



Community & Children's Services Committee

Date: FRIDAY, 9 SEPTEMBER 2016
Time: 11.30 am
Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

Members:

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

Co-opted Members: Laura Jørgensen

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

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Reports

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

For Decision
(Pages 1 - 10)
4. **APPOINTMENT OF FOUR MEMBERS TO SERVE ON THE EDUCATION CHARITY SUB COMMITTEE**
The Committee are invited to appoint four Members to serve on the Education Charity Sub Committee. The Terms of Reference have been sent to Members via email.

For Decision
5. **PRESENTATION: CITY OF LONDON REGISTRATION SERVICE, ISLINGTON**

For Information
6. **COMMUNITY AND CHILDREN'S SERVICES BUSINESS PLAN: QUARTER 1 UPDATE**
Report of the Director of Community and Children's Services.

For Information
(Pages 11 - 36)
7. **HEALTH IN ALL POLICIES**
Report of the Director of Community and Children's Services.

For Information
(Pages 37 - 40)
8. **TEMPORARY ACCOMMODATION ALLOCATION POLICY**
Report of the Director of Community and Children's Services.

For Decision
(Pages 41 - 48)
9. **COMMISSIONING PROSPECTUS, CHILDREN AND YOUNG PEOPLE**
Report of the Director of Community and Children's Services.

For Information
(Pages 49 - 70)

10. **HEATING AND HOT WATER EQUIPMENT REPLACEMENT - GOLDEN LANE ESTATE**
Report of the Director of Community and Children's Services.
- For Decision**
(Pages 71 - 86)
11. **SOCIAL WELLBEING COMMISSION**
Report of the Director of Community and Children's Services.
- For Decision**
(Pages 87 - 92)
12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
14. **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 as follows:-

For Decision

Part 2 - Non-Public Reports

15. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the previous Committee meeting.
- For Decision**
(Pages 93 - 96)
16. **WAIVER OF PROCUREMENT REGULATIONS TO ENABLE A CONTINUATION OF CONTRACT**
Report of the Director of Community and Children's Services.
- For Decision**
(Pages 97 - 100)
17. **GATEWAY 1 PROJECT PROPOSAL: PHASE I, CONVERSION OF UP TO NINE PODIUM-LEVEL SHOP UNITS FOR RESIDENTIAL USE ON THE MIDDLESEX STREET ESTATE**
Report of the Director of Community and Children's Services.
- For Decision**
(Pages 101 - 108)
18. **PRESSURES ON THE HOUSING REVENUE ACCOUNT**
Report of the Director of Community and Children's Services.
- For Information**
(Pages 109 - 116)

19. **UPDATE ON ROUGH SLEEPERS**
Report of the Director of Community and Children's Services.

For Information
(Pages 117 - 136)

20. **CITY OF LONDON REGISTRATION SERVICE CONTRACT**
Report of Director of Children's and Community Services.

For Information
(Pages 137 - 140)

21. **SPITALFIELDS FLATS**
Report of the Director of Community and Children's Services.

For Decision
(Pages 141 - 146)

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

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

COMMUNITY & CHILDREN'S SERVICES COMMITTEE

Friday, 8 July 2016

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

Present

Members:

Dhruv Patel (Chairman)	Professor John Lumley
Gareth Moore (Deputy Chairman)	Deputy Joyce Nash
Randall Anderson	Deputy Elizabeth Rogula
Deputy John Barker	Virginia Rounding
Deputy Billy Dove	Mark Wheatley
Emma Edhem	James de Sausmarez
John Fletcher	Alderman Robert Howard
Alderman David Graves	Angela Starling
Alderman Sir Paul Judge	Chris Punter

Officers:

Natasha Dogra	- Town Clerk's Department
Ade Adetosoye	- Director, Community & Children's Services
Neal Hounsell	- Community & Children's Services
Gerald Mehrtens	- Community & Children's Services
Jacque Campbell	- Community & Children's Services
Paul Murtagh	- Community & Children's Services
Lorraine Burke	- Community & Children's Services
Sharon McLaughlin	- Community & Children's Services
Mike Kettle	- Community & Children's Services
Neil Davies	- Town Clerk's Department
Scott Nixon	- Town Clerk's Department
Mark Jarvis	- Chamberlain's Department
Mark Lowman	- City Surveyor's Department
Scott Nixon	- Town Clerk's Department
Alistair McLellan	- Town Clerk's Department
Stephanie Baston	- Town Clerk's Department
Sam Cook	- Remembrancer's Department
Leila Ben-Hassel	- Built Environment Department

1. APOLOGIES

Apologies had been received from Deputy Fraser, Marianne Fredericks, Deputy Jones, Barbara Newman, Delis Regis, Deputy Merrett, Alex Bain Stewart, Emma Price, Deputy Haines, Keith Bottomley, Deputy McGuinness, Ann Holmes and Laura Jorgensen.

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

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

3. **MINUTES**

Resolved – that the minutes of the previous meeting were agreed as an accurate record.

4. **SOCIAL ISOLATION**

The Committee received a presentation from Professor Roger Green regarding social isolation and noted that whilst the actual prevalence of social isolation and loneliness across the City of London is still an unknown figure the following findings indicate it is a significant experience for many of the City's residents.

Members considered the following issues:

1. 'Bumping' Spaces – further develop and create more imaginative community spaces for people to meet and greet.
2. 'A glass half-full?' Asset Based Community Development (ABCD) Approach – grow the existing good community development practice.
3. Community Groups – build on the current excellent group opportunities by further developing new, different focused and more inclusive groups.
4. Computer Skills – develop a more co-ordinated response to the existing opportunities that exist – reach those residents in need of computer skills.
5. Estate Connections: Building Social and Community Capital – further develop the existing good practice by supporting residents from the estates to share ideas for joint community development activities; help further develop social and community capital.
6. Loneliness and Social Isolation Forum – develop a more strategic response by creating a forum to bring together all key stakeholders including service users and residents.
7. Pets - Ownership of a pet enhances individuals health and general wellbeing, and promotes increased social capital across a community. Consideration should be given to revisiting the current policy.
8. Volunteering and Befriending - A more co-ordinated response to volunteering and consequently befriending should be considered across the City of London.
9. Learning from residents not experiencing social isolation or loneliness - people with social connections, friendships, and social networks and a high degree of personal resilience, for e.g. moving on from a situation that creates loneliness such as losing a life partner, seemed to be either embedded within positive community and social networks and/or have a high degree of personal social and emotional capital. This is an area in need of further research?

In response to a query, Members noted that community-led events and initiatives were a very valuable asset when helping to take social isolation. Member agreed that this should be encouraged, and agreed that involvement from Members would also prove very helpful. The Committee were informed that a response to Professor Green's research would be submitted to the September meeting.

Resolved – that the presentation be received.

5. **UPDATE FROM CITY OF LONDON POLICE BY CHIEF INSPECTOR HECTOR MCCOY & PAUL CLEMENTS**

The Committee received a presentation from City of London Police regarding ward policing and noted updates on the following matters:

- Terrorism: the current level of threat remained at severe due to an attack being likely.
- Challenging Financial Climate: to tackle the amount of resources spent, Officers focussed on early intervention to prevent issues from erupting in the community.
- Communication and Engagement: a consultation was due to commence regarding the levels of communication and engagement exercised by the City of London Police and the community in the City.

Members noted that the Health & Wellbeing Board was working closely with the City of London Police to help prevent suicides on bridges in the City. Signs had been erected along London Bridge to deter people from jumping and provide assistance to members of the public who encountered a situation with a suicidal person along the bridges.

Resolved – that the update be received.

6. **HOUSING AND PLANNING ACT REPORT**

The Committee considered the housing and planning act report and noted that the Act requires the sale of higher-value council housing in order to fund the extension of the right to buy, directs new housing provision away from affordable rental housing towards “starter homes” for first-time buyers, requires higher rents to be charged to social tenants earning high incomes, limits the duration of new secure council tenancies, and creates “planning permission in principle” for housing development on designated sites.

Amendments were made during the passage of the Bill (following representations by the City Corporation and other bodies) which are intended to mitigate the effect of higher-value housing sales in more expensive areas and to ensure that sold homes are replaced on a two-for-one basis in Greater London.

Officers informed Members that the date of completion quoted in the report should be amended to 2026, not 2020. The Committee noted that of the 3,700 home, 700 would be the responsibility of this Committee as they would be built on the existing housing estates.

Resolved – that the report be received.

7. **IMPLEMENTATION OF GRANTS REVIEW - EDUCATION AND EMPLOYMENT**

The Committee considered the implementation of the grants review report and noted that the overarching Education and Employment Central Grants

Programme funding theme was agreed at the March 2016 Policy and Resources Committee, and the corresponding level of funding available for 2016-2018.

Members were requested to agree that the existing eligibility criteria for the Combined Education Charity and City Educational Trust Fund remain in place until March 2017, and that the Education Charity Committee be charged with reviewing and implementing any required amendments to the eligibility criterion for the 2017-2018 funding cycle (prior to the quinquennial review to be undertaken by City Bridge Trust).

As the Policy and Resources Committee did not approve the level the staffing required to run the Central Grants Unit, consultation is being undertaken with each individual grant-giving committee to better understand the resource implications of managing their specific theme. The outcomes of all consultation undertaken will form the basis of a report to be submitted to the Policy and Resources Committee requesting approval for the required levels of staffing and resource.

Resolved – that Members:

Note the agreed Education and Employment overarching funding theme and the level of funding available for the 2016-2018 Central Grants Programme.

Make a recommendation to the Education Board as to whether the existing eligibility criterion for the Combined Education Charity and City Educational Trust Fund should remain in place until March 2017.

