



Community & Children's Services Committee

Date: FRIDAY, 13 MAY 2016
Time: 11.30 am
Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

Members:

Randall Anderson	Gareth Moore
Deputy John Barker	Deputy Alastair Moss
Revd Dr William Campbell-Taylor	Barbara Newman
Deputy Billy Dove	Deputy Joyce Nash
Emma Edhem	Dhruv Patel
John Fletcher	Emma Price
Deputy Bill Fraser	Adam Richardson
Marianne Fredericks	Delis Regis
Alderman David Graves	Deputy Elizabeth Rogula
Deputy the Revd Stephen Haines	Virginia Rounding
Ann Holmes	Mark Wheatley
Deputy Henry Jones	Philip Woodhouse
Alderman Sir Paul Judge	James de Sausmarez
Professor John Lumley	Alderman Robert Howard
Deputy Catherine McGuinness	Deputy Robert Merrett
Brian Mooney	Angela Starling
Keith Bottomley	

Co-opted Members: Laura Jørgensen

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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. **TO RECEIVE THE ORDER OF THE COURT OF COMMON COUNCIL**
The Committee are invited to receive the Order of the Court of Common Council dated 21st April 2016, and agree the Terms of Reference of the Committee.

For Information
(Pages 1 - 2)
4. **TO APPOINT A CHAIRMAN**
The Committee are invited to elect a Chairman for the ensuing year.

For Decision
5. **TO APPOINT A DEPUTY CHAIRMAN**
The Committee are invited to elect a Deputy Chairman for the ensuing year.

For Decision
6. **MINUTES**
To agree the minutes of the previous Committee meeting.

For Decision
(Pages 3 - 8)
7. **DRAFT MINUTES OF THE HOUSING MANAGEMENT AND ALMSHOUSES SUB (COMMUNITY AND CHILDREN'S SERVICES) COMMITTEE**
To receive the draft minutes.

For Information
(Pages 9 - 14)
8. **COMMITTEES APPOINTMENT**
Report of the Town Clerk.

For Decision
(Pages 15 - 22)
9. **MANAGEMENT OF THE CITY EDUCATIONAL TRUST FUND AND THE CITY OF LONDON CORPORATION COMBINED EDUCATION CHARITY**
Report of the Town Clerk.

For Decision
(Pages 23 - 26)

10. **IMPLEMENTATION OF GRANTS REVIEW 'STRONGER COMMUNITIES'**
Report of the Deputy Town Clerk.
- For Decision**
(Pages 27 - 40)
11. **WELFARE REFORM AND WORK ACT**
Report of the Remembrancer.
- For Information**
(Pages 41 - 42)
12. **GATEWAY 4 - MIDDLESEX STREET AREA - REDESIGN OF NEW PUBLIC SPACE IN ARTIZAN STREET POST RAMP DEMOLITION (PHASE B)**
Joint Report of the Director of the Built Environment & Director of Community & Children's Services.
- For Decision**
(Pages 43 - 62)
13. **DECENT HOMES AT DRON HOUSE, GOLDEN LANE, SOUTHWARK, SYDENHAM, WINDSOR, AND YORK WAY ESTATES**
Report of the Director of Community and Children's Services.
- For Decision**
(Pages 63 - 72)
14. **BUSINESS PLAN 2016/17**
Report of the Director of Community and Children's Services.
- For Decision**
(Pages 73 - 116)
15. **CITY OF LONDON CHILDREN'S SERVICES REVIEW**
Report of the Director of Community and Children's Services.
- For Information**
(Pages 117 - 138)
16. **LOCAL AUTHORITY DESIGNATED OFFICER 2015/16 ANNUAL REPORT**
Report of the Director of Community and Children's Services.
- For Information**
(Pages 139 - 142)
17. **'EDUCATIONAL EXCELLENCE EVERYWHERE' A BRIEFING ON THE GOVERNMENT'S WHITE PAPER**
Report of the Director of Community and Children's Services.
- For Information**
(Pages 143 - 152)

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

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

20. **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

21. **NON-PUBLIC MINUTES**

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

For Decision

(Pages 153 - 156)

22. **DRAFT NON-PUBLIC MINUTES HOUSING MANAGEMENT AND ALMSHOUSES
SUB (COMMUNITY AND CHILDREN'S SERVICES) COMMITTEE**

To receive the draft minutes.

For Information

(Pages 157 - 158)

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

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

Agenda Item 3

MOUNTEVANS, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 21st April 2016, doth hereby appoint the following Committee until the first meeting of the Court in April, 2017.
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COMMUNITY & CHILDREN'S SERVICES COMMITTEE

1. **Constitution**

A Ward Committee consisting of,

- two Aldermen nominated by the Court of Aldermen
- up to 33 Commoners representing each Ward (two representatives for the Wards with six or more Members regardless of whether the Ward has sides), those Wards having 200 or more residents (based on the Ward List) being able to nominate a maximum of two representatives
- a limited number of Members co-opted by the Committee (e.g. the two parent governors required by law)

2. **Quorum**

The quorum consists of any nine Members. [N.B. - the co-opted Members only count as part of the quorum for matters relating to the Education Function]

3. **Membership 2016/17**

ALDERMEN

- 2 Sir Paul Judge
- 1 Robert Picton Seymour Howard

COMMONERS

2	Barbara Patricia Newman, C.B.E.....	Aldersgate
6	Joyce Carruthers Nash, O.B.E., Deputy.....	Aldersgate
4	Dhruv Patel.....	Aldgate
1	Robert Allan Merrett, Deputy.....	Bassishaw
11	William Harry Dove, O.B.E., J.P., Deputy.....	Bishopsgate
1	Keith David Forbes Bottomley.....	Bridge
2	Havilland James de Sausmarez.....	Candlewick
2	Emma Edhem.....	Castle Baynard
10	Catherine McGuinness, Deputy.....	Castle Baynard
4	Alastair Michael Moss, Deputy.....	Cheap
10	The Revd. Stephen Decatur Haines, Deputy.....	Cornhill
3	John Alfred Barker, O.B.E., Deputy.....	Cripplegate
8	Gareth Wynford Moore.....	Cripplegate
3	Mark Raymond Peter Henry Delano Wheatley.....	Dowgate
6	Virginia Rounding.....	Farringdon Within
3	Ann Holmes.....	Farringdon Within
3	Emma Charlotte Louisa Price.....	Farringdon Without
4	Adam Fox McCloud Richardson.....	Farringdon Without
3	Philip John Woodhouse.....	Langbourn
9	Elizabeth Rogula, Deputy.....	Lime Street
7	Henry Llewellyn Michael Jones, Deputy.....	Portsoken
5	John William Fletcher.....	Portsoken
10	Brian Desmond Francis Mooney.....	Queenhithe
5	Marianne Bernadette Fredericks.....	Tower
11	William Barrie Fraser, O.B.E., Deputy.....	Vintry

Together with the following Members appointed in place of the six Wards (Billingsgate, Bread Street, Broad Street, Coleman Street, Cordwainer and Walbrook) not making appointments on this occasion as well as the two Wards (Bishopsgate and Queenhithe) each making only one of their two permitted appointments:-

Randall Keith Anderson
The Revd. William Goodacre Campbell-Taylor
David Andrew Graves, Alderman
Professor John Penton Stuart Lumley
Delis Regis
Angela Mary Starling

4. **Terms of Reference**

To be responsible for:-

- (a) the appointment of the Director of Community & Children's Services;
- (b) the following functions of the City of London Corporation (other than in respect of powers expressly delegated to another committee, sub-committee, board or panel):-
- Children's Services
 - Adults' Services
 - Education
 - Social Services
 - Social Housing (i.e. the management of the property owned by the City of London Corporation under the Housing Revenue Account and the City Fund in accordance with the requirements of all relevant legislation and the disposal of interests in the City of London Corporation's Housing Estates (pursuant to such policies as are from time to time laid down by the Court of Common Council)
 - public health (within the meaning of the Health and Social Care Act 2012), liaison with health services and health scrutiny
 - Sport/Leisure Activities
 - management of the City of London Almshouses (registered charity no 1005857) in accordance with the charity's governing instruments
- and the preparation of all statutory plans relating to those functions and consulting as appropriate on the exercise of those functions;
- (c) the management of The City of London Corporation Combined Education Charity (registered charity no. 312836);
- (d) appointing Statutory Panels, Boards and Sub-Committees as are considered necessary for the better performance of its duties including the following areas:-
Housing Management and Almshouses Sub-Committee
Health & Social Care Scrutiny Sub-Committee
Safeguarding Sub-Committee
- (e) the allocation of grants from the Combined Relief of Poverty Charity;
- (f) the management of the Aldgate Pavilion.

COMMUNITY & CHILDREN'S SERVICES COMMITTEE

Friday, 8 April 2016

Minutes of the meeting of the Community & Children's Services Committee held at Committee Rooms, West Wing, Guildhall on Friday, 8 April 2016 at 11.30 am

Present

Members:

Dhruv Patel (Chairman)	Deputy Henry Jones
Gareth Moore	Alderman Sir Paul Judge
Randall Anderson	Professor John Lumley
Deputy John Barker	Deputy Catherine McGuinness
Deputy Billy Dove	Barbara Newman
Emma Edhem	Deputy Joyce Nash
John Fletcher	Emma Price
Marianne Fredericks	Deputy Elizabeth Rogula
Alderman David Graves	Virginia Rounding
Deputy the Revd Stephen Haines	James Tumbridge
Ann Holmes	Mark Wheatley

Officers:

Natasha Dogra	- Town Clerk's Department
Ade Adetosoye	- Director, Community & Children's Services
Caroline Al-Beyerty	- Director, Financial Services
Neal Hounsell	- Community & Children's Services Department
Gerald Mehrtens	- Community & Children's Services Department
Jacquie Campbell	- Community & Children's Services Department
Lorraine Burke	- Community & Children's Services Department
Paul Murtagh	- Community & Children's Services Department
Mike Kettle	- Community & Children's Services Department
Mike Saunders	- Community & Children's Services Department

1. APOLOGIES

Apologies had been received from Chris Punter, James de Saumarez and Philip Woodhouse, Delis Regis

The Town Clerk advised that the Deputy Chairman of the Committee had stepped down from the position as he was unable to serve due to Standing Order 30 whereby no resident or tenant of a property owned by the City of London Corporation should serve as Chairman or Deputy Chairman of the service Committee. Upon seeing this in the Committee's Terms of Reference, Mr Moore declared the interest to the Director and Town Clerk who informed him that he would not be able to serve as Deputy Chairman of this Committee.

Discussions ensued regarding the relevance of applying Standing Order 30 to the position of deputy chairman of the grand committee. Members agreed that

Standing Order 30 was relevant in relation to the positions of chairman and deputy chairman of the Housing Management and Almshouses Sub Committee only.

Members agreed that there were safeguards in place to ensure that Members made decisions in the interest of the public by declaring any interests that they had under the Code of Conduct, which applied to all elected Members of the Court of Common Council.

The Committee was in agreement that Standing Order 30 should not apply to the position of deputy chairman of the Community and Children's Services Committee, where the views of residents and tenants of properties owned by the City Corporation are very relevant and as important as the views of non-resident Members.

Resolved – upon taking a vote, it was unanimously agreed that a report be submitted to the Policy and Resources Committee and subsequently the Court of Common Council requesting the suspension of Standing Order 30 in respect of the Community and Children's Services Committee.

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

Mr Moore declared an interest as he was a tenant on the Golden Lane Estate.

3. **MINUTES**

Resolved – that the minutes be agreed as an accurate record.

Matters Arising:

A Member informed that Committee that her amendment to the minutes of the February Committee meeting regarding the Mais House development report had been accurately amended by the Town Clerk.

4. **APPOINTMENT OF A SCHOOL GOVERNOR: SIR JOHN CASS SCHOOL**

The Committee were invited to appoint a School Governor to the Sir John Cass School.

Resolved – that Mr John Fletcher be appointed as School Governor to the Sir John Cass school for a 3 year term, ending in April 2019.

5. **PRESENTATION: WESTMINSTER DRUGS PROJECT**

The Committee received a presentation from Louisa Pavli, Westminster Drugs Project (WDP) Operations Manager and noted the following:

- The new Square Mile Health service delivered by WDP provided tobacco, alcohol and drug support to residents, businesses and students in the City of London.
- The new service started on the 1st October 2015
- The aim of the service was to:
 - Engage with businesses within the City of London
 - Run health awareness sessions
 - Reduce the number of City residents and workers who smoke

- Engage with local communities (hard to reach cohorts)
- Engage with local schools and students
- Run various campaigns within the City of London

In response to a query from Members, the Committee noted that the Westminster Drugs project ran alcohol, tobacco and drug campaigns within the City of London. Members agreed that these campaigns were very helpful and businesses should be encouraged to make their staff aware of the work done by the Westminster Drugs Project.

Resolved – that the presentation be received.

6. INCOME GENERATION - REPORT OF A CROSS-CUTTING SERVICE BASED REVIEW

The Committee were informed that 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.

Members noted that the review found that there were:

- 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.

Resolved – that Members supported the detailed recommendation 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.

7. STUDY PANEL: THE CITY'S ROLE IN SUPPORTING EMPLOYABILITY AMONG YOUNG PEOPLE IN LONDON

The Committee received a report from the Director of Economic Development informing Members that the City Corporation had 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) were also active in this area. Members noted that there was scope to learn from 'what works' to improve the effectiveness of the City's collective efforts.

Members noted that the Study's key outcome was 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.

Members noted that a report setting out these 'guiding principles' was launched at an event at Guildhall on 21 March 2016.

Resolved – that the report be received.

8. DEVELOPING A FRAMEWORK FOR THE CITY CORPORATION'S WORK ON EMPLOYABILITY

The Committee received a report from the Director of Economic Development informing Members that work had 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 had 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.

Members noted that using the City's unique position in this way, Officers could work more strategically and leverage the potential of the City to have a much greater impact on employability in London. Members said that that City Corporation also had a duty to provide for looked after children and young people from low income families in the City; widening access to low-skilled jobs and providing more support to prepare Londoners for the job market would enable to City to work more strategically when assisting local vulnerable children and young people.

In response to a query regarding apprenticeships, the Committee noted that a report would be submitted regarding the Corporations approach to the new apprenticeship target and levy to the July Committee meeting.

Resolved – that the report be received.

9. COMMUNITY AND CHILDREN'S SERVICES BUSINESS PLAN: QUARTER 3 UPDATE

The Committee received the Business Plan and progress made during Quarter 3 (Q3 – October to December 2015) against the refreshed 2015–17 Community and Children's Services Business Plan. It showed what has been achieved and the progress made against the five departmental strategic aims:

- Safeguarding and early help
- Health and wellbeing
- Education and employability
- Homes and communities

- Efficiency and effectiveness.

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.

Resolved – that the report be received.

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

A Member informed the Committee that there would be an event hosted by the GLA on 23rd April for 16-25 year olds regarding what they viewed to be their identity. Views around housing, education and leisure opportunities would be collated.

In response to a query regarding Mais House, the Committee were informed that report would be submitted to the next Housing Management and Almshouses Sub Committee regarding the decant policy. Officers were commended on the consultation process which had been carried out in relation to the development of Mais House.

11. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The Committee were asked to consider one item of urgent business in relation to the HRA gas supply contract. On 1st October 2006, the City of London entered into a contract with Planned Maintenance Engineering (now Carillion Services) to provide Mechanical and Gas Maintenance Services to the City's housing stock. The contract was based on an initial 5 year term followed by two further 5 year terms subject to agreement by both parties. The third 5 year term was due to commence on 1st April 2016 and would expire on 30th September 2021

Discussions ensued regarding the timing of the report. Members queried why contract was being considered by the Committee now when the realignment had come to light six months ago. Officers stated that Carillion had requested a Deed of Variation to the contract to extend the contract by only one year; this was based on their realignment of domestic gas business activities. Members agreed that although this was a sensible way forward now, the search for new contractors should begin soon to ensure the Committee was not put in this position again.

Resolved – that the following be agreed:

1. That the City Solicitor be instructed to issue a Deed of Variation to extend the contract for one year only.
2. Officers be instructed to liaise with City Procurement to commence the procurement process for the letting of a new contract with effect from 1st April 2017.

12. EXCLUSION OF THE PUBLIC

Resolved - It was agreed 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.

13. NON-PUBLIC MINUTES

Resolved – that the minutes be agreed as an accurate record.

14. SUPPORT FOR THE RESETTLEMENT OF SYRIAN REFUGEES

The Committee received the report of the Director of Community and Children's Services.

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

The Committee received the report of the Director of Community and Children's Services.

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

This report was withdrawn prior to the meeting by the Chairman and Director of Community and Children's Services.

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

The Committee received the report of the Director of Community and Children's Services.

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

There were no questions.

19. 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 1:00pm

Chairman

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Natasha.Dogra@cityoflondon.gov.uk**

HOUSING MANAGEMENT AND ALMSHOUSES SUB (COMMUNITY AND CHILDREN'S SERVICES) COMMITTEE

Monday, 25 April 2016

Minutes of the meeting of the Housing Management and Almshouses Sub (Community and Children's Services) Committee held at the Guildhall EC2 at 1.45 pm

Present

Members:

Virginia Rounding (Chairman)	Deputy the Revd Stephen Haines
Ann Holmes (Deputy Chairman)	Deputy Henry Jones
Randall Anderson	Deputy Catherine McGuinness
John Fletcher	Gareth Moore

Officers:

Philippa Sewell	- Town Clerk's Department
Mark Jarvis	- Chamberlain's Department
Chris Keesing	- Chamberlain's Department
Ade Adetosoye	- Director of Community & Children's Services
Jacquie Campbell	- Community & Children's Services Department
Wendy Giaccaglia	- Community & Children's Services Department
Robert Jacks	- Community & Children's Services Department
Paul Jackson	- Community & Children's Services Department
Anne Mason	- Community & Children's Services Department
Paul Murtagh	- Community & Children's Services Department

1. APOLOGIES

Apologies were received from Revd Dr Martin Dudley, Dhruv Patel, Deputy Elizabeth Rogula, and Mark Wheatley.

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

Mr Gareth Moore declared an interest in housing matters, as a tenant of Golden Lane Estate, and Deputy Henry Jones declared an interest in matters relating to the Middlesex Street Estate, as he was a residential and business lease holder.

3. MINUTES

RESOLVED – That the public minutes and non-public summary of the meeting held on 18 January 2016 be approved as a correct record.

Matters Arising

Members noted that the work on Great Arthur House was progressing well, and officers were impressed with the contractors so far. With regard to the comparison data requested for the Satisfaction Survey, Members noted this would be coming to a future meeting.

4. **CITY OF LONDON ALMSHOUSES UPDATE**

The Sub Committee received a report of the Director of Community & Children's Services which provided an update on the City of London Almshouses. Members noted that officers and residents were continuing to work with Southwark Mediation Centre and, during non-public session later in the meeting, queried the rent arrears.

RESOLVED – That the report be noted.

5. **HOUSING ESTATES - ALLOCATED MEMBERS' REPORT**

The Sub Committee received a report of the Director of Community & Children's Services which provided an update on events and activities on the City of London Corporation's social housing estates. Members congratulated the three estates that won grants from the Groundwork and Tesco's grant-giving initiative "Bags of Help", and praised the skills exchange held for residents at Isleden House.

RESOLVED – That the report be noted.

6. **HOUSING UPDATE**

The Sub Committee received a report of the Director of Community & Children's Services providing the six-monthly update on Housing Service performance. Members congratulated officers on the performance on responsive repairs, rent collection, and benefit claims, which had exceeded targets. Members discussed gas servicing, the Corporation's policy objective to deliver 3700 new homes over the next 10 years, and the impact the introduction of Universal Credit would have on rent collection and arrears.

Members queried the suspension of the waiting list for sheltered housing, and officers undertook to provide further detail at the next meeting. Members noted that priority was being given to residents displaced from Mais House, but agreed this was not a reason to suspend the waiting list altogether. Members also noted the incidents of anti-social behaviour, and requested Police figures regarding crime on City estates.

RESOLVED – That further information regarding the sheltered housing waiting list and Police figures regarding crime on City estates be provided at a future meeting; and the report be noted.

7. **DECANT POLICY - SHELTERED HOUSING REVIEW PART 2**

The Sub Committee considered a report of the Director of Community & Children's Services proposing the adoption of a Decant Policy, and an initial budget for the decant of residents of Mais House. Members considered the policy and the report, receiving clarification that all Mais House residents would receive the Home Loss payment. Members sought, and were given, assurance that no residents would be financially disadvantaged in the longer term. Officers also stated that any further measures needed would be brought back to Members for approval at a later date.

RESOLVED – That the decant policy be approved, and an initial budget of £450,000 be created for home loss and disturbance payments for residents of Mais House over the life of the decant programme.

8. **TACKLING SOCIAL HOUSING TENANCY FRAUD**

The Sub Committee received a joint report of the Director of Community & Children's Services and Chamberlain which provided information of how the City of London Corporation was investigating and tackling Social Housing Tenancy Fraud. It also provided an analysis of the cases investigated by the Anti-Fraud & Investigation Team during the 2015/16 financial year.

Members noted that two fraud preventative measures had been introduced, and 15 illegally sub-let CoL social housing properties had been recovered. In response to Members' questions, officers advised that the Corporation supported the victim of the illegal sub-let, providing them with advice and information about organisations that could help them (e.g. Citizens Advice Bureaux).

RESOLVED – That the report be noted.

9. **RIGHT TO BUY SOCIAL MOBILITY FUND (CITY HOME PURCHASE GRANTS)**

The Sub Committee received a report of the Director of Community & Children's Services regarding the City of London's City Home Purchase Grant scheme. This scheme used funds from the Government's Right to Buy Social Mobility Fund to offer Right to Buy eligible tenants up to £30k to purchase a home on the open market. Members noted that there had been a lower level of take-up than was anticipated, but a total of five grants had been agreed and, for the successful applicants, it had been a life-changing experience.

RESOLVED – That the report be noted.

10. **CCTV INSTALLATION IN CITY HOUSING ESTATES**

The Sub Committee received a report of the Director of Community & Children's Services regarding the Corporation's approach to installing CCTV systems in City Housing Estates.

RESOLVED – That the report be noted.

11. **CITY OF LONDON ALMSHOUSES REFURBISHMENT PROGRAMME**

The Sub Committee considered a report of the Director of Community & Children's Services regarding the refurbishment required on the City of London Almshouses in Brixton. Members discussed the report, and agreed that the two-year timescale was preferable to ensure the least amount of disruption for residents.

RESOLVED – That:

- a) a two-year refurbishment programme for the City of London Almshouses be approved in principal, at an estimated cost of £898,000; and

- b) the Assistant Director, Barbican & Property be requested to commence the procurement and Gateway processes with a view to appointing a single contractor to deliver the programme.

12. WATER SYSTEM SAFETY WORKS AT RESIDENTIAL HOUSING ESTATES

The Sub Committee considered a report of the Director of Community & Children’s Services regarding water safety works.

RESOLVED – That

- a) Option 2, to complete a planned programme of works using the results of the risk assessments to prioritise the works, be approved;
- b) the estimated budget of £562,000 for HRA Housing Estates and £900,000 for Barbican Estate be noted; and
- c) the additional budget now requested to reach Gateway 5 (£25,000 for HRA Housing Estates and £40,000 for Barbican Estate) be approved.

13. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

There were no questions.

14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other business.

15. 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 Schedule 12A of the Local Government Act.

Item	Paragraph
16 & 17	3
18 & 19	-

16. NON-PUBLIC MINUTES

RESOLVED – That the non-public minutes of the meeting held on 18 January 2016 be approved as a correct record.

17. DRON HOUSE COMMUNITY CENTRE CONVERSION

The Sub Committee considered a report of the Director of Community & Children’s Services.

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

There were no questions.

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

There was no other business.

The meeting closed at 2.51 pm

Chairman

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philippa.sewell@cityoflondon.gov.uk**

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Committee: Community & Children’s Services Committee	Date: 13 May 2016
Subject: Committee Appointments	
Report of: Town Clerk	Public
	For Decision
Report author: Natasha Dogra	
<div style="text-align: center;">Summary</div> <p>The purpose of this report is to consider the appointment of the Committee’s sub committees and panel and to approve their composition and terms of reference. Details are set out in Appendix A. Consideration will need to be given to the appointments of Lead Members for specific ‘Portfolios’, also as set out in Appendix A.</p> <p>The Town Clerk would be grateful if Members would confirm to Natasha Dogra by <u>10 May 2016</u> on 0207 332 1434 or at Natasha.dogra@cityoflondon.gov.uk whether they wish to serve or continue to serve on any of the Committee’s Sub Committees and Panel, or as lead members for the portfolios. Your expressions of interest will be reported verbally to the Committee at its meeting on 13 May 2016. Members will then be asked to consider this information and make the necessary appointments thereon.</p> <p>Recommendations</p> <p>That:-</p> <p>a) consideration be given to the appointment, composition and terms of reference of the following Sub-Committees and Panel for the ensuing year:-</p> <ul style="list-style-type: none"> • Housing Management & Almshouses Sub Committee; • Safeguarding Sub-Committee; • The Education Board. <p>b) consideration be given to the appointments of Lead Members for specific Portfolios, as detailed in Appendix A;</p>	

Main Report

1. As Members are aware, the composition of the Community & Children's Services Committee's Sub Committee is agreed annually and this report sets out the details of the representatives that the Committee is requested to appoint.

Housing Management & Almshouses Sub-Committee

2. The Committee are requested to note the Housing Management & Almshouses Sub Committee's updated Terms of Reference which state that the Membership is made up of 8 Members of the Community & Children's Services Committee. A convention was agreed that the Sub Committee Membership would include the Chairman & Deputy Chairman of the Grand Committee as ex-officio Members and therefore ineligible for Chairmanship.

Safeguarding Sub-Committee

3. The Committee are requested to note the Safeguarding Sub Committee's Terms of Reference which state that the Membership is made up of 8 Members of the Community & Children's Services Committee. A convention was agreed that the Sub Committee Membership normally include the Chairman & Deputy Chairman of the Grand Committee, rather than stipulating their appointment which renders them ex-officio Members and therefore ineligible for Chairmanship.

The Education Board

4. There are proposed changes to the terms of reference of the Education Board which are attached in Appendix A. The Committee are requested to appoint one Member to the Board.
5. Each of the Committee's Sub Committee, Lead Members, Champions and representatives on other bodies are considered in turn in Appendix A below, together with terms of reference and proposed composition.

Contact:

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Sub Committees

HOUSING MANAGEMENT & ALMSHOUSES SUB COMMITTEE

Constitution

- 8 Members to be elected by the Community & Children's Services Committee, including the Chairman and Deputy Chairman.
- It is convention for the Chairman and Deputy Chairman of the Grand Committee to be appointed to this Sub Committee as ex-officio Committee Members.

In accordance with Standing Order Nos. 29 & 30, no Member who is resident in, or a tenant of, any property owned by the City of London and under the control of this Sub Committee is eligible to be Chairman or Deputy Chairman.

Quorum

Any three Members.

Terms of Reference

To be responsible for:-

- (a) discharging the City of London Corporation's function in respect of the management of its existing social housing stock (with the Grand Committee retaining responsibility over policies affecting the City's Strategic Housing responsibilities);
- (b) approving schemes affecting the City's existing social housing **and proposed stock** in accordance with the policies and strategies for investment agreed by the Grand Committee and having regard to the City Corporation's Project Approval Procedure;
- (c) approve policies in relation to the management of housing services to tenants and leaseholders in City estates and review them as necessary;
- (d) the management of the City of London Almshouses (registered charity no 1005857) in accordance with the charity's governing instruments; and
- (d) advising the Grand Committee on:-
 - the general performance of the Social Housing Service and the Almshouses; and
 - its recommendations concerning the Allocation Scheme in the City's Housing Registration process.

Suggested frequency of meetings: a minimum of 4 a year

THE COMMITTEE ARE ASKED TO APPOINT EIGHT MEMBERS.

SAFEGUARDING SUB-COMMITTEE

Constitution

- 6 Members appointed by the Community & Children's Services Committee.
- It is convention for the Chairman and Deputy Chairman of the Grand Committee to be appointed to this subcommittee but not in an ex-officio role.

Quorum

Any three Members.

Terms of Reference

To be responsible for:-

1. overseeing the discharge of the City of London's responsibilities to safeguard children and adults who have been identified as requiring support and protection;
2. ensuring, in respect of children entering public care, that the duty of the local authority as a corporate parent to safeguard and promote a child's welfare is fulfilled;
3. monitoring the Community & Children's Services Department's performance in respect of its work to safeguard children and adults and make recommendations to the Grand Committee to bring about improvements as appropriate; and
4. exercising its functions with regard to the views of relevant service users, as appropriate.

Suggested frequency of meetings: a minimum of 2 a year

THE COMMITTEE ARE ASKED TO TO APPOINT SIX MEMBERS.

EDUCATION BOARD

Constitution

- 10 Members elected by the Court of Common Council, at least two of whom shall have fewer than five years' service on the Court at the time of their appointment;
- Up to four external representatives, appointed by the Education Board, with appropriate expertise in the field of education (i.e. non-Members of the Court of Common Council, who shall have voting rights);
- One Member appointed by the Policy & Resources Committee
- **One Member appointed by Community & Children's Services Committee**

Quorum

The Quorum to consist of any five Common Council Members and one of the four external representatives.

