate – emphasise the importance of measuring the impact of support offered and learning from experience.
6. The Study Panel’s discussions provide an insight into issues for the City Corporation itself to consider. The potential for the City Corporation to use its convening role to provide visible and strengthened leadership for the Square Mile on the issue of youth unemployment in London was strongly suggested. This could include raising awareness of the issue and the challenges faced by young

Londoners as well as using our convening role to facilitate more productive partnerships and more action.

7. There is also an expectation that the City Corporation 'lead by example' and 'demonstrate good practice', e.g. offering opportunities - work experience, apprenticeships etc. - to young people through our own employment practices.
8. The launch of the Study publication in March provides a platform to highlight the issue of youth employment and engage City institutions in discussions on how the City can do more to support young Londoners. As the Study was established as a time-limited process, which concludes with the launch event, the challenge of maintaining momentum and achieving lasting change must also be considered.
9. Officers are considering the outcomes of the Study process and the future role of the City Corporation in supporting employment across London, focusing on how we can add value to this complex area and have the most impact given the resources available. Annex B outlines a proposed framework for this activity.

Conclusion

10. The Study into what more the City can do to support young Londoners into employment has generated useful 'guiding principles' to steer future activity. It has also provided an insight into the views of City institutions on this issue which the City Corporation can consider when planning future activity.

Background Papers

- Report to Policy & Resources Committee, 28 May 2015: '*Support for a Study to Strengthen the City's Role in working with London's Communities*'

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Committee(s)	Dated:
Policy and Resources - for decision Education Board – for information Community and Children’s Services – for information	18 February 2016 3 March 2016 8 April 2016
Subject: Developing a Framework for the City Corporation’s work on Employability	Public
Report of: Director of Economic Development	
Report author: Damian Nussbaum/ Liz Skelcher, Economic Development Office	

Summary

Work has taken place to develop a headline ‘outcomes framework’ to help connect City opportunities with the talent of Londoners to reinforce City competitiveness and support London’s communities.

Development of this framework has drawn on the recent work of a senior, cross-sector Study Panel into employability among young Londoners, co-chaired by Alderman and Sheriff Bowman; input from a senior Officer group; and Dame Fiona Woolf’s ‘Power of Diversity’ initiative. (It also builds on a solid track record of work undertaken by the City Corporation, with others, over a number of years).

Using the City’s unique position in this way, we could work more strategically and leverage the potential of the City to have a much greater impact on employability in London.

Recommendation

The Policy and Resources Committee, Education Board and Community and Children’s Services Committee are asked to note the progress made in developing an employability framework with a further report on progress to be submitted later in the year; and the Policy and Resources Committee is further requested to agree the proposed next steps.