Make a recommendation to the Education Board as to whether the Education Charity Committee should review and implement any required amendments to the eligibility criterion for the 2017/2018 funding cycle (prior to the quinquennial review).

Note that the Policy and Resources Committee will approve the proportionate management fee for the Central Grants Programme resourcing.

8. STRONGER COMMUNITIES' ELIGIBILITY CRITERIA

Following the Community and Children's Services Committee in May, consultation had been undertaken with Officers and the Chairman and Deputy Chairman of this Committee to ensure that the revised eligibility criteria have taken into account the points raised by Members at Committee.

Members were reminded of the following points which were resolved at the May 2016 Committee meeting:

- Noted the agreed 'Stronger Communities' overarching funding themes and the level of funding available for the 2016-2018 Central Grants Programme.
- Agreed 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.

- Noted that the Policy and Resources Committee will approve the proportionate management fee to be charged for resourcing.

As a point of clarification, Officers informed the Committee that any unspent monies from the £70,000 allocated from the City's Cash for a two-year period would be placed in an endowment for that charity.

Resolved – that Members:

- Noted that an annual report listing all organisations awarded funding through the 'Stronger Communities' funding theme and the corresponding amounts granted will be reported to this Committee.
- noted that where there is a need for an urgent decision to be made between meetings on an application, these may be approved by Officers in consultation with the Chairman and Deputy Chairman.
- Agreed the amended eligibility criteria for the 'Stronger Communities' funding theme.

9. ADULT SKILLS & EDUCATION SERVICE, INSPECTION OUTCOME

Members noted that the last inspection of the adult skills and education service took place in 2010. Since that date the Ofsted Inspection framework had changed and stronger evidence of quality, performance and outcomes for learners is now required.

The 2016 Ofsted Inspection focused on, amongst other things, the levels of qualifications achieved by learners and apprentices, the numbers and types of employment secured and the quality of teaching and learning.

During 23 – 26 May 2016 the Adult Skills and Education Service (ASES), including the Apprenticeship programme, was inspected by HMI Ofsted. The Inspection focused on the following areas:

- Effectiveness of Leadership and Management
- Quality of Teaching Learning and Assessment
- Personal Development, behaviour and Welfare
- Outcomes for Learners
- Adult Learning Programmes
- Apprenticeships
- Overall effectiveness at previous inspection.

All areas of the service were graded as Good (Grade 2). Therefore the overall effectiveness of the service was graded as Good (Grade2). A copy of the full inspection report is available to Members on request.

The Committee thanked Professor Lumley for taking the time to be interviewed as part of the inspection, and congratulated Officers on the results of the inspection. Members thanked all Officers for their hard work and commended them for a job well done. Members noted that the Children's Services inspection had begun on Monday 4th July and would last for four weeks.

Resolved – that the update be received.

10. **HEALTH IN ALL POLICIES**

Members noted that as part of the Health and Social Care Act 2012, the City of London Corporation is responsible for promoting the wellbeing of all the people who live or work in the City.

As the determinants of people's health lie largely outside the healthcare system, social, physical and economic policies can have a substantial impact upon health. There is currently no systematic approach for officers to consider the health and wellbeing aspects of their proposed policy changes; however, all new policies must be approved through the committee process. It is proposed that the committee paper template be revised to include guidance on health implications for officers. Incorporating an additional paragraph of guidance will have zero cost implications, and will help the City Corporation to work towards meeting its statutory responsibilities for public health and health promotion.

Resolved – that the report be received.

11. **BUSINESS PLAN: QUARTER 4 UPDATE**

Members noted the progress made during Quarter 4 (Q4 – January to March 2016) against the refreshed 2015-17 Community and Children's Services Business

Plan. It shows what has been achieved and the progress made against our five departmental strategic aims:

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

Departmental performance and progress for Q4 are overall good. This strong performance in Q4 is echoed in the full year performance for 2015-16 with some areas of outstanding performance. At the end of year reporting period, 10 performance indicators were achieved or exceeded and three were within the tolerance of -10% of the set target. One indicator was below the tolerance of -10% of the set target. Three indicators are linked to education performance and the information on these will not be available until the end of the academic year.

Resolved – that the update be received.

12. **REVENUE OUTTURN 2015/16**

Members noted that the Director of Community and Children's Services local risk budget was underspent by £276,000 with an overspend on all risks of £48,000.

The Director is proposing to carry forward £276,000 of his local risk underspend for identified purposes of this Committee. These proposals will be considered by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub-Committee and, if agreed, will be added to the Director's budgets for 2016/17.

The Committee considered a resolution from the Housing Management and Almshouses Sub Committee regarding the Welfare Benefits and Financial Inclusion Programme

Resolved - that that Committee voted unanimously to give their support to the Resources Allocation Sub Committee to urge that the DWP grant allocated for Universal Credit Personal Support in 2015-16 but only received in March 2016 be carried forward into next year's budget in order to continue the financing for support given to vulnerable households transitioning to universal credit.

13. HOUSING REVENUE ACCOUNT - OUTTURN 2015/16

Members noted the total net transfer to reserves for the year was £1.895m, whereas the final agreed budget assumed £0.577m, representing a reduced requirement of £1.318m. Revenue Reserves ended the year with a balance of £9.610m. The Major Repairs Reserve ended the year with a balance of £6.226m, £0.845m less than expected, mainly due to the Avondale decent homes improvements program, progressing ahead of original schedule.

Resolved – that the update be received.

14. GOLDEN LANE PLAYGROUND REFURBISHMENT

At the February 2016 Committee meeting, Members approved the Gateway4/5 report enabling the project to proceed. However, Members also raised queries in relation to the visibility of the playground from the podium area of the Golden Lane estate.

Members tasked officers with investigating possible alterations to the perimeter wall that could help enhance the visibility of the playground.

Officers have consulted City planners, Historic England, structural engineers and an independent safety play adviser to assess whether alterations to the wall would achieve enhanced visibility, and to identify design improvements that would contribute to further reduce opportunities for anti-social behaviour.

The City planners' and Historic England's advice is that the perimeter wall makes a significant contribution to the special architectural and historic interest of the Grade II listed estate. The structural constraints and impact of significant alterations to the wall have also been carefully considered. However, some enhanced visibility can be achieved through design adjustments, such as further raising the proposed levels of the new playground and incorporating motion sensor lighting in key locations as a deterrent.

The Committee congratulated the Officer involved on her achievement of receiving 2nd place in a national awards programme for her work under this project.

Resolved – that the update be received.

15. CONCRETE REPAIRS TO CULLUM WELCH HOUSE

Due to the complexity of the remedial works required to repair the externally exposed concrete elements of Cullum Welch House and the ongoing significant

design element involved, it is proposed to split these works off from the main Golden Lane and Middlesex Street concrete testing and repair project and run it as a stand-alone project. Specialist design works for Cullum Welch House would therefore be able to progress with expediency; these would be unhindered by the more prosaic concrete repairs anticipated for the other blocks which are covered by the wider project, and where testing remains ongoing ahead of a potentially lengthy specification and tender process.

Resolved – that Members:

1) Approved the change in project approach to separate out the works to Cullum Welch House from the wider Golden Lane and Middlesex Street Estates concrete repair project.

2) Noted the estimate project budget range of £1,050,000-£2,050,000 for the replacement and repair of concrete elements at Cullum Welch House and the potential inclusion of window renewal. A full options appraisal is to be brought to Committee at Gateway 4.

3) Authorised the transfer of the existing estimated £600,000 works budget and £90,000 fees earmarked for Cullum Welch House from the estimated budget of the wider Golden Lane and Middlesex Street Estates concrete repair project.

4) Retrospectively approve the consultancy fees (design, structural and testing expenditure), totalling £74,005, already spent to reach the current position and allocate them to this project. These fees are currently charged to HRA local revenue.

5) Approve a sum of £28,000, comprised of £26,000 to complete the investigative work to the south elevation and £2,000 staff costs, to reach the next Gateway.

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

There were no questions.

17. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

City Play East

The Committee considered a report regarding City Play East. Members noted that the project to date had been awarded £43,000 of external funding from Awards For All and the Heritage Lottery Fund.

Resolved – that Members endorsed the involvement of officers in Phase 2 of the project,

London Youth Games

Officers informed the Committee that the London Youth Games had recently taken place and the highlights included the City being awarded a top five finish in mini tennis, a gold medal for swimming and a silver medal for cycling.

18. EXCLUSION OF THE PUBLIC

Resolved - 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.

19. **HOUSING DEVELOPMENT PROGRAMME**

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

20. **MIDDLESEX RETAIL UNITS**

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

21. **GREAT ARTHUR HOUSE**

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

22. **AVONDALE SQUARE: REDEVELOPMENT OF COMMUNITY CENTRE**

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

23. **BIANNUAL UPDATE ON DEPARTMENTAL COMMISSIONING AND CONTRACTS**

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

24. **NOVATION OF CONTRACT FOR CARE NAVIGATORS**

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

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

There were no questions.

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

There was no urgent business.

The meeting ended at 12.30 pm

Chairman

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Natasha.Dogra@cityoflondon.gov.uk**

Agenda Item 6

Committee:	Dated:
Community and Children's Services Committee	09/09/2016
Subject: Community and Children's Services Business Plan: Quarter 1 update	Public
Report of: Director of Community and Children's Services	For Information

Summary

This report sets out the progress made during Quarter 1 (Q1 – April to June 2016) against the refreshed 2015–17 Community and Children's Services Business Plan. It shows what has been achieved and the progress made against our five departmental strategic aims:

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

Full details of performance against all key performance indicators are provided at Appendix 1 and the Department's budget information is provided at Appendix 3.