Terms of Reference

- (a) To monitor and review the City of London Education Strategy, and to oversee its implementation in consultation with the appropriate City of London Committees; referring any proposed changes to the Court of Common Council for approval;
- (b) To oversee generally the City of London Corporation's education activities; consulting with those Committees where education responsibilities are expressly provided for within the terms of reference of those Committees and liaising with the City's affiliated schools and co-sponsors;
- (c) To be responsible for the oversight and monitoring of the City of London Corporation's sponsorship of its Academies, including the appointment of academy governors **and, where relevant Members, Directors and Trustees;**
- ~~(d) To take joint responsibility, with the Community and Children's Services Committee, for allocating grants from the Combined Education Charity and City Education Trust.~~
- ~~(e) To constitute Sub-Committees in order to consider particular items of business within the terms of reference of the Board.~~
- (f) To recommend to the Court of Common Council candidates for appointment as the City of London Corporation's representative on school governing bodies where nomination rights are granted and which do not fall within the remit of any other Committee;
- (g) To monitor the frameworks for effective accountability, challenge and support in the City Schools*;

- (h) To be responsible for the distribution of funds specifically allocated to it for education purposes, in accordance with the City of London Corporation's strategic policies;
- (i) Oversight of the City of London Corporation's education-business link activities.

*The expression "the City Schools" means those schools for which the City has direct responsibility, as proprietor, sponsor or local authority, namely: The Sir John Cass Foundation Primary School, The City Academy Hackney, the City of London Academies Southwark, the City of London Academy Islington, the City of London School, the City of London School for Girls, and the City of London Freeman's School.

Suggested frequency of meetings: a minimum of 6 a year

THE COMMITTEE ARE ASKED TO APPOINT ONE MEMBER.

Lead Member Portfolios

1. At the Grand Committee meeting held on 10 May 2013, Members agreed the Member Portfolio System. The purpose of the Portfolio system is for Members of the Committee to have responsibility for specific areas of the Community & Children's Services Department's work and gain expert knowledge and expertise, thus enhancing the Committee's oversight role.
2. The Portfolio system operates through direct liaison between relevant officers in the Department and Lead Members. An officer nominated by the Director in the relevant area of business makes regular contact with their respective Lead Members, keeping them informed of developments or issues which may arise throughout the year.
3. Lead Members oversee the work that takes place, challenging and following up issues where necessary. The Portfolio system boosts the support which the Committee provides to the Department in delivering outcomes. Lead Members are encouraged to raise issues at the Grand Committee to ensure that appropriate action is taken, and there is to be a 'Standing Item' on the agenda to provide the Committee with an update on developments that take place in-between meetings.

Portfolios	Role
Children Safeguarding Lead Member The Chairman & one Member of the	The lead member role is a statutory role charged with championing the needs of children and young people. The Chairman and the nominated lead member will fulfil the statutory role as the lead member responsible for children's services.

<p>Safeguarding Sub Committee</p> <p>THE COMMITTEE ARE ASKED TO APPOINT <u>ONE</u> MEMBER OF THE SAFEGUARDING SUB COMMITTEE</p>	<p>Lead members are expected to attend the following statutory meetings:</p> <ol style="list-style-type: none"> 1. The City and Hackney Safeguarding Board 2. Statutory meetings with the Director of Children`s Services 3. Statutory meetings with OFSTED 4. Statutory meetings with Children in Care Council 5. Be a member of the safeguarding sub committee. <p>The Lead Members will receive regular updates on key areas of Children Safeguarding, and will have involvement in relevant commissioning areas.</p>
<p>Adult Safeguarding 2 Members of the Safeguarding Sub Committee.</p> <p>THE COMMITTEE ARE ASKED TO APPOINT <u>TWO</u> MEMBERS OF THE SAFEGUARDING SUB COMMITTEE.</p>	<p>The lead members are expected to champion the needs of older people.</p> <p>Lead members are expected to cover the following statutory meetings:</p> <ol style="list-style-type: none"> 1. Attend the quarterly City and Hackney Adult safeguarding board. 2. Attend the quarterly adult advisory board 3. Attend the quarterly rough sleepers board 4. Attend statutory meetings with CQC 5. One Member to be part of the safeguarding subcommittee. <p>The Lead Members will receive regular updates on key areas of Adult Safeguarding, and will have involvement in relevant commissioning areas.</p>
<p>Young People 1 Member</p> <p>THE COMMITTEE ARE ASKED TO APPOINT <u>ONE</u> MEMBER OF THE GRAND COMMITTEE.</p>	<p>The Committee has, in the past, appointed a representative to serve on initiatives like the Balfour Beatty London Youth Games and Partnership for Young London. The Lead Members will receive regular updates on our work with Young People, and will have involvement in relevant commissioning areas.</p>
<p>Rough Sleepers 1 Member</p> <p>TO APPOINT <u>ONE</u> MEMBER OF THE GRAND COMMITTEE.</p>	<p>The lead member is expected to support, challenge, scrutinise and champion the work undertaken in relation to rough sleepers, attend quarterly meetings of the Members and Officers Rough Sleepers Group.</p>

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Committee(s) Education Board Community and Children’s Services Policy and Resources Court of Common Council	Dated: 12 May 2016 13 May 2016 19 May 2016 23 June 2016
Subject: Management of the City Educational Trust Fund and the City of London Corporation Combined Education Charity	Public
Report of: Town Clerk	For Decision
Report Author: Alistair MacLellan, Senior Members’ Services Officer	

Summary

This report recommends that Members agree some proposed amendments to the terms of reference of the Education Board and the Community and Children’s Services Committee. The purpose of these amendments is to give one Grand Committee primary responsibility for the management of two charities, the City Educational Trust Fund and the City of London Corporation Combined Education Charity. It is proposed that the Education Board be appointed as the Grand Committee responsible for those charities, and that it appoint an Education Charity Sub (Education Board) Committee to oversee the application of funds from those charities. The Community and Children’s Services Committee will be responsible for making recommendations to the Education Board on any policy adopted for the application of those funds, and appointing some of its membership to serve on the Education Charity Sub (Education Board) Committee. The report also proposes some minor clarifications to the existing terms of reference.

Recommendation(s)

That Members,

- Approve the enclosed proposed amendments to the terms of reference of both the Education Board and Community and Children’s Services Committee, for onward submission to the Court of Common Council for final approval.
- Delegate authority to the Town Clerk to make any further amendments deemed necessary prior to submission to the Court, in consultation with the Chairmen and Deputy Chairmen.

Main Report

1. Under the City of London Corporation’s recent Effectiveness of Grants Service Based Review, it was proposed that the Education Board and the Community and Children’s Services Committee exercise joint responsibility for two education charities, the City Educational Trust Fund and the City of London Corporation Combined Education Charity (“the Combined Education Charity”). The City of London Corporation is the corporate trustee of both charities and exercises those trustee functions through the City’s existing corporate governance framework. It is the City’s usual practice to delegate the principal administration and management of each charity (including the award of grants) to a named Grand Committee, accepting that certain functions under the City’s corporate governance framework remain within the purview of other Committees in accordance with their terms of reference, e.g. relevant functions of the Court of Common Council relating to audit of the charitable funds remain with Audit and Risk Management Committee.

2. It was envisaged that in practice the responsibility for managing those two charities would be exercised by a sub-committee of either the Education Board or the Community and Children's Services Committee, and that the membership of that sub-committee be composed of members from both the Board and the Community and Children's Services Committee.
3. Wording that reflected this proposed 'joint' responsibility was intended to be submitted for approval to the Court of Common Council at its meeting on 21 April 2016. In the interim and on the basis of advice from the Comptroller & City Solicitor, the Town Clerk deemed it necessary, for the avoidance of doubt and to eliminate the potential for challenge as to the City's proper administration of those charities under the City's delegated arrangements, that reference to any 'joint' management be removed from the terms of reference of both the Education Board and the Community and Children's Services Committee, and this amendment was reflected in the terms of reference approved at that meeting of the Court.
4. The Court can only effectively delegate the exercise of particular charitable trustee functions to one of its Committees at any one time. This is to ensure that there is clear accountability for any decisions and actions taken under delegated authority affecting the administration of the charity, and to enable the expedient conduct of the charity's business in the best interests of the charity's beneficiaries. Officers therefore recommend that the terms of reference should make it clear that principal management of those charities is the responsibility of a single Grand Committee (reflecting the arrangements which were in place prior to the Corporate Grants Service Based Review).
5. Therefore, it is proposed that the Education Board is given that responsibility in respect of the management of the two charities, given their educational character, and that the charitable grant-making activity in respect of each charity be undertaken by a sub-committee of the Board. In recognition of the Community and Children's Services Committee's role as the Grand Committee responsible for the City of London Corporation's statutory education function, it is further proposed that the sub committee appointed by the Board should have membership drawn from both the Board and the Community and Children's Services Committee. Furthermore, it is proposed that the Community and Children's Services Committee be authorised to make recommendations to the Education Board on the policy to be adopted for the application of funds from both charities, although the final decision as to any policy to be adopted will lie with the Education Board consistent with its management responsibilities in respect of each charity.
6. Lastly, the opportunity has been taken to clarify some associated wording within the terms of reference of both the Board and the Community and Children's Services Committee. Proposed amendments and deletions are clearly marked as set out within the appendix.

Alistair MacLellan

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Appendix – Proposed Amended Terms of Reference

Proposed additional text is underlined and proposed deletions are ~~struck through~~.

Education Board

4. Terms of Reference

- (a) To monitor and review the City of London Education Strategy, and to oversee its implementation in consultation with the appropriate City of London Committees; referring any proposed changes to the Court of Common Council for approval;
- (b) To oversee generally the City of London Corporation's education activities; consulting with those Committees where education responsibilities are expressly provided for within the terms of reference of those Committees and liaising with the City's affiliated schools and co-sponsors;
- (c) To be responsible for the oversight and monitoring of the City of London Corporation's sponsorship of its Academies, including the appointment of academy governors and, where relevant Members, Directors and Trustees;
- (d) The management of The City of London Corporation Combined Education Charity (registered charity no. 312836), subject to consulting with the Community and Children's Services Committee as to any policy to be adopted for the application of the charity's funds;
- (e) The management of the City Educational Trust Fund (registered charity no. 290840), subject to consulting with the Community and Children's Services Committee as to any policy to be adopted for the application of the charity's funds;
- (f) To constitute Sub-Committees in order to consider particular items of business within the terms of reference of the Board, including:-
Education Charity Sub (Education Board) Committee*
- (g) To recommend to the Court of Common Council candidates for appointment as the City of London Corporation's representative on school governing bodies where nomination rights are granted and which do not fall within the remit of any other Committee;
- (h) To monitor the frameworks for effective accountability, challenge and support in the City Schools**;
- (i) To be responsible for the distribution of funds specifically allocated to it for education purposes, in accordance with the City of London Corporation's strategic policies;
- (j) Oversight of the City of London Corporation's education-business link activities.

* The constitution of The Education Charity Sub-Committee is set by the Court of Common Council and comprises three Members appointed by the Education Board and three Members appointed by the Community and Children's Services Committee.

**The expression "the City Schools" means those schools for which the City has direct responsibility, as proprietor, sponsor or local authority, namely: The Sir John Cass Foundation Primary School, The City Academy Hackney, ~~the City of London Academies Southwark~~, the City of London Academy Islington, the City of London School, the City of London School for Girls, and the City of London Freeman's School, and the academies managed by the City of London Academies Trust.

Community and Children's Services Committee

4. Terms of Reference

- To be responsible for:-
- (a) the appointment of the Director of Community & Children's Services;
 - (b) the following functions of the City of London Corporation (other than in respect of powers expressly delegated to another committee, sub-committee, board or panel):-
 - Children's Services
 - Adults' Services
 - Education
 - Social Services
 - Social Housing (i.e. the management of the property owned by the City of London Corporation under the Housing Revenue Account and the City Fund in accordance with the requirements of all relevant legislation and the disposal of interests in the City of London Corporation's Housing Estates (pursuant to such policies as are from time to time laid down by the Court of Common Council)
 - public health (within the meaning of the Health and Social Care Act 2012), liaison with health services and health scrutiny
 - Sport/Leisure Activities
 - management of the City of London Almshouses (registered charity no 1005857) in accordance with the charity's governing instrumentsand the preparation of all statutory plans relating to those functions and consulting as appropriate on the exercise of those functions;
 - (c) ~~the management of The City of London Corporation Combined Education Charity (registered charity no. 312836);~~

- (d) appointing Statutory Panels, Boards and Sub-Committees as are considered necessary for the better performance of its duties including the following areas:-
Housing Management and Almshouses Sub-Committee
Health & Social Care Scrutiny Sub-Committee
Safeguarding Sub-Committee
- (e) the management of The City of London Corporation Combined Relief of Poverty Charity (registered charity no. 1073660);
- (f) To have responsibility for making recommendations to the Education Board on the policy to be adopted for the application of charitable funds from The City of London Corporation Combined Education Charity (registered charity no. 312836) and the City Educational Trust Fund (registered charity no. 290840); and to make appointments to the Sub-Committee established by the Education Board for the purpose of managing those charities.
- (g) the management of the Aldgate Pavilion.

Committee Community and Children's Services	Dated: 13 May 2016
Subject Implementation of Grants Review 'Stronger Communities'	Public
Report of: Deputy Town Clerk	For Decision
Report author: Scott Nixon, Project Manager	

Background

In March 2016, the Resource Allocation Sub Committee and Policy and Resources Committee received a report outlining the work that had been undertaken to date to implement the recommendations of the Effectiveness of Grants Service Based Review (SBR).

The aim of the review was to increase the strategic impact of grant-making, ensure that the grants are managed more efficiently and effectively, improve the consistency and quality of the customer experience and so bring consequential reputational benefits.

As a result of the proposals made to Resource Allocation Sub Committee and Policy and Resources Committee it was agreed that:

- a) Four grant programmes were in scope for immediate centralised administration - Finance Grants Sub Committee, City of London Corporation Combined Relief of Poverty Charity, City Educational Trust Fund and the City of London Corporation Combined Education Charity.
- b) Four overarching funding themes for the grant programme (for 2016-2018) would be established; Stronger Communities; Education and Employment Support; Enjoying Open Spaces and the Natural Environment; and Inspiring London through Culture.
- c) The geographical area for the consolidated grants programme or individual themes would be left to the discretion of the decision making Committees as part of their agreement of grant eligibility criteria (subject to any restrictions on the geographical area of benefit in respect of any charities being managed).
- d) The proposed allocation of funding across the four funding themes was approved.
- e) Grant programme arrangements would be reviewed in 2018 to align with City Bridge Trust's next quinquennial review.

In order to manage the Central Grants Programme effectively a new Central Grants Unit was proposed. Members questioned the ratio of the resources required to run the Central Grants Unit in comparison to the amount of funds it would dispense, and referred the matter back to Officers for further consideration.

Accordingly, until all grant giving committees have been consulted on their individual eligibility criteria, it will not be possible to calculate the wider level of resourcing required to manage the Central Grants Programme and the associated costs. In the intervening period the majority of the costs of administering the various funds will continue to be met by the Corporation in the corresponding service departments.

In April 2016, Court of Common Council approved an addition to this Committee's terms of reference *'To take responsibility for allocating grants from the Combined Relief of Poverty Charity'*. The City of London Corporation is the corporate trustee of the charity and the administration of the charity is undertaken in accordance with the City of London's governance framework.

Recommendations:

- To note the agreed 'Stronger Communities' overarching funding themes as set out in Appendix 2, Section 1, and the level of funding available for the 2016-2018 Central Grants Programme.
- To discuss and agree the eligibility criteria for the 'Stronger Communities' theme, as set out in Appendix 2, Section 2, which will be in operation until reviewed in 2018.
- To agree that the award of grants will be determined by Officers of Community and Children's Services in consultation with the Chairman and Deputy Chairman of the Grand Committee.
- To note that the Policy and Resources Committee will approve the proportionate management fee to be charged for resourcing.

Main Report

1. Funding Themes and Allocation of funding

1.1 Following consultation with Chief Officers, four overarching themes were proposed for the 2016-2018 City of London Central Grants Programme and were subsequently agreed at the March 2016 Policy and Resources Committee.

1.2 The agreed overarching funding theme and level of funding for the 'Stronger Communities' theme, for which this Committee will be responsible is as follows:

Funding Theme	Funding source	2016/17	2017/18	Total
Stronger Communities	Combined Relief of Poverty Charity	£3,500	£3,500	£7,000
	City's Cash	£72,569.83	£72,569.83	£145,139.67

Funding Theme	Funding source	2016/17	2017/18	Total
Total		£76,069.83	£76,069.83	£152,139.67

- 1.3 It should be noted that the total funding amounts expressed in the above table do NOT include deductions for the proposed management fee, and therefore differ from the figures presented to the Policy and Resources Committee in March.
- 1.4 A financial overview of the Combined Relief of Poverty Charity and details on the remaining funding available to this Grant Programme is included in Appendix 1.

2. Sub Themes

- 2.1 With the overarching themes for the Central Grants Programme agreed, it is requested that each grant decision making committee now discuss and agree any appropriate sub-themes for their specific theme.
- 2.2 The proposed sub themes have been developed in consultation with Chief Officers and are submitted for Member consideration.
- 2.3 It should be noted that the charitable objects of the Combined Relief Of Poverty Charity, for which this Committee is now responsible, state that *'the funds available should be used for the relief of those in need by reason of poverty, old-age, ill-health, accident or infirmity who are either the widow, widower or child of a freeman of the City of London or who reside in the city of London or the London boroughs by the provision of grants, items and services or such other support as the trustee determines.'*
- 2.4 Thus, in order for the Combined Relief of Poverty Charity's funding to be available, a sub theme has been included that covers the relief of poverty/those in need.

Funding theme	Sub-themes
'Stronger Communities'	<ul style="list-style-type: none"> • Developing strong neighbourhoods and communities • To promote community health and wellbeing • For the Relief of Poverty

3. Grant Eligibility Criteria

- 3.1 It is requested that Members discuss and agree the eligibility criteria of the 'Stronger Communities' theme, attached as Appendix 2, Section 2, which will be in operation until reviewed in 2018.
- 3.2 These eligibility criteria to be proposed to Members have been developed based on the above sub themes and the charitable objects of the Combined Relief of Poverty Charity.

3.3 Members' attention is drawn to the following points extracted from the proposed eligibility criteria.

- Grants issued through the 'Stronger Communities' theme will be awarded to projects or services to be delivered within the City of London and its Housing Estates across London.
- Organisations applying for a grant should be able to demonstrate that they are already operating or delivering similar services in the area where the intended project or service is to be delivered.
- One annual grant round will be established per year; the opening and closing date for which will be established in consultation with Chief Officers, once all four themes have finalised their eligibility criteria (this will ensure that the required grants administration is evenly spaced throughout the year across all four themes).
- Community and Children's Services Officers, in consultation with the Chairman and Deputy Chairman of the Grand Committee will determine the award of grants.
- The minimum grant award permitted will be £500, and the maximum £10,000.

3.4 As agreed at Policy and Resources Committee in March 2016, the Central Grant Programme arrangements would be reviewed in 2018 to align with City Bridge Trust's next quinquennial review. Therefore, it should be noted that the overarching theme and sub-themes may change post 2018, should Policy and Resources Committee agree that the Central Grants Programme continue.

4. Central Grants Unit Staffing/Management fee

4.1 In order to manage the Central Grants Programme effectively a new Central Grants Unit was proposed to Resource Allocation Sub-Committee and Policy and Resources Committee in March 2016.

4.2 Members questioned the ratio of the resources required to run the Central Grants Unit in comparison to the amount of funds it would dispense. The Chief Grants Officer undertook to look at the resourcing of the unit and report back to Members.

4.3 Accordingly, until all grant giving committees have been consulted on their individual eligibility criteria, it will not be possible to calculate the wider level of resourcing required to manage the Central Grants Programme, and the associated costs. In the intervening period the costs of administering the relevant funds will continue to be absorbed by the City Corporation.

4.4 It is therefore proposed that this Committee note that the Policy and Resources Committee will agree the levels of staffing and corresponding

proportionate management fee to be deducted from all grant programmes to be administered by the Central Grants Unit.

- 4.5 The Central Grants Programme will be unable to go 'live' until the appropriate levels of staffing have been agreed and are in place.

Appendices:

Appendix 1: Financial Overview

Appendix 2: Eligibility Criteria, Stronger Communities.

Background Papers:

Policy and Resources Committee, March 2016, 'Implementation of Grants Review'

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Appendix 1

Financial Overview:

- 1.1 Members are asked to note that the funding made available for the City of London Corporation Combined Relief of Poverty Charity (“the Combined Poverty Charity”) is generated on an annual basis through investment income from the charitable funds.
- 1.2 The charity holds endowment funds amounting to £103,316 as at 31 March 2015, which are held as investments with any income earned available for unrestricted use. The trustee is also permitted to expend the charity’s endowment funds, subject to Charity Commission consent in respect of any permanent endowment.
- 1.3 A report presented to the Finance Grants Sub-Committee on 15 November 2011 considered how best to use the Charity’s funds and endorsed the recommendation to use Unrestricted Funds towards the objects of the charity but to retain Endowment Funds on the basis that the Unrestricted Funds would be sufficient to allow meaningful awards.
- 1.4 Costs of administering the charity have historically been met by the City Corporation and have not been re-charged to the charity.
- 1.5 The remaining funding available to this Grant Programme will be available through the carrying forward of unspent City’s Cash, previously allocated to the Finance Sub Committee grants budget, however this will require the approval of the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee and would be considered in June/July in the context of the overall outturn and carry forward requests on the City’s funds.

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Appendix 2

Stronger Communities

1. Types of projects and activity to be supported

The Stronger Communities Theme is divided into three sub themes

- **Developing strong neighbourhoods and communities**
The activities supported in this sub theme support local community projects within the City of London and its Housing estates across London. It is expected that the projects should enable more people to become involved in their communities and encourage a broader understanding of the diverse needs and a higher take up of existing and new opportunities available for those communities.
- **To promote community health and wellbeing**
The activities supported in this sub theme should contribute to the health and wellbeing of communities within the City of London. It is expected that projects should demonstrate achievements in addressing the Health and Wellbeing priorities set out in the Joint Health and Wellbeing Strategy as set by the Health and Wellbeing Board.
- **For the Relief of Poverty**
The activities supported in this sub theme should help the relief of need, by reason of poverty, old-age, ill-health, accident or infirmity, of those who live in the City of London.

This theme is encouraging of individuals with proposals for projects which will benefit the community under any of the three sub themes. However, please note that as an individual you will need to apply for funding through a City-based group or organisation, residents association or a charity who will support and countersign your application and thus have “ownership” of the project.

2. Who can apply for a City of London Corporation Grant?

Grants issued through the ‘Stronger Communities’ theme will be awarded to projects or services that are being delivered strictly for the benefit of communities or beneficiaries within the City of London and its Housing Estates across London.

Organisations applying for a grant should be able to demonstrate that they are already operating or delivering similar services in the area where the intended project or service is to be delivered.

One annual grant round will be established per year, the opening and closing date for which will be confirmed at a later date.

The minimum grant award permitted will be £500, and the maximum £10,000.



The City of London Corporation Central Grants Programme is open to organisations that fall into one of the following categories:

- Registered charity
- Registered Community Interest Company
- Registered Charitable Incorporated Organisation
- Charitable company (incorporated as a not-for-profit)
- Exempt or excepted charity
- Registered charitable industrial and provident society or charitable Cooperative (Becom)
- Constituted voluntary organisation

Overview:

Minimum and maximum grant allowed	Opening dates for applications	Closing dates for applications	Decision timeframe
	2016-2018	2016-2018	
£500 min £10,000 max	TBD	TBD	12 weeks from closing date

3. How do you apply for a grant?

To apply for a City of London Corporation grant you will need to complete an online application form by the corresponding deadline and submit this electronically with your supporting documents to the City of London Corporation Central Grants Unit. We do not consider draft applications or proposals, including by email.

We do advise that you send your application to us well before the stated deadline to allow us to process your application in time. We will only consider one application from your organisation at any one time.

All application forms are required to be completed through the online City of London Corporation grants web portal. Only in exceptional circumstances would a hard copy application be made available to applicants.

Application forms in large print, Braille or audio tape would be offered to applicants by special request.

4. How are applications assessed?

Once the City of London Corporation has received your online application and all supporting documents it will be passed to one of the City Corporation's Grant Officers for assessment. As part of this process a Grants Officer may contact you for more information.



We will acknowledge receipt of your application within 10 working days of it being received. If your application is not complete it will be returned to you and you will have a further 10 working days to send us the missing information.

A Grants Officer may also arrange to visit your organisation as part of the assessment process. Once a full assessment has been completed your request will be referred to an appropriate Committee or Senior Manager (depending on the level of grant requested).

The timescale to process your application will vary; however, we will endeavour to ensure your application is assessed within 12 weeks of the closing date. You should take account of this when planning your project.

5. How do we monitor and evaluate grant recipients once an award has been made?

If we fund your project we will need you to complete an end of grant monitoring report to confirm how the grant has been spent and what you achieved. Please make sure that you keep receipts for all the items or services you buy with the grant and that you keep them somewhere safe as we may ask you to provide them.

We may also visit you to check how the grant has been spent.

Please keep us up to date if your project or any of your contact details change at any stage during the period of your grant.

6. If your grant application is successful

If your application is successful, an initial offer letter detailing the level of grant awarded will be issued. This may contain special conditions relating to the grant award or pre-agreement grant conditions.

Grant acceptance terms and conditions will be subsequently issued which should be signed and returned within 20 working days.

Once all documentation has been received and approved you would be asked to formally request payment of your grant award.

Note: You cannot start your project until we have received, checked and approved all information that we have requested.

7. If your grant application is unsuccessful

Due to the limited budget available and the number of applications for funding we receive, the City of London Corporation unfortunately cannot provide funding to every applicant that applies for a grant. Grants are therefore issued on a discretionary basis, there is no appeal process and the decision of the City of London Corporation is final.

8. Support with your application



We urge all applicants that are unsure about whether to submit an application to read all available eligibility criteria on our website and attend one of our Grant Officer led workshops; dates for which will be publicised on our website throughout the year.

If you have an enquiry that is not covered within the online guidance, please contact the City of London Grants Unit directly, who will be able provide answers to general queries regarding the application process.

9. Can you reapply for funding?

You may reapply for funding to deliver the same project only if the deliverables and project beneficiaries are significantly different from your previous grant, but this is no guarantee that funding will be granted.

Organisations cannot hold more than one of our grants at any one time (this includes grants issued from City Bridge Trust).

If you are a current grant holder, you will need to have satisfactorily met all our grant monitoring requirements before applying again.

10. What do we not fund?

Some things we are unable to pay for are shown below.

- projects that cannot be completed by 31 March 2018
- projects that take place outside of the City of London.
- activities that have already taken place or start before we confirm our grant
- any costs you incur when putting together your application
- any expenditure incurred or committed before we confirm our grant (including deposits)
- day-to-day running costs of your organisation (for example, utility bills, council tax, rent, insurance)
- contingency costs
- existing activities and repeat or regular events, including those we have funded before
- fundraising activities for your organisation or others
- items that are purchased on behalf of another organisation
- loans or interest payments
- on-going staff costs (including salaries of permanent or fixed term staff)
- political or religious activities
- projects where it is considered that assistance may have been received from a third party for their own commercial benefit
- projects or activities that the state has a legal obligation to provide
- projects that you cannot maintain because of high on-going costs or the need for specialist skills
- purchase of alcohol
- routine repairs and maintenance
- used vehicles
- VAT that you can recover



11. Do we require that your project or service be sustainable?

Depending on the nature of the project seeking funding, the City of London Corporation is keen to ensure that you have given due consideration to how you will continue to fund and deliver your proposed project in the future, when your funding award has come to an end. Although this is not a grant requirement, it will place your application in good stead if you can demonstrate a high level of project sustainability.

You may demonstrate this through the establishment of long term sustainable partnerships and networks, the development of on-going fund raising events, corporate sponsorships or income generation through alternative funding bodies.

Being able to demonstrate a track record of working with the City of London Corporation or having previously delivered successful projects or services within the Square Mile would be advantageous to your application.

Providing match funding as part of your application is not compulsory, however, this would demonstrate to us your commitment to the project and lessen concerns that we are the sole supporters of a project.

Match funding can be cash (including donations, sponsorship, other grants or income from charges) or 'in-kind' for e.g. donated professional time. Match funding must be related to the project or service seeking funding.

12. Further information

If you have questions about how to apply or about the status of an application, you can contact us on 020 7332 3710, email us at grants@cityoflondon.gov.uk.

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Committee:	Date:
Community and Children's Services	13 th May 2016
Subject: Welfare Reform and Work Act	Public
Report of: Remembrancer	For Information

Summary

This Report advises the Committee of the enactment of the Welfare Reform and Work Act, the Bill for which was reported to the Committee last year. The Act requires the Common Council to reduce its social rents by one per cent in each of the financial years from 2016–17 to 2019–20, and abolishes the statutory duties of the Common Council with respect to child poverty.

Recommendation

It is recommended that the Committee receive this Report.