Main Report

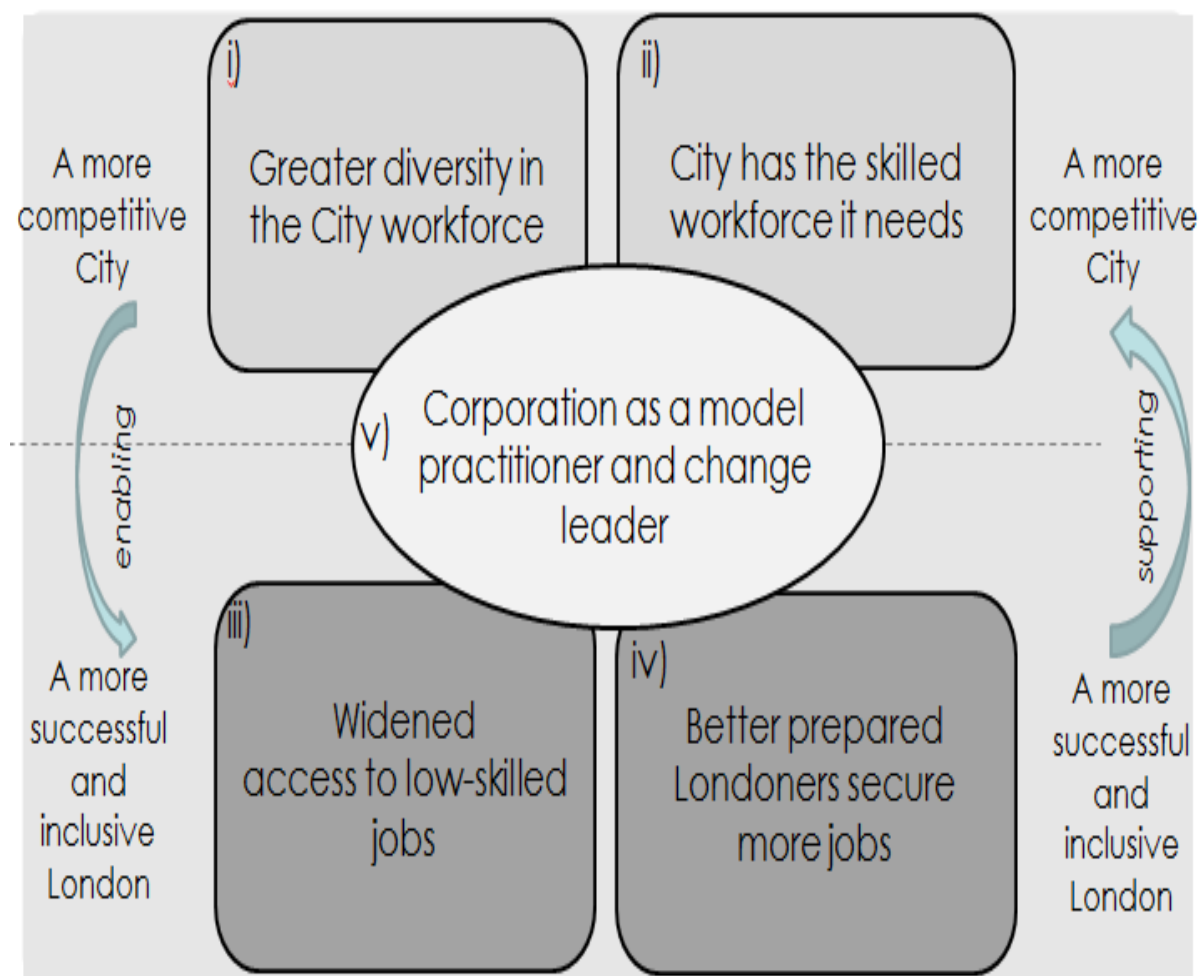
Background.

1. The City Corporation (together with City Bridge Trust, Central London Forward and Heart of the City) has an extensive programme of work aimed at supporting Londoners into employment, particularly those from disadvantaged backgrounds.

This work has been built up over a number of years and reported to Committee periodically, with a comprehensive overview submitted in 2014.

Current Position

2. Building on previous work, a headline outcome framework for our employability work has been developed as follows:



3. This has drawn on the work of the senior, cross-sector Study Panel co-chaired by Alderman and Sheriff Bowman, into employability among young people in London, which aims to increase the amount of activity by 'the City' (see Annex A) as well as further research commissioned by EDO to cover employability of all Londoners.
4. The work to develop the Framework has been driven by a senior officer group seeking to inform the City Corporation's activity, having regard to related activity as trustee of Bridge House Estates (through the City Bridge Trust), and as participants in, and funders of, Central London Forward and Heart of the City. The group has analysed the current needs in London, and sought to identify

where the City is best placed to make a difference, to ensure that we maximise the impact of our resources. The group comprised senior Officers from City Bridge Trust, Community and Children's Services Department, the Town Clerk's Office and Central London Forward, alongside the Economic Development Office.