Departmental performance and progress for Q1 are good overall. At the end of the reporting period, 14 performance indicators were achieved or exceeded and two were within the tolerance of -10% of the set target. Three indicators were below the tolerance of -10% of the set target. Five indicators will not be available until Quarter 2 as they are linked to education performance and an annual housing satisfaction survey.

Recommendation

Members are asked to:

- Note the Q1 update and the progress made against the strategic priorities of the Business Plan.

Main Report

Background

1. In May 2015, Members agreed the Department of Community and Children's Services (DCCS) Business Plan for the two years 2015–17, *Roadmap to Outstanding Services*. This contains five strategic aims and 17 key priorities to achieve our vision for delivering outstanding services and outcomes for our residents and communities. Although initiatives are grouped under the most relevant of these strategic aims, many support the achievement of goals across multiple areas.
2. An updated version of the DCCS Business Plan was approved by Committee on 13 May 2016.
3. As agreed, quarterly update reports are provided to Members.

Current Position

4. The Department's performance is measured and reported against 24 key performance indicators (PIs). Nineteen indicators were reported in Q1, of which 14 (74%) achieved or exceeded the performance target set and are therefore rated green. Of the remaining five indicators reported, two were amber as performance was within 10% of the target set, and three were rated red for failing to meet the target by more than 10%.

RAG status	Traffic light description	Total number of PIs
Green	PIs for which the set target was achieved or exceeded	14
Amber	PIs within the tolerance of -10% of the set target	2
Red	PIs that are below the tolerance of -10% of the set target	3
N/A	Not applicable this quarter (linked to educational year finishing July 2016)	5

5. Five indicators are not reported in this quarter. The learning indicators (BPs 3.2, 3.3 and 3.4) are linked to the academic year finishing in July 2016, based on performance across three term levels, and therefore are not available at this point. Indicators 4.4 and 5.1 are based on an annual survey and will be available in Quarter 2.
6. Q1 data for sufficiency of school places performance is rated green as it exceeds the reported pan-London rate for the percentage of offers meeting an applicant's first choice.
 - Secondary school offers (73% in the City compared with 69% in London) have shown an improvement on the City's performance in 2015 (63% meeting first choice).

- Primary school offers (85% in the City compared with 84% in London), have also shown an improvement on the City's 2015 performance (78% meeting first choice).
7. Performance was particularly strong for some indicators – exceeding target levels. The percentage of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation (1.3) was 100% in Q1. Targets were also exceeded in relation to the percentage of inspections passed (4.5), and the percentage of 'emergency' repairs attended to within target (5.4).
 8. Performance was rated red in relation to smoking cessation (2.1), usage of Golden Lane Sport & Fitness centre (2.4) and the number of new volunteers signed to the time credit scheme (2.5).
 - It is recognised that performance for smoking cessation needs to be improved. The commissioning team are due to meet Westminster Drugs Project to task them with developing a new delivery plan.
 - Fusion, the leisure centre operator, is currently carrying out programme reviews and targeted marketing campaigns to ensure it is maximising participation across all groups.
 - There are expected to be peaks and troughs throughout the year for the number of new volunteers signing up to the time credits.

Progress Against Improvement Actions

Strategic Aim 1: Safeguarding and early help

9. The Early Help Strategy is now in place. Its impact can be seen in the increased number of Common Assessment Frameworks completed this quarter.
10. In December 2015 the London Safeguarding Adults Policy and Protocol was published following the Care Act which further embedded the emphasis on early intervention and identification of adults at risk. As a consequence, the frontline duty service has been restructured with a daily qualified social worker on duty to take all first point of contact safeguarding adults enquiries and concerns.
11. The Local Authority Designated Officer LADO Annual Report has been shared with various committees. LADO training will be on the Members' training agenda and Private Fostering and LADO training will take place throughout the year for individual schools and will form part of the Staff Induction Programme.

Strategic Aim 2: Health and wellbeing

12. Total participation in the Golden Lane Sport & Fitness centre at the end of Q1 was 64% of the year to date target for 2016/17. However, this is down year on year due to an increase in local competition with the launch of two new budget gyms. Fusion is currently carrying out programme reviews and targeted marketing campaigns to ensure it is maximising the opportunity for participation across all groups.

13. The contract with the Westminster Development Project (WDP) is being reviewed in light of their overall poor performance against City worker health KPIs. Concerns include the delivery of events and take-up of services around smoking cessation and the low rate of pharmacy interventions (substance misuse services). WDP is presenting a new service delivery model to the Healthy Behaviours Steering Group in July and this will be the basis for renegotiating and realigning outcomes and KPIs in the contract.
14. The Minor Injuries Unit at Barts Hospital is now being considered as a location for the workplace health centre. A meeting is scheduled with Barts Health, the Clinical Commissioning Group and the GP Federation in Quarter 2.
15. Delivery of the IT Enabler Project is progressing with the initial information governance checklist completed to start the process for N3 connection. Discussions have begun with the provider regarding creating the API (Application Profile Interface).

Strategic Aim 3: Education and employability

16. A total of more than 60 adult learning classes were provided during this quarter. A new AAT/Employability course has started and adult GCSE maths pass rates were high which will assist students in securing future employment.
17. Further work is taking place to review the impact of the new Special Educational Needs and Disability (SEND) reforms. This work is also reviewing the way in which the local offer is communicated and will include consultation with children and families. Although user satisfaction is very high, this is still a priority.
18. The City of London Corporation's Prioritisation Process has been approved by the Education Board and City of London Academies Trust. Galleywall Primary is on schedule to open on time and to budget in September 2016. The preparations for the opening of the Islington Primary also continue to progress well.

Strategic Aim 4: Homes and communities

19. The priority to increase the supply of new homes in the City is on track with 18 homes due to be handed over with a formal opening scheduled for September. On-going schemes to deliver 200 properties are being pursued including a planning application to be submitted to deliver 69 new homes on the Richard Cloudesley site.
20. The rough sleeper delivery plan has been updated and will be presented to the Rough Sleeper Strategy Group for approval.
21. Rent recovery processes and correspondence have been reviewed and updated to ensure they are fit for purpose to support the roll-out of Universal Credit. A new Income Recovery Officer has been appointed and it is anticipated they will be in post by mid-September.

22. The planned community hub pavilion at the Aldgate Gyratory redevelopment has been delayed due to cost overruns. The Senior Member Group is considering options for re-procurement or downscaling of the project.

Strategic Aim 5: Efficiency and effectiveness

23. Implementation of the virtual Multi-Agency Safeguarding Hub (MASH) continues now that information-sharing arrangements have been agreed.
24. A review and revision of all policies and procedures in Children's and Adult Social Care will commence following the completion of the case audits.
25. The City of London has observer status on Hackney Transformation Board ensuring City issues are included within the local five-year plan and the broader Single Transformation Plan (STP) for North East London. The first draft of the business case was submitted on 30 June.
26. A programme to ensure that safeguarding training is completed for all staff in the department has been developed in conjunction with the City and Hackney Safeguarding Children's Board and will cover safeguarding and key priorities of the joint board.

Other significant achievements

27. In May an external reviewer assessed our progress and improvement journey for safeguarding and early help. The review highlighted the progress and the considerable work being done to continue to make positive steps in this vital area of our service delivery. The report has been used to inform further service improvement planning.
28. The Adult Skills and Education Services team recently participated in an inspection and has been graded as 'good'. The inspection focused on the qualification levels achieved by learners and apprentices, the types of employment secured, the quality of teaching and learning, and the effectiveness of leadership and management, among other areas.
29. A public-facing awareness-raising campaign ran this quarter, in partnership with the NSPCC, helping people to spot the signs of exploitation related to gangs, radicalisation and child sexual exploitation (CSE). Campaign posters were displayed at Liverpool Street and Cannon Street stations as well as on some phone boxes across the City.
30. To mark the birthday of Her Majesty The Queen, the City of London Corporation lit a birthday beacon on the Golden Lane Estate. Residents from all City estates attended the ceremony for this once in a lifetime event.

Departmental Strategic Risk Register

31. The majority of risks on the register have not had their ratings changed since the last update in Q4. The following risk ratings have been reduced from RED to AMBER:

- HS 002 – Fire Risk Assessments – A consultant has now been appointed and a pilot programme of assessments is being conducted on the Golden Lane Estate.
- PE 004 – Pupil Funding – Meetings have taken place with the Department for Education and it is hoped a special case can be agreed in respect of the City of London.

32. The following risk rating has been reduced from AMBER to GREEN:

- CP 004 – City of London Community Education Site Redevelopment – Agreement has been reached to develop both Golden Lane and Guildhall Library as replacement venues.

33. The following risk has been added to the register:

- HS 004 – Housing Finance – This risk has been rated at AMBER and relates to possible changes in housing finance as a result of provisions within the Housing and Planning Act 2016.

Complaints

34. In Q1, 23 complaints were received regarding our directly delivered services. Twelve were upheld or partially upheld. All were responded to within the target deadline. Our commissioned services received five complaints, all of which were upheld but they also received 14 compliments in the same period. An analysis of complaints received did not identify any underlying trends.

Financial and Risk Implications

35. As of Quarter 1, the local risk outturn is expected to be within the Director's budget with an underspend of approximately £42k. The Older People budget is forecasting an overspend due to changes in client care packages. This area is very volatile and a change in the numbers can potentially have a major impact on the outturn. At the moment, based on current client numbers, it is anticipated that this increase can be met from the Director's central budget which is to be used for emerging pressures. In addition there are minor variances in a number of service areas.