Main Report

1. The Welfare Reform and Work Bill was the subject of a written report to the Committee in September last year. As detailed in that report, the Bill proposed a number of measures, including a reduction in the 'benefit cap', a five-year freeze in working-age benefits and the restriction of child tax credits to two children per family. Of more direct relevance to the Committee, the Bill proposed to require local housing authorities to reduce rents by one per cent in each of the financial years from 2016–17 to 2019–20, and to abolish local authorities' statutory duties concerning child poverty.
2. The Bill received Royal Assent in March of this year and passed into law as the Welfare Reform and Work Act. The measures affecting the functions of the Committee survived the parliamentary passage of the Bill. The Government was, however, persuaded to make some concessions about the reduction in social housing rents, most notably by excluding various forms of supported accommodation (such as sheltered housing and domestic violence refuges) for one year to allow a review of the likely effect of rent reductions on providers in that sector.
3. The requirement to reduce rents took effect shortly after Royal Assent, at the beginning of April. The Director of Community and Children's Services was kept informed of the progress of the Bill and of the detailed regulations which support it, so that officers could take the necessary steps to implement the reduction in time.

4. The duties of the Common Council with respect to child poverty—namely to prepare a local child poverty needs assessment, to prepare a joint child poverty strategy, and to promote co-operation among various local bodies in order to reduce child poverty—will be removed with effect from 16th May. As Members noted when discussing the report on the Bill for the Act, this will not prevent the Committee from continuing to carry out work in this area if it so chooses.

Background papers

- Report of the Remembrancer on the Welfare Reform and Work Bill, 11th September, Item 7.

Sam Cook

Assistant Parliamentary Affairs Counsel, Remembrancer's Office

020 7332 3045

sam.cook@cityoflondon.gov.uk

Committees:	Dates:
Streets and Walkways (for Decision)	9 May 2016
Projects Sub (for Decision)	11 May 2016
Community and Children’s Services (for decision)	13 May 2016
Culture Heritage and Libraries (for information)	23 May 2016
Subject: Gateway 4 - Middlesex Street Area - Redesign of new public space in Artizan Street post ramp demolition (phase B)	Public
Report of: Joint report of the Director of the Built Environment and the Director of Community and Children’s Services	For Decision
Report author: Leila Ben-Hassel, Department of the Built Environment	

Summary

Dashboard

- (i) Project status: Green
- (ii) Timeline: Gateway 4
- (iii) Total project estimated cost: £994,755, inclusive of all evaluation costs.
- (iv) Spent to date: £47,755
- (v) Overall project risk: low

Progress to date

This project involves the removal of two redundant car park ramps in the area outside the Artizan Street Library and Petticoat Tower in the Middlesex Street Estate to create a new landscaped space for use by the local community and for the benefit of the library and community centre – see map of project area in Appendix 1.

In May 2013, Members considered outline options (Gateway 3) and approved to progress ‘*Option 3 – Remove both redundant car park ramps and enhance the new public space in Artizan Street for residents, local users the new Library and Community Centre*’.

In July 2014, Members approved splitting the project in two phases:

- Phase A of the project comprises of the demolition of the 2 car park ramps. These works were completed in May 2015. However it was not possible to remove one last section of ramp due to structural constraints. See pictures of the area pre and post-ramp demolition in Appendix 2.
- Phase B consists of the options appraisal of the last section of ramp (incl. structural investigations) and the re-landscaping of the newly created space.

In May 2015, initial consultation workshops were undertaken with residents to identify key issues related to the existing space and understand their aspirations for the re-landscaping of the new space. The feedback formed the basis of the design brief to produce initial design options. The ‘Green Oasis’ option (enhancement mostly through greening) and ‘Urban Piazza’ option (enhancement through greening and public art such as mosaics) were presented to residents during options appraisal workshops held at the end of September 2015. The Green Oasis option was unanimously chosen by residents and was therefore progressed as the preferred option and submitted to estate-wide public consultation in December 2015.

During the public consultation, options were proposed to residents on treatments for the last section of redundant ramp (informed by structural investigations), materials, planting design, and the new Petticoat Tower entrance canopy which is proposed to be included in the project scope. The public consultation materials illustrating how the design evolved through the engagement are made available in the Members' Reading room.

The entire project area is located over underground structures, including foundations of the neighbouring hotel and petticoat tower, the basement car park and the LUL Metropolitan Line Tunnel. From January to April 2016, surveys of the project area (topography and underground services) and trial holes were undertaken to assess the feasibility of the proposals and finalise the detailed design.

Proposed Way Forward

The removal of the ramps approved by Members in July 2014, has left the site area in a temporary state (temporary surfacing, drainage, unsightly concrete finishes) with ponding issues, illegal parking and risks of traffic over-runs (concrete blocks have been installed on a temporary basis to control vehicle access and ensure safety). Pictures of pre and post demolition of the ramps are included in Appendix 2. Local residents, occupiers and Ward Members are keen to see the transformation of the space completed with the design to which they actively contributed.

Approval is now sought to move forward with the detailed design of the option selected during public consultation held in December 2015, to which residents, Ward Members, local users and occupiers were invited. Further consultation with these key stakeholders will be undertaken on materials, finishes and the planting.

Next steps include finalising the structural design and undertaking statutory consultation on the necessary traffic orders in relation to the redundant section of carriageway before seeking authority to start work in summer 2016.

Procurement Approach

To date the designs have been developed by an external landscape consultant appointed following a formal expression of interest, under the direction of City's Built Environment officers with input from the City Housing Division, the Open Spaces' City Gardens Division, residents of the Middlesex Street estate (incl. Ward Members) and occupiers along White Kennett Street.

In terms of construction, it is proposed that the works are carried out in phases to ensure pedestrian access to the library, Petticoat Tower entrance and the Post Office, as well as vehicular access to the ground floor and underground car parks, is maintained throughout the works in order to limit disruption to local occupiers and residents. The use of the City's term contractor (currently JB Riney) is therefore recommended as it offers the flexibility to enable this approach to be taken forward efficiently and at minimum cost. Their successful track record in effective liaison with residents and occupiers will also be critical to the smooth delivery of the works.

Financial Implications

The enhancement of the Middlesex Street area is a high priority of the Liverpool Area Enhancement Strategy (adopted in 2013). The proposals meet its key strategic objectives approved by Members. They are proposed to be fully funded from the Section 106 contributions relating to the following developments:

- 100 Bishopsgate: the S.106 Local Community and Environmental Improvements funding pot is to be used *'for local community and environmental improvements to the public realm or for such other purposes for the benefit of the vicinity of the Development'* in consultation with the owner.
- 5 Broadgate: the S.106 Local Community and Environmental Improvements funding pot can be used for *'health and welfare, leisure and recreation, street scene and air quality improvements in the vicinity of the site'* in consultation and agreement with the owner.

Officers recommend the use of these funds as most suitable for this project, in accordance with the Member-approved list of high priority projects within the boundary of the Liverpool Street Area Enhancement Strategy. The total funding for the implementation budget will be confirmed at Gateway 5, upon approval of the detailed proposals from the owners of both 5 Broadgate and 100 Bishopsgate.

Recommendations

It is recommended that the **Streets and Walkways Sub-Committee, Community and Children's Services** and **Projects Sub-Committee** approve:

- The enhancement proposals to be taken forward to Gateway 5;
- The statutory consultation process to be undertaken on the proposed traffic management change of the redundant section of carriageway;
- £43,000 of staff costs and fees to take the scheme to Gateway 5, funded from the Section 106 contribution from the 100 Bishopsgate Development;
- The inclusion of a new canopy to the Petticoat Tower entrance as well as a health and leisure outdoor equipment in the project scope identified through consultation.

It is recommended that the **Culture, Heritage and Libraries Committee** notes the report.

Appendices

Appendix 1	Plan of project area
Appendix 2	Pictures of the area pre and post ramps demolition
Appendix 3	Project stakeholders
Appendix 4	Proposed design
Appendix 5	Plan of Proposals
Appendix 6	Financial information

Contact

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Email Address	Leila.ben-hassel@cityoflondon.gov.uk
Telephone Number	020 7332 1569

Main Report

1. Description	<p>The enhancement of the Middlesex Street area is a high priority project of the Liverpool Street Area Enhancement Strategy (adopted in 2013). With the arrival of Liverpool Street Crossrail, the number of pedestrians in the area is anticipated to significantly increase. Key aims of the strategy are to provide an enhanced and more accessible pedestrian environment as well as creating new public spaces from existing underused spaces.</p> <p>The Area Strategy further recommends restricting vehicular access to Artizan Street to improve pedestrian access to the new Artizan Street Library and Community Centre and Petticoat Tower through the removal or remodelling of the redundant parking ramps.</p> <p>The Artizan Street Library and Community Centre was opened in 2013. The removal of the car park ramps was approved in August 2014 by Members as the first phase of the project and completed in March 2015. As shown in the pictures in Appendix 2, the visibility of the Library and Community Centre and Petticoat Tower entrances has been significantly improved. The removal of the ramps has also provided the opportunity to create a new public space for the benefit of residents and local users.</p> <p>A community-led approach was taken to develop the design of the new space. Residents' workshops were carried out from May to November 2015 leading to a preferred option, which was submitted to estate-wide public consultation (materials used available in the Members' Reading Room).</p> <p>The preferred option has been further developed by the project team to detailed design stage. The design aims to provide a flexible space in front of the library that could be used for community activities and create a 'front garden' feel to highlight the entrance to Petticoat Tower, providing much needed greenery in the area for the benefit of all users whilst preventing skateboarding and deterring opportunities for anti-social behaviour. The design is illustrated in Appendix 4 and includes:</p> <p><u>Surfacing</u></p> <ul style="list-style-type: none">• Standard York stone paving from White Kennett Street to the library and in Artizan Street. Surveys have confirmed that there is sufficient standard civil depth to accommodate standard York stone;• Standard granite setts in the carriageway from Harrow Place to the ground floor car park to highlight the pedestrian feel of the place and calm traffic. Surveys have confirmed that there is sufficient standard civil depth and no major utilities adjustments required to accommodate standard granite setts.

	<p><u>Signage</u> Feedback from the various workshops has highlighted the need to provide additional signage. It is proposed to include more prominent signage over the library entrance and new canopy as well as fingerposts along White Kennett Street and Harrow Place to highlight proximity to historic buildings, markets and visitors destinations.</p> <p><u>Lighting</u></p> <ul style="list-style-type: none"> • Lighting improvements include fitting new LEDs in line with City Police criteria to discourage anti-social behaviour; • Low level lighting in the approach to the tower to signify the residential nature of the area at night as well as lighting of the new canopy; • Associated lighting to highlight the greenery. <p><u>Planting</u> The planting design reflects the feedback received during consultation: low-maintenance, all-year-round interest and sensory planting. The planting plan will be community-led and facilitated by a professor of the Landscape Architecture School of Sheffield University in liaison with the estate gardening club and the Open Spaces Department.</p> <ul style="list-style-type: none"> • Low level planting will include pioneering ‘climate-change adapted’ species that do not require irrigation which is well-suited to the site’s depth constraints. Planters are proposed to be bespoke Cor-Ten (oxidised steel) which is a durable material. The thinness, low height and curved shape of the planters together with planting along the edge, will prevent opportunities for skateboarding and seating. • Evergreen low-maintenance climbing plants are also proposed on Petticoat Tower’s eastern façade and along the hotel wall, subject to adequate depth to accommodate roots and irrigation. Trellises are proposed to be laser-cut powder coated steel panels as well as steel cables to enable vertical planting.
<p>2. Scope and exclusions</p>	<p><u>In scope:</u></p> <ul style="list-style-type: none"> • All of the works affect public highway and publicly accessible land in the City’s ownership. • A new canopy to the Petticoat Tower entrance. The canopy was excluded at Gateway 3, as it was originally planned to be delivered as part of a City Surveyor’s project of the 1st floor mezzanine redevelopment. This project is still in its development phase and the requirement of shelter has been identified and agreed during community consultation. • Outdoor gym equipment was identified as a need for young people of Middlesex Street estate through consultation. The equipment will be trialled by users in the estate and if the experiment is successful, it is proposed to include the outdoor leisure equipment as a permanent community asset.

	<p><u>Exclusion:</u></p> <ul style="list-style-type: none"> A new shutter to the ground floor car park was identified as a need for improvement during public consultation as its mechanical failings can create opportunities for anti-social behaviour and impact on the enjoyment of the public space in Artizan Street. However as there are plans currently being developed by the City Surveyor’s Department to remodel the estate shops and the ground floor car park as their servicing area, a new shutter will be required to meet the needs of the new commercial operations and will be delivered as part of the City Surveyor’s project. 												
<p>3. Programme and key dates</p>	<p>Key dates are set out in the table below. The scheme is proposed to be implemented over a 4 to 6 month period (to be confirmed at Gateway 5) in phases in order to ensure pedestrian access to the library, Petticoat Tower entrance and the Post Office as well as vehicular access to the ground floor and underground car parks are maintained throughout the works.</p> <table border="1" data-bbox="467 864 1370 1133"> <thead> <tr> <th>Task</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>Finalise construction package</td> <td>May – June 2016</td> </tr> <tr> <td>Traffic order process</td> <td>May – July 2016</td> </tr> <tr> <td>Gateway 5</td> <td>June 2016</td> </tr> <tr> <td>Works Start (incl. off-site works)</td> <td>July/August 2016</td> </tr> <tr> <td>Construction (phasing to be determined ahead of Gateway 5)</td> <td>July/August 2016 – January 2017</td> </tr> </tbody> </table>	Task	Date	Finalise construction package	May – June 2016	Traffic order process	May – July 2016	Gateway 5	June 2016	Works Start (incl. off-site works)	July/August 2016	Construction (phasing to be determined ahead of Gateway 5)	July/August 2016 – January 2017
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<p>4. Risk implications</p>	<p>All the risks related to design and feasibility have been investigated, assessed and closed. The necessary surveys and investigations have been undertaken and the design has been well received by residents and occupiers and agreed by the relevant City departments.</p> <p>Remaining key risks are outlined below:</p> <ul style="list-style-type: none"> Overall Costs exceed estimate Risk level - low/medium impact: cost <p>Costs have been estimated based on extensive survey information (topography, radar, drainage, structural and trial holes) and on the city term contractor’s standard schedule of rates, taking into consideration the structural constraints of the site during construction (e.g. loading restrictions, possible double-handling of materials and adjustments to lack of standard civil depths) and requirements to maintain access to the library, Petticoat Tower and ground floor and underground car parks. A detailed phasing programme for the works will be established and costs refined ahead of Gateway 5.</p> <ul style="list-style-type: none"> Objection(s) to the traffic order delay programme Risk level - low impact: programme <p>The proposed traffic management change relates to a redundant section of carriageway and informal consultation has been undertaken with key stakeholders; the feedback was very</p>												

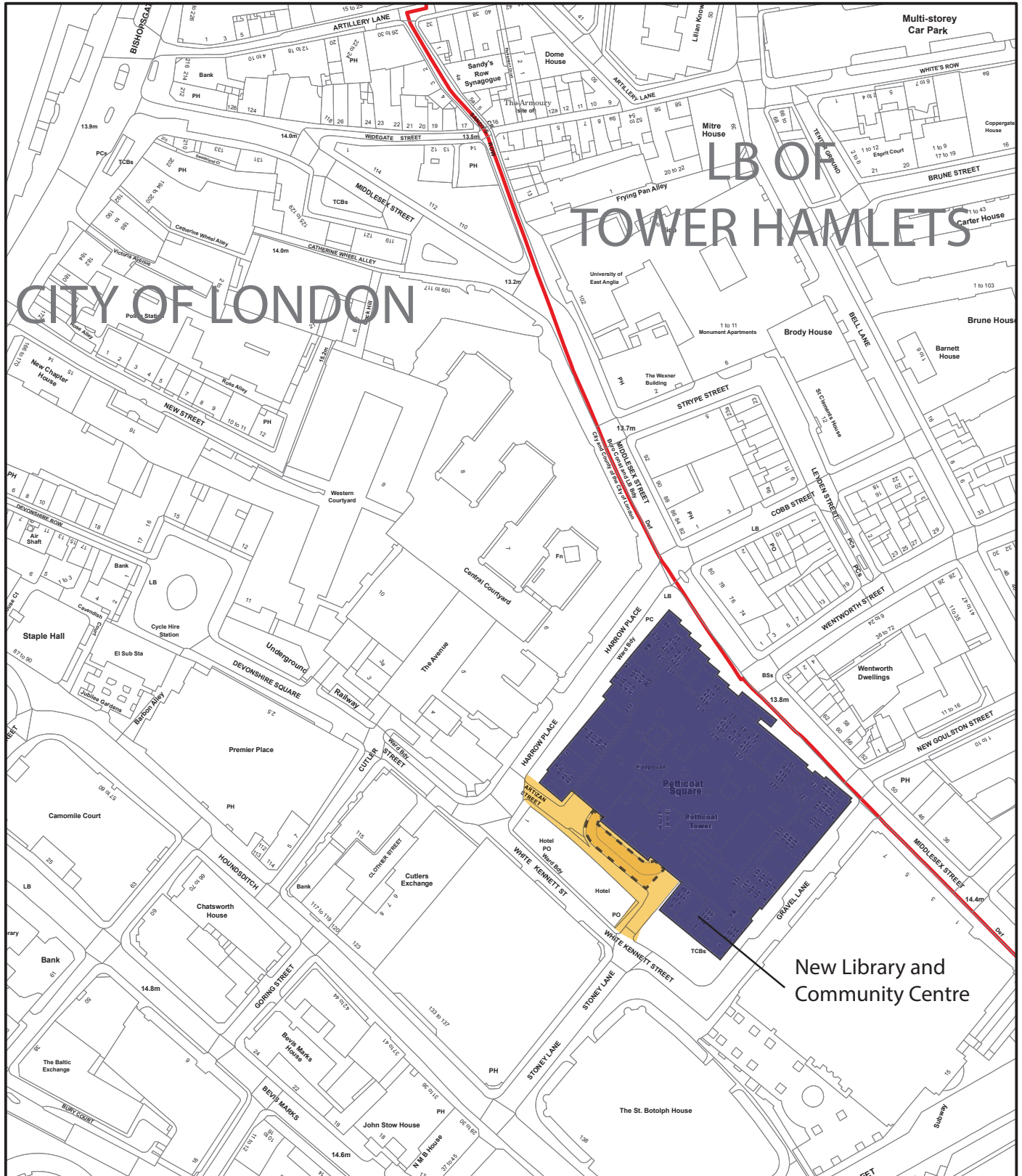
	<p>positive.</p> <ul style="list-style-type: none"> • Noise complaints delay programme Risk level: low impact: reputation/programme/costs Noise complaints during construction could lead to requirements such as restricted noisy working hours and/or sound reducing cutting sheds. This will be mitigated by liaising closely with occupiers and residents and adapting the works programme where possible to key events/business activities.
5. Stakeholders and consultees	<p>A flow chart mapping the project's stakeholders and consultees and their relation to the project is included in Appendix 3.</p> <p>Stakeholders and consultees:</p> <ul style="list-style-type: none"> • Ward Members • Residents • Hotel, Post Office and local occupiers on White Kennett Street • London Underground Ltd <p>Project Team:</p> <ul style="list-style-type: none"> • City's Housing and Public Realm Divisions (project clients) • City Transportation (project partner) • City's Highways (project engineer and principal designer) • City Gardens (project designer) • Appointed landscape consultant (project designer) • Appointed structural engineer (project designer) • Sheffield University (planting design – advisory capacity)
6. Total Estimated cost	<p>The total project cost of the Middlesex Street Area – Artizan St. new public space (phase B) is currently estimated at £994,755, inclusive of all evaluation costs but will be refined further at Gateway 5. Further detailed information is provided in table C of Appendix 5.</p> <p>This estimate has increased from £700,000 to £994,755 since the last report approved by Members in September 2015. This is because there is now greater clarity regarding the extent of the site constraints (structural, drainage and site access) informed by extensive investigations and also due to additional greenery (feedback from consultation) and the increased scope (new canopy to the Petticoat Tower and outdoor gym equipment).</p>
7. Funding strategy	<p>The project, agreed by Members as a high priority of the Liverpool Street Area Enhancement Strategy, is proposed to be funded from the Section106 obligations connected to the 100 Bishopsgate development (Local Community and Environmental Improvements funding pot limited in use and location) and 5 Broadgate development (Local Community and Environmental Improvements funding pot flexible in use and location). This will be confirmed at the next Gateway.</p>

<p>8. Ongoing revenue implications</p>	<p>The total project cost includes a maintenance payment towards the new planting for 20 years as per the Open Spaces Department's requirement currently estimated at £80,000. This estimated sum will be confirmed by Open Spaces at Gateway 5, once the planting design is confirmed.</p> <p>An additional lump sum towards highways and cleansing maintenance costs will be agreed with relevant officers ahead of Gateway 5 (currently estimated at £18,000).</p>
<p>9. Procurement strategy</p>	<p>It is proposed that the works are carried out in phases to ensure pedestrian access to the library, Petticoat Tower entrance and the Post Office as well as vehicular access to the ground floor and underground car parks are maintained throughout the works in order to limit disruption to local occupiers and residents. The use of the City's term contractor (currently JB Riney) is therefore recommended as it offers the flexibility to enable this approach to be taken forward efficiently and at minimum cost. Their successful track record in effective liaison with residents and occupiers will also be critical to the smooth delivery of the works.</p>
<p>10. Legal implications</p>	<p>Planning permission was granted in 2014 for the project and conditions will be discharged on details such as materials, canopy, trellises, planters and any public art such as mosaics panel(s) located on publicly accessible land in the City's ownership (CoL Housing).</p>
<p>11. Traffic implications</p>	<p>Residents, Ward Members and occupiers were consulted and supportive of the proposals outlined below and visualisation of proposed entry treatments is included in the additional information provided in the Members' Reading Room (p.2).</p> <p>Servicing and parking</p> <ul style="list-style-type: none"> • No changes to number of pay and display bays • Introduce inset loading bay to minimise congestion along the east side of White Kennett Street (adjacent to the hotel). This will enable safe servicing of post office activities, but will also provide an additional loading provision for other local occupiers – see plan of proposal in Appendix 4. The design of the loading bay is as per city standards. <p>Traffic changes</p> <p>It is proposed to pedestrianise the section of redundant carriageway no longer serving a purpose after the removal of the ramps (see plan of proposal in Appendix 4). This will enhance the pedestrian environment in the direct vicinity of Petticoat tower and Artizan St. Library and Community Centre. This will also provide the City's Parking Enforcement team with the powers to act against undesired motor cycle parking that currently occurs in the area.</p> <p>It is proposed that a statutory consultation on the above traffic</p>

	changes will be submitted to statutory consultation in May 2016.								
12. Sustainability and energy implications	<ul style="list-style-type: none"> • The addition of greenery to the area will improve the air quality and reduce exposure to atmospheric emissions. • The proposed planting will encourage local biodiversity and will include pioneering 'climate-change adapted' species that do not require irrigation. • Low consumption lighting fittings (LED) are proposed to be used. • Proposed paving materials are in line with the City's standard palette of materials, which are long lasting and require a low maintenance regime. 								
13. Equality Impact Assessment	An equality impact assessment has been carried out and the City's access officer has been consulted in the development of the design.								
14. Next Gateway	Gateway 5 - Authority to Start Work to be approved by Chief Officer as per the regular route of the corporate project procedure.								
15. Resource requirements to reach next Gateway	<p>In addition to the spend to date of £47,755, a budget of £43,000 for fees and staff costs is required to finalise the design for the planting, the metalwork (trellises, panels and canopy), and produce structural and construction drawings. Further details are included in table B in Appendix 5.</p> <table border="1"> <thead> <tr> <th>Description</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Fees</td> <td>30,000</td> </tr> <tr> <td>Staff costs</td> <td>13,000</td> </tr> <tr> <td>TOTAL</td> <td>43,000</td> </tr> </tbody> </table>	Description	Cost (£)	Fees	30,000	Staff costs	13,000	TOTAL	43,000
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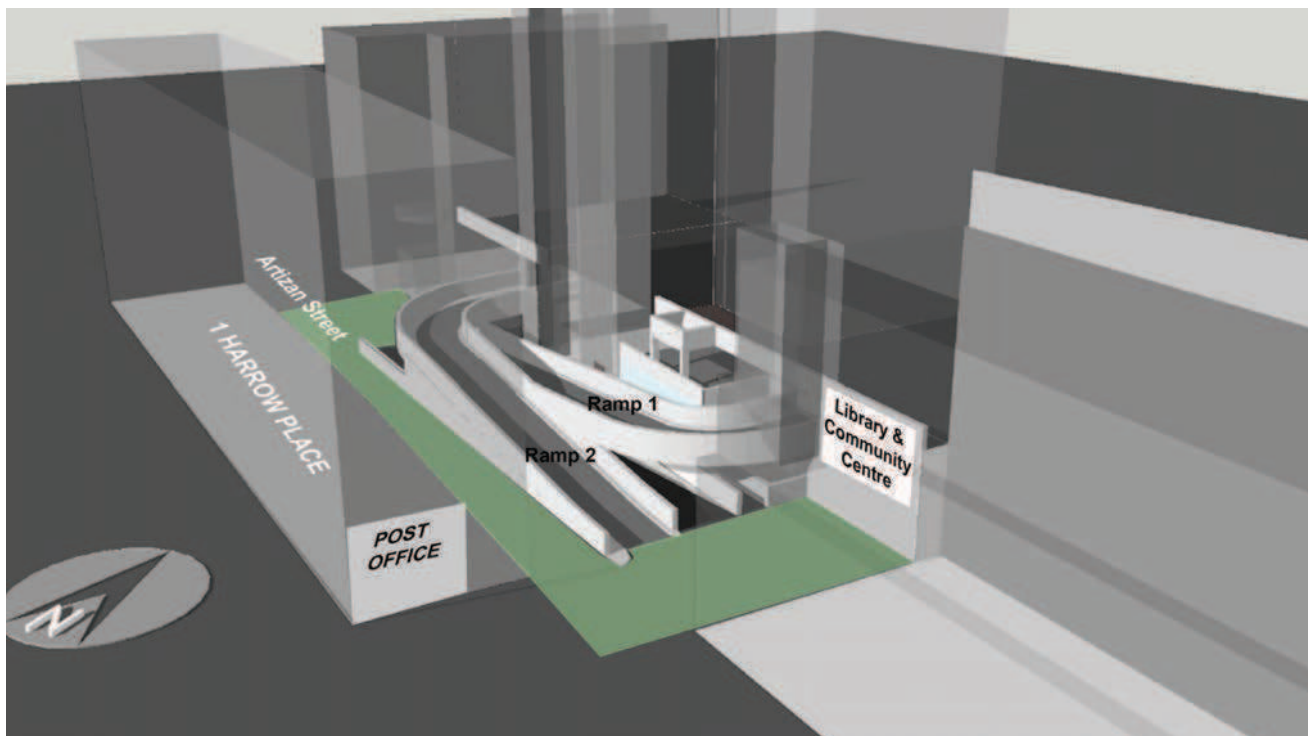
APPENDIX 1: PLAN OF PROJECT AREA



- Middlesex Street Estate
- Middlesex Street Estate Ramps removed in 2014/15
- City of London Boundary
- Project Scope



APPENDIX 2: PICTURES OF THE AREA PRE AND POST RAMPS DEMOLITION



3D view of the ramps before demolition



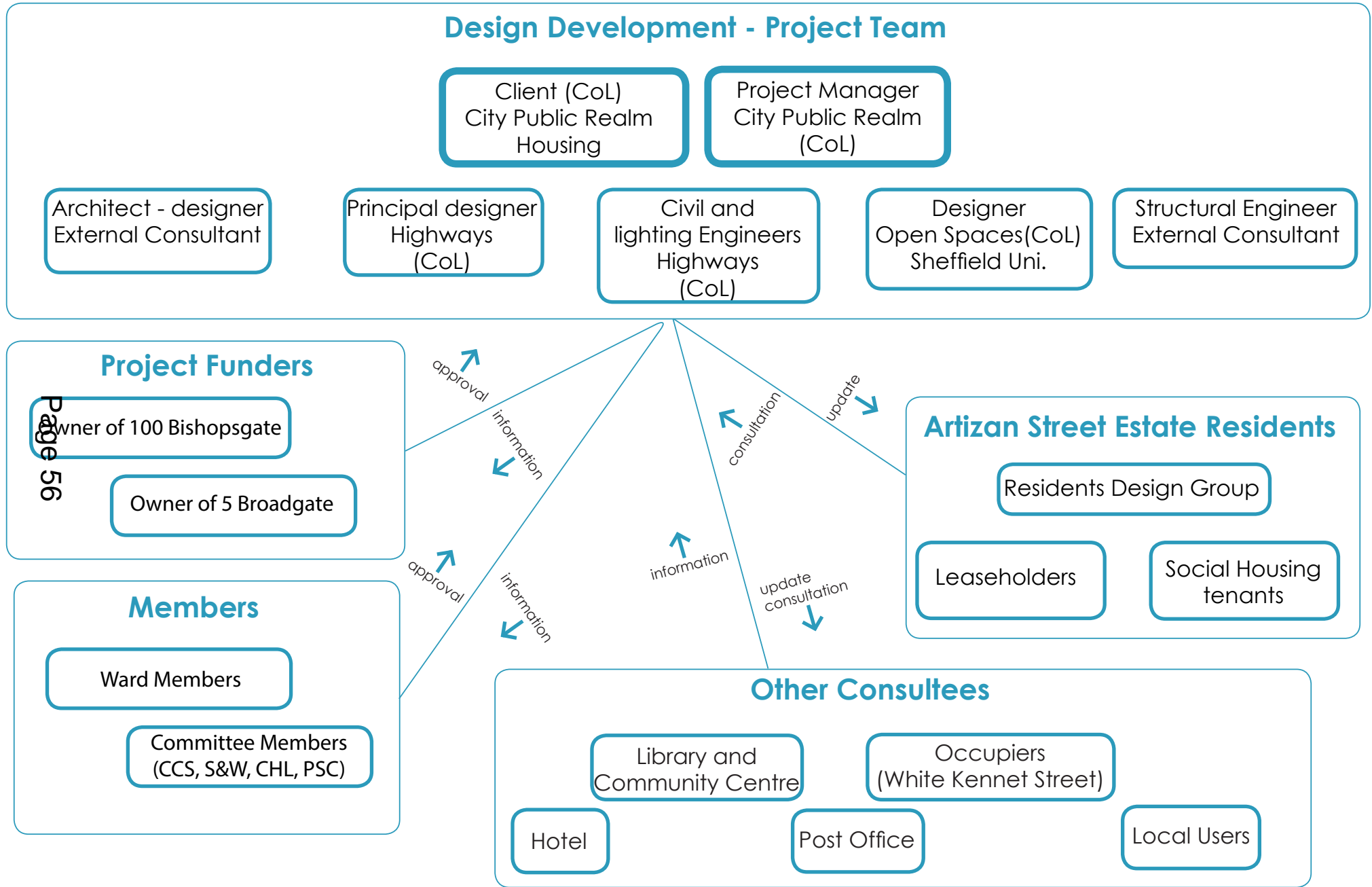
Photos of ramp before demolition
Harrow Place end
(August 2014)