5. This group has noted that :
 - a. Despite the economic recovery, unemployment in London remains above the national average and that although educational attainment is among the best in the country, this is not translating into success among young people in accessing jobs.
 - b. There is increasing demand for high-skilled staff for City roles over the next 10 years; and that this is generating concern over skills shortages.
 - c. The City creates low skilled jobs with many more jobs created through outsourcing (20,000+); some 600,000 Londoners are unemployed and want to work, but few employers actively use their buying power to support London employment
 - d. The City is international but less diverse than London's; there are many initiatives to open up the workplace to more people from less privileged backgrounds but progress is slow and significant barriers remain
6. There are many organisations involved in this agenda, including City employers and employees, but efforts could be better focused to maximise impact.
7. The City Corporation itself has been trying to address these gaps – directly, through programmes connecting Londoners to City opportunities e.g. through the Barbican Centre, EDO programmes, Open Spaces, apprenticeships); as an employer (through apprentices, work experience, aspiration raising activity); and through our wider family (which includes Central London Forward; City Bridge Trust and Heart of the City).
8. However, the City Corporation 'family' cannot fill these gaps alone. Using the City's unique position, we could work more strategically and leverage the potential of the City to have a much greater impact on employability in London.

Taking this forward

9. Based on the outline framework for activity, we propose to develop an action and resource plan for each of the five themes and consider how to engage business.
10. Next steps would include the following: implement the findings of the Study Panel into youth employability; support the Power of Diversity initiative and other measures to strengthen the diversity of the City workforce; consider how to seize the opportunities offered by the new apprenticeship levy; look systematically at how to develop exemplar employment practices (including through the City Corporation's and City businesses' supply chains); conduct further geographical analysis; and create a compelling narrative for our work.
11. Annex C addresses the proposed strengthening of the Economic Development Office's work to help drive the City Corporation's role as a leader in employability.

12. We will report back on progress with the Framework to your Committees before the end of the year.

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Agenda Item 9

Committee:	Dated:
Community and Children's Services Committee	08/04/2016
Subject: Community and Children's Services Business Plan: Quarter 3 update	Public
Report of: Director of Community and Children's Services	For Information

Summary

This report sets out the progress made during Quarter 3 (Q3 – October to December 2015) against the refreshed 2015–17 Community and Children's Services Business Plan. It shows what has been achieved and the progress made against our five departmental strategic aims:

- Safeguarding and early help
- Health and wellbeing
- Education and employability
- Homes and communities
- Efficiency and effectiveness.

Full details of performance against all key performance indicators are provided at Appendix 1; the report provides details of complaints received by the Department at Appendix 2; and the Department's budget information is provided at Appendix 3.

Departmental performance and progress for Q3 are overall good with some areas of outstanding performance. Seven performance indicators for this quarter were achieved or exceeded and four were within the tolerance of -10% of the set target. Two indicators have a red RAG status, below the tolerance of -10% of the set target. Four indicators do not report performance during Q3 as they are annual or termly indicators.

Recommendation

Members are asked to:

- Note the Q3 update and the progress made against the strategic priorities of the Business Plan.

Main Report

Background

1. In May 2015, Members agreed the refreshed Department of Community and Children's Services (DCCS) Business Plan for 2015–17, *Roadmap to Outstanding Services*. This contains five strategic aims and 17 key priorities to achieve our vision for delivering outstanding services and outcomes for our residents and communities. Although initiatives are grouped under the most relevant of these strategic aims, many support the achievement of goals across multiple areas.
2. As agreed, quarterly update reports are provided to Members.

Current Position

3. Q3 performance (October to December 2015) against 17 measurable performance indicators (PIs) was good (see Appendix 1). The performance against the 17 indicators fully analysed in this report is depicted in the table below:

RAG status	Traffic light description	Total number of PIs	% of PIs
Green	PIs for which the set target was achieved or exceeded	7	41%
Amber	PIs within the tolerance of -10% of the set target	4	24%
Red	PIs that are below the tolerance of -10% of the set target	2	11%
N/A	Not applicable this quarter (annual or termly indicators)	4	24%