36. The central risk budget is expected to be approximately £80k overspent due to the Asylum Seekers service. The City has taken on a number of new unaccompanied asylum seeking children since the budget was set along with some existing clients turning 18. Once they turn 18 we do not receive any funding from the Home Office but are required to continue their support. This area will be monitored closely and a bid for additional resources may need to be submitted.

Data Protection and Data Quality

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

Consultation

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

Conclusion

39. Members are asked to receive this quarterly update to the Business Plan for the DCCS and to note the appendices and good progress made for Q1.

Appendices

- Appendix 1: Department of Community and Children's Services Business Plan 2015–17 Key Performance Indicators – Quarter 1 Update
- Appendix 2: Department of Community and Children's Services Risk Register – Quarter 1, 2016/17
- Appendix 3: Complaints Report, Total Complaints and Compliments Received – Quarter 1, 2016/17
- Appendix 4: Department of Community and Children's Services 2016/17 outturn budget

Background Paper

DCCS Business Plan 2015–17

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

	PIs that are below the tolerance of -10% of the set target
	PIs within the tolerance of -10% of the set target
	PIs that achieved or exceeded the set target

Priority	KPI Ref	Description	Frequency	2015/16 Performance	2016/17 Target	Q1 Performance	RAG (Q1)	Comments Q1
Priority One	1.1	Percentage of referrals to Children Social Care which lead to a formal assessment	Quarterly	89% (51/57)	80%	91.7% (22/24)		A total of 24 referrals were made to CSC services. Only two did not go on to Child & Family Assessment. One was an older UASC who had been immediately accommodated and due to their age went directly to pathway planning. The other was a child usually resident out of borough, whose home borough will undertake the C&FA, with City of London CSC conducting an assessment of the conditions of local secondary accommodation (separated parents).
	1.2	Number of Common Assessment Framework assessments (CAFs) completed by Early Help	Quarterly	17 (including CAF updates)	17	6		Three CAF updates and three CAFS completed by Early Help during quarter one. One CAF resulted in case closure (NFA after assessment)
	1.3	Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services	Quarterly	88%	85%	100%		
	1.4	Number of carer's assessments	Quarterly	54	55 (Q1 - 8, Q2 - 17, Q3 - 33, Q4 - 55)	19		

Priority	KPI Ref	Description	Frequency	2015/16 Performance	2016/17 Target	Q1 Performance	RAG (Q1)	Comments Q1
Priority Two	2.1	Percentage of people engaging in City smoking cessation programmes who quit smoking	Quarterly	46.00%	50%	na		WDP have so far not performed as expected in the first six months of the contract. Through the Healthy Behaviours Steering Group they have been tasked with delivering a new delivery plan. They have made changes to their senior delivery team. Mark will be meeting new manager next week.
	2.2	Number of take-ups of NHS health checks	Quarterly	260	130	143 health checks were completed by the Neaman practice in Q1		
	2.3	Number of participants in the exercise on referral programme who are still active six months after their initial assessment	Quarterly	72% (26/36)	70%	67%		Of the 10 people due a 6-month follow up in quarter 1, 6 were successfully contacted and 4 of these (67%) were still active.
	2.4	Usage of the Golden Lane Sport and Fitness Centre (Members and Non-Members)	Quarterly	116,568	120,065	21,670		Total participation in the GLSF centre at the end of Q1 was 21,670 (total usage by members and non-members) which was 64% of the YTD target for 2016/17. This is down year on year, particularly due to a decrease in non-member usage (45% of YTD target), which has been significantly impacted by the increase in local competition including the launch of two new budget gyms. Fusion are currently carrying out programme reviews and targeted marketing campaigns to ensure they are maximising the opportunity for participation across all groups. Upcoming actions include the launch of new female only classes and training sessions in August.
	2.5	Number of new volunteers signed up to the time credits scheme	Quarterly	183	160	23		The overall target is ambitious, and there will be peaks and troughs throughout the year.

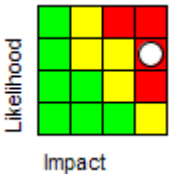
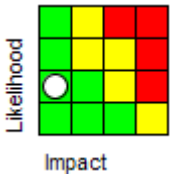

Priority	KPI Ref	Description	Frequency	2015/16 Performance		2016/17 Target		Q1 Performance		RAG (Q1)	Comments Q1
	2.6	% of volunteers completely new to volunteering	Quarterly	43%		40%		42%			On target.
Priority Three:	3.1	Sufficiency of school places	Annual	September 2015 entry		PAN LONDON (September 2016 entry)		For September 2016 entry			<p><i>NB. Secondary offers for 2016 entry were previously reported in Q4 but updated here and reported as 2016/17 data to align with the academic year of entry.</i></p> <p>Primary offers for September 2016 entry were made in Q1: 34 applications were made in time for City resident children. All received a top two offer, with 29 (85.3%) offered their 1st preference, and five (14.7%) their 2nd preference.</p> <p>Pan London 94.45% received top 3 offers in 2016, and in 2015 96.9% of City applicants received top three offers.</p> <p>City has also therefore performed above the Pan London 2016 rate of 83.7% first preference offers and above its own 2015 performance when 78% of 32 applicants were offered their most preferred school. 18 City applicants were offered places at Sir John Cass Foundation Primary, 15 of which were first preference offers, and three 2nd preferences. City children were also offered places in Islington (11 x first & 1 x second preference), Tower Hamlets (2 x first & 1 x second preference) and Camden (1 x first preference school).</p>
		Percentage of school offers meeting:		P	S	P	S	P	S		
		first choice		78.1%	61.9%	83.7%	68.8%	85.3%	73%		
		second choice		15.6%	14.3%	7.7%	14.1%	14.7%	14%		
		third choice		3.1%	9.5%	3.0%	6.2%	0%	5%		
		other choice		6.25%	4.8%	2.3%	5.2%	0%	9%		
		None preference offer or No offer		0%	9.5%	3.3%	4.7%	0%	0%		
3.2	Number of apprenticeship places secured	Quarterly	38 (Term 1 of Academic Year 2015/16)		60		Performance as per Q2 due to Academic Termly Reporting			Performance as per Q2 due to Academic Termly Reporting	

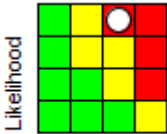
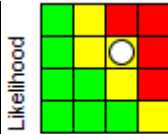
Priority	KPI Ref	Description	Frequency	2015/16 Performance	2016/17 Target	Q1 Performance	RAG (Q1)	Comments Q1
	3.3	Number of enrolments on Adult Skills and Education courses	Quarterly	563 (Term 1 of Academic Year 2015/16)	2000	Performance as per Q2 due to Academic Termly Reporting		Performance as per Q2 due to Academic Termly Reporting
	3.4	Number of enrolments on Basic Skills courses	Quarterly	117 (Term 1 of Academic Year 2015/16)	200	Performance as per Q2 due to Academic Termly Reporting		Performance as per Q2 due to Academic Termly Reporting
Priority Four	4.1	% 'routine' repairs attended to within target (5 working days)	Quarterly	99%	95%	99%		Good performance, over target.
	4.2	Number of rough sleeper outreach shifts per quarter	Quarterly	402	384 (annual target) 96 (Quarterly Target)	105		Slight increase in shifts
	4.3	Total number of individual rough sleepers met by St Mungo's Broadway each quarter	Quarterly	671	670 (annual target) Q1 - <167, Q2 - <167, Q3 - <168, Q4 - <168	123		There has been a dramatic decrease in rough sleepers for this quarter 41 down on the last period and 10 down on the same period last year.
	4.4	Percentage of residents who feel 'very safe' or 'safe' on their estate	Annual	69%	70%	Data available in Q2		Data available in Q2
	4.5	% inspections passed	Quarterly	95.50%	96%	99%		Good performance, over target.

Priority	KPI Ref	Description	Frequency	2015/16 Performance	2016/17 Target	Q1 Performance	RAG (Q1)	Comments Q1
	4.6	% Properties with up to date Gas CP12s Certificates	Quarterly	99.25%	100%	99.56%		Below target, but improvement on 2015/16.
Priority 5.	5.1	% residents 'very satisfied' or 'satisfied' with the overall service we provide as their landlord	Annual	82%	80%			Data available in Q2 only
	5.2	% of rent collected	Annual	98.4	98.5	98.6%		On target
	5.3	Average time to process new Housing Benefit claims (days)	Quarterly	19	<26 days	17		On target
	5.4	% 'emergency' repairs attended to within target (24 hours)	Quarterly	Na	95%	98.86%		Good performance, over target.