Page 54
Library & Community Centre
(August 2014)



Photos of Artizan Street after demolition
(May 2015)



APPENDIX 4: PROPOSED DESIGN

1. Visualisation of proposals



Before: view from White Kennet Street



Proposed: view from White Kennet Street

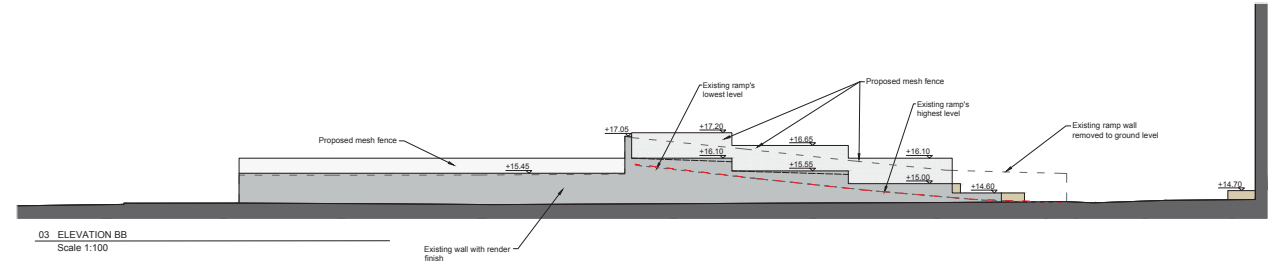
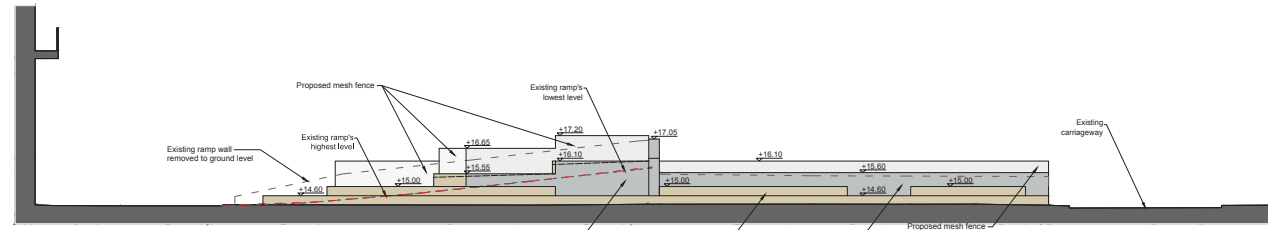
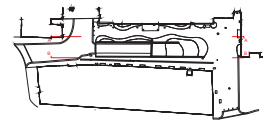
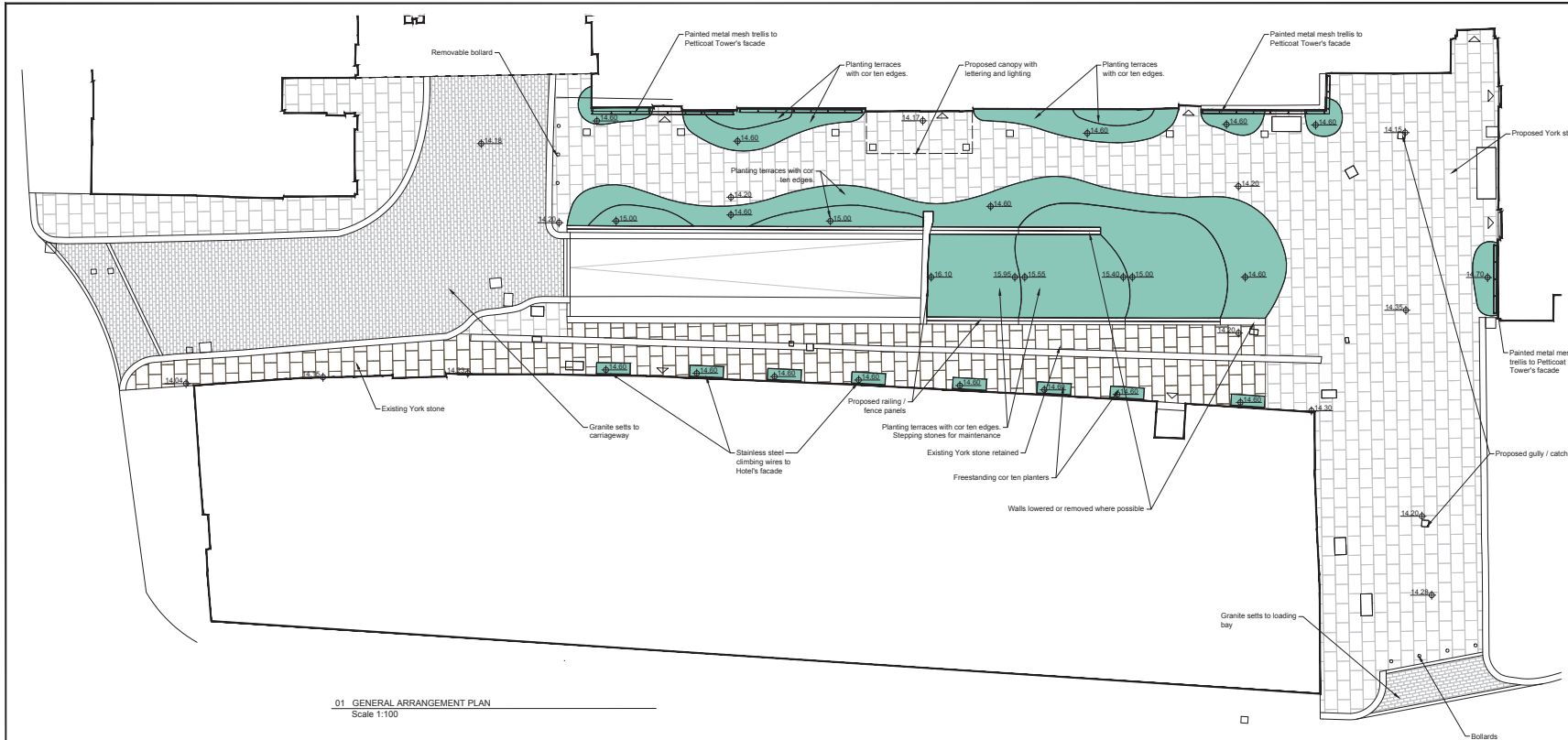


Before: view from Artizan Street

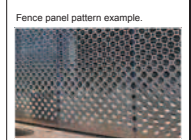


Proposed: view from Artizan Street

2. Plans of proposals



NOTES:
1. Copyright. The contents of this drawing may not be reproduced in whole or in part without the permission of BURNS + NICE.
2. All dimensions to be checked by site measurement prior to the commencement of works or ordering of materials. Do not scale from this drawing.



REV	DATE	DESCRIPTION	BY	CHKD

MIDDLESEX STREET

GENERAL ARRANGEMENT AND RAMP ELEVATIONS

Date: 10 MARCH 2016
Issue: DETAIL DESIGN
Drawn by:
Checked by:
Scale: 1:100 @A1

APPENDIX 6 – FINANCIAL INFORMATION

Table A: Spend to date

16800334 - Middlesex Street Area – Artizan St New Public Space - Phase B			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Fees	34,000	33,500	500
Environmental Services Staff Costs (Highways)	4,000	3,965	35
Open Spaces Staff Costs	1,000	85	915
P&T Staff Costs (City Public Realm and Transportation)	10,000	10,204	(204)*
PRE-EVALUATION TOTAL	49,000	47,755	1,245**

* The P&T Staff Costs overspend of £204 is to be funded from the Open Spaces Staff Costs budget.

** The total Pre-evaluation underspend of £1,245 is to be re-allocated to the budget required to reach the next gateway below.

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Table B: resources required to reach next Gateway (Gateway 5)

Description	Cost (£)
Fees*	30,000
P&T Staff Costs (City Public Realm and City Transportation)**	7,500
Environmental Services Staff Costs (Highways)***	5,000
Open Spaces Staff costs	500
TOTAL	43,000

* Fees include investigations into utilities adjustments, transport fees re pedestrianisation, finalisation of structural design, planting design, design of canopy and construction package.

** This corresponds to a) 73 hours of City Public Realm project officer time to undertake project management duties, including overseeing finalisation of construction package, liaison with project team, management of consultants, risk management, budget monitoring, draft of Gateway 5 report and communication activities; and b) 22 hours of transportation engineer's time to lead on Traffic Management Order processes, undertake statutory consultation and input in design team.

*** This corresponds to 60 hours of project engineer time to attend design team meetings, liaise with project manager, input and check construction drawings produced by consultants, provide cost estimate for Gateway 5, liaise with City Term Contractor and lead on pre-construction phase.

Table C: Estimated implementation costs

The estimated implementation costs are informed by surveys (topography/radar/drainage), trial-hole investigations and structural assessment. They reflect the complexity of the project site (underground structures – basements, LUL tunnel) as well as the constraints to maintain access to car parks, Petticoat Tower and the library during construction. This estimate will be refined ahead of Gateway 5.

Item	Description	Estimated cost (£)
Fees	Utilities investigations, permits and traffic order related fees	10,000
	Structural design and CDM (monthly site visits x 5)	5,000
	Design finalisation (canopy and public art work)	12,000
	Sub-total Fees	27,000
Works	Making good and structural works related to remaining ramp and finishes	40,000
	General construction works, incl. surfacing, ducting, utilities and drainage	300,000
	Lighting and connections	30,000
	Soft landscaping / irrigation system for vertical planting only	55,000
	Planters (low-level Cor-Ten bespoke planters, powder-coated steel panels, steel cable trellises)	195,000
	Petticoat Tower entrance canopy	30,000
	Signage (bespoke metal signs and finger posts) and safety fencing (last section of ramp)	20,000
	Public art production and installation	15,000
	Community gym equipment	20,000
	Sub-total works	705,000
Maintenance	Soft landscaping (20 year)	80,000
	Highways (lighting and surfacing) and cleansing	18,000
	Sub-total maintenance	98,000
Staff costs	P&T Staff Costs (City Public Realm and City transportation)	32,000
	Open Spaces Staff Costs	2,000
	Environmental Services Staff Costs (Highways)	40,000
	Sub-total staff costs	74,000
Total Implementation costs (estimated)		904,000
Total pre-evaluation costs (actual and estimated)		90,755
ESTIMATED TOTAL PROJECT COST		994,755

Table D: Proposed funding Strategy

Funding Source	Amount (£)
S. 106 connected to 100 Bishopsgate Development	£784,719
S. 106 connected to 5 Broadgate Development	£210,036
Artizan St New Public Space - Phase B TOTAL FUNDING	£994,755

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Committees:		Dates:
Projects Sub-Committee		11/05/2016
Community and Children's Services Committee		13/05/2016
Subject: Decent Homes at Dron House, Golden Lane, Southwark, Sydenham, Windsor, and York Way Estates.	Gateway 3/4 Options Appraisal	Public
Report of: Director of Community & Children's Services		For Decision
Report author: David Downing, Community & Children's Services Department		

Summary

Dashboard

Project Status	Green
Timeline	Procurement - to January 2017 Gateway 5 / Authority to Commence Works – February 2017 Contractor Appointed – April 2017 Works Start – July 2017
Programme status	Pending Approval of Gateway 3/4 – Options Appraisal
Latest estimated cost of works	£3,474,000
Expenditure to date	Survey Costs £8,000 Staff Costs £2,000
Total Project Cost	£3,904,000

Progress to Date (including resources expended and any changes since previous Gateway)

A desktop exercise identified that circa 660 properties may require works to kitchens, bathrooms or heating systems to bring them up to the Decent Homes standard. Since the previous Gateway, surveys have been completed to 402 of these properties.

At the previous Gateway, it was anticipated that these surveys would be carried out by members of the property services team at an estimated cost of £10,000 of staff time. However owing to resourcing pressures, it was decided to commission an external surveyor to undertake the work. This was at a cost of £8,000, with staff time estimated at £2,000. There was therefore no change in the amount required, rather just a change in where costs were allocated.

City Fund flats at Spitalfields are now excluded from the project due to their potential inclusion in the asset realisation strategy.

Overview of Options

As approved at Gateway 1/2, there is one practicable option for this project – procuring a

principal contractor to complete the necessary works to replace kitchens, bathrooms and central heating systems at these estates (Option 2 at previous Gateway). Option 1, undertaking works reactively as items failed was not recommended as it is poor practice to wait for items to fail, and more expensive to address these failures individually.

Proposed Way Forward

The proposed way forward is to proceed with Option 2. It is not recommended to undertake any further consideration of Option 1, therefore, the matrix below solely reflects Option 2.

Procurement Approach

The department holds a specification for Decent Homes works. This will be edited to reflect any local differences found during the surveys at the estates for this project. The works will be advertised as one lot, which means one principal contractor will be responsible for the delivery. The previous Decent Homes project (relating to Avondale, Holloway and William Blake Estates) was procured successfully in this manner. High levels of interest were expressed and more than 30 contractors submitted a full tender.

Financial Estimates – number of properties

Where access has not yet been gained to an individual property, an assumption of decency/non-decency has been made on a proportional basis using the results of the properties that were surveyed. (Percentage of non-decent of those surveyed at each estate is shown in brackets):

Estate	% Tenanted Properties Surveyed where works may be required	Projected Non-Decent Kitchens at an estimated cost of £5000.	Projected Non-Decent Bathrooms at an estimated cost £3000.	Projected Non-Decent Heating Systems at an estimated cost £4500.
Dron House	63% of 35	29 (81.82%)	19 (54.55%)	0 (0.00%)
Golden Lane	57% of 147	70 (47.62%)	70 (47.62%)	n/a
Southwark	64% of 222	151 (67.83%)	158 (71.33%)	12 (5.59%)
Sydenham	68% of 34	18 (52.17%)	24 (69.57%)	1 (4.35%)
Windsor	63% of 72	67 (93.33%)	62 (86.67%)	14 (20.00%)
York Way	54% of 134	77 (57.53%)	97 (72.60%)	0 (0.00%)
Total Estimate of Non-Decent		411	431	28
Estimated Costs		£2,055,000	£1,293,000	£126,000
Total Works Costs		£3,474,000		

Table with Financial Implications

Description	Option 2
Works Costs	£3,474,000
Fees (Clerk of Works, QS)	£215,000
Staff Costs	£215,000
Total	£3,904,000
Funding Strategy	
Source	Housing Revenue Account (HRA)

Recommendations

1. Approval of the proposed project approach.
2. Approval of the estimated budget of £3,904,000
3. Approval of £15,000 staff costs & fees to reach the next Gateway.
4. Retrospective approval of the conversion of £8,000 of the £10,000 staff costs (approved at Gateway 1/2) to fees.

Options Appraisal Matrix

See attached.

Appendices

Appendix 1	PT4 – Committee Procurement Report
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Contact

Report Author	David Downing, Asset Programme Manager
Email Address	David.Downing@cityoflondon.gov.uk
Telephone Number	0207 332 1645

Options Appraisal Matrix

	Option 1
1. Brief description	A structured programme of works to bring the kitchen, bathroom and central heating facilities within tenanted, residential properties up to modern, 'Decent Homes' standards.
2. Scope and exclusions	<p>Scope: Properties owned by the City and leased on rental agreements to tenants at Dron House, Golden Lane, Southwark, Sydenham, Windsor, and York Way Residential Estates.</p> <p>Exclusions: Properties that are rented to leaseholders on long-lease agreements. Tenanted properties in which all facilities are modern and meet the criteria for Decent Homes. Heating replacement in tenanted properties at Golden Lane which is covered by a separate project. Heating replacement at three blocks (Kinfold House, Penfields House, Lambfold House) at the York Way Estate which are heated by communal systems. Flats at Spitalfields potentially identified for asset realisation.</p>
Project Planning	
3. Programme and key dates	<p>Procurement - to January 2017</p> <p>Gateway 5 / Authority to Commence Works – February 2017</p> <p>Contractor Appointed – April 2017</p> <p>Works Start – July 2017</p>
4. Risk implications	<p>Low overall risk.</p> <ul style="list-style-type: none"> This type of work forms part of the core function of this department and has been carried out successfully on numerous previous occasions.

	<i>Option 1</i>
	<ul style="list-style-type: none"> • The numbers of properties and associated costs may fluctuate through the project due to the significant number of properties yet to be surveyed but will be closely monitored. • The procurement of the contractor will be carefully structured to ensure the contractor has both sufficient previous experience of this type and scale of project and appropriate levels of financial capacity.
5. Benefits and disbenefits	<p>Benefits</p> <ul style="list-style-type: none"> • Preservation of the City of London Corporation's assets. • Improved living conditions for residents. • Compliance with Decent Homes legislation and regulation. • Potential enhancement to Right-to-Buys sale value.
6. Stakeholders and consultees	<p>Members and Ward Members. Officers including City Surveyors, Chamberlain's, Housing and Neighbourhood Management and Town Clerk's. Residents of the relevant properties.</p>
<i>Resource Implications</i>	
7. Total Estimated cost	£3,904,000.00
8. Funding strategy	The works will be funded by the Housing Revenue Account (HRA)
9. Estimated capital	N/A.

	<i>Option 1</i>
value/return	
10. Ongoing revenue implications	Following the completion of the project, the installations will be maintained through the existing reactive repairs and maintenance contract. All properties are currently included in this reactive contract; therefore there will be no cost increase to the contract.
11. Investment appraisal	Timely intervention and replacement reduces spend on reactive repairs and maintenance as unexpected failures occur less frequently.
12. Affordability	These works are a necessary part of rolling maintenance of the City of London Corporation's Housing stock. The works have been anticipated and budgeted for in the 5 and 30 year Asset Management Plans.
13. Legal implications	Failure to maintain homes to the required standard has scope for legal challenge.
14. Corporate property implications	It is important that the City's assets remain in good, safe and statutory compliant condition. Therefore all necessary action should be taken to ensure that assets are kept as such throughout the assets' lifetime.
15. Traffic implications	The detail of the traffic plan for the installation phase will be agreed with the successful contractor.
16. Sustainability and energy implications	The installation of new central heating systems will offer improvements in energy efficiency and sustainability which may be sufficient to demonstrate an improvement in the overall SAP rating of the City's housing stock, this will be assessed.
17. IS implications	N/A.

	<i>Option 1</i>															
18. Equality Impact Assessment	The proposed works will not have an impact on equality or protected characteristics. The delivery phase of the works will be carefully planned and implemented in conjunction with residents to ensure no adverse impacts.															
19. Recommendation	Recommended															
20. Next Gateway	Gateway 5 - Authority to Start Work															
21. Resource requirements to reach next Gateway	<table border="1"> <thead> <tr> <th>Item</th> <th>Reason</th> <th>Cost (£)</th> <th>Funding Source</th> </tr> </thead> <tbody> <tr> <td>Staff Costs</td> <td>Undertaking tender process, completing the contract letting and pre-start processes.</td> <td>£10,000</td> <td>HRA</td> </tr> <tr> <td>Principal Designer</td> <td>Advising on the suitability and health & safety of final designs.</td> <td>£5,000</td> <td>HRA</td> </tr> </tbody> </table>				Item	Reason	Cost (£)	Funding Source	Staff Costs	Undertaking tender process, completing the contract letting and pre-start processes.	£10,000	HRA	Principal Designer	Advising on the suitability and health & safety of final designs.	£5,000	HRA
Item	Reason	Cost (£)	Funding Source													
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Principal Designer	Advising on the suitability and health & safety of final designs.	£5,000	HRA													

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PT4 - Committee Procurement Report

This document is to be used to identify the Procurement Strategy and Purchasing Routes associated with a project and only considers the option recommended on the associated Gateway report.

Introduction

Author:	Michael Harrington		
Project Title:	Decent Homes at Dron House, Golden Lane, Southwark, Sydenham, Windsor, and York Way Residential Estates		
A structured programme of works to bring the kitchen, bathroom and central heating facilities within tenanted, residential properties up to modern, 'Decent Homes' standards.			
Properties owned by the City and leased on rental agreements to tenants at Dron House, Golden Lane, Southwark, Sydenham, Windsor, York Way and Spitalfields Residential Estates.			
Contract Duration:	10 months	Contract Value:	£4m
Stakeholder information			
Project Lead & Contract Manager: David Downing	Category Manager: Michael Harrington	Lead Department: Community and Children's Services	
Other Contact		Department	

Specification Overview

Summary of the Specification: A structured programme of works to bring the kitchen, bathroom and central heating facilities within tenanted, residential properties up to modern, 'Decent Homes' standards.
Project Objectives: To provide home upgrades to 402 properties after surveys and if necessary install replace kitchens, bathrooms and central heating systems.

Customer Requirements

Target completion date		Target Contract award date	15/06/2017
Are there any time constraints which need to be taken into consideration? Not at this present time.			

Efficiencies Target with supporting information	
To ensure an efficient contractor is appointed to provide this service to the City's customers and act as ambassadors on our behalf. We are also using this contract to drive engagement with suppliers to ensure we engage with the local communities and drive the City's Corporate and Social Responsibilities.	

City of London Initiatives

How will the Project meet the City of London's Obligation to
Adhere to the Corporation Social Responsibility: We will positively promote the City's policy to the tendering parties to engage with the local communities.
Take into account the London Living Wage (LLW): We will.
Consideration for Small to Medium Enterprises (SME): This will be included within the Corporation Social Responsibility.
Other:

Procurement Options

Option 1: Below OJEU Tender
Advantages to this Option: <ul style="list-style-type: none"> Allows us to engage with the market as a whole. Allows the City to build the specification it requires and work to the timescales it requires.

<ul style="list-style-type: none"> Allows us to engage with SME's as opposed to using a framework, which stereotypically have larger suppliers appointed to them.
Disadvantages to this Option: <ul style="list-style-type: none"> Will take longer to engage with the market. Tender may be seen as too much of a strain on resources for parties to participate.
Please highlight any possible risks associated with this option: <ul style="list-style-type: none"> No guarantee of the quality of responses returned. Responses could possibly be over OJEU threshold.
Option 2: Appoint via a framework supplier
Advantages to this Option: <ul style="list-style-type: none"> Quicker engagement with the market. Pre-vetted suppliers on the framework.
Disadvantages to this Option: <ul style="list-style-type: none"> Less engagement with SME's Larger Suppliers will subcontract the work as opposed to having employees working directly on the project.
Please highlight any possible risks associated with this option: <ul style="list-style-type: none"> The quality of the service and works carried out could be lower than expected.

Procurement Route Recommendation

City Procurement team recommended option
Option 1: Below OJEU Tender – The budgets have been well worked and the possibility of an increased budget would require further Committee approval.

Sign Off

Date of Report:	21/03/2016
Reviewed By:	David Downing
Department:	DCCS
Reviewed By:	Michael Harrington
Department:	Chamberlain's Department

Committee(s)	Dated:
Community & Children’s Services – for decision	13 May 2016
Subject: DCCS 2016/17 Business Plan update	Public
Report of: Ade Adetosoye: Director of Community and Children’s Services	For Decision

Summary

This report seeks approval by the Community and Children’s Services Committee of the Department of Community & Children’s Services updated business plan for the year 2016/17.

This is the second year of a two-year plan developed initially to cover the period 2015-17. The changes made to the plan for 2016/17 have been to:

- add new improvement activities for the period
- remove the completed improvement activities from the first year of the plan
- review and update the targets for the key performance indicators (KPIs)
- review and update the narrative in the plan to provide the context for the activities planned, the work under way and the challenges ahead.

The current refresh of the DCCS plan for 2016/17 sets out the continued focus in the department across the five cross-cutting strategic priorities identified to achieve the outcomes we desire for our service users.

The development of the new DCCS Business Plan for the five-year period commencing 2017 onwards will commence in September 2016.

Recommendation(s)

Members are asked to:

- approve the updated version of the DCCS Business Plan for 2016/17.

Main Report

Background

Our strategic priorities remain:

- Priority One: Safeguarding and early help.
- Priority Two: Health and wellbeing.
- Priority Three: Education and employability.
- Priority Four: Supporting homes and communities.
- Priority Five: Efficiency and effectiveness.

New information included with the DCCS Business Plan for 2016/17 includes details of the following:

- DCCS commissioned providers and partners (internal and external) to show where they are working with us to deliver our priorities.
- Plans in place to review the impact of DCCS activities on service users/customers.

The Performance Team in Town Clerks and Chamberlain's has been consulted on the development of this refreshed business plan. Feedback provided as part of the Quality Assurance process with Town Clerks has been incorporated. Heads of Service and senior managers within DCCS have contributed to revising the plan.

- A summary version of the DCCS Business Plan is provided in Appendix 1.
- The full version of the DCCS Business Plan is provided in Appendix 2.

Current Position

The business plan provides a high-level framework for the delivery and performance monitoring of our priority improvement activities, departmental risks and finance for Members and senior managers.

DCCS will continue to update the Community & Children's Services Committee on a quarterly basis on the activities in the business plan.

Appendices

- Appendix 1 – summary version of the DCCS Business Plan, Appendix 2.
- Appendix 2 – full DCCS Business Plan for 2016/17.

Background Papers

- Business Plan Refresh 2015-17 - Community & Children's Services Committee, 8 May 2015.

Lorraine Burke

Interim Head of Policy, Projects & Programmes

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Appendix 1: Community & Children's Services: Business Plan Summary 2016/17

Strategic Priorities

Our strategic priorities are:

- **Priority One – Safeguarding and early help:** Effective arrangements for responding to safeguarding risks, promoting early identification and support to prevent escalation of issues, and keeping children and vulnerable adults safe.
- **Priority Two – Health and wellbeing:** Promoting the health and wellbeing of all City residents and workers, and improving access to health services in the Square Mile.
- **Priority Three – Education and employability:** Enabling children, young people and adults to learn, thrive and achieve their full potential.
- **Priority Four – Supporting homes and communities:** Developing strong neighbourhoods and ensuring people have a decent place to live.
- **Priority Five – Efficiency and effectiveness:** Delivering value for money and outstanding services.

Business plan improvement activities for 2016/17:

- There are 98 individual improvement activities identified.
- Some 51 of these are new activities.
- The remaining 47 are activities continued from the previous year.

Key Performance Indicators (KPIs)

There are 23 KPIs detailed in the business plan under each of the DCCS strategic priorities. These have been selected from the basket of numerous PIs/KPIs monitored, and reported locally and nationally.

The KPIs included in the DCCS Business Plan are reported to the Community & Children's Services Committee on a quarterly basis. The KPIs in the plan are monitoring:

- Priority 1 – 4 KPIs
- Priority 2 – 6 KPIs
- Priority 3 – 4 KPIs
- Priority 4 – 6 KPIs
- Priority 5 – 3 KPIs.

The targets for all the KPIs have been reviewed for the financial year 2016/17.

Financial Information

	2015/16 Original Budget	2015/16 Forecast Outturn (latest)		2016/17 Original Budget
	£'000	£'000	%	£'000
Employees	11,867	12,392	97.25	13,175
Premises	17,393	14,230	99.79	18,965
Transport	22	44	129.41	29
Supplies and Services	4,941	6,437	102.37	5,145
Third Party Payments	4,775	4,982	101.76	4,379
Transfer Payments	161	184	98.92	186
Transfer to Reserves	425	3,230	100.00	-
Surveyor's Repairs and Maintenance	157	54	100.00	137
Total Expenditure	39,741	41,553		42,016
Total Income	(33,666)	(34,991)	100.28	(35,242)
Total Local Risk	6,075	6,508	96.00	6,774
Central Risk	(294)	(706)	94.00	(803)
Total Local and Central	5,781	5,802	96.00	5,971
Re-charges	7,644	9,771	100.00	9,558
Total Net Expenditure	13,425	15,573	98.00	15,559

- The 2016/17 Original Budget includes 1.5% inflation and Service Based Review savings of £103k.
- The premises budget for 2016/17 has increased as this reflects the enhanced programme of repairs and redecorations at a number of HRA estates as well as the cost of concrete testing and repairs.