4. Four of the indicators do not report performance in Q3. These are BP 3.1: Sufficiency of school places (annual indicators reported in Q1 for primary schools and Q4 for secondary schools) and three adult learning indicators (BPs 3.2, 3.3 and 3.4), as the three terms are reported in Q1, Q2 and Q4.
5. One indicator which was amber in the last quarter has been rated as red in Q3. This is BP 1.3: Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services. In Q3, 15 out of 19 clients were still at home 91 days after discharge. One client died, one moved into a rehab hospital, one client was ill so had to be readmitted to hospital, and another went into a care home.
6. BP 2.1: Percentage of people engaging in City smoking cessation programmes who quit smoking has also been rated as red in Q3. This quarter, 42% quit smoking compared with 48% in Q2. Uptake of the Stop Smoking Service offered by the level 2 Pharmacy Service has been lower due to the proliferation of e-cigarettes which many smokers are using as a means to stop smoking. To

improve awareness, the Stop Smoking Service will be producing and distributing specific advertising materials.

7. Fewer than expected carers have received carer assessments (BP 1.4) in Q3 (29 against a target of 33), but Q4 has historically seen a higher number of assessments.
8. Two other amber indicators (BP 1.2: Number of Common Assessment Framework assessments (CAFs) completed by Early Help; and BP 2.4: Usage of the Golden Lane Sport and Fitness Centre) are very slightly below target but are not a cause for concern.
9. Indicator BP 2.2 (Number of take-ups of NHS health checks) has achieved 66% of the annual target with additional City worker focused sessions in Q3 delivering 48 checks to increase the performance in this area. The service has five City employee focused sessions scheduled in Q4 to increase the number of health checks delivered to City workers, in addition to the regular community drop-in sessions the team delivers across the City.

Progress against Improvement Actions

Strategic Aim 1: Safeguarding and early help

10. Good progress has been made against this strategic aim through further assurance testing of our Children's Social Care. All cases are subject to a full audit cycle.
11. Implementation of the Early Help Strategy continues with the signing off of the action plan. Audits have identified lower than expected levels of multi-agency CAF completion. We aim to address this through the Family Support Forum and by improving links with health services and training.
12. As part of the City and Hackney Safeguarding Adults Board (CHSAB), a Self-Assessment Audit tool has been completed and multi-disciplinary challenge by partners will be undertaken in Q4. Outcomes will then be fed back into the service to improve practice.

Strategic Aim 2: Health and wellbeing

13. Good progress has been made in promoting health and wellbeing during this quarter. Physical activity continues to be promoted with resident usage of the Golden Lane Sport and Fitness Centre reaching 92,140 – 90% of the year-to-date target. Young people have been attending Fit for Sport holiday camps over half-term and Christmas; these aim to help children keep moving, make friends and stay healthy.
14. Work continues to improve access to leisure activities by groups which do not usually engage. Of the 32 referrals made to the programme in Q3, 10

participants completed their programme, with 80% showing improvement in one or more physiological indicators (blood pressure, heart rate, BMI and weight). Of the nine residents due a six-month follow-up in Q3, six were still active, showing the long-term positive effects of the programme.

15. The health visiting service has safely transferred to the local authority as a joint City and Hackney offering to improve services for residents.
16. Q3 saw the start of the new Healthy Behaviours service, which integrates tobacco control, and drug and alcohol services for adults. Work with businesses to engage City workers is scheduled to start in January 2016 when the service has its official launch.

Strategic Aim 3: Education and employability

17. Good progress has been made against this strategic aim. There were 10,549 visits to the online FYi Directory throughout 2015. The time spent on pages has increased slightly since last year, showing an increased use of the Directory.
18. The Education Board has approved proposals to expand the Multi Academy Trust into the new corporate governing body for all the City of London Corporation's existing and future sole-sponsored academies.
19. The Children in Care Council continues to embed the participation of service users, providing a workshop on preparing for interviews and an outing to Greenwich to allow the group to socialise.
20. Remodelling of the Apprenticeships programme continues with a qualifications and programme review to ensure a stronger focus on quality.
21. The development of a bespoke care leavers' employability programme has begun with care leavers participating in a short internal work placement. The aim is now for the Apprenticeships Team to provide on-going advice and support to those individuals who are considering engaging with the programme.