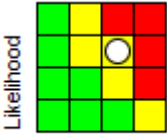
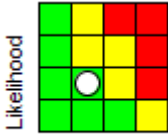

Appendix 2: Department of Community and Children's Services Risk Register – Update

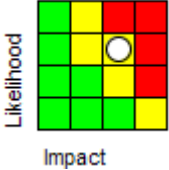
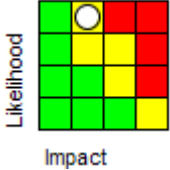

Rows are sorted by Risk Score


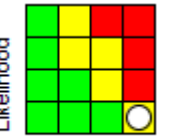

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score change indicator	
DCCS PE 002 Failure to deliver expansion of Sir John Cass Foundation Primary School to 2 form entry in September 2017 11-Jun-2015 Ade Adetosoye	Cause Expansion not delivered Event Building project not completed Effect Lack of first choice school places for City children	 Likelihood Impact	24 City of London representatives attended the Board meeting in July. Further information has been requested by the Board before they finalise their decision. This information will be presented to the Board in August 2016. 28 July 2016	 Likelihood Impact	2 30-Sept 2017	 No change	
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
DCCS PE 002b Discussions with Comptroller and City Solicitor and others regarding the expansion	Efforts to engage with parties to the negotiation continue	Although agreement has now been reached to operate a bulge class in September 2016, the City Corporation is still seeking a permanent expansion to a 2 form entry. The risk remains at RED as negotiations are continuing and the target date for the resolution to this risk has been amended to September 2017. Officers attended the Board meeting in July and further information has been requested by the Board before making a decision			Chris Pelham	28 Jul-2016	31-Aug-2016

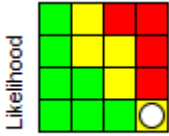
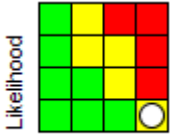

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DCCS HS 003 Lone Working 14-Jan-2016 Paul Murtagh	Cause Staff working on their own in isolated 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		16	A DCCS Lone Working Policy has been drafted and is due for formal approval by the Departmental Leadership Team in September.		12	31-Mar-2017	↔ No change
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date	
DCCS HS 003a Sky Guard Review	A review of the current Lone worker protection device is in progress. Some staff report connectivity problems. At the finish of the review a decision will be taken to continue or to investigate a different solution	Following a review of the Sky Guard system, the Departmental Leadership Team has agreed to formally roll out the system to lone workers during quarter three. The roll out will include training for staff and formalising procedures for monitoring by managers.			Paul Murtagh	5-Aug-2016	31-Dec-2016	
DCCS HS 003b Lone Working Procedures	Not all staff are working in compliance with the departmental lone working procedures. These will be reviewed to check why they are not being implemented by all staff and changed and revised if appropriate. Compliance with new procedures will be monitored by managers and the quarterly Health and Safety Committee. It is anticipated that monitoring information will be available from Skyguard or the replacement system.	A DCCS Lone Working Policy has been drafted and is due for formal approval by the Departmental Leadership Team in September. The new policy and procedures will be rolled out during the re-introduction of Sky Guard during quarter three. As another option a free one month test of a smartphone / tablet application has been scheduled for quarter three.			Paul Murtagh	5-Aug-2016	31-Dec-2016	

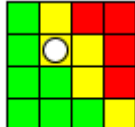
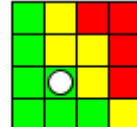

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score change indicator	
DCCS HS004 changes to housing finance may lead to an inability to deliver 30 year Housing finance plan 30 June 2016 Jackie Campbell / Paul Murtagh	Cause Changes to housing financing Event Possible shortfall in Housing Revenue Account funding Effect – Inability to fund the estimated 30 year expenditure plans regarding the City of London’s Social Housing	 Likelihood Impact	12 The provisions of the new Housing & Planning Act (H&PA), in addition to recent central government policy changes relating to rent setting and welfare benefit reform will have an impact on housing revenue. Rent reductions and some allowance for welfare benefit reform have been built into the Housing Revenue Account (HRA) 30 Year Business Plan. Further measures will be taken to amend the plan when guidance is available from government on the H&PA measures. A programme of work is being undertaken to mitigate the impact of welfare reform changes.	 Likelihood Impact	4 31/03/17	New Risk	
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
DCCS HS 004a	Review of Five Year Financing Plan for Housing Revenue Account - re-modelling of HRA 30 year Business Plan	This work has been commissioned from Savills and from the Chartered Institute of Housing and the outcomes will be reported to Committee in October 2016.			Jackie Campbell /Paul Murtagh	10/08/16	31/10/16
DCCS HS 004b	Financial Inclusion Programme and Universal Credit support	The Financial Inclusion Programme will be reviewed and a new package of support initiated to help recipients of Universal Credit to continue to pay their rent.			Jackie Campbell /Paul Murtagh	10/08/16	31/03/17




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 002 Failure to deliver City of London Academy expansion Programme 31-May-2016 Ade Adetosoye	Cause Expansion Programme not delivered Event Building projects not completed Effect Need to secure temporary accommodation / alternative school place provision leading to increased pressure on school budgets and reputational damage	 Likelihood Impact	12	A project to increase the number of academies sponsored by the City of London has commenced. 3 applications have been approved by the Department for Education to pre-grant development stage. A further application is due for decision by the end of September 2016 28 July 2016	 Likelihood Impact	4	01-Sep-2019	 No change
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date	
DCCS 002a Programme Board	A Programme Board has been established to oversee the work of project boards and take high level decisions	The Programme Board is meeting on 15 August to sign off the design for the Gallywall Academy permanent build works.			Gerald Mehrstens	28 July 2016	01-Sep-2019	
DCCS 002b Project Boards	Project boards for the two schools in pre-opening phase and for four applications to sponsor schools have been established and meet monthly	A number of critical decisions need to be taken over the coming months, including: outcome of the four applications, heads of terms, funding agreements, land transfers, designs, planning applications and communications. These will be monitored by projects boards with key risks highlighted in reports and, where appropriate, escalated to the Programme Board.			Gerald Mehrstens	28 July 2016	30-Sep-2017	


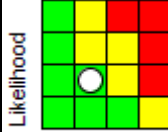

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DCCS HS 002 Failure to carry out and review effective Fire Risk Assessments for more than 5000 units of residential accommodation and a number of commercial units 14-Jan-2016 Paul Murtagh	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		12	Consultants have been appointed and work has commenced on the assessments with a pilot programme on the Golden Lane Estate. The objectives of the pilot programme are to assess if the draft documentation is effective and to assess the timescales needed to complete each assessment. 28 July 2016		8	31-Mar-2017	 Decreased Risk Score
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date	
DCCS HS 002a	Consultant to carry out new fire risk assessments to all managed properties.	Consultants will be employed to carry out risk assessments to all residential and commercial properties managed by the Department. To be appointed and schedule of works to be agreed by end of March 2016			Paul Murtagh	5-Aug-2016	31-Mar-2017	
DCCS HS 002b	Training to be provided to Housing staff to carry out and review effective fire risk assessments	Training provider for Fire Risk Assessments to be identified. Appropriate staff will be nominated to attend.			Paul Murtagh	5-Aug-2016	31-Mar-2017	

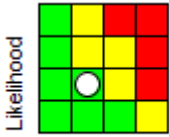
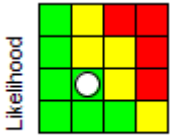
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CR17 Safeguarding 22-Sep-2014 Ade Adetosoye	Cause: Not providing appropriate training to 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 ongoing to raise awareness of safeguarding. The priority this financial year is to raise awareness of financial abuse and scams. This work is progressing in liaison with Trading Standards and City of London Police and a scoping exercise is being undertaken. 28 July 2016	 Likelihood Impact	8	31-Mar-2017	 No change
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date	
P CR17k	Review role of Safeguarding Champions	The role of Safeguarding Champions to be reviewed and to consider if Domestic Violence can be added to the role			Chris Pelham	28 July - 2016	31 Oct- 2016	
CR17l	Online Adult Safeguarding Training	Online basic Adult Safeguarding training will be mandatory for DCCS staff			Chris Pelham	18-Apr- 2016	31-Dec- 2016	
CR17m	Raise Awareness of financial abuse and scams	The Adult Social Care Team are working with the City of London Police and Trading Standards to raise the profile of financial abuse and scams			Chris Pelham	28-July 2016	31-Mar- 2017	
CR17n	Raising awareness of children missing in education	A public facing campaign will be undertaken during September 2016 to raise awareness of this issue			Chris Pelham	28-July 2016	30 Sep- 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
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	Meetings of the Humanitarian Assistance Working Group continue. Financial arrangements in a major incident are being reviewed and will be reflected in the revised humanitarian assistance plan. A live exercise to test arrangements for setting up a Rest Centre is planned for October 2016. Learning from the exercise will be reflected in plans. 28 July 2016	 Likelihood Impact	8	31-Mar-2017	 No change
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date	
DCCS 001c Revised Humanitarian Assistance Plan	New Humanitarian Assistance Plan to be drawn up to cover all existing plans including rest centre, family and friends centre and community assistance centres	Draft was discussed at March working group. New draft to include changes agreed at meeting regarding the emergency store and to reflect changes to the financial arrangements agreed at the June meeting of the HAWG. The revised plan will be tested during the Rest Centre exercise in October and a final version will be agreed by end of 2016.			Sharon McLaughlin	28-July-2016	31- Dec 2016	
DCCS 001d Review of emergency financial including contingency cash and cash welfare payments	Financial arrangements are being revised to reflect current financial arrangements, City Procurement regulations and use of purchasing cards	Financial arrangements have been reviewed and were agreed at the HAWG meeting in June. A number of action points have been agreed. The new arrangements will be tested in the Rest Centre exercise in October 2016.			Sharon McLaughlin	28-July-2016	31-Oct-2016	
DCCS 001e Setting up a rest centre - live exercise	A live exercise to test a series of elements including notification, communications and delivery of a rest centre will take place in October 2016.	An exercise to test the emergency response of the department in setting up a rest centre will take place in October 2016. A list of elements to be tested has been drawn up. Planning meetings are taking place and the Red Cross will be in attendance.			Sharon McLaughlin	28-July-2016	30-Nov-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	
DCCS PE 003 Early Help - Referrals and completion of Common Assessment Frameworks (CAFs) 26-Jan-2016 Chris Pelham	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	6	A rise in the number of completed CAFs received was achieved in Q4 of 2015/16. This improvement needs to be sustained during 2016/17 28 July 2016	Likelihood  Impact	4		 No change	
Action no, Title,	Description	Latest Note					Managed By	Latest Note Date	Due Date
DCCS PE 003b Develop simple distance travelled tool	The aim of the tool is to provide clear and easily accessible evidence that demonstrates the difference Early Help services have made to children, young people and their families.	Work is continuing on the development of this tool with partners. An early draft was approved at the Early Help Board in June and a final draft is due for approval following comments from the Safeguarding Board at the Early Help meeting in September. Following approval the tool will be implemented.					Chris Pelham	28 July 2016	30-Jun-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
DCCS PE 004 Pupil funding - introduction of new formulae may reduce levels of funding from 2017/18 22-Mar-2016 Chris Pelham	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	6	A meeting with the Department for Education was held in July to consider if the City of London should be viewed as a special case 28 July 2016	 Likelihood Impact	8	31-Mar-2017	 Decreased Risk Score
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date	
DCCS PE 004c Meetings with Department for Education	A meeting with the Department for Education was held in July and it is anticipated that the City of London will be viewed as a special case.	A further meeting will take place with the Department for Education in September to agree terms if the department decides the City of London is a special case			Chris Pelham	28-Jul-2016	31-Oct-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	
DCCS CP 002 City of London Community Education Centre - site redevelopment 22-Jan-2016 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	4	A consultant was appointed to assist officers in identifying options, benefits and costs. The report has been received and agreement has been reached and a timetable drafted to develop both Golden Lane and Guildhall Library as replacement venues for COLCEC 28 July 2016	 Likelihood Impact	4	31-Jan-2017	 Decreased Risk Score	
Action no, Title,	Description	Latest Note					Managed By	Latest Note Date	Due Date
DCCS CP 002a The identification of new premises and relocation of the service	The site of the City of London Community Education Centre (COLCEC) on Golden Lane will be redeveloped. New premises for the delivery of community learning will need to be identified.	A consultant was appointed to assist officers in identifying options, benefits and costs. The report has been received and agreement has been reached and a timetable drafted to develop both Golden Lane and Guildhall Library as replacement venues for Adult Skills and Education courses at COLCEC. A revised target date of 31 March 2017 has been agreed					Neal Hounsell	28-Jul 2016	31-March-2017