Staffing at January 2016

Our staffing is made up of:		
Headcount	269	
Full time equivalent	263.01	
Sickness absence (average days lost) from Jan 2015 rolling year	6.21 days	
Turnover (in rolling year)	14.50%	
Positions being recruited to	11	
Age range	Count	%
0-20	7	2.6%
21-30	31	11.5%
31-40	61	22.7%
41-50	68	25.3%
51-540	36	13.4%
55-60	47	17.5%
61 and over	19	7.1%
Total	269	100%

Stated disability	Headcount	%
Disabled	12	4.5%
Not disabled	227	84.4%
Not known	30	11.2%
Totals	269	100%

Ethnic Grouping	Count	%
Asian or Asian British	21	7.8%
Black or Black British	38	14.1%
Mixed	5	1.9%
Not known	26	9.7%
Other ethnic groups	6	2.2%
White	173	64.3%
Total	269	100%

Over the period 2016/17 we will be continuing to develop and deliver the DCCS Workforce Strategy and Action Plan to help ensure that the department's workforce has both the capability and resources required to meet our business objectives as defined in this business plan. Priority areas around staffing have been identified as succession planning, improving partnership working across divisions and enhancing leadership skills.



Roadmap to Outstanding Services

Community and Children's Services Business Plan 2016–17

Responsible Officer: Ade Adetosoye, Director

Nicole Vincent, Head of Policy, Programmes and Projects

Sharon McLaughlin, Business Support Manager

Introduction: Message from the Director

Colleagues,

Since the launch of the Roadmap to Outstanding Services in 2015 you, our staff, have continued to do a wonderful job. At our last staff conference we celebrated the work being done by you all and took the time to reflect on what we had achieved and thought about the challenges ahead. A key theme from the event and for the past year in our work has been around how well we can work together as one department. The theme of 'one department' must continue and is at the heart of this business plan. We must continue to break down barriers across our department and do more to work together. Why? Because we are serving the same groups of people, and our strategic priorities are the same. By working together we will be able to achieve more, and we will use public money more effectively and efficiently.

This business plan is a refreshed version of our *Roadmap to Outstanding Service* and it builds on the priorities we set out at the beginning of 2015. It details the new work we will be doing up to the end of 2017 and also the work already started to achieve the outcomes we desire and to realise the changes and benefits we want for our communities. Our business plan sets out the strategic priorities and improvement activities (see **appendix 2**) that I believe we must focus on over the next year, to achieve the measurable performance and the outcomes we aspire to. By working together, and taking the time to carefully consider the required inputs needed to deliver our service plans and strategies, I am confident that we will achieve our objectives as a department.

The Directorate Leadership Team (DLT) acknowledges the contribution that you all make to drive forward our ambitions for the department and the City of London Corporation. DLT aims to lead, empower and entrust you to fulfil your role. You, our staff, are our greatest asset and you continue to do a wonderful job. As a department we have a rich mix of talents, skills and a wealth of experience and wisdom. In the coming year DLT will continue to invest in workforce development and nurture our future leaders and aspiring managers. A profile of our workforce is provided in **appendix 4ii**.

There have been a number of key achievements in the last year – the list below details one from each of our services. We have:

- Undergone an external review of Children's Services and started to implement the recommendations from the review
- Established a trial project around community safety to safeguard vulnerable residents
- Identified sites that, subject to planning, will enable 700+ new homes to be developed
- Identified options for the development of a new adult learning venue in the City
- Put in place plans to coordinate our communications and engagement to enable us to keep our customers updated and for us to capture feedback from them.

The challenge continues for us all over the coming year to evaluate what we are doing to ensure it is relevant to our objectives and our customers. This will involve taking the time to reflect and plan what is needed, moving away from a reactionary department to one that is proactive, shares wisdom and expertise and finds new, innovative and radical solutions. Working together with our elected Members, with other departments, City businesses and with our partner agencies - we can make a difference.



Ade Adetosoye: Director of Community and Children's Services

Background

The Department of Community and Children's Services (DCCS) is responsible for all the people, housing, education, social care and community services of the 7,600-strong residential community in the Square Mile, estates in 6 other London boroughs and for public health, leisure and adult education for residents and the 400,000 people who work in the City.

We are also responsible for building new affordable homes, and for the maintenance and repairs programme of our existing properties. The housing development delivery programme currently includes proposals to expand homes on social housing estates by 25 per cent (equivalent to 700 homes) and provide 3,000 extra homes on development sites across London. Our ambitions for the academies expansion programme involve exploring the opportunities to expand the City's education portfolio and influence education across London.

Our departmental approach takes account of statutory guidance and the wider policy context, ensuring our front-line services adapt to changing legislation and new ways of delivering to ensure we continue providing reliable services. We have a commissioning function that we use to make and implement decisions around responsible procurement about how best to use our available resources, and we outsource and procure services when required.

All the work we do as a department is informed by a focus on our communities and service users and their views and needs; this is supported by the work of our policy and performance teams. We look at outputs and outcomes for individuals and groups in a joined-up way, so that we have the potential to have a more positive impact on people's lives. Our wide remit includes the following divisions:

- **People's services**
 - Adult Social Care
 - Children & Families
 - Homelessness
 - Education & Early Years.
- **Barbican and Property Services**
 - Barbican Estate
 - Asset Management
 - Housing Development
 - Property Services
 - Customer Support.
- **Public Health Services**
 - Business Healthy
 - Health Planning.
- **Housing and neighbourhood services**
 - Housing Management
 - Projects & Improvement
 - Resident Support & Wellbeing
 - Revenues.
- **Commissioning and partnerships**
 - Policy & Performance
 - Commissioning
 - Adult Skills & Learning
 - Business Support.
- **Projects and Programmes**
 - Communications
 - Equalities and Inclusion
 - Inspection Readiness.

See **appendix 4i** for the DCCS structure chart.

Working collaboratively across departments and divisions, DCCS are represented on the Corporations Equality & Inclusion Board and the People, Place and Customer Services Steering Groups.

We are also proactively preparing for the challenges that external drivers will have on the budgets we receive, the changing demographics of our customers and the extra resources we will need in place to implement new legislation and policy. If plans for devolution and public sector reform in the capital are agreed this will mean additional challenges and the diversion of our resources to action and implement.

Vision, Strategic Priorities and Values

“The City of London Corporation will support, promote and enhance the City of London as the world leader in international finance and business services, and will maintain high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation.” Corporate Plan (2015–19).

Our department has a significant role in working with our communities to support, safeguard and plan for the future. We have adopted the following vision and strategic objectives, which reflect our continuing journey towards delivering relevant and reliable services and support the Corporation’s vision and aims.

Our Vision

To make a positive impact on the lives of all our service users by working together, with each other and our partners, to provide outstanding services that meet their needs.

The delivery of our vision will be supported by five cross-cutting strategic priorities which set out the outcomes we aspire to achieve for our service users.

Our Strategic Priorities

- **Priority One – Safeguarding and early help:** Effective arrangements for responding to safeguarding risks, promoting early identification and support to prevent escalation of issues, and keeping children and vulnerable adults safe
- **Priority Two – Health and wellbeing:** Promoting the health and wellbeing of all City residents and workers and improving access to health services in the Square Mile
- **Priority Three – Education and employability:** Enabling children, young people and adults to learn, thrive and achieve their full potential
- **Priority Four – Supporting homes and communities:** Developing strong neighbourhoods and ensuring people have a decent place to live
- **Priority Five – Efficiency and effectiveness:** Delivering value for money and outstanding services.

Each of these strategic priorities is presented in more detail in the next section of this plan. Our priority service improvement activities are outlined in **appendix 2**. We will achieve these priorities through strong cross-departmental teamwork and open, transparent communication. We will adopt a consistent departmental programme management approach with clear reporting and accountabilities. This will be aligned to the corporate framework (**see appendix 6**), ensuring we consistently drive forward our objectives within budget and timescales.

Underpinning our vision and strategic priorities are the values and behaviours of our department and the Corporation. Key to this are the behaviours modelled by DLT of lead, empower and trust. These are at the heart of what we believe and how we work with all our external stakeholders and service users, and with our staff and partners, to achieve our objectives. Details of the commissioned providers and partners we work with and the priorities they are helping us to deliver are summarised in **appendix 7**.

Our departmental values

Consistency and transparency – Being honest, consistent, fair and transparent in all our decisions, policies and actions

Ensuring that the decisions we make that will impact on our service users and communities are relevant to their specific needs

Reliability – Doing what we say we are going to do within the timescales that we set

Being reliable and delivering what we say we will, in the manner expected to achieve the outcomes required

Co-operation and collaboration – Working co-operatively with service users, collaborating with each other to reduce duplication, and designing our services to meet local needs and aspirations

Ensuring that where changes are required to the types and delivery of services that we consider the spectrum from minor changes to radical solutions to achieve desired outcomes

Equality and diversity – Valuing difference and treating everyone we come into contact with fairly and with dignity and respect and taking steps to ensure the accessibility of DCCS services.

Taking responsibility for the duty to consider service users at the heart of our decision making

Listening and leading together – Giving everyone a voice and taking action collectively

Modelling the behaviours of lead, empower and trust. Encouraging staff to deliver the best they can to deliver our plans and meet objectives, empowering them to make decisions (within the boundaries of their roles) and trusting them to undertake their roles to the best of their abilities.

Cost-effectiveness – Providing services that are efficient and cost-effective to ensure the public money we are entrusted with goes as far as possible

Ensuring that budgets are monitored and managed and all procurement is undertaken responsibly to identify the best services / goods for the most advantageous price.

Departmental strategic priorities

Priority One

Safeguarding and early help: *Effective arrangements for responding to safeguarding risks, promoting early identification and support to prevent escalation of issues, and keeping children and vulnerable adults safe.*

Safeguarding in the City is everyone's business. We aspire to deliver good, effective and reliable services to children, young people and families living in the City in order that they receive accessible, co-ordinated help from us and our partners as early as possible to prevent issues from becoming more serious and requiring more costly specialist support services.

Over the next two years we will continue our programme of service improvement, not only to meet our statutory safeguarding responsibilities, but to deliver the best quality services possible. In doing this, we will continue to build a culture of challenge, accountability and shared learning with our multi-agency partners across both children's and adult safeguarding services and look to identify radical changes that will improve the outcomes for our service users.

We will continue to be responsible for providing safeguarding leadership to the Corporation and key multi-agency partners through awareness raising, relevant training and partnership working. We will explore new ways of delivering our services and will ensure we have the capacity and resilience in our systems to implement new legislation and respond to the demands on our services.

Priority Two

Health and Wellbeing: Promoting the health and wellbeing of all City residents and workers and improving access to health services in the Square Mile

We have a responsibility to positively influence the health of everyone who lives and works in the City, enabling them to live healthy, active lives and reducing ill health. Adult wellbeing is at the forefront of the national agenda to reform adult social care and health services.

We will work with our health partners, including NHS England, Hackney and Tower Hamlets Clinical Commissioning Groups and local health services, to make collective decisions about local commissioning, service delivery and the reduction of health inequalities, both now and in the long term. We will set clear strategies and targets to deliver better outcomes for individuals and make better use of our collective resources.

We will prioritise our efforts to achieve meaningful and measurable outputs and outcomes in a number of key areas of health and wellbeing, which will be reflected in the good physical and mental health of individuals, in their skills and confidence to manage their own health and maintain their independence, and in their opportunities for making a positive contribution. We will promote wellbeing so that people in the City feel safe, are socially connected and supported, and feel a sense of pride and satisfaction where they live in their community.

Priority Three

Education and employability: Enabling children, young people and adults to learn, thrive and achieve their full potential

We are striving for all children and young people in the City to have the best start in life and to have access to a good quality education delivered through supporting academies and our local maintained primary school. We aspire for all children and young people in the City to fulfil their potential by becoming effective and successful learners, meeting and/or exceeding national attainment levels. We will continue to progress the expansion of our maintained primary school to ensure it provides a safe and suitable learning environment and sufficient school places for City-based children.

We aim to tackle child poverty and social exclusion by working with parents-to-be, parents, carers and children to promote the physical, intellectual and social development of babies and young children so they have the best start in life. We aim to help reduce wordlessness' in the City and London by supporting young people and adults to build their employability skills and job readiness through the provision of adult learning courses, training, traineeships and apprenticeships.

Our youth services enable young people to have a voice and a positive place in the local community, and with the launch of the City's Youth Forum we will embed relevant youth participation in the Corporation's processes for service planning and decision making, particularly where they relate to children's and young people's needs and services.

Over the next two years the department will be responsible for continuing to lead work on implementing the City's Education Strategy, playing our part in sponsoring new schools, and raising educational standards in City-sponsored schools across London.

Priority Four

Supporting homes and communities: *Developing strong neighbourhoods and ensuring people have a decent place to live*

We are responsible for providing high quality housing services for our residents and tenants who live in the Square Mile and our other housing estates across London. Increasing the supply of housing within the City and our neighbouring areas is the cornerstone of our housing strategy over the next three years. We will continue to implement our Housing Asset Management Strategy, which aims to deliver capital investment in new and existing properties, and planned maintenance and responsive repair programmes, in a structured and sustainable way.

We aim to bring about real and lasting improvements in the quality of life for our communities and residents. We will look beyond the provision of more and better housing to develop sustainable neighbourhoods with safe, thriving, mixed communities whose members are able to afford to live locally and make an effective contribution to the City's economy.

We need to address a growing number of challenges, including affordability, supply pressures, housing support needs, homelessness, rough sleeping, social isolation, overcrowding, welfare reforms and meeting the requirements of an ageing population. Our approach to tackling these challenges centres on early intervention, capacity building and engagement with our communities and where appropriate looking beyond the obvious to introduce radical solutions to achieve the outcomes desired.

Priority Five

Efficiency and effectiveness: *Delivering value for money and outstanding services*

Over the past year we have successfully implemented the department's *Roadmap to Outstanding 2015* programme, strengthening and deepening our approach. Achieving value for money and continuous improvement remains a fundamental business strategy for our department over the next two years.

We remain committed to delivering high quality services that make a positive difference to people's lives. This means making the best use of the resources available to us and maximising our assets to ensure they are used responsibly. We are committed to investing in workforce development through a dedicated learning and development programme in order to have the right skills to deliver what our service users need.

We will continue working hard to improve customer satisfaction and to innovate so that we can achieve more for our customers and service users. We will be reviewing our use of modern technology, including self-service functions and social media, to ensure we are maximising this and achieving best value for money. We remain committed to achieving our savings and income generation targets under the corporate Service Based Review programme. We will explore efficient and new ways of working in our department through the review of key services.

The DCCS key performance indicators (KPIs) set out under each of our priority areas are shown in **appendix 1**. Identified risks that could impact on the work of DCCS are regularly updated and actions to mitigate against these risks occurring and their impacts are reviewed in the DCCS risk register. A summary of the DCCS risk register is attached in appendix 9.

Conclusion

This business plan is our *Roadmap to Outstanding Services*. By working together to achieve the strategic priorities and improvement activities in this plan; we will achieve our strategic vision and outcomes for our service users.

DCCS works with a range of departments and services across the Corporation to provide local authority services within the square mile, supporting London communities, closing inequalities through education and supporting cross cutting work to ensure inclusion in the arts, culture and to influence in local and international business.

Appendices attached to support the DCCS Business Plan:

- 1 - Key performance indicators
- 2 - Improvement activities
- 3 - Financial information
- 4i - DCCS structure
- 4ii - DCCS workforce profile
- 5 - Capital programme
- 6 - Corporate considerations
- 7 - Commissioned providers and partners
- 8 - Planned equality analysis
- 9 - Summary of DCCS risks
- 10 - Assets – Standing Order 55

Appendix 1 - Department of Community and Children's Services: Key Performance Indicators 2014–17

Strategic Priority	Description	Local/National	Frequency	2015-16 Performance (as at end of Q3)	2016-17 Target
Priority One: Effective arrangements for responding to safeguarding risks, promoting early identification and support to prevent escalation of issues, and keeping children and vulnerable adults safe	Percentage of referrals to Children and Families Social Care which lead to a formal assessment	National	Quarterly	86%	80%
	Number of Common Assessment Framework assessments (CAFs) completed by Early Help	National	Quarterly	11	16
	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	National	Quarterly	79%	85%
	Number of carer assessments completed	Local	Quarterly	29 cumulative for year	55
Priority Two: Promoting the health and wellbeing of all City residents and workers and improving access to health services in the Square Mile	Percentage of people engaging in City smoking cessation programmes who quit smoking	National	Quarterly	42%	50%
	Number of take-ups of NHS health checks	National	Quarterly	170	260
	Number of participants in the exercise on referral programme who are still active six months after their initial assessment	Local	Quarterly	75%	75%
	Usage of the Golden Lane Sport and Fitness Centre by members	Local	Quarterly	92,140	135,870
	Number of new volunteers signed up to the time credits scheme	Local	Quarterly	125	160
	% of volunteers completely new to volunteering	Local	Quarterly	43.9%	45%
Priority Three: Enabling children, young people and adults to learn, thrive and achieve their full potential	Sufficiency of school places Percentage of school offers meeting: <ul style="list-style-type: none"> • first choice • second choice • third choice • other choice 	Local	Annual	TBC	Not yet set

Strategic Priority	Description	Local/National	Frequency	2015-16 Performance (as at end of Q3)	2016-17 Target
	Number of apprenticeship places secured	Local	Quarterly	38	60
	Number of enrolments on Adult Skills and Education courses	Local	Quarterly	563	2000
	Number of enrolments on Basic Skills courses	Local	Quarterly	117	400
Priority Four: Developing strong neighbourhoods, supporting communities and ensuring people have a decent place to live	Percentage of routine repairs attended to within target (5 working days)	Local	Quarterly	99%	95%
	Number of rough sleeper outreach shifts per quarter	Local	Quarterly	301	384
	Total number of individual rough sleepers met by St Mungos Broadway each quarter	Local	Quarterly	507	650
	Percentage of residents who feel 'very safe' or 'safe' on their estate) (new)	Local (new)	Annual	69% (2015/16 target)	75%
	Percentage of inspections passed (BP6) – repairs (new)	Local (new)	Quarterly	95.50% (2015/16 target)	96%
	Percentage of properties with up to date Gas CP12s Certificates (BP7) (new)	Local (new)	Quarterly	99.25% (2015/16 target)	100%
Priority 5: Delivering value for money and outstanding services (new)	Percentage of residents 'very satisfied' or 'satisfied' with the overall service we provide as their landlord (new)	Local (new)	Annual	82% (2015/16 target)	80%
	Percentage of rent collected (HN5) (new)	Local (new)	Quarterly	98.4% (2015/16 target)	98.5%
	Average time to process new Housing Benefit claims (days) (new)	Local (new)	Quarterly	19 days (2015/16 target)	<26 days

Appendix 2 – Department of Community and Children’s Services Business Plan - summary activity 2016-17

Strategic Priority One	Safeguarding and early help: Effective arrangements for responding to safeguarding risks, promoting early identification and support to prevent escalation of issues, and keeping children and vulnerable adults safe			
Aligns to Corporate Plan and The City Together Strategy	KPP2, KPP3, KPP4	Rationale	Providing corporate safeguarding leadership, developing and co-ordinating partnership-wide safeguarding policies and procedures in line with national statutory guidance, and driving service improvement.	
	A safer and stronger City Working with the community	Departmental strategies and plans	<ul style="list-style-type: none"> • Children and Young People’s Plan • Early Help Strategy • Corporate Parenting Strategy • Adult Wellbeing Plan 	
Action to Meet Priority	Detail	Measure of Success	Target Date	DLT Lead
1.1 Children’s Social Care Service improvement	<ul style="list-style-type: none"> • The Children’s Service improvement agenda is developed (new) • Implement the new Service Improvement Board for Children’s Services (new) 	<ul style="list-style-type: none"> • Improvement action plans developed, implemented and being monitored • New Board established and operational monitoring improvement activities 	2016/17	Chris Pelham
1.2 Early Help	<ul style="list-style-type: none"> • Maintain awareness raising and check the effectiveness of communications around Early Help and Thresholds of Need (new) • Review the Early Help Strategy to evidence its impact (EA) (new) • Implement the revised Children and Young People’s Plan (CYPP) (EA) (new) 	<ul style="list-style-type: none"> • Training and targeted communications delivered to raise awareness levels. (positive impacts evidenced through PI ASC03) • Impact of the strategy is evidenced (positive impacts evidenced through PI ASC01) • CYPP implemented 	2016/17	Chris Pelham
1.3 Adult safeguarding audit	<ul style="list-style-type: none"> • Identify and review the impact of the adult safeguarding audit (new) • Implement the service development recommendations from the Safeguarding Adult Board self-assessment exercises (EA) (new) 	<ul style="list-style-type: none"> • All actions implemented and impact evidenced (positive impacts evidenced through PIs ASCOF 1A & 1B) • Improvement actions implemented 	2016/17 Commenced April 2016-	Chris Pelham

1.5 Awareness raising and training	<ul style="list-style-type: none"> Develop an on-going calendar of training and communications interventions to raise awareness on the role of the local authority designated officer (LADO) and around private fostering. (EA) (new) Domestic Abuse – support the functioning of the DA Forum and Implementation of Domestic Abuse Improvement Plan (EA review) (new) 	<ul style="list-style-type: none"> Training and communications plans in place and being delivered Domestic Abuse Plan in place and being implemented (impact evidenced through PIs ASC 06 & ASC08) 	2016/17	Chris Pelham
			2016/17	

Strategic Priority Two	Health and wellbeing: Promoting the health and wellbeing of all City residents and workers and improving access to health services in the Square Mile			
Aligns to Corporate Plan and The City Together Strategy	KPP1, KPP2, KPP3, KKP4	Rationale	Improving and sustaining the health and wellbeing of all residents and workers in the City with the intention of making a fitter, healthier, safer and more active population.	
	Working with the community Promoting opportunities	Departmental strategies and plans	<ul style="list-style-type: none"> • Care Act Programme Plan • Better Care Fund Plan • Health and Wellbeing Strategy • Mental Health Strategy • Early Years Plan • Children and Young People's Plan • Adult Wellbeing Plan 	
Action to Meet Priority	Detail	Measure of Success	Target Date	DLT Lead
2.1 Care Act Programme implementation	<ul style="list-style-type: none"> • Keeping a watching brief on the implementation of Part 2 of the Care Act (new) • Evaluate the impact of the Part 1 of the Care Act implementation (new) 	<ul style="list-style-type: none"> • Monitoring taking place to identify requirements / impacts on DCCS • Evaluation undertaken and impacts identified 	2016/17 2016/17	Chris Pelham
2.2 Better Care Fund Programme	<ul style="list-style-type: none"> • Design and sign off the Better Care Fund Plan (new) • Implement the Better Care Fund Plan: Delivery of commissioned projects (EA review) • Deliver the IT Enabler Project (integration programme) (new) 	<ul style="list-style-type: none"> • Plan developed and projects to be delivered identified • Delivery of integrated health and social care services to residents • Specification for IT requirements developed and enabler project delivered 	March 2017 March 2017 Sept 2016	Chris Pelham and Neal Hounsell
2.3 Peer-led review	<ul style="list-style-type: none"> • Implement the Carers Action Plan (EA review) 	<ul style="list-style-type: none"> • Recommendations of the review implemented 	March 2017	Chris Pelham

of Adult Social Care	<ul style="list-style-type: none"> Implement the new Service Improvement Board for Adult Services (new) 	<p>(CoL awareness of numbers of carers increased evidenced through ASC11)</p> <ul style="list-style-type: none"> New Board established and operational monitoring improvement activities 	2016/17	
2.4 Health commissioning reviews	<ul style="list-style-type: none"> Commission mental health provision in the City to reflect the new Mental Health Strategy (new) 	<ul style="list-style-type: none"> New mental health service commissioned and the action plan implemented (impact evidenced through PIs ASC0F 1E/F/H) 	2016/17	Neal Hounsell
2.5 City resident leisure activity	<ul style="list-style-type: none"> Increase number of people in the City who are physically active Improve access to leisure activities by groups who don't usually engage by commissioning a new service that tackles health checks, exercise and referrals on obesity. (EA) (new) Implement the Corporation Sport and Physical Activity strategy and work with Open Spaces to deliver sport in a joined up way across the Corporation. (EA) 	<ul style="list-style-type: none"> Number of participants in the exercise on referral programme who are still active six months after their initial assessment Usage of the Golden Lane Sport and Fitness Centre increases Sports strategy implemented and numbers of participants in sports programmes increases 	2016/17 October 2016 2016/17	Neal Hounsell
2.6 City worker health	<ul style="list-style-type: none"> Reduce number of City workers and residents who smoke (EA review) Increase number of City workers engaging with substance 	<ul style="list-style-type: none"> Percentage of people engaging in City smoking cessation programmes who quit smoking (impact evidenced through PIs SM5) Increase in referrals to substance misuse 	2016/17	Penny Bevan

	<p>misuse services (EA review)</p> <ul style="list-style-type: none"> • Improve and extend support to businesses in the City implementing workplace health and wellbeing programmes (Business Healthy) (EA review) • New location and revised service specification to be developed for a workplace health centre (EA) (new) 	<p>services (evidenced through PIs SM1, SM2)</p> <ul style="list-style-type: none"> • Number of Business Healthy members signed up and website activity • Health centre proposals developed and specification for service completed 		
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Strategic Priority Three	Education and employability: Enabling children, young people and adults to learn, thrive and achieve their full potential			
Aligns to Corporate Plan and The City Together Strategy	KPP2, KPP4, KPP5	Rationale	To provide valued services, including apprenticeships, volunteering, education and lifelong learning.	
	Working with the community Promoting opportunities A vibrant and culturally rich City	Departmental strategies and plans	<ul style="list-style-type: none"> • Early Years Strategy • Education Strategy • Special Educational Needs and Disability (SEND) Strategy • Adult Skills and Learning Strategic Plan • Youth Participation Strategy • Children and Young People’s Plan 	
Action to Meet Priority	Detail	Measure of Success	Target Date	DLT Lead
3.1 Early Years offer	<ul style="list-style-type: none"> • Review the impact of the new Special Educational Needs and Disability (SEND) reforms (EA) (new) • Conduct a further review the Early Years strategy • Review the structural arrangements supporting and delivering the work of the Education and Early Years Services (EA) (new) 	<ul style="list-style-type: none"> • Actions completed show increased benefits/impacts • Review completed and recommendations identified • Review completed and recommendations identified 	2016/17	Chris Pelham
3.2 Children’s Centres	<ul style="list-style-type: none"> • Implement the recommendations arising from the Children's Centre Review and following consultation with parents in the City (new) 	<ul style="list-style-type: none"> • Plans for the delivery of recommendations and implementation plan developed and being delivered 	2016/17	Chris Pelham
3.3 Education Strategy (EA)	<ul style="list-style-type: none"> • To promote and support excellent education and access to higher education • To strive for excellence in the City’s schools • To inspire children through an enriched education and outreach opportunities • Learning and Engagement Forum to develop a co-ordinated 	<ul style="list-style-type: none"> • Increased collaboration across the City’s schools, provision of high quality central support to City schools, and delivery of a training programme for governors 	2016/17	Ade Adetosoye

	<p>outreach programme and report on progress to the Education Board biannually</p> <ul style="list-style-type: none"> To explore opportunities to expand the City's education portfolio and influence on education throughout London Use and develop the prioritisation process for considering requests to sponsor schools in 2016. Build and open new schools in Islington and Southwark on time and to budget in 2016 and 2017 respectively To develop an Education Strategy for 2016/19 onwards 	<ul style="list-style-type: none"> City schools maintain and improve their results each academic year and are judged outstanding when inspected (measured through improvements in relevant key stage results) Opportunities for new schools identified Outreach programme developed Prioritisation process agreed 	May 2016	
3.4 Child poverty solutions	<ul style="list-style-type: none"> Co-ordinate solutions to child poverty by identifying City families most in need and tailoring support, services and opportunities to maximise their engagement (EA) 	<ul style="list-style-type: none"> Reduction in number of City families in poverty (low income/workless) 	2016/17 Commence planning April 2016	Neal Hounsell
3.5 User engagement	<ul style="list-style-type: none"> Ensure user engagement is co-ordinated to link with planned DCCS communications and Corporate engagement activities Embed the participation of service users, particularly young people, within corporate and departmental decision-making processes, in particular: (EA) <ul style="list-style-type: none"> the City's Youth Forum (CYF) the Children in Care Council (CiCC) 	<ul style="list-style-type: none"> Consolidated DCCS engagement and communications plans in place (that link where required to Corporate activities) Young people are engaged in corporate and departmental processes and there is representation of this group at CYF & CiCC 	Commenced April 2016 2016/17	Nicole Vincent Neal Hounsell and Chris Pelham
3.6 Apprenticeships, adult learning and employability (EA)	<ul style="list-style-type: none"> Explore additional venue options for the delivery of adult learning programmes, including the Shoe Lane and Barbican Libraries Provide a minimum of ten adult classes in the allocated / interim learning space (new) 	<ul style="list-style-type: none"> Venue options identified and agreed New premises identified and move completed 	2016/17	Neal Hounsell