Strategic Aim 4: Homes and communities

22. The construction of 18 new homes is going well with the 'topping out' ceremony taking place in December 2015. The first flat will be ready in March 2016 and construction will be complete in June 2016.
23. There have been 71 new rough sleepers recorded this quarter, an increase of 23 on the same quarter last year. This is a significant increase, mirrored across London. There has been an increase in Eastern European rough sleepers who have not been exercising their treaty rights. Work has been taking place with Immigration Enforcement Control to assist those who can to exercise their treaty rights and offer reconnection.

24. A successful good neighbour scheme workshop has taken place and a Neighbourhoods Development and Engagement Manager post has been created to take the project forward.
25. The residents' presentation at Residents' Celebration Day was extremely well received and residents are now planning visits to others estates to showcase their work. A number of Christmas events were run and staff and residents are planning events for 2016, including for the Queen's 90th birthday celebrations.
26. The team continues to tackle illegal occupation and sub-letting with an amnesty period planned for summer 2016. Increased checks on applications and benefit claims are also taking place.

Strategic Aim 5: Efficiency and effectiveness

27. The Department continues to strive to deliver outstanding services across various strands of work. The commissioning review is in its final stage with the recruitment process due to be completed by February.
28. The strategic review and re-tender of the City Advice service is now complete and the contract commenced in November as planned.
29. The DCCS autumn events schedule included various Thresholds of Need and Children and Young People's Plan refresher sessions to ensure that staff feel up to date on our departmental strategic priorities.

Other significant achievements

30. Residents' Celebration Day was a huge success and included Tudor entertainment and Bollywood dancing. Various awards were presented to residents and staff.
31. The Portsoken float took part in the Lord Mayor's Show in November. The project helps to develop community ties. Despite the rain, it was a great success with involvement from across the community.
32. The annual 'Celebrating our People' awards recognised and celebrated a range of exceptional achievers from across the City of London Corporation. The DCCS won various awards across categories, including Health and Safety, Excellence in Customer Service and Excellence in Applied Learning.
33. During the recent Investors in People (IIP) inspection, the City of London Corporation achieved an IIP Silver Award. The inspection identified areas of strength within the DCCS but there are also areas that we need to develop, and plans are being produced to address these issues.

Departmental Strategic Risk Register

34. The Risk Management Framework of the City of London Corporation requires each Chief Officer to report regularly to their committee on the key risks faced in their department. The latest report on risk was presented to this Committee in February 2016.

35. The Audit and Risk Management Committee has requested that corporate and departmental risks should be reported on a quarterly basis with update reports on all red-rated risks at intervening committee meetings. A report is being presented to this Committee about a new red risk concerning the introduction of a new national funding formula for schools.

Complaints

36. In Q3, 17 complaints were received, 6 of which were upheld. Our commissioned services received 7 complaints, of which 5 were upheld. An analysis of the complaints received did not identify any underlying trends.

Financial and Risk Implications

37. A budget monitoring statement for Q3 is attached at Appendix 3.

38. As at Q3, the local risk outturn is expected to be within the Director's budget with an underspend of approximately £254k. Since the last report there have been further changes in client care packages (deceased clients, new clients and change in costings due to in-year reviews). In addition, it is not known whether the contingency budget will be fully utilised by the end of the financial year; however, emerging pressures are discussed regularly and budgets realigned as required.

Data Protection and Data Quality

39. The Department fully endorses and adheres to the principles of data protection as set out in the Data Protection Act 1998. All data detailed in this report is verifiable and complies with the Corporate Data Quality Policy and Protocol.

Consultation

40. The Chamberlain and Town Clerk have been consulted and their comments are incorporated within this report.

Conclusion

41. Members are asked to receive this quarterly update to the Business Plan for the DCCS and to note the appendices and good progress made for Q3.