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 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	4	Quarterly Health and Safety meeting continue and keep the action plan to address Top X and other issues under review. A trial of a DCCS Drug and Alcohol Misuse Policy has been launched. 28 July 2016	 Likelihood	4	31-Mar-2017	↔ No change
Action no, Title,	Description	Latest Note				Managed By	Latest Note Date	Due Date
DCCS HS 001c	Work plan for Health and safety Officer has been agreed and will be reviewed at quarterly departmental health and safety meetings	Quarterly Health & Safety meeting with representation across the divisions are being held. Progress against the work plan is monitored and top X risks reviewed.				Paul Murtagh	28-Jul-2016	31-Mar-2017
DCCS HS 001b	Pilot of DCCS Drug and Alcohol Misuse Policy from 1 August to 31 January 2016	The Property Services and Housing Management teams will be trialling the new DCCS Drug and Alcohol Misuse Policy for six months. Following the pilot, a report on the outcomes and lessons learnt will be brought to the Departmental Leadership Team.				Paul Murtagh	28-Jul-2016	31-Mar-2016

Appendix 3: Complaints Report, Total Complaints and Compliments Received – Quarter 1, 2016/17

Division	2013/14	2014/15	2015/16	Q1	Q2	Q3	Q4	2016/17 Total
Adult Social Care & Homelessness	0	3	3	1				1
No. of complaints upheld	0	1 upheld	0	0				0
Family and Young People's Services (Children's Social Care)	0 (3)	5	2	0				0
No. of complaints upheld	2 upheld	2 upheld	N/A	N/A				N/A
Housing	17	34	35	12				12
No. of complaints upheld	6	5, 2 partially upheld	11	4 upheld , 2 partially				4 upheld , 2 partially
Property			6	10				10
No. of complaints upheld			5, 1 partially	6				6
Commissioned Services, e.g. Golden Lane Sport and Fitness, City Advice, Telecare	51	54	52	5				5
No. of complaints upheld	37	39	44	5				5

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

Division	2013/14	2014/15	2015/16	Q1	Q2	Q3	Q4	2016/17 Total
Adult Social Care & Homelessness	N/A	100%	75%	100%				100%
Family and Young People's Services (Children's Social Care)	100%	75%	0%	N/A				N/A
Housing	100%	100%	100%	100%				100%
Property			75%	100%				100%

Appendix 4: Department of Community & Children's Services 2016-17 outturn budget

DCCS CITY FUND: - 2016/17 BUDGET MONITORING						
	2016/17 LAB budget	TOTAL to date £'000	% spent	Projected Actual to Year end £'000	Projected Variance to Year end £'000	Notes
LOCAL RISK						
Housing Services						
Housing S&M Account	126	29	23	127	-1	
Disabled Access, Enabling Activities, Spitafields, General Housing Advise, Other Housing Services	-42	-8	19	-32	-10	
Supporting People	561	148	26	562	-1	
Service Strategy	4	1	25	3	1	
Housing Benefit	173	-27	-16	134	39	1
Total Housing	822	143	17	794	28	1
Barbican Residential (NON SERVICE CHARGE)	-2,172	-645	30	-2,172	0	
People Services						
Older People Services	1,219	371	30	1,405	-186	2
Adult Social Care	2,334	375	16	2,294	40	2
Occupational Therapy	262	85	32	243	19	2
Supervision and Management	181	37	20	181	0	
Homelessness	604	714	118	604	0	
Children Social Care	1,020	460	45	1,020	0	
Early Years & Childcare	944	282	30	944	0	
Other Schools Related activity	211	32	15	211	0	
TOTAL LOCAL RISK	6,775	2,356	35	6,902	-127	
Partnerships						
Commissioning	727	398	55	731	-4	
Public Health	-25	31	-124	-25	0	
Sports Development	-70	23	-33	-70	0	
Adult Community Learning	67	-163	-243	61	6	
Youth Service	210	187	89	205	5	
Strategy and Performance	1,127	271	24	993	134	3
TOTAL PARTNERSHIPS	2,036	747	37	1,895	141	
TOTAL LOCAL RISK	7,461	2,601	35	7,419	42	
CENTRAL RISK						
Commissioning	-111	547	-493	-111	0	
Early Years & Childcare	305	126	41	305	0	
Other Schools Related activity	-327	-650	199	-327	0	
Asylum Seekers	284	666	235	364	-80	4
Delegated Budget	-20	283	-1,415	-20	0	
Housing Benefit	67	-113	-169	67	0	
Barbican Res	-225	-203	90	-225	0	
TOTAL CENTRAL RISK	-27	656	-2,430	53	-80	
1) <u>Housing Services: underspend of £28k due to:</u>						
a vacant post which will not be filled during the year						
2) <u>People's Directorate: Overspend of £127k largely due to:</u>						
There has been various client movements since the budget was set which will result in an overspend if level of care stays the same throughout the year.						
3) <u>Commissioning & Partnerships: Underspend of £141k largely due to:</u>						
There is a contingency budget held of £138k to be used for emerging pressures. Meetings are currently underway with all budget managers and pressures will be flagged up and addressed as part of on-going budget monitoring.						
4) <u>Central risk - overspent by £80k due to:</u>						
Asylum seekers are predicting an overspend due to additional Unaccompanied Asylum Seeking Children. This will be monitored and flagged up to Finance Committee as part of the monthly budget monitoring & a bid for additional resources may need to be submitted.						

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Committee(s)	Dated:
Community and Children’s Services Committee Health and Wellbeing Board – For decision Policy and Resources – For information	09/09/2016 17/06/2016
Subject: Health in all Policies	Public
Report of: Director of Public Health	For Decision
Report author: Farrah Hart, Public Health Consultant, Community and Children’s Services	

Summary

As part of the Health and Social Care Act 2012, the City of London Corporation is responsible for promoting the wellbeing of all the people who live or work in the City. As the determinants of people’s health lie largely outside the healthcare system, social, physical and economic policies can have a substantial impact upon health. There is currently no systematic approach for officers to consider the health and wellbeing aspects of their proposed policy changes; however, all new policies must be approved through the committee process.

It is proposed that the committee paper template be revised to include guidance on health implications for officers. Incorporating an additional paragraph of guidance will have zero cost implications, and will help the City Corporation to work towards meeting its statutory responsibilities for public health and health promotion.

Recommendation(s)

Members are asked to:

- endorse the proposed approach to mainstreaming health considerations into the committee paper writing process
- discuss whether the report should be submitted to the Policy and Resources Committee for its consideration.

Main Report

Background

1. Health in all Policies is an approach to public policies across sectors that takes into account the health and health system implications of decisions to prevent negative health impacts. As the determinants of people’s health lie largely outside the healthcare system, social, physical and economic policies can have a substantial impact upon health.

2. The Health and Social Care Act 2012 (“the HSCA 2012”) received Royal Assent on 27 March 2012. One of the key aspects of the reform is that local authorities in England have taken over the responsibility for health improvement of local populations, including both residents and workers.
3. The City of London’s Health and Wellbeing Board is responsible for carrying out duties conferred by the HSCA 2012.
4. The membership of the Health and Wellbeing Board is designed so that key City of London committees and partner organisations are represented.
5. Several of the Board’s priorities have a significant impact on health and wellbeing but do not come under the traditional remit of public health, health and social care services. These include priorities about air quality, noise pollution, physical activity and child poverty. This means that joint working with Port Health and Public Protection, Open Spaces, Planning and Transport, Built Environment and Economic Development is vital, and the Health and Wellbeing Board is informed of progress and achievements through these reports.
6. A key strength of the Health and Wellbeing Board in the City is the strong network with officers across the Corporation. Officers representing the Health and Wellbeing Board work alongside their counterparts in other departments to influence their strategies, policies and work plans and ensure that health and wellbeing concerns are properly represented.
7. Through this programme of activity, the Health and Wellbeing Board has proven itself to be a valuable consultation resource for other committees. Over the past two-and-a-half years the Health and Wellbeing Board and its Chairman have engaged with a wide range of partners and stakeholders and have reviewed a significant number of key issues and policies that impact on the health and wellbeing of the Board’s community.