	<ul style="list-style-type: none"> • Ensure the apprenticeship offer is delivered in line with employers/department's needs (no less than 30 apprentices on the programme at any one time) • Develop proposals for a programme of work experience to support the City children in care / ex-children in care and pilot within DCCS. Report on the pilot to gain buy in from other CoL departments with a view to a wider roll out. (new) 	<ul style="list-style-type: none"> • Apprenticeship offer diversified and there is increased take up of places on programmes • Care leaver programme in place 		
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Strategic Priority Four	Supporting homes and communities: <i>Developing strong neighbourhoods and ensuring people have a decent place to live</i>				
Aligns to Corporate Plan and The City Together Strategy	KPP2, KPP3, KPP4, KPP5	Rationale	To provide efficient, high quality local homes and community-based services for our service users and residents, ensuring that they are safe, protected, well supported and living within strong communities.		
	Working with the community Promoting opportunities	Departmental strategies and plans	<ul style="list-style-type: none"> • Housing Strategy 2014–19 • Asset Management Strategy 2014–19 • Homelessness Strategy 2014 • Housing Service Plan 2015–16 		
Action to Meet Priority	Detail	Measure of Success		Target Date	DLT Lead
4.1 Increase the supply of new homes, including affordable housing (EA)	<ul style="list-style-type: none"> • Deliver 18 new homes by June 2016 • Work with partners and the GLA to obtain planning permission and develop feasibility studies to deliver a further 200 homes, locally and in a number of London boroughs, by March 2018 • Assess a number of other sites to examine potential for a further 550 units. • Deliver communications that highlight the schemes in development and their positive benefits to the communities they are located in (internal / external & press) (new) 	<ul style="list-style-type: none"> • 18 new units delivered • Planning permission secured for 200 homes • Potential sites assessed (evidenced through BP9) • Communications plan in place / delivery has commenced 		June 2016 December 2016 March 2017 2016/17	Paul Murtagh
4.2 Asset management	<ul style="list-style-type: none"> • Implement the Asset Management Strategy and planned programme of maintenance and repairs (EA review) • Implement the energy efficiency and security programme • Engage in the corporate asset realisation programme • Commission & undertake a new stock condition survey (to include community spaces) (new) • Review all City residential blocks for up-to-date and fit for purpose Fire Risk Assessments (new) • Communications to residents and wider community 	<ul style="list-style-type: none"> • Programme of maintenance and repairs delivered to schedule within timescales • Energy efficiency and security programme delivered to schedule • Participation in corporate asset realisation programme • Stock condition survey completed • Fire Risk Assessments completed for all 		2016/17	Paul Murtagh

	around the refurbishments and stock investment being undertaken (new)	blocks		
4.3 Rough sleepers	<ul style="list-style-type: none"> Reduce the number of rough sleepers on the City's streets for more than one night Develop a new 12-bed unit in Southwark for ex-City rough sleepers to enable development of Lodge II Rough sleeper delivery plan Engagement with elected Members to ensure a comprehensive strategy and accountability framework is in place to tackle this issue 	<ul style="list-style-type: none"> Communications in place / delivered Number of rough sleepers one night+ reduced (evidenced through impact on PI H10, H11) Southwark scheme completed Reduction plan agreed and actions implemented (evidenced through H14, H13, H12) Member group to meet quarterly 	<p>March 2017</p> <p>April 2017</p> <p>2016/17 2016/17</p>	Chris Pelham
4.4 Supportive neighbourhoods	<ul style="list-style-type: none"> Develop proposals and begin the implementation for the Golden Lane Community Centre (EA) (new) Review the Neighbourhood Patrol Service pilot, consult residents and, if there is evidence of need and support, establish the service for 2-3 years (new) 	<ul style="list-style-type: none"> Community Centre completed Review completed and decisions on future of services made and implemented 	<p>2016/17</p> <p>March 2017</p>	<p>Jacque Campbell and Neal Hounsell</p> <p>Jacque Campbell</p>
4.5 Housing management	<ul style="list-style-type: none"> Tackle illegal occupation and sub-letting and explore the options to buy in services from other local authorities to investigate / tackle tenancy fraud (new) Review the financial inclusion programme and rent recovery processes and resources to ensure they are fit for purpose to support the roll out of Universal Credit (new) Undertake a review of the structure / staff levels for the estates management function to identify potential efficiencies / savings that could be realised (EA) (new) Roll out Phase 3 of the sheltered housing review (EA review) (new) Undertake a review of leaseholder service charges and make recommendations based on the review findings (new) Target to reach Housing and Homelessness Gold 	<ul style="list-style-type: none"> Reduction in sub-letting and illegal occupation New processes in place (evidenced through PIs NH5, HN7 & HM6) Review completed and recommendations made about the future structure / staff levels Phase 3 implemented Review completed and recommendations developed Action plan in place to implement findings (evidenced through PIs H02, H03, H04, 	<p>March 2017</p> <p>2016/17</p> <p>2016/17</p> <p>2016/17</p> <p>March 2017</p> <p>April 2017</p>	<p>Jacque Campbell</p> <p>Chris Pelham</p>

	Standard (new)	H12)		
4.6 Community engagement programme (EA review)	<ul style="list-style-type: none"> Secure agreement / commitment for Golden Lane float (new) Targeted response to inequalities in the more deprived areas, including the Portsoken Pavilion and community play project Development of a community hub as part of the Aldgate Gyratory redevelopment 	<ul style="list-style-type: none"> Partner to work with on development identified Community play completed Time Credits in use East of the City Play Steering Group formally launched and set up as a fully constituted body, accessing external funding Portsoken Pavilion delivered and social enterprise management in place Portsoken Pavilion used as community venue in off peak hours 25% of staff employed at the Portsoken Pavilion are local residents 	<p>Nov 2016 2016/17</p> <p>May 2017</p>	Jacquie Campbell and Neal Hounsell
4.7 Social isolation programme	<ul style="list-style-type: none"> Re-commission the volunteering and time credits scheme (new) Develop the policy and plans to tackle social isolation based on the research conducted (EA) (new) Commission new services (Combined Adults and Community Support) 	<ul style="list-style-type: none"> Increased number of new volunteers (evidenced through PI HM1) Social Isolation policy and action plan developed New service identified and commissioned 	<p>July 2016</p> <p>June 2016</p> <p>Oct 2016</p>	Chris Pelham and Jacquie Campbell

Strategic Priority Five		Efficiency and effectiveness: <i>Delivering value for money and outstanding services</i>		
Aligns to Corporate Plan and The City Together Strategy	KPP1, KPP2, KPP3, KPP4, KPP5	Rationale	We remain committed to achieving our savings and income generation targets under the corporate Service Based Review programme. We will explore efficient and new ways of working in our department through the review of key services.	
	Protects, promotes and enhances our environment	Departmental/Corporate strategies and plans	<ul style="list-style-type: none"> Workforce Development strategy Service Based review programme 	
Action to Meet Priority	Detail	Measure of Success	Target Date	DLT Lead
5.1 Service Based Review programme	<ul style="list-style-type: none"> Service Based Review (SBR) programme implementation (EA) Income generation from Barbican car park, as part of the corporate Service Based Review programme income generation work stream 	<ul style="list-style-type: none"> Delivery of the agreed SBR savings Income generation targets achieved 	2016/17	Ade Adetosoye
5.2 Departmental programme and project framework	<ul style="list-style-type: none"> Set up a departmental-wide non-capital programme and project governance structure and process maps that complies with the Corporate Programme Development Unit framework Training for programme leads and senior executive leads 	<ul style="list-style-type: none"> Departmental programme framework agreed and implemented Training delivered 	2016/17	Nicole Vincent
5.3 Departmental reviews (EA)	<ul style="list-style-type: none"> Undertake a strategic review of communications across the department and develop a department-wide internal communications strategy Undertake a review of the equalities function within the department 	<ul style="list-style-type: none"> Strategic review of DCCS communications completed with the development of cohesive plans across the department that link to Corporate initiatives where needed Review of equalities function completed and new staffing in place 	July 2016 2016/17	Nicole Vincent
5.4 Workforce planning and development	<ul style="list-style-type: none"> Implement the department's Workforce Development Plan to further develop capacity and leadership. Put in place a calendar of activities / interventions to meet identified development needs and work with the Investors in People (IiP) Consultant to help achieve IiP Silver. (EA) 	<ul style="list-style-type: none"> Development activities and resources in place 100% completion of level 1 safeguarding 	2016/17 2016/17	DLT – lead to be identified

	<ul style="list-style-type: none"> Ensure level 1 to 3 safeguarding training is completed for all staff in the department 	training		
5.5 Website and technology strategy	<ul style="list-style-type: none"> Review our use of modern technology across all of our services and divisions, including self-service functions and social media, to ensure we are maximising the customer experience (EA) Appraise the viability of the Corporate IT strategy in supporting DCCS requirements (new) Set up a departmental web team and review web editor resources in line with corporate guidance Commence Phase 2 of the Housing IT Strategy and phase out of paper-based operations (new) 	<ul style="list-style-type: none"> Departmental IS review completed / strategy agreed DCCS IT support requirement in place Departmental web team meet regular and improved overview Phase 2 implemented 	2016/17 2016/17 Sep 2016 2016/17	DLT – lead to be identified
5.6 Co-location of services	<ul style="list-style-type: none"> Implement and undertake an evaluation of the virtual Multi-Agency Safeguarding Hub (MASH) arrangements (new) Introduce local office arrangements to support staff working flexibly and hot-desking that will support staff working flexibly and links to the Corporation wide mobile working policy (EA) (new) 	<ul style="list-style-type: none"> MASH evaluation completed DCCS local arrangements to prepare for flexible working and hot-desking rolled out that will prepare for and support the roll out of the Corporate Accommodation / Ways of Working Plans 	2016/17 2016/17	Chris Pelham Nicole Vincent
5.7 Policy and procedures	<ul style="list-style-type: none"> Develop and implement a streamlined departmental health and safety policy to ensure the delivery of key health and safety measures across the department (EA) Review and revise all policies and procedures in Children's and Adult Social Care Promote and use the new DCCS 'house style' for all policies and procedures for consistency, with version control and review dates agreed 	<ul style="list-style-type: none"> Health and safety policy implemented - 100% compliance of local health and safety procedures Policies and procedures up to date and compliant with statutory guidance and corporate processes DCCS 'house style' being used for new and refreshed documents (adhering to Corporate standards) 	June 2016 2016/17 2016/17	Paul Murtagh Chris Pelham and Neal Hounsell Nicole Vincent
5.8 Strategic communications	<ul style="list-style-type: none"> Internal communications strategy used to plan and co-ordinate campaigns (EA) (new) Departmental communications working group set up 	<ul style="list-style-type: none"> Co-ordinated and consolidated communications in place for DCCS linking to Corporate initiatives and activities Working group meets regularly 	2016/17	Nicole Vincent

	<ul style="list-style-type: none"> • Departmental events and consultation calendar is developed and used • Improved coordination of departmental events • Raise the awareness of the services on offer from DCCS to residents and staff and ensure we clarify the role of the department (new) 	<ul style="list-style-type: none"> • Calendar of events up to date and used to plan running of events, communications and engagement activities 		
5.9 Strategic commissioning	<ul style="list-style-type: none"> • Strategic review of volunteering and community development services (EA) • Consider retendering of the City's youth services (new) • Reshape domiciliary care services (new) 	<ul style="list-style-type: none"> • Financial savings made in commissioning of services • Review / evaluate existing service provider and agree timetable for retendering • Review of service undertaken 	2016/17 2016/17 2016/17	Neal Hounsell
5.10 Strategic planning	<ul style="list-style-type: none"> • Review the following departmental strategies: (EA) <ul style="list-style-type: none"> - Joint Health and Wellbeing Strategy (refresh) - Education Strategy (refresh) - Adult Social Care - Allocations Policy - Corporate Parenting - Housing - Business Continuity and Emergency Plan • Public health funding for social care and housing related initiatives to come to DLT for discussion (EA) (new) • Review implications of the new apprentice and adult learning provision (EA) (new) • Consider implications and implementation issues of local Devolution arrangements across Health and Social Care environment (EA) (new) 	<ul style="list-style-type: none"> • New strategies agreed and implemented • Proposals developed • Review completed • Research conducted and recommendations/actions in place for implementation 	2016/17 2016/17 2016/17 2016/17 2016/17 Nov 2017	Neal Hounsell Chris Pelham/Neal Hounsell

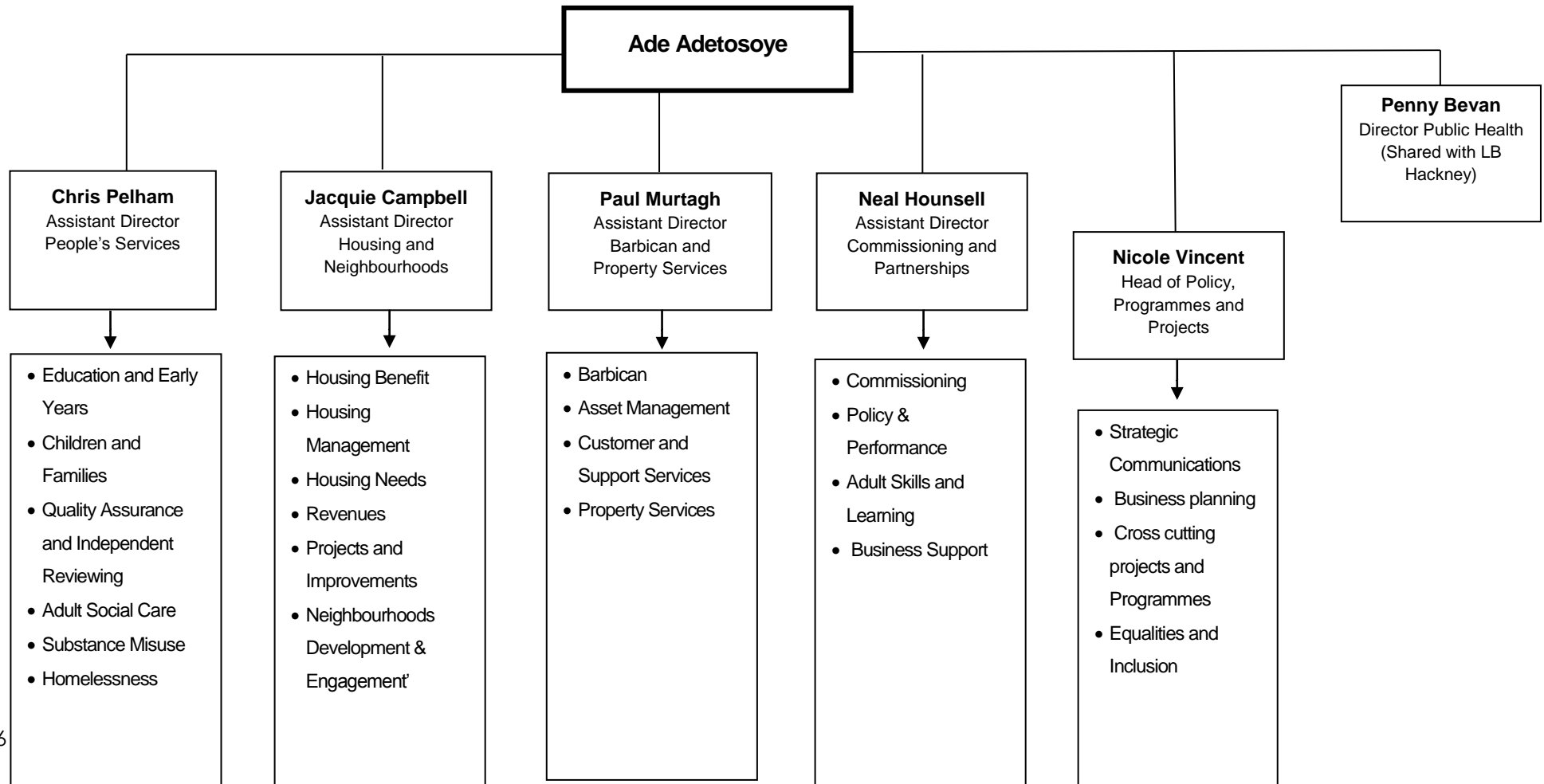
Appendix 3 – Department of Community and Children’s Services Financial information

	2014-15 Actual	2015–16 Original Budget	2015–16 (latest approved)	2015–16 Forecast Outturn (latest)		2016–17 Original Budget
	£'000	£'000	£'000	£'000	%	£'000
Employees	11,630	11,867	12,743	12,392	97.25	13,175
Premises	11,812	17,393	14,260	14,230	99.79	18,965
Transport	31	22	34	44	129.41	29
Supplies and Services	5,309	4,941	6,288	6,437	102.37	5,145
Third Party Payments	4,501	4,775	4,896	4,982	101.76	4,379
Transfer Payments	64	161	186	184	98.92	186
Transfer to Reserves	4,239	425	3,230	3,230	100.00	-
Surveyor’s Repairs & Maintenance	51	157	54	54	100.00	137
Total Expenditure	37,637	39,741	41,691	41,553		42,016
Total Income	(32,520)	(33,666)	(34,893)	(34,991)	100.28	(35,242)
Total Local Risk	5,117	6,075	6,798	6,508	96.00	6,774
Central Risk	(85)	(294)	(752)	(706)	94.00	(803)
Total Local and Central	5,032	5,781	6,046	5,802	96.00	5,971
Re-charges	8,048	7,644	9,771	9,771	100.00	9,558
Total Net Expenditure	13,080	13,425	15,817	15,573	98.00	15,559

Notes:

- The Central Risk 2015-16 Original Budget includes £424k costs relating to Child Social Care which has now been moved to Local Risk
- The 2016/17 Original Budget includes 1.5% inflation and Service Based Review savings of £103k
- The premises budget for 2016-17 has increased as this reflects the enhanced programme of repairs and redecorations at a number of HRA estates as well as the cost of concrete testing and repairs.
- The increase in transfer to reserves between the 2015-16 Original budget and the 2015-16 Latest Approved Budget is to fund the HRA major repairs capital programme
- The increase in recharges from 2015-16 original budgets to 2015-16 latest approved budgets relates primarily to Barbican Residential capital charges.

Appendix 4i – Community and Children’s Services Structure (Departmental Leadership Team)



Appendix 4ii - Community and Children's Services Workforce profile as at January 2016

Our staffing is made up of:	
Headcount	269
Full time equivalent	263.01
Sickness absence (average days lost) from Jan 2015 rolling year	6.21 days
Turnover (in rolling year)	14.50%
Positions being recruited to	11

Grade and Gender	Female	Male	Grand Total
Grade A	5	47	52
Grade B	10	53	63
Grade C	23	15	38
Grade D	26	23	49
Grade E	18	14	32
Grade F	12	5	17
Grade G	2	2	4
Grade H	0	1	1
Grade I	1	3	4
Grade J	0	0	0
F9 Grade	4	4	8
SMG	0	1	1
Total	101	168	269

Length of Service	Count	%
Under 1 year	39	14%
1 to 5 years	97	36%
6 to 10 years	51	19%
11 to 20 years	54	20%
21 to 30 years	21	8%
31 years and over	7	3%
Total	269	100%

Stated disability	Headcount	Percentage
Disabled	12	4.5%
Not disabled	227	84.4%
Not known	30	11.2%
Totals	269	100%

Age range	Count	%
0-20	7	2.6%
21-30	31	11.5%
31-40	61	22.7%
41-50	68	25.3%
51-540	36	13.4%
55-60	47	17.5%
61 and over	19	7.1%
Total	269	100%

Ethnic Grouping	Count	%
Asian or Asian	21	7.8%
Black or Black	38	14.1%
Mixed	5	1.9%
Not known	26	9.7%
Other ethnic groups	6	2.2%
White	173	64.3%
Total	269	100%

Notes on Staffing Information

The department's headcount remains at 269 – this is the same level as at January 2015 although there has been variance during the year. The department's sickness absence rate has increased over the rolling year from 5.23 average days (Jan 2015) to 6.41 average days (Jan 2016) – an average of 6.21 average days for the rolling year Jan 2015-Jan 2016

Over the period 2016-17 we will be continuing to develop and deliver the DCCS Workforce Strategy and Action Plan to help ensure that the department's workforce has both the capability and resources required to meet our business objectives as defined in this Business Plan. Priority areas around staffing have been identified as succession planning, improving partnership working across divisions and enhancing leadership skills.

Investors in People (IiP) Improvement Plan

As a result of the Investors in People (IiP) Review that was undertaken in 2015 DCCS has developed a departmental specific business improvement plan. This plan aims to improve areas identified as a weakness during the review and to also build on our existing strengths. The DDCS IiP Improvement Plan will address:

- Supporting / encouraging staff aspiring to take on management roles
- Developing the existing talent within DCCS to enable them to take part in a wider range of work activities
- Putting in place plans to evaluate the impact of learning and development activities undertaken across DCCS to identify the impact on individuals/ teams/ DCCS as a whole
- Develop the existing mechanisms to capture feedback from staff on the way they are managed and developed. Using any feedback obtained to inform improvements in these areas
- Line managers of managers to develop their understanding of the effectiveness of their managers in leading, managing and developing their teams
- The ways that staff contributions are recognised and their work valued is to be developed consistently across DCCS.

Appendix 5 - Capital Projects

Brief description of potential project	Rough idea of the cost	Indicative source of funding (e.g. City Fund, City's Cash, Designated Sales Pool, External)	Indicative timetable for project
Workplace Health Centre	£5 million	HRA, CIL, External partners	Autumn 2018
Community Centre in 4Cs development (replacement for Portsoken Community Centre (Green Box))	No indicative budget at the moment	Section 106 (already funded)	Autumn 2018
Goodmans Fields Health Centre (replacement for Portsoken Health and Community Centre GP service)	No indicative budget at the moment	Funded by Tower Hamlets with possible City CIL contribution	Early 2020
HRA Capital Programme	£60 million	Mainly funded through the HRA	Programmed until 2020
HRA Development Programme (700 homes)	£150 million	s106, RTB Receipts, Grant, HRA, land disposals	To be delivered by 2025

Appendix 6 - Corporate considerations

We support the Corporation's declared aims, particularly around supporting both the City and London's communities, and maintaining the quality of our public services while reducing our expenditure and improving our efficiency. Our two year business plan takes into account the following corporate considerations.

Equality and Diversity

We have a responsibility to ensure that the services we provide meet the criteria in the Equality Framework for Local Government. We have invested our time in developing a resident profile and the joint strategic needs assessment to understand the needs in the Square Mile and target our resources where they are most relevant and effective.

We are working in close partnership with the Human Resources Department, taking joint leadership and responsibility for leadership on equalities and inclusion across the Corporation. We have supported the establishment of the Corporation's Equalities and Inclusion Board, chaired by the Town Clerk, and a Corporation-wide equalities strategy.

We will continue to contribute to the annual reporting under the Public Sector Equality Duty and take responsibility for co-ordinating this on behalf of the Corporation. We are working closely with Equalities Champions across the Corporation and the new staff network groups to raise the profile of equalities issues and further embed the use of Equality Analysis (EAs). We will continue to carry out EAs for all new and significantly changed policies and services, to identify any negative impacts and mitigation measures to be implemented. A summary of the DDCS planned equality analysis (EA) and review of existing EAs is summarised in **appendix 8**.

Communications

Over the past 12 months we have developed our external communication processes at a divisional level, increasing the use of social media (including You Tube channels, Twitter and Facebook), updating our web pages and developing a range of printed literature.

Over the next two years we will be taking a more strategic approach to communications, creating more consistency and joined-up work. We will be setting out a departmental-wide strategy that aligns with the corporate 'embedding communications' agenda. This will include internal communications, staff engagement, website and intranet management, all external communications, user engagement and consultation. We will seek to undertake a review of communications across our department to ensure the work is adequately resourced and joined up.

Customers and Consultation

Customer satisfaction is a key measure of our department's success. We will continue to work with the corporate Customer Services Delivery Group to share learning and best practice through what other departments are doing. DCCS participation on the Customer Service Delivery Group will enable us to develop the corporate understanding of our customer needs and ensure the services we provide remain relevant to our customers.

Consultation plays a crucial role in helping us to provide the right services and influencing policy, and is carried out in a number of ways across our department. Over the past year we have launched the first ever City Youth Forum and Children in Care Council as important consultation mechanisms with young people, to inform our service planning.

Over the next two years we will be further prioritising service user engagement to ensure the views of City residents and our communities are at the heart of everything we do and consistently inform service planning across all of our services. The Director of Community & Children's Services is the Co-Chair of the Corporation's Equality & Inclusion Board and through this this will be raising awareness of the Public Sector Equality Duty across the Corporation.

Partnerships and Shared Services

Our department works in partnership with all City of London Corporation departments to enable us to deliver our departmental aims and objectives. Our teams work closely with the City of London Police, health services and schools to protect children and adults at risk. Many of our services are commissioned and we work closely with service providers to ensure that services are high quality and

meet the needs of our users. We will continue to develop and strengthen our partnerships over 2016–17. We will be implementing new ways of overseeing, managing and delivering departmental projects and programmes through our departmental Roadmap. We will continue to build strong links with the Corporate Programme Delivery Unit, improving the way we work with other departments.

We have established shared services with seven London boroughs. We have systems in place to ensure strong governance and scrutiny of all commissioned and shared service arrangements. In conjunction with the Health and Wellbeing Board and the Community and Children’s Services Committee, we have agreed service priorities for commissioned health services over the next three years, including shared services with the London Borough of Hackney.

A summary of the partners we work with (internal and external) is detailed in **appendix 7**.

Business Continuity

We will continue to review our business continuity plan regularly. Regular exercises take place with the assistance of the Chamberlain’s division, with critical services replicated at the disaster recovery site and tested by staff. A Humanitarian Assistance Working Group with representation from across the City of London and the City of London Police has been set up to ensure that our emergency response is planned and executed. This group will meet on a quarterly basis.

Property assets

A review of our property assets has taken place and currently no properties have been identified as surplus to requirements. Short, medium and long-term options for co-location of our teams will be explored to better meet customer needs and strengthen joint working. We will continue our programme of repairs and maintenance to maintain the fabric of our properties.

Natural Resources and Energy

We are committed to helping residents save money on fuel bills, as well as reducing environmental damage, by improving the energy efficiency of our housing assets. In recent years we have invested heavily in our stock, modernising our homes and implementing energy efficiency measures across all our properties. This has included the installation of new boilers, draught proofing, secondary glazing and internal wall insulation.

We have appointed Energy Co-ordinator, responsible for reviewing energy use in accordance with our departmental Energy Action Plan. We will focus on maintaining the fabric of our homes and developing a City of London Corporation housing standard, which will provide greater energy efficiency and security. We aim to improve energy efficiency and meet the organisational targets.

Risk and Health and Safety

The department reviews business risk quarterly at Departmental Leadership Team business planning meetings, and reports changes to Committee on a quarterly basis. The remit of the Housing Directorate H&S Committee has been strengthened, and membership widened to include representatives from across the whole of DCCS. The key issues, including ‘top X’, are escalated to the Departmental Leadership Team on a quarterly basis. We are working with City surveyors to deliver good practice in property safety management, and are reviewing risk assessments within Property Services.

Appendix 7

Our commissioned providers and partners (external & internal) identified by the priorities they support us to deliver:

Priority One – Safeguarding and early help: Effective arrangements for responding to safeguarding risks, promoting early identification and support to prevent escalation of issues, and keeping children and vulnerable adults safe

- Strategic commissioned partners: Action for Children, Toynbee Hall, London Councils,

Priority Two – Health and wellbeing: Promoting the health and wellbeing of all City residents and workers and improving access to health services in the Square Mile

- Strategic commissioned partners: Fusion, Healthwatch, Westminster Drugs Project, London Borough of Hackney, City and Hackney Clinical Commissioning Group
- Business Healthy external partners: Public Health England, Greater London Authority, City Mental Health Alliance
- Business Healthy internal partners; Human Resources, Environmental Health and Public Protection
- Smoking internal partners: Cleansing Department (Planning and Transport)
- Drinking internal partners: Licensing (Environmental Health & Public Protection), Safer City Partnership (including Police).
- City resident leisure internal partners: Open Spaces

Priority Three – Education and employability: Enabling children, young people and adults to learn, thrive and achieve their full potential

- Strategic commissioned partners: City Gateway, Prospects, Economic Development Office

Priority Four – Supporting homes and communities: Developing strong neighbourhoods and ensuring people have a decent place to live

- Strategic commissioned partners: Spice and Volunteering Matters, Culture Heritage and Libraries

Priority Five – Efficiency and effectiveness: Delivering value for money and outstanding services.

- Internal partners: Finance/Chamberlain's, City Surveyors, Human Resources

Appendix 8 – Summary of DCCS planned equality analysis (EA)

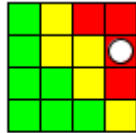
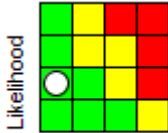
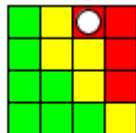

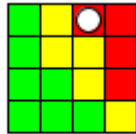
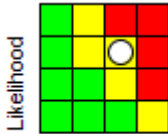
The table below summarises activities within this business plan where we plan to review and identify possible impacts (both positive and negative) on our service users / customers. This information will be used to monitor the undertaking of EAs within DCCS and assist with ensuring these are undertaken before and during development of proposal around the activities identified.