Appendices

- Appendix 1: Department of Community and Children's Services Business Plan 2015–17 Key Performance Indicators – Quarter 3 Update

- Appendix 2: Department of Community and Children's Services Complaints Report: Total Complaints and Compliments Received – Quarter 3, 2015/16
- Appendix 3: Department of Community and Children's Services Budget Monitoring Report

Background Paper

DCCS Business Plan 2015–17

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Appendix 1: Department of Community and Children's Services Business Plan 2015–17 Key Performance Indicators – Quarter 3 Update

Key	R	PIs that are below the tolerance of -10% of the set target
	A	PIs within the tolerance of -10% of the set target
	G	PIs for which the set target was achieved or exceeded

	KPI Ref	Description	Freq	2014/15	2015/16	Q1	Q2	Q3	Q3 R A G	Comments Q3
				Perf	Target	Perf	Perf	Perf		
Priority 1	1.1	Percentage of referrals to Children's Social Care which lead to a formal assessment	Quarterly	48% (20) was the target.	70% (22) (target to be reviewed once Statistical Neighbour and National average performance is known)	88% (21)	86% (6)	86% (12)	G	Note re Q1: This has been adjusted as one C&FA was abandoned as the family moved away. Q3: 73 contacts led to 14 referrals to CSC of which 11 went on to a Child & Family Assessment and one to a Private Fostering Assessment. Two older UASCs referred in quarter did not undergo C&FA but went directly to Pathway Planning instead.
	1.2	Number of Common Assessment Framework assessments (CAFs) completed by Early Help	Quarterly	15 (including CAF updates)	16	4	3	4	A	Four CAFs completed by our Early Help Team. As a result of these, two siblings were stepped up in quarter to CSC, and two were stepped down to universal support.
	1.3	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	Quarterly	95%	90%	80%	83%	79%	R	Fifteen out of 19 clients were still at home 91 days after discharge. One client died, one moved into a rehab hospital, one client was ill so had to stay in hospital, and another went into a care home.
	1.4	Number of carer assessments completed	Quarterly	58	55 (Q1 – 8, Q2 – 17, Q3 – 33, Q4 – 55)	10	10	9	A	In Q3, a cumulative total of 29 carer assessments were completed in the year.
Priority 2	2.1	Percentage of people engaging in City smoking cessation programmes who quit smoking	Quarterly	44.8%	50%	50%	48%	42%	R	In Q3, the Level 2 Pharmacy Service saw 58 people set a quit date, and 23 successfully quit with a percentage quit rate of 40%. The Level 3 Specialist Service saw 60 people setting a quit date and 31 going on to successfully quit, with a percentage quit rate of 52%. Uptake of the Stop Smoking Service for the Level 2 Pharmacy Service has been lower due to the proliferation of e-

										<p>cigarettes which smokers are using as a means to stop smoking. Additionally there were some staffing issues in the quarter which have now been resolved. To improve awareness, the Stop Smoking Service will be producing and distributing specific advertising materials.</p> <p>For the Level 3 Specialist Service in Q3, two workplaces cancelled their clinic bookings, deciding to move to another time in 2016. During Q3, there were a few people who did not remain completely abstinent throughout the period. This would account for some individuals setting a quit date but not being represented as 4-week quitters. In addition, across the country, specialist services are seeing a reduction in attendance of up to 50% due to the fact that smokers are now quitting on their own with the help of e-cigarettes.</p> <p>For Q4, the Specialist Service has made some significant changes to improve access. This includes setting up two new City drop-ins in addition to Guildhall and holding five workplace groups in the City over the course of the quarter. They have also secured a drop-in clinic in outpatients at Barts Hospital ready to launch for Q1 2016.</p>
2.2	Number of take-ups of NHS health checks	Quarterly	261	260	57	55	58	A	During Q3, the Community Health Checks Team delivered 10 NHS health checks for City residents (annual target 60) and 48 for City workers (annual target 200). The commissioned provider has achieved 66% of its annual target. The service has five City employee focused sessions scheduled in Q4 to increase the number of health checks delivered to City workers, in addition to the regular community drop-in sessions the team delivers across the City.	
2.3	Number of participants in the exercise on referral programme who are still active six months after their initial assessment	Quarterly	75% (25)	70%	83% (5/6)	67% (8/12)	75% (6/8)	G	Of the nine people due a six-month follow-up in Q3, eight were successfully contacted and six of these (75%) were still active.	
2.4	Usage of the Golden Lane Sport and Fitness Centre (members and non-members)	Quarterly	131,912	135,870	37,457	69,969	92,140	A	Total cumulative participation in the GLSF centre at the end of Q3 was 92,140, 90.4% of the YTD target and 70% of the annual target.	