Current Position

8. The City of London Corporation is responsible for promoting the wellbeing of all the people who live or work in the City.
9. This means that decisions taken by the City Corporation should consider the associated health impacts on residents and workers.
10. As noted above, social, physical and economic policies can often have a substantial impact upon health.
11. City Corporation’s chief officers are required to meet health and wellbeing objectives, as set out by the Town Clerk, as part of their yearly performance appraisals.

12. There is currently no systematic approach for officers to consider the health and wellbeing aspects of their proposed policy changes; however, all new policies must be approved through the committee process.

Proposals

13. It is proposed that the committee paper template be revised to include guidance on health implications for officers. This will act as a prompt for consideration of health impacts, and might spark discussion of whether a proposed policy change will have positive or negative impacts upon the health of the City's populations. This guidance could be as simple as the following paragraph:

Health implications: *will this proposal have any positive or negative impacts on the health of City workers or residents? Remember that health impacts can come from changes in traffic, noise and pollution; walkability; access to social spaces and green spaces; impact on mental health; provision of alcohol, tobacco or unhealthy food; and access to high roofs or balconies where there is a risk of death by falling. Where a proposal has significant health implications, it should be taken before the Health and Wellbeing Board – please call 020 7332 3223 for further guidance.*

14. The revised template could be piloted to see what impact it has on health considerations and discussions at subsequent committees. It could be reviewed at six months and again in one year's time to assess whether the approach is working, and whether further refinements could be made.

Corporate & Strategic Implications

15. An increase in joined-up working throughout the Corporation should lead to greater efficiencies, as it will prevent work being duplicated, and allow the pooling of resources between departments that share a common agenda.
16. This proposal contributes to the following Corporate Plan key policy priorities:
- KPP3 Engaging with London and national government on key issues of concern to our communities such as transport, housing and public health
 - KPP4 Maximising the opportunities and benefits afforded by our role in supporting London's communities.

Implications

17. Incorporating an additional paragraph of guidance will have zero cost implications, and will help the City Corporation to work towards meeting its statutory responsibilities for public health and health promotion.

Conclusion

18. A Health in all Policies approach is systematic, and takes into account the health implications of decisions. It is hoped that changing the City Corporation's committee report template will act as a useful aide memoire for officers who are planning new policies that will impact upon the health of workers and residents in the Square Mile.

Appendices

- None

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Committee(s)	Dated:
Community and Children's Services	09/09/2016
Subject: Temporary Accommodation Allocation Policy	Public
Report of: Director of Community and Children's Services	For Decision
Report author: Adam Johnstone, Strategy Officer	

Summary

The City of London Corporation has a duty to secure temporary accommodation for people who apply to it as homeless. Due to increasing numbers of applicants and greater difficulties in securing accommodation within Greater London, most London local authorities have sought accommodation outside their boundaries and many have accommodated applicants some distance outside the capital.

In *Nzolameso v Westminster City Council (2015) UKSC 22*, an applicant successfully challenged her placement in Milton Keynes. This judgment changed the legal landscape concerning out-of-borough placements, and reinforced the obligation on local authorities to seek accommodation as close as possible to the area where the applicant was previously living.

The Supreme Court also urged each local authority to adopt a policy, approved by Members, for procuring sufficient units of temporary accommodation and for allocating them to homeless applicants. This report presents a proposed Temporary Accommodation Allocation Policy for the City Corporation.

Recommendation(s)

Members are asked to approve the Temporary Accommodation Allocation Policy.

Main Report

Background

1. Part 7 of the Housing Act 1996 places a duty on local authorities to provide temporary accommodation for some homeless applicants while their application is investigated, and for all accepted applicants who are waiting for an allocation of permanent housing under Part 6 of the Act. This accommodation is typically leased from a private sector landlord.
2. A buoyant rental market and an increase in the number of households presenting as homeless across Greater London have made temporary accommodation more difficult and costly to secure. As a consequence, many London local authorities have sought temporary accommodation some distance outside the capital, slowing the increase in spending, but causing significant disruption to applicants.

3. The issue came to a head in *Nzolameso v Westminster City Council (2015) UKSC 22*. Ms Nzolameso is a single mother of five who is HIV positive. Westminster City Council assessed her eligibility for temporary accommodation in Westminster, but found that her needs were not severe enough to meet their criteria for this. Instead, they offered her accommodation in Milton Keynes. Ms Nzolameso refused this and began suitability review proceedings, while the council issued a discharge of duty decision on the basis that suitable accommodation had been refused.

4. The Supreme Court found in Ms Nzolameso's favour, noting that while not every applicant could be kept in-borough, the authority was still under an obligation to keep them as close as reasonably possible. Lady Hale, giving the lead judgment of the Supreme Court, quoted from the *Supplementary guidance on the homelessness changes in the Localism Act 2011 and on the Homelessness (Suitability of Accommodation) (England) Order 2012*, which states in paragraph 48:

"Where accommodation which is otherwise suitable and affordable is available nearer to the authority's district than the accommodation which it has secured, the accommodation which it has secured is not likely to be suitable".

5. Having established that Ms Nzolameso did not meet the criteria for accommodation in Westminster, the council made no efforts to assess whether she might require accommodation close to Westminster and made no efforts to procure it. Ms Nzolameso was offered the next available unit the council had, which was in Milton Keynes.

6. Lady Hale was critical of Westminster's lack of policy in relation to the procurement of accommodation and the location of that accommodation and the lack of instructions given to the temporary lettings team as to how they were to decide which properties should be offered to which applicants. In paragraph 39 of the judgment she went on to recommend that:

"Ideally, each local authority should have... a policy for procuring sufficient units of temporary accommodation... Secondly, each local authority should have... a policy for allocating those households to individual homeless households."

"It should be approved by the democratically accountable members of the council and, ideally, it should be made publicly available."

Current Position

7. The City of London Corporation does not currently have a formal policy either for procuring sufficient units of temporary accommodation or for allocating these to individual households. Officers instead work on a custom and practice basis when fulfilling these duties.

8. These established practices are already broadly in line with the Nzolameso judgment. In each case, reasonable efforts are made to accommodate an

applicant as close as possible to where they were previously living. As the City Corporation does not have any long-term leases, and instead relies on spot purchasing accommodation for each applicant, it is possible to search for a placement that suits a household's individual needs.

9. As of June 2016, the City Corporation had 24 households placed in temporary accommodation. Of these, 12 were in Inner London, 11 were in Outer London and 1 household was placed in Surrey at its own request. The first step in challenging a placement is for an applicant to request an internal review under Section 202 of the Housing Act 1996. No temporary accommodation suitability review requests have been made on the grounds of an unsuitable location in the past two years.

Temporary Accommodation Allocation Policy

10. This report proposes that, in line with the Supreme Court's recommendation, the City Corporation should adopt a Temporary Accommodation Allocation Policy. The proposed policy does not represent a substantial change from how officers currently procure and allocate temporary housing. However, having a written policy would offer greater transparency to applicants and the general public. In the unlikely event of a legal challenge, it would be in the City Corporation's favour to be able to show that a policy is in place and is being followed.
11. The policy instructs officers to carry out an assessment of which locations would be suitable for an applicant when a need for temporary housing arises. This will consider factors such as employment, education, caring responsibilities, and medical and social needs. The outcome of this assessment will be used to define the maximum geographic scope of the City Corporation's search for temporary accommodation.
12. Officers will then start to look for temporary housing as close as possible to where an applicant was previously living. Only when reasonable efforts to find suitable and affordable accommodation in their home borough are exhausted will officers move on to looking in neighbouring boroughs. The search in these boroughs must be exhausted before the second tier of neighbouring boroughs is considered.
13. There may be difficult cases where it is not possible to procure suitable accommodation within any of the areas designated as appropriate in the assessment described in paragraph 11. In these cases, officers will consult with applicants as to their preferred course of action.

Corporate & Strategic Implications

14. The City's Corporate Strategy seeks a world-class City which supports our communities through the appropriate provision of housing, and supports a safer and stronger City through supporting community cohesion. Aiming to offer homeless applicants suitable temporary accommodation near their current communities supports both of these goals.

Implications

15. Finance and Legal have been consulted and had no additional comments.

Conclusion

16. This report proposes a Temporary Accommodation Allocation Policy for the City Corporation. Adopting a policy would fulfil the Supreme Court's recommendation, safeguard the City Corporation's legal position, and offer transparency to homeless applicants and the general public. The proposed policy seeks to formalise current practice and does not involve major operational changes.

Appendices

- Appendix 1 – Temporary Accommodation Allocation Policy

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City of London Corporation **Temporary Accommodation Allocation Policy**

1.1 This Temporary Accommodation Allocation Policy will provide a framework for the fair allocation of temporary accommodation provided by the City of London Corporation under *Sections 188, 190 or 193 Part VII of the Housing Act 1996* (the Act).

Procurement

- 2.1 All temporary accommodation provided by the City Corporation is spot purchased and nightly paid. This enables each temporary accommodation placement to be made with the needs of a specific applicant in mind. This also means that when a s193¹ duty is discharged, the unit of accommodation can be returned to the landlord and, for the next applicant, the search for suitable accommodation will begin afresh.
- 2.2 This procurement policy is made possible by the relatively low number of homeless applications that the City Corporation receives. Should this number substantially increase or the availability of nightly paid accommodation decrease, the preference for nightly paid accommodation instead of long term leases would need to be reviewed.