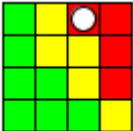

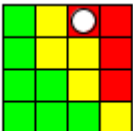

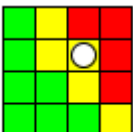

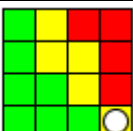

Priority area:	Item:	Undertake / review EA:	Planned date:
1.2 Early Help	Review the Early Help Strategy to evidence its impact	Review EA	2016/17
1.2 Early Help	Implement the revised Children and Young People's Plan	Undertake EA	2016/17
1.3 Adult safeguarding audit	Implement the service development recommendations from the Safeguarding Adult Board self-assessment exercises	Review EA	2016/17
1.5 Awareness & training (safeguarding)	Develop an on-going calendar of training and communications interventions to raise awareness on the role of the local authority designated officer and around private fostering.	Undertake EA	2016/17
1.5 Awareness & training (safeguarding)	Domestic Abuse – support the functioning of the DA Forum and Implementation of Domestic Abuse Improvement Plan	Review EA	2016/17
2.2 Better Care Fund Programme	Implement the Better Care Fund Plan: Delivery of commissioned projects	Review EA	January 2017
2.3 Peer-led review of Adult Social Care	Implement the Carers Action Plan	Review EA	2016/17
2.4 City resident leisure activity	Improve access to leisure activities by groups who don't usually engage by commissioning a new service that tackles health checks, exercise and referrals on obesity	Undertake EA	2016/17
2.5 City resident leisure activity	Implement the Corporation Sport and Physical Activity strategy and work with Open Spaces to deliver sport in a joined up way across the Corporation	Undertake EA	2016/17
2.6 City worker health	Reduce number of City workers and residents who smoke	Review EA	2016/17
2.6 City worker health	Increase number of City workers engaging with substance misuse services	Review EA	2016/17
2.6 City worker health	Improve and extend support to businesses in the City implementing workplace health and wellbeing programmes (Business Healthy)	Review EA	2016/17
2.6 City worker health	New location and revised service specification to be developed for a workplace health centre	Undertake EA	2016/17
3.1 Early Years offer	Review the impact of the new Special Educational Needs and Disability (SEND) reforms	Undertake EA	2016/17
3.1 Early Years offer	Review the structural arrangements supporting and delivering the work of the Education and Early Years Services	Undertake EA	2016/17
3.3 Education Strategy	Develop an Education Strategy for 2016/19 onwards	Undertake EA	February 2016

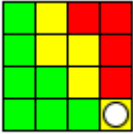
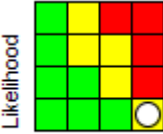
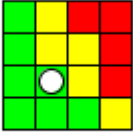

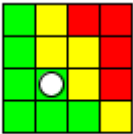
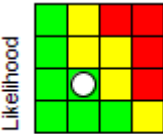
Priority area:	Item:	Undertake / review EA:	Planned date:
3.4 Child poverty solutions	Co-ordinate solutions to child poverty and unemployment by identifying City families most in need and tailoring support, services and opportunities to maximise their engagement	Undertake EA	2016/17
3.5 User engagement	Embed the participation of service users, particularly young people, within corporate and departmental decision-making processes	Undertake EA	2016/17
3.6 Apprenticeships, adult learning and employability	Explore additional venue options for the delivery of adult learning programmes, including the Shoe Lane and Barbican Libraries Ensure education opportunities are maintained during the period when Colcec is no longer available and are enhanced once Golden Lane is available Diversify the apprenticeships offer in line with funding opportunities Develop proposals for a programme of work experience to support the City children in care / ex-children in care and pilot within DCCS. Report on the pilot to gain buy in from other CoL departments with a view to a wider roll out.	Undertake EA	2016/17
4.1 Increase the supply of new homes, including affordable housing	Work with partners and the GLA to obtain planning permission and develop feasibility studies to deliver a further 200 homes, locally and in a number of London boroughs, by March 2018 Assess a number of other sites to examine potential for a further 550 units.	Undertake EA	June 2016
4.2 Asset management	Implement the Asset Management Strategy and planned programme of maintenance and repairs	Review EA	2016/17
4.3 Supportive neighbourhoods	Develop proposals and begin the implementation for the Golden Lane Community Centre	Undertake EA	2016/17
4.5 Housing management	Undertake a review of the structure / staff levels for the estates management function to identify potential efficiencies / savings that could be realised	Undertake EA	July 2016
4.5 Housing management	Roll out Phase 3 of the sheltered housing review	Review EA	March 2016
4.6 Community engagement programme	Secure agreement / commitment for Golden Lane development Targeted response to inequalities in the more deprived areas, including the Portsoken Pavilion and community play project Development of a community hub as part of the Aldgate Gyratory redevelopment	Review EA	2016/17
4.7 Social isolation programme	Develop the policy and plans to tackle social isolation based on the research conducted	Undertake EA	2016/17
5.1 Service Based Review programme	Service Based Review (SBR) programme implementation	Undertake EA	2016/17
5.4 Workforce planning and development	Implement the department's Workforce Development Plan to further develop capacity and leadership and put in place a calendar of activities / interventions to meet identified development needs' to meet identified development needs and work with the liP	Undertake EA	2016/17

Priority area:	Item:	Undertake / review EA:	Planned date:
	Consultant to help achieve IIP Silver.		
5.5 Website and technology strategy	Review our use of modern technology across all of our services and divisions, including self-service functions and social media, to ensure we are maximising the customer experience	Undertake EA	2016/17
5.6 Co-location of services	Explore co-location of domestic abuse services with front-line social care services	Undertake EA	2016/17
5.6 Co-location of services	Introduce local office arrangements to support staff working flexibly and hot-desking that will support staff working flexibly and links to the Corporation wide mobile working policy	Undertake EA	2016/17
5.7 Policy and procedures	Develop and implement a streamlined departmental health and safety policy to ensure the delivery of key health and safety measures across the department	Undertake EA	June 2016
5.8 Strategic communications	Internal communications strategy used to plan and co-ordinate campaigns	Undertake EA	2016/17
5.9 Strategic commissioning	Strategic review of volunteering and community development services	Undertake EA	2016/17
5.10 Strategic planning	<ul style="list-style-type: none"> • Review the following departmental strategies: <ul style="list-style-type: none"> - Joint Health and Wellbeing Strategy (refresh) - Education Strategy (refresh) - Adult Social Care strategies - Allocations Policy Strategy - Corporate Parenting - Housing - Business Continuity & Emergency Plan • Public health funding for social care and housing related initiatives to come to DLT for discussion • Review implications of the new apprentice and adult learning provision • Consider implications and implementation issues of local Devolution arrangements across Health and Social Care environment 	Undertake & review EA	2016/17

Appendix 9: Summary DCCS Risk Register (extract as at end of April 2016)

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score change indicator
<p>DCCS PE 002 Failure to deliver expansion of Sir John Cass Foundation Primary School to 2 form entry in September 2016</p> <p>11-Jun-2015 Ade Adetosoye</p>	<p>Cause Expansion not delivered Event Building project not completed Effect Lack of first choice school places for City children</p>	<p>Likelihood </p> <p>Impact</p> <p>24</p>	<p>Agreement to operate a bulge class in September 2016 has been reached. Quarterly tripartite meetings have recommenced.</p> <p>18 Apr 2016</p>	<p>Likelihood </p> <p>Impact</p> <p>2</p>	31-Mar-2016	<p>↔</p> <p>No change</p>
<p>DCCS HS 002 Failure to carry out and review effective Fire Risk Assessments for more than 5000 units of residential accommodation and a number of commercial units</p> <p>14-Jan-2016 Paul Murtagh</p>	<p>Cause Fire Risk Assessments for managed properties not carried out effectively Event Fires do occur from time to time. Effective Assessments reduce the risk and identify if any changes to procedures or maintenance regimes that need to be reviewed or introduced Effect Fires can lead to significant property damage and potential loss of life</p>	<p>Likelihood </p> <p>Impact</p> <p>16</p>	<p>Consultants to undertake the Fire Risk Assessments have been appointed subject to procurement checks. It is anticipated that a work plan will be agreed by the end of April 2016. The assessments will be quality assured by the Corporate Fire Safety Advisor. Action identified as a result of the assessments will be tracked and monitored</p> <p>18 Apr 2016</p>	<p>Likelihood </p> <p>Impact</p> <p>8</p>	31-Mar-2017	<p>↔</p> <p>No change</p>
<p>DCCS HS 003 Lone Working</p> <p>14-Jan-2016 Sharon McLaughlin</p>	<p>Cause Staff working on their own in isolated locations or visiting residents or clients homes Event Staff suffer verbal abuse, physical attack or are an accident victim Effect Harm or serious injury to staff</p>	<p>Likelihood </p> <p>Impact</p> <p>16</p>	<p>Development and implementation of a DCCS Lone Working Policy has commenced.</p> <p>21 Apr 2016</p>	<p>Likelihood </p> <p>Impact</p> <p>12</p>	31-Mar-2017	<p>↔</p> <p>No change</p>

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DCCS PE 003 Early Help - Referrals and completion of Common Assessment Frameworks (CAFs) 26-Jan-2016	Cause Obstacles in place which reduce referrals to the Early Help Service Event Reluctance of partners to refer to Early Help and initiate CAFs Effect Low compliance with agreed Early Help Procedures	Likelihood  Impact	16	Action to be taken to increase awareness of the Early Help Service, to improve referral levels and the numbers of CAFs initiated and overall compliance with Early Help procedures. This will support a shift from crisis intervention to prevention. 26 Jan 2016	Likelihood  Impact	4		↔ No change
DCCS PE 004 Pupil funding - introduction of new formulae may reduce levels of funding from 2017/18 29-Mar-2016	Cause: Change in government policy Effect: Introduction of new national pupil funding formulae may lead to up to 50% reduction in pupil funding for Sir John Cass Foundation Primary School Event: Potential financial viability issues for the school	Likelihood  Impact	16	The response to the Government on the new pupil funding formulae has been drafted 18 Apr 2016	Likelihood  Impact	8		↔ No change
DCCS CP 002 City of London Community Education Centre - redevelopment 22-Jan-2016 Ade Adetosoye; Neal Hounsell	Cause Redevelopment of the site occupied by the City of London Community Education Centre Event Adult and Community Learning service have to vacate the site Impact Unless new premises are found adult and community learning delivery may be curtailed	Likelihood  Impact	12	A consultant is being appointed to assist officers in identifying options 19 Apr 2016	Likelihood  Impact	4	31-Jan-2017	↓ Decreased Risk Score
CR17 Safeguarding 22-Sep-2014 Ade Adetosoye	Cause: Not providing appropriate training to staff, not providing effective management and supervision, poor case management Event: Failure to deliver actions under the City of London' safeguarding policy. Social workers and other staff not taking appropriate action if notified of a safeguarding issue Effect: Physical or mental harm suffered by a child or adult at risk, damage to the City of London's reputation, possible legal action, investigation by CQC and or Ofsted	Likelihood  Impact	8	Work is still on-going to raise awareness of safeguarding and the quarterly meetings of the Safeguarding Champions continue. 18 Apr 2016	Likelihood  Impact	8	31-Mar-2016	↔ No change

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DCCS 001 Departmental emergency response 22-Jan-2016 Neal Hounsell	Cause Residents and/ or city workers being unsupported in a major emergency Event A major emergency being declared Effect Evacuated residents or city workers have nowhere to go following an incident, adverse media coverage.	Likelihood  Impact	8	Meeting of the Humanitarian Assistance Working Group continue. A Humanitarian Assistance plan is in draft for approval at the next meeting in March 2016 25 Jan 2016	Likelihood  Impact	8	31-Mar-2016	↔ No change
DCCS CP 001 Commissioning & Partnerships 22-Jan-2016 Neal Hounsell	Cause Financial loss Event Internal Audit recommendations not implemented effectively Effect Implications for departmental budget, HR action if staff implicated.	Likelihood  Impact	4	Audit reports continue to be followed up and the implementation of recommendations monitored. Evidence of implementation is now required before recommendations are closed. The Business Support Manager monitors progress 22 Jan 2016	Likelihood  Impact	4	31-Mar-2016	↔ No change
DCCS HS 001 Health and Safety Procedures 13 Nov-2014 Paul Murtagh	Cause: Failure to meet Health and Safety regulations and City of London procedures within the department and on the properties and estates managed by the Housing Division Event: Accident or fire in property or estates managed DCCS leading to harm / injury to staff member, resident or visitor Effect: Injury to person/s on property or estates managed by DCCS, possible adverse media coverage, external investigation into incident and potential claims for compensation.	Likelihood  Impact	4	22 Jan 2016	Likelihood  Impact	4	31-Mar-2017	↔ No change

Appendix 10: Assets – Standing Order 55

I confirm, as Director of Community and Children’s Services, that the Department of Community and Children’s Services is utilising its assets efficiently and effectively and that I have considered current and future requirements for service provision. Any assets that have been identified as surplus to the department’s requirements have been or will be reported as required to the Corporate Asset Sub-Committee and the schedule will be reviewed annually to ensure that the use of assets by the Department of Community and Children’s Services continues to be challenged appropriately.

Signed

Dated

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Committee(s)	Dated:
Community and Children's Services	08.04.2016
Subject: City of London Children's Services Review	Public
Report of: Ade Adetosoye, Director of Community and Children's Services	For Information

Summary

The principle purpose of this report is to update Members on the findings and recommendations of a review of children's centre services undertaken towards the end of 2015 and the start of 2016.

The review comes in advance of a new inspection regime for children's centres due to be published by Ofsted in September 2016 following a summer consultation period. It allows the authority to have a clear understanding of its strengths and opportunities for development.

The City of London commissions Cass Child and Family Centre as its designated children's centre but also provides a range of children's centre services through its libraries and supports services at Golden Lane Children's Centre.

The review highlighted that:

- there is a high level of satisfaction among parents and carers, and services are popular
- not all attendance at sessions is captured; data needs to be more consistently managed with all services captured in reports
- a City-wide profile of eligible families should be established to ensure families are receiving targeted support as required
- there is a need for a central management of children's centre services within the City of London and a single advisory board comprising all delivery partners as well as specialist agencies
- leadership is strong although there is a need for consistently rigorous self-reporting and performance monitoring across the City to increase the evidence base against which inspections will take place.

Recommendation(s)

Members are asked to:

Note the report.

Main Report

Background

The Childcare Act 2006 (The Act) sets out the responsibility for local authorities to provide sufficient children's centres, insofar as reasonably practicable, to meet local need. The Act includes a range of other duties including a duty to:

- improve the well-being of young children and reduce inequalities
- ensure that early childhood services are provided in an integrated manner.

In the Children's Centre Core Purpose, the Department for Education sets out the minimum expectations required to improve the well-being of young children and reduce inequalities, stating that services should support:

- child and family health and life chances
- child development and school readiness
- parenting aspirations and parenting skills.

The City of London provides children's centre services through a range of key partners, agencies and services which are well attended and popular. An imminent change to the way children's centres are inspected is expected, and although under the current arrangements the City could reasonably expect very positive outcomes from an inspection, the recommendations of the review create a route-map towards consistently outstanding future practice.

In November, Chris Leigh Management, an Early Years specialist consultant, was selected to carry out a review of the children's centre services in the City of London. The review was focused on:

- the number of City families accessing children's centre services compared to local demographics
- the range of children's centre services available to families, and whether these were meeting the needs of children and families and the requirements of the children's centre
- core purpose
- the use of funding and whether this is providing value for money
- establishing a set of recommendations that builds on the strengths of the existing mod and is informed by recognised best practice.

The methodology included:

- face to face interviews with 107 parents and carers
- visits to Cass Child and Family Centre, Golden Lane Children's Centre, three libraries and three private early years settings
- observation of practice in a range of sessions
- desktop review of data

- interviews with 19 staff.

Current Position

The review findings include:

Outcomes for children and families

The review highlighted a high level of satisfaction among the 107 parents and carers interviewed and a high number of popular, well attended sessions. It recommended a more structured way of capturing outcomes and customer satisfaction. There has been an increasing emphasis on 'targeted' services in recent months and this is expected to continue within the new inspection regime.

Data management

Analysis of a number of data sets has indicated that the City of London is reaching a sufficient number of families and young children. The review highlighted a number of issues regarding the way performance data is reported, including the fact that there is inconsistent reporting across locations in the City, and some good practice has been under reported.

Leadership, management and governance

The review recognises the strong leadership at Sir John Cass School, which is echoed in other locations, including libraries and Golden Lane Children's Centre. It nonetheless recommends the central management of children's centre services within the City of London and a single advisory board comprising all partners. The review recommends City-wide engagement of all parties responsible for the delivery of children's centre services including multi agency partners, such as children's health professionals in the aforementioned advisory board, to ensure coherence of the offer in all locations.

The review highlights the need for consistently rigorous self-reporting and performance monitoring across the City to increase the evidence base against which inspections will take place.

Proposals

The review recommends:

- the development of a City profile to align services with need. This will be especially important in demonstrating services targeted to those most in need
- that all good practice is captured consistently across the City to evidence take-up and satisfaction
- that there is rigorous and consistent performance management, including data management across the City, with active use of self-evaluation tools

- that a single advisory board is established to create a co-ordinated City-wide approach to delivery with a membership which includes senior leaders from all delivery locations as well as key multi agency partners.

These objectives are consistent with the key priority objectives of the Children and Young People's Corporate Plan.

The next steps will be to implement the recommendations and report on progress of the children's centre services as part of the City's Early Years strategy update to committee later in 2016.

Corporate & Strategic Implications

Children's centre services are an important part of the way in which outcomes for children are measured in line with the Children and Young People's Corporate Plan.

Conclusion

The review concluded that the City of London provides high quality services that are popular with parents but the authority needs to build a local area profile of need for its children's centres. Rigorous and consistent performance management, including data management, will help capture and evidence usage. A single strategic advisory board should be set up to include representatives from all children's centre services.

Progress reports will be presented to Members via the Early Years strategy update reports later in 2016.

Appendices

Review of Children's Centre Services, Summary Report, March 2016.

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City of London

Review of Children's Centre Services

Summary Report

March 2016

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Background, Scope and Context

1. Background

1.1 The City of London Corporation is the accountable body for ensuring 'sufficient children's centre provision to meet local need' within the City geographical boundaries. Within the City, responsibility for children's centre provision sits within the Education and Early Years Service which is part of the Department for Community and Children's Services.

1.2 Towards the end of 2015, the City of London commissioned a review of its Children's Centre provision in order to assess the degree to which services are meeting the needs of children and families living in the City. In order to do this, the review aimed to focus on:

- The number of City families accessing Children's Centre services compared to local demographics.
- The range of Children's Centre services available to families and whether these were meeting the needs of children and families and the requirements of the Children's Centre Core Purpose.
- The use of funding and whether this is providing value for money.
- Establishing a set of recommendations that builds on the strengths of the existing model and is informed by recognised best practice.

2. The role of Children's Centres

2.1 The Childcare Act 2006 (The Act) sets out the responsibility for Local Authorities to provide sufficient Children's Centres, insofar as reasonably practicable, to meet local need. The Act includes a range of other duties including a duty to:

- Improve the well-being of young children and reduce inequalities (Section 1).
- Ensure that early childhood services are provided in an integrated manner (Section 3)

2.2 The Children's Centre Core Purpose (see Annex 1) sets out the minimum expectations required to improve the wellbeing of young children and reduce inequalities, stating that services should support:

- Child and family health and life chances.
- Child development and school readiness.
- Parenting aspirations and parenting skills.

2.3 Services, which may be provided by partner agencies, can be delivered in a specific Children's Centre building and in the community and other venues such as health centres and libraries to encourage and reach families.

3. Ofsted Inspection Framework

- 3.1 Section 98 of The Act requires Ofsted to inspect all children's centres within five years of opening and then at five yearly intervals.
- 3.2 Ofsted inspectors focus on the impact of children's centres on targeted young children and their families. They currently make three key judgements that contribute to a judgement on the overall effectiveness of the centre:
- Access to services by young children and their families within the children's centre reach area.
 - The quality and impact of practice and services on children and families.
 - The effectiveness of leadership, governance and management.
- 3.3 Judgements can be 'outstanding', 'good', 'requires improvement' or 'inadequate'. Annex 2 sets out the targets in the current inspection framework required for a good judgement.
- 3.4 This framework, and all related inspection activity, is currently suspended pending consultation on the future for Ofsted inspections of children's centres. The most recent indications from Ofsted are that they will launch a consultation in the summer of 2016, leading to the introduction of a new inspection framework in September 2016.

4. Children's Centre Services provided in the City of London

- 4.1 In order to fulfil its statutory duties, the City has commissioned the Cass Child and Family Centre via Sir John Cass School, as the City's designated children's centre. The Cass Child and Family Centre combines children's centre provision with full and part-time day care for children aged 12 weeks to 5 years in the nursery. The Cass Children's Centre was inspected in October 2012, when it received a 'good' judgement. Sir John Cass school was inspected in April 2013 and received an 'outstanding judgement' and the early education was inspected in May 2015, when it also received a 'good' judgement.
- 4.2 The City also commissions children's centre and family support services from Golden Lane Children's Centre (in the London Borough of Islington). Golden Lane was last inspected in January 2012, when they received a 'good' judgement. The City's libraries service is also funded to provide children's centre activities.

5. Methodology

5.1 The review has involved :

- Interviews with 17 key staff responsible for the leadership, management and delivery of services that contribute to achieving Children’s Centre outcomes, and that are delivered through a commissioned service level agreement or by City staff.
- Interviews with 107 mothers, fathers and other carers including other family members, childminders and nannies attending provision at the Cass Child and Family Centre, Artizan, Shoe Lane and Barbican libraries and Little Pickles, Hatching Dragons and Barbican Playgroups.
- Interviews with the Sir John Cass Primary School Head Teacher and with the Chair of the Cass Child and Family Centre Advisory Board.
- Observations of provision at the Cass Child and Family Centre and the Artizan, Shoe Lane and Barbican libraries.
- Attendance at a City Multi-Agency Practitioners’ Forum.
- Training and attendance at a data support session, in the Tribal Synergy Connect Early Years Management Information System in use by the Children’s Centre. Training was delivered by London Borough of Islington.
- Telephone conversations with Tribal the providers of the Synergy Connect system used for recording Children’s Centre data.
- Desk research, including analysis of financial and attendance data and a review of relevant City strategies and policies and of published good practice.

6. Summary findings and recommendations

6.1 Access

Ofsted judgments assess how children’s centres engage with families with young children, how they identify the services families need and how they know that those who are in most need of services are supported to participate. Particular emphasis is paid to identifying and meeting the needs of target groups.

6.2 Ofsted standards for a ‘good’ judgement are:

- 80% of families with young children are known and target groups identified.
- 65% of target group are registered and continue to access services until their needs are met.
- 80% of target groups take up their early education entitlement

6.3 A key finding of the review is that not all attendance of Children’s Centre Services has been reported consistently across the City but from a review of the available data, it is evident that between all services accessed by families with young children, over 80% of families with young children are known. Similarly over 65% of families

with children under five continue to access services at Children's Centres. Target groups have not explicitly and consistently identified.

6.4 Recommendations

- Develop a needs analysis or City profile, detailing levels of need for families with children under five.
- Establish explicit target groups for provision, based on need and location, in line with the CYPP.
- Implement a process of planning services based on a) an analysis of the needs of City residents in general and target groups in particular and b) an analysis of take up of services. An annual service plan is also recommended.
- In light of the above, consider whether an outreach programme is needed to reach families not accessing services.

7. Quality and Impact

7.1 The quality of the activities observed was good and there is some evidence of impact. Parents interviewed consistently commented positively about their satisfaction with the services and the way in which they have improved outcomes for their children. Going forward there is an opportunity for a more systematic approach to planning and evaluation including for target groups. Services provided, whilst often popular and well attended, would benefit by being planned in greater alignment with identified need and co-ordinated across the range of locations to be most accessible.

7.2 Recommendations:

- Set clear targets and introduce a systematic way to measure quality, impact and levels of satisfaction.
- Implement a systematic approach to formal evaluation, assessment of progress and tracking, so as to provide evidence of the quality and impact of services. Ideally, this would extend to provision by partners, including libraries and adult education
- Produce a quarterly performance report for the advisory board and City senior manager. This data would also provide much of the impact evidence required for the SEF.

8. Governance, leadership and management

8.1 An Advisory Board which scrutinises and supports Cass Child and Family Centre was established in 2015 but there an opportunity to include all providers within a single City-wide Advisory Board that can provide strategic input and jointly agree the distribution of the right services across locations. As the commissioning authority, the City of London would still retain management oversight, performance measurement and the decision making responsibility under this arrangement.

8.2 The SLA with the Cass Child and Family Centre is due for renewal in August 2016 which provides an opportunity to review the service specification, target setting and performance monitoring across each location where services are provided. Formal self-evaluation against an outcomes framework should be central to this process.

8.3 Data for Children's Centre usage by both the City and the Cass Child and Family Centre needs to be better quality and more regular management information. Data should be provided on City families accessing and benefiting from services, as well as details on the activity itself.

8.4 Recommendations

- Develop a children's centre services outcomes framework. An outline for this is included as Annex 6.
- Work with providers and partners to collect data on activities that contribute to the Children's Centre Core Purpose, including where possible those delivered by the Library Service, health and adult education.
- Implement a data reporting process - either through a robust SLA with LB Islington that outlines the data and reports that are required or by the City purchasing its own EYMIS licence.
- Introduce quarterly performance reports.
- Assume responsibility for self-assessment and produce an overall SEF incorporating provision delivered by Cass Child and Family Centre, Golden Lane Children's Centre, health and the various departments of the City (FYI, libraries, adult education etc).
- Assume responsibility for an overall children's centre advisory board which would have representation from Cass, Golden Lane, Health (health visiting, midwifery, FNP), Early Intervention, Adult Skills, housing, early years, libraries etc. The role of the advisory board would be to provide support and challenge on overall performance and to support shared planning. Some consideration would need to be given to how this would align with other boards.
- Introduce SLAs for the delivery of children's centre services to cover the services to be provided, the outputs and targets linked to an outcomes framework, monitoring and evaluation expectations and how providers will report on quality and impact including contributing to self-evaluation.

9. Service delivery model

9.1 In October 2015, the responsibility for commissioning health visitor services moved from NHS England to local authorities. This has been a key driver for local authorities to review how they deliver children's centre provision and, in particular, how they ensure targeted services meet the needs of the most vulnerable families whilst maintaining a universal offer. By bringing together the Healthy Child Programme and the Children's Centre Core Purpose local authorities, in partnership with the local health trust, are developing an integrated approach to streamline provision, to ensure families are not 'falling through the net' and to avoid

duplication of activities. Typically universal services are delivered through the children's centre structure (in some cases supplemented by additionally commissioned voluntary or community sector providers), health services are delivered by health visitors and targeted family support are delivered by local authority early help or early intervention staff.

9.2 City children's centre services are currently delivered through two commissioning arrangements with Cass Child and Family Centre and Golden Lane Children's Centre and supplemented by additional provision by libraries, by adult education, by early help and by health.

9.3 Whilst the current delivery model has many strengths, and broadly meets the children's centre agenda, there are aspects of management and delivery that could be further developed or strengthened. It is not recommended that significant changes are made at this stage but rather that the City employs a strategic Children's Centre Services Manager (or similar) to implement the recommendations in sections 4.1 – 4.3. The unit of inspection for children's centre may become the local authority rather than the designated centre and therefore the City should lead on these recommendations and changes.

10.4 In taking this forward, the following key issues should be considered:

- The City has identified a need for children's centre services to be more aware of, and responsive to, its families in greatest need.
- Cass Child and Family Centre and Golden Lane Children's Centre both have a limited geographical reach and are unlikely to be able to reach families across the whole borough. Furthermore Golden Lane Children's Centre is located in, and maintained by, another borough.
- The Cass Child and Family Centre, Golden Lane Children's Centre and libraries each have potential to reach out to City families. Better data is needed to demonstrate the extent to which they already do this.
- The Cass Child and Family Centre is recognised as a huge asset to the City. Senior leadership within the Sir John Cass School recognise and acknowledge that the Children's Centre is on an improvement journey and evidence from the review indicates that it is making changes that support this journey.
- There is capacity in other venues in the City to deliver additional children's centre provision as part of an outreach a strategy such as libraries and the Green Box community centre.

Annex 1

THE “CORE PURPOSE” OF SURE START CHILDREN’S CENTRES GOVERNMENT VISION:

The Government believes that Children’s Centres should have a clear core purpose, focused on

1. Improving outcomes for young children and their families, with a particular focus on the most disadvantaged families, in order to reduce inequalities in:

- child development and school readiness;

Supported by improved:

- parenting aspirations, self esteem and parenting skills;
- child and family health and life chances.

CO-PRODUCED STATEMENT OF INTENT:

The Government has worked with sector leaders to consider evidence and good practice, resulting in a co-produced statement of intent about how the core purpose can be achieved, by:

- 2. Assessing need across the local community**
- 3. Providing access to universal early years services in the local area including high quality and affordable early years education and childcare**
- 4. Providing targeted evidence based early interventions for families in greatest need, in the context of integrated services**
- 5. Acting as a hub for the local community, building social capital and cohesion.**
- 6. Sharing expertise with other early years settings to improve quality.**

SECTOR-LED PRINCIPLES:

Sector Leaders believe that all Children’s Centre activity should be underpinned by the principles of:

- 7. Respecting and engaging parents**
- 8. Working in partnership across professional/agency boundaries**

Annex 2 - Ofsted targets for a good judgement

Access to services

What Ofsted is looking for to achieve a **good** judgement:

1. 80% of families with young children are known and target groups identified
2. 65% of target group are registered
3. 65% of target groups continue to access services until their needs are met (sustained contact)
4. 80% of target groups take up their 2, 3 & 4 year old early education entitlement
5. 80% of 2YOs, identified as in need of Early Intervention, access the help they need

An **inadequate** judgement would be realised where the centre does not have, or does not use, robust data to identify families and target groups and as a result participation rates are low. This would also apply to sustained contact with target groups and how families are supported to access appropriate support.