	2.5	Number of new volunteers signed up to the Time Credits scheme	Quarterly	335 (total 638)	160	74 (total 712)	96 cumulative total (22 in quarter 2 giving an overall figure of 734)	125 cumulative total (29 in Q3 giving total to date of 763)	G	Over three-quarters of the target achieved within the first three quarters
Priority 3 Page 36	2.6	% of volunteers completely new to volunteering	Quarterly	54.6%	30%	53.3%	43.5%	43.9%	G	Consistently above target
	3.1	Sufficiency of school places	Annual	P S	2015 applications Inner London % – Primary for Q1	Primary (September 2015 entry)				Secondary preference week takes place in early March and will be reported in Q4. Primary preference week takes place in late April and will be reported with Q1 2016.
		Percentage of school offers meeting:								
		first choice		85% 63%	80.0%	78%				
		second choice		3% 25%	8.5%	16%				
		third choice		3% 0%	3.5%	3%				
other choice	9% 12%	2%	3%							
3.2	Number of apprenticeship places secured	Quarterly	66	60	14 in Term 3 – 56 total in Academic Year 2014/15, against a target of 60	38 (Term 1 of Academic Year 2015/16)	Perf as per Q2 due to Academic Termly Reporting		Performance as per Q2 due to Academic Termly Reporting.	

	3.3	Number of enrolments on Adult Skills and Education courses	Quarterly	1,881	2000	536 in Term 3 - 1,648 total in Academic Year 2014/15, against a target of 2,000	563 (Term 1 of Academic Year 2015/16)	Perf as per Q2 due to Academic Termly Reporting		Performance as per Q2 due to Academic Termly Reporting.
	3.4	Number of enrolments on Basic Skills courses	Quarterly	487	200	172 in Term 3 – 407 total for Academic Year 2014/15; the target was 200	117 (Term 1 of Academic Year 2015/16)	Perf as per Q2 due to Academic Termly Reporting		Performance as per Q2 due to Academic Termly Reporting.
Priority 4 Page 37	4.1	Percentage of routine repairs attended to	Quarterly	98%	98%	99%	99%	99%	G	
	4.2	Number of rough sleeper outreach shifts per quarter	Quarterly	384	384 (annual target) 96 (quarterly target)	97	104	100	G	As mentioned last quarter, this is a new indicator and it is difficult to predict what the trend will look like.
	4.3	Total number of individual rough sleepers met by St Mungos Broadway	Quarterly	721	650 (annual target) Q1 – 162, Q2 – 162, Q3 – 163, Q4 – 163	173	157	177	G	There is an increase in the number of rough sleepers seen in the quarter. This is a pan-London and national trend due to changes in benefits, availability of affordable accommodation and an increase in Eastern European migrants.

**Appendix 2: Department of Community and Children's Services Complaints Report:
Total Complaints and Compliments Received – Quarter 3, 2015/16**

Division	2012/13	2013/14	2014/15	Q1	Q2	Q3	Q4	2015/16 total
Adult Social Care	1	0	3	1	2	0		3
No. of complaints upheld	0	0	1 upheld	0	0	N/A		0
Family and Young People's Services (Children's Social Care)	0 (3)	0 (3)	5	0	0	0		0
No. of complaints upheld	2 partially upheld	2 upheld	2 upheld	N/A	N/A	N/A		N/A
Housing	41	17	34	4	6	12		22
No. of complaints upheld	24 upheld, 1 partially upheld	6 upheld	5 upheld, 2 partially upheld	1 upheld, 3 partially upheld	0	1 partially upheld		1 upheld, 4 partially upheld
Property				N/A	2	5 5 upheld		7 5 upheld
No. of complaints upheld				N/A	2 upheld	3 upheld, 1 partially upheld		5 upheld, 1 partially upheld
Commissioned Services, e.g. Golden Lane Sport and Fitness, City Advice, Telecare	16	51	54	22	17	7		46
No. of complaints upheld	15 upheld	37 upheld	39 upheld	20	12	5		37