Quality and impact

What Ofsted is looking for to achieve a **good** judgement:

1. Planning, observation, assessment of progress show 51% of children & targeted families have improved outcomes & reduced inequalities
2. Tracking shows that 65% of children from target groups have made good progress and 80% of targeted children work within age-related expectations when starting school
3. 65% of parents identified as needing to develop and extend parenting skills complete a parenting course, with a positive impact on family life
4. 97% of adults supported by the centre develop a good understanding of their responsibilities for child's wellbeing and safety; Data shows that early help has positive impact on children
5. 80% of adults identified as needing help with employment skills access appropriate high quality services and that 65% of adults accessing courses complete them & improve their skills (including literacy, numeracy and language)
6. 97% of health-specific targets are met
7. Effective support, advice & training improves the quality of linked EY provision in the reach
8. Robust assessment ensures 65% of target groups receive appropriate and timely early help
9. Case files and records are of a high standard, include views of targeted families and demonstrate involvement of professionals
10. 51% of target groups actively contribute to centre activities; get involved in volunteering and/or establish their own informal support networks
11. A balance of targeted & universal activities engage 65% of families

An **inadequate** judgement would be realised where the centre does not track and monitor quality and impact or identify intended outcomes, where partnership working does not identify targeted families, where practice (including planning, observation and assessment) is poor and service planning is not informed by evaluation of impact and outcomes.

Governance, leadership & management

What Ofsted is looking for to achieve a **good** judgement:

1. Challenging outcomes and performance measures, based on analysis of need and ambitious aspirations for targeted families; 80% of measures met
2. Governance arrangements are well-embedded, provide effective challenge and drive continuous improvement
3. Effective SLAs and cross-agency partnerships enable good cooperation and information sharing
4. The culture of safeguarding is embedded and robust policies, procedures & practices are in place, including working with partners
5. Parents & children are consulted about their needs; 80% of users are fully involved in design of services & contribute to decision-making about priorities and 80% of users are satisfied with the quality and ability of services to meet their needs and improve outcomes
6. Effective arrangements for evaluation and improvement of services: Parents, children and practitioners contribute to evaluation; evaluation informs service planning
7. Data and management information is used for continuous improvement, & is sensitive to the diverse needs of the community.
8. Performance management and professional supervision are well established; professional development opportunities are provided
9. Financial resources are well deployed through effective partnership working etc.; Resources are used effectively & efficiently

An **inadequate** judgement would be realised where the centre is not meeting legal obligations, where safeguarding arrangements are poor, where performance is not monitored and there is no evidence of impact, where governance is weak and does not challenge the centre, where leaders do not monitor quality and impact; where parents are not engaged and resources and services are insufficient to meet the needs of targeted families.

Annex 3 – Provision delivered by the City of London Adult Skills and Education

Course Title	Venue
CV writing, application writing and interview skills	Cass
Book-keeping	Cass
English – functional skills	Golden Lane
English conversation – first steps into ESOL	Golden Lane
ESOL entry 1	Cass and Golden Lane
ESOL entry 2/3	Cass and Golden Lane
Maths – functional skills	Cass and Golden Lane
Family ICT	Community Ed Centre
How to support your child with maths	Cass
Exploring and making up stories as a family	Community Ed Centre
Learning through play	Community Ed Centre
Family Arts & Crafts	Golden Lane
Family pottery	Cass
Family cookery	Cass
Creative Stitch Craft	Cass
Craft	Cass
Creative sewing	Portsocken Community Centre

Annex 4 – Example of Children’s Centre services evaluation form

Name of the session:

Please complete this form to help us plan and improve our services. If you are a childminder please complete the questions for the children in your care – thank you

Postcode: _____

What are the number and ages of the child/ren with you to-day?

Under 1 year 2 years old 3 years old
 4 years old 5 years old Over 5 years old

2. How would you describe your ethnicity?

.....

3. Which best describes you? (please tick as appropriate)

	Male	Female
Parent/carer with a child under 5		
Childminder		
Grandparent		
Nanny		
Other (please state) _____		





4. Since attending this Children’s Centre please tick what has changed?

1. My child is getting better at sharing and taking turns
 A lot A little No Change
2. My child is talking/communicating more
 A lot A little No Change
3. My child is more independent (less clingy)
 A lot A little No Change
4. My child listens to stories with increasing attention
 A lot A little No Change
5. My child joins in with nursery rhymes and songs
 A lot A little No Change
6. My child is physically more active and confident
 A lot A little No Change

7. My child is more ready for nursery/pre-school
 A lot A little No Change
8. I know where to go for help, information and support if needed
 A lot A little No Change
9. I have grown more confident in dealing with the different needs of my child
 A lot A little No Change
10. I feel more confident interacting/playing with my child
 A lot A little No Change
11. I have made friends with other parents/carers & their children
 A lot A little No Change
12. I feel I know more about how to keep my child safe
 A lot A little No Change
13. Me and my child enjoy taking part in festivals and celebrations
 A lot A little No Change
14. My family's views are listened to at the centre
 A lot A little No Change

Please use this space to tell us what you like about the session and what could be done to improve it

5. How do you find this session?

Excellent <input type="checkbox"/>	Good <input type="checkbox"/>	Okay <input type="checkbox"/>	Poor <input type="checkbox"/>
			

6. Have you attended another Children's Centre in the last six months?

Yes No

If yes which centre(s)

7. Do you feel more ready / better equipped to go to work or take up training?

Yes	
No	
Not relevant	
Not sure	

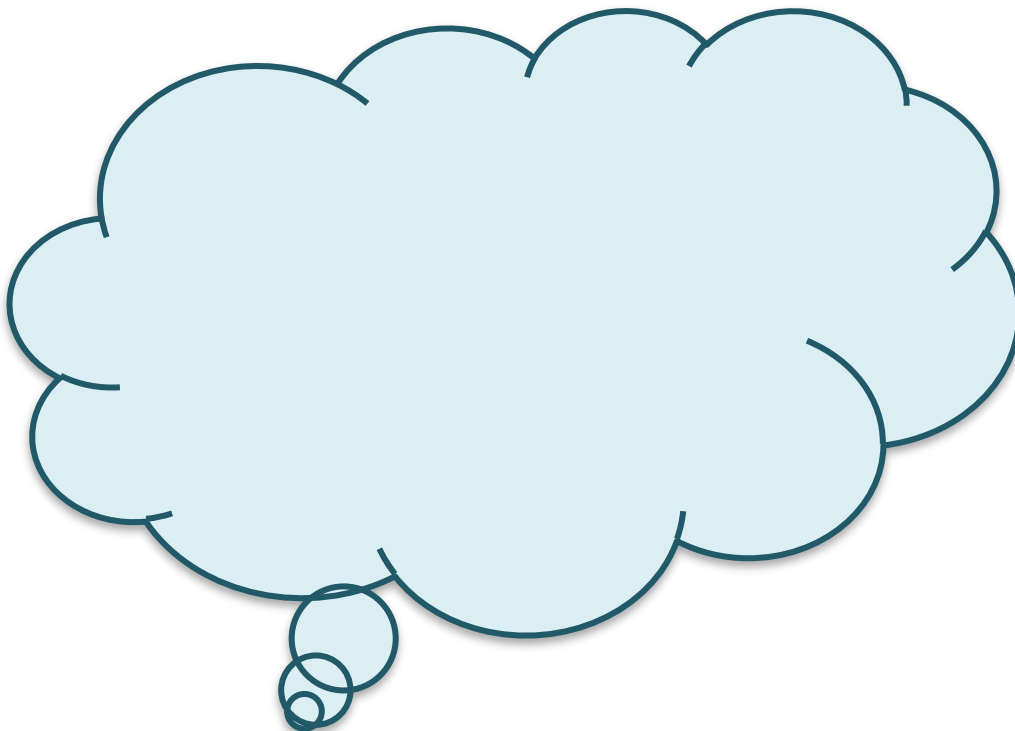
8. From your general experience of our Children's Centre services, how satisfied/ dissatisfied are you with the services you have accessed?

- Very Satisfied 😊
- Satisfied 😊
- Neutral 😐
- Dissatisfied 😞
- Very dissatisfied 😡

9. Have the services you have accessed met your needs?

- Yes – completely
- Yes – to some extent
- No
- Don't know / not sure

10. Any other comments?



Annex 5 - summary of Children's Centre services reporting data requirements

Typically, quantitative data that should be extracted from the data system and reported on at quarterly intervals might include

Theme	Indicator	Denominator	Numerator
Families known	% of families registered	Number of families with children under 5 resident in the City	Number registered at a Children's Centre
Access to services	% of City families accessing services	Number of families with children under 5 resident in the City	Number accessing Centre services
	% of target families accessing services	Number of target families resident in LSOA E01000005	Number accessing Centre services
	% of children aged 0-2 accessing services	Number of children aged 0-2 resident in the City	Number accessing Centre services
	% of children aged under 5 accessing services	Number of children aged from conception to 4 years, resident in the City	Number accessing Centre services
	% of those accessing services that are lone parents	Number of City families accessing services	Number that are lone parents
	% of those accessing services that are unemployed	Number of City families accessing services	Number that are unemployed
	% of those accessing services that are BAME	Number of City children accessing services	Number that are BAME
Sustained contact	% of target groups that sustain involvement	Number of target families accessing the centre in the past 12 months	Number attending 3 or more times in the past 12 months
Services delivered	Details of activities delivered, duration of activity, and numbers attending. It is also useful to 'group' activities according to their type and aim		

Annex 6 – outline outcomes framework

Outcome area 1 - school readiness: Children are prepared and ready for school or children are eager to learn and confident in achieving their potential

Indicators	Measures
Child development at 2 – 2½ years	Percentage of children achieving the expected score in ‘Ages and Stages Questionnaire’ (ASQ-3) questionnaire in the 2 – 2½ year integrated review Percentage of children achieving the expected score in ASQ-3 questionnaire communication domain in the 2 – 2½ year integrated review
Take up of early education	Percentage of eligible two year olds accessing funded early education Percentage of three and four year olds accessing funded early education
School readiness	Percentage of children achieving a good level of development (GLD) at the end of reception (Early Years Foundation Stage - EYFS) (PH 1.2i) Percentage of children achieving the expected level in the communication and language early learning goal (EYFS) Percentage of early education settings, Children’s Centres and childminders judged outstanding or good by Ofsted

Outcome area 2 - health: children and families are emotionally and physically well

Indicators	Measures
Emotional wellbeing	Percentage of children achieving the expected level in the personal, social and emotional development early learning goal (EYFS)
Breastfeeding	Percentage of women who initiate breastfeeding in the first 48 hours after delivery Percentage of infants who are totally or partially breastfed at 6 – 8 weeks after birth
Teenage pregnancy	Number of under 18 conceptions
Overweight and obesity rates at Reception and Y6	Percentage of children aged 4-5 years (children in reception) classified as obese or overweight

Outcome area 3 - staying safe: children are safe within their families and communities or children are safe and protected from harm

Indicators	Measures
Contact with children's social care services	Number of children coming into care Number of children affected by domestic abuse
Contact with acute health services	Hospital admissions of children aged (0-4)

Outcome area 4 - parenting and parenting aspirations: Mothers, fathers and other carers are confident in caring for their children or mothers, fathers and other carers are self-reliant and have strong and supportive social networks; Mothers, fathers and other carers can access employment and training

Indicators	Measures
Increased parental confidence	Number of parents demonstrating improved outcomes from parenting courses CAF outcome targets met
Improvements in employment of parents/carers	Number of parents/carers who undertake volunteering opportunities

Committee(s)	Dated:
Community and Children Services - Information	13.05.16
Safeguarding Sub Committee - Information	02.06.16
Subject: Local Authority Designated Officer 2015/16 Annual Report	Public
Report of: Ade Adetosoye, Director Community and Children Services	For Information
Report author: Chris Pelham, Assistant Director People	

Summary

This report updates Members on the activity and performance of the Local Authority Designated Role (LADO) for 2015/16. This update is further to the 2014/15 annual report that was submitted to the Committee in September 2015 which provided Members with background information on the role of the LADO, referral data and highlighted the need to raise greater awareness of the role both across the City of London Corporation and partners.

The Community and Children Services Committee requested that the 2014/15 report be taken to several committees to raise awareness of the role.

In addition to sharing the 2014/15 report with Members across a number of committees, a significant amount of training and briefings on the role of the LADO was carried out. As a result of this awareness-raising activity there has been a significant percentage increase in referrals to the LADO in 2015/16 compared to previous years.

Recommendation

Members are asked to note the report.

Main Report

Background

The responsibilities of the LADO are set out in “Working Together” to safeguard children, March 2015, and the London Child Protection Procedures, 5th edition, 2015, Chapter 17. All allegations made against staff (including volunteers) that call into question their suitability to work with, or be in a position of trust with, children, whether made about events in their private or professional life, need to be formally reported to the LADO.

In the City of London the LADO work is carried out by the Safeguarding and Quality Assurance Service Manager who reports directly in to the Assistant Director, People. Guidance and training on professional allegations is available through the City and

Hackney Safeguarding Children Board website and agencies have access to consult with the LADO in the City of London.

Current Position

Raising Awareness

As a result of the low referral rate to the LADO, as reported in the 2014/15 Annual Report, the Community and Children Services Committee requested that the report be circulated to other relevant committees in order to raise awareness of the role.

Between September 2015 and January 2016, the report was presented to the following committees;

- Safeguarding Sub (Community & Children's Services) Committee
- Establishment Committee
- Culture, Heritage and Libraries Committee
- Barbican Residential Committee
- Board of Governors of the City of London Freeman's School
- Board of Governors of the City of London School
- Board of Governors of the City of London School for Girls
- Board of Governors of the Guildhall School of Music and Drama
- Chief Officers Group

In addition to attending these committees, the LADO has updated partners on the City of London Executive Safeguarding Children Board, the Safeguarding Education Forum and Domestic Abuse Forum. As part of the LADO role, support and advice is offered to partners around their safeguarding duties, policies and procedures, as well as individual case advice on potential referrals to social care.

There has also been a considerable focus on delivering LADO training across the multi-agency partnership, and within individual agencies during 2015/16. This has included the LADO delivering the following training and/or briefings:

- Forty representatives from voluntary sector-based organisations attended a children services briefing event, which included a slot on the role of the LADO.
- Forty-nine City of London staff attended Child Protection training that included the role of the LADO.
- Nine City of London staff attended allegations management and private fostering training.
- Approximately 30 staff from Sir John Cass Foundation Primary School received training on the LADO role and professional allegations at an inset day in January 2016.
- The role of the LADO has been included in the City of London Children Services Induction programme, which has been delivered to approximately 70

professionals from across a number of agencies working with children and families.

In addition to these sessions, the City and Hackney Safeguarding Children Board has delivered training in the City on the role of the LADO and Safer Recruitment, as part of the Board's core training offer:

- Twenty-two people from the Police, Health, Youth Services and Education attended training on safeguarding in October 2015.
- Forty people from Early Years Settings, City of London HR, Health, Education and the voluntary sector attended two sessions on Safer Recruitment in February and March 2016.

Referrals

As a result of this activity there has been a significant increase in the number of LADO referrals, compared to the three previous years:

3 – 2012/13
2 – 2013/14
5 – 2014/15
11 – 2015/16

The referrals in 2015/16 have come from a range of sources:

- 1 - Youth Service
- 2 – Independent Schools
- 3 – Maintained School
- 1 – City of London Corporation
- 1 - Anonymous
- 1 – Early Years Setting
- 1 – Other Local Authority
- 1 – Education Employment Agency

The reasons for the referrals were:

3 – Physical
3 – Sexual
5 – Behaviour

Learning

As a result of no referrals being made by Health, the City and Hackney Safeguarding Children Board commissioned the Safeguarding Lead in the Clinical Commissioning Group to carry out a review of safeguarding practice across relevant health partners to ensure staff were aware of the role. This review concluded that the practice was appropriate and staff were aware of the role.

In March 2016, a similar exercise was initiated in respect of the Police in Hackney and the City. Initial discussions have commenced between the LADO and the Professional Standards Division in the City of London Police to review police awareness of the role.

A recurring theme that has been coming through on the LADO referrals has been concerns around safer recruitment practices within organisations. In some agencies safer recruitment practices are not always consistently being implemented, especially in relation to checking references and DBS checks. There have also been issues with staff who have been employed for some considerable time, whereby when checks have been made on their employment background there is limited information on their employment history and references for the post. These findings resulted in the commissioning of training into safer recruitment, as referenced above.

Corporate & Strategic Implications

The work of the LADO is a statutory requirement and supports the City of London's responsibility to ensure safeguarding children duties are in place and effective. The role of the LADO is a key role in implementing the City of London Corporation Safeguarding Policy and aligns with a key priority in the Department of Community and Children Services Business Plan.

Implications

There are no financial implications associated with this report.

Conclusion

The report has highlighted LADO activity and referral rates for 2015/16, and demonstrated the impact that raising awareness and delivering training and briefings has had on the increase in referrals to its current highest level in the City. The delivery of training and briefing sessions will continue as part of the 2016/17 LADO work plan.

Appendices

Not applicable.

Background Papers

Local Authorities Designated Officer Annual Report 2014/15.

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Committee(s)	Date:
Children's and Community Services	13 May 2016
Subject: 'Educational Excellence Everywhere' a Briefing on the Government's White Paper	Public
Report of: Ade Adetesoje, Director of Children's and Community Services	For Information
Report author: Pip Hesketh, Education and Early Years Manager	

Summary

In March 2016, the Department for Education (DfE) published a White Paper 'Educational Excellence Everywhere' in which it sets out the government's intentions to introduce significant changes to the way schools are run and the way local authorities support them.

The White Paper contains a number of changes, many of which relate to leadership models in schools. Of the changes, the most widely discussed are the DfE's intention that every school in the country should convert to academy status and that the local authority role for school improvement should reduce proportionally as each of its maintained schools convert so that when all schools convert, there is no further school improvement role or the distribution of funding to schools for local authorities.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

An academy is a state funded (maintained) school that is run independently from local authorities. On April 1st 2016 there were 5,655 open academies in England, making up 25% of schools within the maintained sector. Originally the academies programme was introduced as a mechanism for intervening where schools had consistently low standards. At that time it was usual to change the leadership team and introduce external sponsors who would add value to the school.

Since then, the reasons for converting to academy status have broadened and significant number of Multi Academy Trusts (MATs) have developed, some with a large number of schools within the Trust and often operating regionally. From May

2013, it became no longer possible to introduce a new maintained school that is not an academy.

Current Position

The White Paper has caused considerable debate amongst education professionals, politicians and other stakeholders alike. The main proposals are:

- That all maintained schools will be made to convert to academy status by 2020, with an absolute cut off point of 2022. The title for local authority school sites will be transferred to the Treasury
- That the local authority role for administering funding be changed so that schools will receive funding directly from the Multi Academy Trusts that they join or set up.
- That the local authority role in school improvement will diminish as each of its maintained schools convert to academy status and will cease entirely when the last school converts.
- That the local authority role will be enhanced in some areas and a new paradigm will be introduced in which local authorities will be expected to influence academies and facilitate important discussions such as failing schools in their area or agreement to expand as required with the EFA and Regional Schools Commissioner.

Its publication comes very quickly after the publication of a consultation on a national funding formula and underlines that consultations proposals to change the level of funding to schools across the country, levelling up those schools who have been financially disadvantaged with other schools who receive higher funding.

This proposal has itself caused great controversy as although there is consensus of opinion that no school should be underfunded, those who have historically received higher levels of funding may have a significant reduction to their current funding levels, and be unable to let long standing commitments simply fall away.

Within the last year there have been DfE consultations on strengthening the local authority role in safeguarding and in particular children missing education and a consultation on the provision of services for children with Special Educational Needs and Disabilities. The White Paper broadly underlines its proposals for each.

Corporate & Strategic Implications

The City of London is discussing the implications of the White Paper with the Sir John Cass Foundation and the school. These discussions include evaluating the financial impact of changes to the current funding model, the way in which the City and the Foundation can continue to support the school when and if roles change and providing advice on options for constitutional models for 'academisation'.

Conclusion

There is significant change proposed within the White Paper which if introduced in legislation will have a significant effect on Sir John Cass School and the City of London's future role in education services. Whilst proposals are still in discussion, a workstream is underway to test their implications to allow informed decisions to safeguard the best interests of the City's resident children for now and in the future.

Appendices

- Appendix 1 – 'Educational Excellence Everywhere' - A briefing note

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Appendix 1

'Educational Excellence Everywhere' - A briefing note

In March 2016, the DfE published a White Paper, setting out its proposals for fundamental shifts in the way education is organised and managed. The White Paper sets out broad concepts rather than provides detail. This is a very far reaching paper with a range of diverse proposals within its scope. The broad headlines of all changes, including changes to the curriculum proposed which are set out in bullet points in Annexe 1 while the main briefing focuses on the five main changes as these have a direct impact on the partnership between the authority and the school.

- Every school to convert to academy status
- Changes to local authority responsibilities
- Changes to funding
- Changes to the provision for children with additional needs, including the use of boarding schools instead of the care system
- Changes to commissioning Alternative Provision

Every school to convert academy status

The White Paper sets out the government's intention to convert **every school** in the country to academy status. It argues that to convert to schools to academy status is to free them up from local authority control and provide greater room for innovation to raise standards. The White Paper provides no empirical evidence to support this.

The White Paper proposes that the ownership of all local authority school sites will transfer directly to the Secretary of State, who will then grant a lease to the relevant academy trust.

The expectation is that the majority of schools will either join or set up a Multi Academy Trust (MAT). 'Effective' schools can become Single Academy Trusts (SATs) unless they are 'too small to be successful and sustainable'.

Schools will receive most of their funding directly under new proposals for a National Funding Formula for schools. In reality, this funding will come via the relevant MAT and MAT Boards will be ultimately accountable for ensuring that schools within the Trust are operating within budget.

All schools should have converted or at least started the conversion process **by 2020** and those who have not begun the process will be directed by the Secretary of State to do so. The paper states that 2022 *'we will have brought a definitive end to the role of local authorities to maintain schools'*.

Changes to local authority responsibilities

The White Paper makes clear that the government's intention is to introduce significant the local authority duties for schools. These change proposed are:

- No further role in school improvement (this will become the MAT responsibility)
- No further role in allocating funding to schools (this will be driven by the (proposed) National Funding Formula)
- A continuing and growing role related to the education of 2,3 and 4 year olds
- A continuing role in 'safety, welfare and extremism'
- A focus on 'working as partners with the school system and champions of parents and the local community':
 - **Ensuring that every child has a school place:** including an enhanced role in admissions, securing agreement to expand or introduce new schools as necessary; developing school transport policies, taking a lead in crisis management and

emergency planning. The strategic planning of new school places, which is more complex than agreeing with schools and then funding places, appears to sit with the Regional Schools Commissioner though this is not explicit. Funding for ‘just in time’ major maintenance is proposed to be distributed directly by central government to the MATS where funding for. Funding for targeted improvement works is by application to the EfA.

- **Ensuring the needs of vulnerable pupils are met:** including identifying, assessing and making provision for children with Special Educational Needs and Disabilities (SEND), ensuring Alternative Provision (AP) is available (but not commissioning it), the performance of Children Looked After (CLA), the effectiveness of Elective Home Education (ELE), attendance, safeguarding, including children at risk of exploitation and an enhanced role for Virtual School Head to include children previously looked after (adopted).
- **Acting as Champions for parents and families:** including promoting the needs of parents children and communities, supporting parents to navigate the system, an enhanced role in school admissions, engaging them in co-production of SEND policies, service commissioning and delivery, encouraging high performing schools to establish new school places and calling for RSA action in the case of under-performance.
- The future roles of Directors of Children’s Services and Lead Members will also be considered

The local authority role diminishes as each school converts to academy status. When the final school in an authority converts, the local authority current role in areas such as school improvement and standards ceases.

Changes to funding

The DfE consultation on a National Funding Formula is due to close on 17th April. In the meantime, the White Paper underlines its message. Essentially, the new formula is promoted as attempting to create a level playing field nationally so that all schools receive the same level of financial support, regardless of their location. Pupils with additional needs will still attract more funding and disadvantaged areas more per pupil.

There is a body of concern that there will be a levelling down of allocations to the lowest funded authorities, as opposed to ‘levelling up’ to the highest funded. The following table is extracted from the paper setting out how funding will work in broad terms:

Schools Proposals	High Needs Proposals
<ul style="list-style-type: none"> • To introduce a national funding formula for schools from 2017-18. Funding would be allocated to local authorities to distribute for the first 2 years, and then allocated directly to schools from 2019-20 • To use 4 building blocks for the formula: per pupil costs; additional needs costs; school costs; and geographic costs • To allocate funding for premises factors, growth and business rates to local authorities in 2017-18 and 2018-19 on the basis of historic spend, for them to distribute at local level • To ensure stability by retaining the ‘minimum 	<p>To introduce a national funding formula for high needs from 2017-18</p> <ul style="list-style-type: none"> • To use factors in the formula including population; health; disability; low attainment; and deprivation • To continue to allocate funding to local authorities for high needs, but on a formula basis • To ensure stability by retaining a significant element of funding based on what local authorities are currently spending, and capping the gains and losses of local authorities each year • To provide financial and practical help to

<p>funding guarantee'</p> <ul style="list-style-type: none"> • To provide practical help for schools, including through an 'invest to save' fund • <i>To create a new 'central schools block' to fund the ongoing duties local authorities hold for both maintained</i> 	<p>authorities to assist them in reshaping their provision, including capital funding for new specialist places and new special free schools</p>
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The proposals are due to come into force in two years' time. The local authority role continues with its current role until 2019/20 with an expectation that during this period, they pass on all their schools block funding to schools. In 2019/20, a 'hard' national funding formula is to be introduced and the local authority role will reduce significantly.

The local authority will manage a 'central schools block'. The intention is to 'baseline' each authority's 2016/17 spend rather than its allocation and re-allocate based on evidence of need. Similarly, high needs block funding will be scrutinised to create a level playing field.

Changes to the support for children with additional needs

The White Paper acknowledges that some children need additional support, such as children with SEND, children looked after, children previously looked after and children with challenging home circumstances. It proposes to:

- Enhance the role of the Virtual School Head to include previously looked after (adopted) children
- **Promote the benefits of boarding schools to provide stability as an alternative to entering the care system**
- Begin inspections to review the effectiveness of SEND reforms, including what is happening for children with SEND but without EHC plans or statements

Changes to Alternative Provision (AP)

The White Paper sets out an intention to create some fundamental changes to the way AP is provided:

- Additional alternative provision places will be provided through the Free Schools programme
- Schools will be funded for and directly commission AP places themselves
- Schools will retain the responsibility for educational outcomes
- A minimum standard of curriculum will be introduced
- Schools will support AP providers in sharing specialist subjects and facilities

It is not clear who should decide that AP is the most appropriate provision for individual children, and who commissions AP if a child needing this provision presents themselves to the authority for the first time. At the moment, authorities sometimes commission AP directly. There is a risk that under new proposals, parents will be bounced from school to school in the application process if there is no central control within the local authority.

Pip Hesketh

Interim Service Manager, Education and Early Years

Annexe 1 - The White Paper in bullets

Universal Academisation

- The government wants every school to become an academy
- The government is not taking immediate powers to force conversion.
- Schools must have a plan in place by 2020 for completion by 2022.
- The MAT is the preferred option but is not compulsory.
- Local authorities will lose their statutory school improvement role.

Funding

- More funds for primary sport from the sugar tax.
- Extra funds to speed transition to a national funding formula.
- A fund secondary schools can bid for to extend the school day. This is voluntary and secondary only.
- A further rise in employer pension contributions. The amount is not clear and it may cancel some of the above increases.

Teaching

- New content for Initial Teacher Training (ITT) on evidence based practice and subject knowledge.
- Commitment to retain a role for universities in ITT.
- National vacancies website.
- Reform of QTS so it is awarded by the school after two to four years.
- Endorsement for a College of Teaching and a new peer reviewed education journal.
- Broader remit for Education Endowment Foundation (EEF).

Leadership

- Foundation for School Leadership expected to take over development in due course.
- Offer of an Ofsted holiday for new leaders.
- A new fund for innovative leadership development programmes.
- Governance to be skills based.
- A database of governors, including those barred from the role.

School improvement

- There will no longer a local authority function from 2017.
- Build capacity for school-to-school support in areas of the country where it is weak. These will now be called Achieving Excellence Areas. Remember action zones anyone?
- The government will break the link with the Ofsted outstanding grade for participation as teaching schools and system leaders.

Curriculum

- A new focus on Science, Maths, Engineering and Technology (STEM) subjects
- A minimum standard of curriculum for all AP

Accountability

- Schools will remain accountable for the education of children they refer to Alternative Provision

System and resources

- Confirms commitment to a national funding formula.

- Local authorities will retain a role for schools places, admissions, special needs and high needs funding and championing the needs of families and children

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