Response Times at Stage 1: Family and Young People's Services and Housing – 10-day target; Adult Social Care – 3-day target

Division	2012/13	2013/14	2014/15	Q1	Q2	Q3	Q4	2015/16 total
Adult Social Care	N/A	N/A	100%	100%	50%	N/A		75%
Family and Young People's Services (Children's Social Care)	66%	100%	75%	N/A	N/A	N/A		N/A
Housing	100%	100%	100%	100%	100%	100%		100%
Property				N/A	100%	100%		100%

Appendix 3: Department of Community and Children's Services Budget Monitoring Report

	2015/16 LAB budget	TOTAL to date £'000	% spent (should be approx 75%)	Projected Actual to year end £'000	Projected Variance to year end £'000	Notes
<u>LOCAL RISK</u>						
Housing Services						
Housing S&M Account	123	95	77	126	-3	
Disabled Access, Enabling Activities, Spitalfields, General Housing Advice, other Housing Services	-30	-25	82	-45	15	
Supporting People	751	546	73	731	20	
Service Strategy	4	3	63	3	1	
Housing Benefit	150	-4	-3	130	20	
Total Housing	998	615	62	945	53	1
Barbican Residential (NON SERVICE CHARGE)	-2,156	-1,792	83	-2,156	0	
People Services						
Older People Services	1,185	1,354	114	1,213	-28	2
Adult Social Care	2,359	2,057	87	2,244	115	2 & 3
Occupational Therapy	252	197	78	133	119	3
Adult Services strategy	6	6	100	6	0	
Supervision and Management	156	119	76	159	-3	
Homelessness	617	847	137	606	11	
Children's Social Care	1,095	1,150	105	1,345	-250	4
Early Years & Childcare	867	731	84	837	30	
Other Schools-related activity	132	163	123	112	20	
Drug Action Team	138	89	64	138	0	
TOTAL LOCAL RISK	6,807	6,713	99	6,793	14	
Partnerships						
Commissioning	725	656	90	702	23	5
Public Health	-175	-456	261	-175	0	
Sports Development	-61	-54	89	-60	-1	
Adult Community Learning	66	12	18	63	3	
Youth Service	205	188	92	196	9	
Strategy and Performance	1,185	837	71	1,033	152	5 & 6
TOTAL PARTNERSHIPS	1,945	1,183	61	1,759	186	
TOTAL LOCAL RISK	7,594	6,719	88	7,340	254	

CENTRAL RISK

Commissioning	-111	539	-486	-83	-28
Early Years & Childcare	265	234	88	265	0
Other Schools Related activity	-287	-957	333	-287	0
Asylum Seekers	285	539	189	298	-13
Delegated Budget	-20	275	-1,375	-19	-1
Housing Benefit	67	-233	-347	67	0
Barbican Res	-225	-32	14	-225	0
TOTAL CENTRAL RISK	-26	365	-1,584	16	-42

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1) Housing Services: Minor variances

People's Directorate: Underspend of £14k largely because:

2) There have been various client movements since the budgets were set

3) Staff costs which were provided for in the budget have now been met from Government grant

4) There have been additional costs incurred this year in respect of consultantancy work relating to the children's inspection. These costs have been met from savings from other services within the People Directorate.

Commissioning & Partnerships: Underspend of £186k largely because:

5) Vacant posts as part of the commissioning restructure have not yet been filled

6) There is a central budget of £148k held to be used for emerging pressures; there are regular meetings with budget managers at which any pressures are flagged up

7) There was central risk overspend due to two new asylum clients, plus minor variances in other areas

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