Assessment of suitable locations

- 3.1 If the City Corporation has a duty to secure accommodation for a homeless applicant, an assessment will be carried out to determine in which areas it may be suitable for this accommodation to be provided.
- 3.2 The same location suitability principles apply to accommodation provided under s188², s190³ and s193. However, interim accommodation under s188 may need to be sourced at short notice. It may also be reasonable to expect a household to tolerate conditions for a short period which would be unsuitable over a number of weeks. Section 17.7 of the *Homelessness Code of Guidance for Local Authorities* (the Code) therefore allows for a degree more flexibility when making an offer of s188 accommodation.
- 3.3 The assessment will take into account all factors that give an applicant a significant link to the City of London or, should they have previously been living elsewhere, to their home borough. It will assess whether a temporary accommodation placement would have the potential to cause significant disruption to:
- i. the applicant's (or any member of their household's) employment. Applicants who are on parental leave from employment will have their location needs assessed on the same basis as all other employees;
 - ii. the applicant's (or any member of their household's) caring responsibilities. Account should be taken of the type and importance of the care household

¹ Section 193 is the full housing duty. This gives the housing authority a duty to secure that accommodation is available for the applicant. This duty is usually brought to end when the applicant accepts an offer of accommodation under Part VI (allocation from the housing register).

² Section 188 is interim accommodation provided while an authority's enquiries into an applicant's homeless application are underway.

³ Section 190 requires the provision of accommodation for a reasonable period to applicants who have been found intentionally homeless. This is likely to be the same as their s188 accommodation and is unlikely to involve a fresh search.

- members provide and the likely impact the withdrawal would cause, including the cost implications to the City Corporation or another local authority should the informal care arrangement break down due to a change of location;
- iii. the applicant's (or any member of their household's) education. While disruption to educational and support networks may be harmful to the welfare of all children, additional weight should be given to students due to take externally assessed examinations and to students with a SEN statement at a particular school;
 - iv. the continuity of medical, social services and other care received by the applicant (or any member of their household);
 - v. the ability of the applicant (or any member of their household) to continue to receive support from their local support network, where this is essential to their well-being;
 - vi. any other special reason the applicant (or any member of their household) has for retaining links to their home borough, which is essential to their well-being.

3.4 The above factors are not intended to provide an exhaustive list. Any other reasons that have emerged during the course of the City Corporation's enquiries or that are offered by an applicant in support of a placement close to their home borough should be given full consideration.

3.5 An applicant's circumstances should also be viewed holistically. For example, a placement in a neighbouring borough may not, by itself, significantly disrupt an applicant's ability to reach their place of work. However, if their employment is dependent on childcare provided by a family member in a third borough, the combined journey to the childcare provider and then workplace may amount to a significant disruption.

3.6 In the absence of any other factors, the City Corporation views a total, one-way travelling time to an applicant's place of employment of around ninety minutes as reasonable. This will be by the fastest method of public transport that is both affordable to the applicant and available at the time their employment commences and finishes.

3.7 The outcome of this assessment will be used to define the maximum geographic scope of the City Corporation's search for temporary accommodation.

Sourcing accommodation

4.1 Section 208(1) of the Act requires housing authorities to secure accommodation within their district, in so far as is reasonably practicable. This assumes that applicants will be applying to the district in which they currently live. This is not the experience of the City Corporation and most of our homeless applicants work in the City of London but reside elsewhere.

4.2 Section 17.41 of the Code states that housing authorities should wherever possible, secure accommodation that is as close as possible to where an applicant was previously living, so they can retain established links with schools, doctors, social workers and other key services and support essential to the well-being of the household.

4.3 Therefore, when seeking to procure temporary accommodation for an applicant, the City Corporation will begin its search in the district where the applicant most recently resided.

4.4 Section 16.7 of the Code states that the exception to this is where there are clear benefits for the applicant of being accommodated outside of the district. In these cases, such as an applicant at risk of domestic violence, the City Corporation will seek temporary accommodation in the nearest district that is safe for the applicant, so as to enable the applicant to maintain links with support networks and services where possible.

4.5 Section 206(1) of the Act requires that any unit of accommodation provided by the City Corporation or secured from some other person in fulfilment of a housing duty must be available to and suitable for the applicant. Further detail on availability and suitability is provided in Section 17 of the Code. For the purposes of this Allocation Policy it is important to note that accommodation must be:

- i. affordable, taking account of the applicant's financial resources and living expenses;
- ii. of suitable space and arrangement for the applicant and their household, in the light of their relevant needs, requirements and circumstances;
- iii. free from Category 1 HHSRS⁴ hazards, including overcrowding;
- iv. as close as possible to where an applicant was previously living.

Accommodation outside an applicant's home borough

5.1 While the City Corporation will endeavour to place all households within the borough where they were previously living, it may not always be possible to procure a unit of accommodation in the district that is available, affordable and suitable. In these cases the City Corporation will continue its search in the boroughs adjacent to the district in which the applicant was previously living.

5.2 Section 48 of the *Supplementary guidance on the homelessness changes in the Localism Act 2011 and on the Homelessness (Suitability of Accommodation) (England) Order 2012* states that where accommodation which is otherwise suitable and affordable is available nearer to the authority's district than the accommodation which it has secured, then the accommodation which it has secured is not likely to be suitable.

5.3 The City Corporation will therefore exhaust the search for suitable accommodation within an applicant's home borough before beginning a search in the adjacent boroughs. The search in these boroughs must be exhausted before a search begins in the second tier of adjacent boroughs.

5.4 Where an applicant accepts an offer of temporary accommodation outside of the City of London, the City Corporation will, in compliance with s208(2) of the Act, notify the housing authority in whose district the accommodation is situated of the name of the applicant, the number and description of other persons who normally reside with the applicant or might reasonably be expected to do so, the address of the accommodation, the date on which the accommodation was made available and which function the housing authority is discharging in securing the accommodation. This notice will be given in writing within 14 days of the accommodation being made available to the applicant.

⁴ The Housing Health and Safety Rating System allows for the objective assessment of twenty nine categories of housing hazard, including overcrowding. Any breach of the room and space standards under Part X of the Housing Act 1985 is also likely to constitute a Category 1 hazard.

Limits to out of borough placements

- 6.1 The search for suitable accommodation cannot continue expanding outwards from an applicant's home borough indefinitely. Under the supplementary guidance discussed in 5.2 a failure to complete a search in a nearer borough means accommodation in a further borough is likely to be unsuitable. The reverse does not hold and a placement in a distant borough does not become suitable simply because nothing suitable can be found closer.
- 6.2 When making an out of borough placement, the City Corporation will remain within the confines of the assessment of suitable locations set out in section 3 of this policy.
- 6.3 In addition, the City Corporation understands that all of its homeless applicants will have links to Greater London, either through employment, family or other networks. For this reason, we regard any temporary accommodation placement outside of the M25 as unsuitable.
- 6.4 Section 17.41 of the Code states that housing authorities should avoid placing applicants in isolated accommodation away from public transport, shops and other facilities. This requirement was repeated in the *Homelessness (Suitability of Accommodation) (England) Order 2012*. The City Corporation will not make out of borough placements where an applicant would have difficult accessing general amenities or transport.

Difficult cases

- 7.1 There may be cases where it is not possible to procure accommodation which meets all of the above criteria as fully as we would like. It may prove difficult to reconcile finding appropriate location, other aspects of suitability and time spent waiting in interim accommodation for a suitable temporary placement to be found.
- 7.2 Applicants' preferences on how to respond to these compromises will vary. In these cases, officers will consult with applicants and take their preferences into account.

Exceptions to the policy

- 8.1 A general exception to all aspects of this policy exists where an applicant expresses a preference for accommodation further away from their home borough than the policy suggests would be appropriate. In these cases, the City Corporation will endeavour to act in line with an applicant's wishes.

Committee(s)	Dated:
Community and Children's Services Committee	09/09/2016
Subject: Commissioning Prospectus, Children and Young People	Public
Report of: Director of Community and Children's Services	For Information
Report author: Monica Patel, Commissioning Manager, Community and Children's Services	

Summary

The Commissioning Team has produced a prospectus which sets out the City of London Corporation's vision and commitment for commissioning services for children and young people. Through this document, the Department of Community and Children's Services will strengthen the commissioning arrangements for children and young people.

The Department of Community and Children's Services has a combination of in-house, spot-purchased and commissioned services. The prospectus sets out to the market the pragmatic approach to commissioning that is taken to ensure that the processes best fit the scale of service required and do not discourage potential providers from wanting to work in partnership with the City.

The commissioning prospectus aims to inform residents, colleagues, Members and our current and potential service providers of the City of London Corporation's commissioning approach and position, and the opportunities that this provides.

It is proposed that versions of the prospectus are also produced for Adults Social Care and Housing and Neighbourhoods.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. Commissioning provides the means through which the City of London Corporation can achieve its vision of demonstrating its values and delivering the priorities set out in the Children and Young People's Plan and other supporting strategies. The Commissioning Team has developed a document which demonstrates the commitment of the Department of Community and Children's Services to: a continuous process of better understanding and identification of needs; better design and delivery of responses and services; and on-going evaluation and development of interventions.
2. The prospectus is laid out in five sections and covers the following topics:

- national legislation and local strategic policy
 - the challenges and opportunities of providing services for the City of London Corporation
 - profile data on City of London communities
 - the City's commissioning approach and commitment to service provider partners
 - children and young people.
3. The section in relation to children and young people outlines the City's commitment and expectation to safeguarding, in particular children looked after.
 4. The prospectus was presented to Ofsted this July 2016 during the successful inspection.
 5. The commissioning prospectus was produced in consultation with members of the Service Improvement Board, the Senior Management Team and the Departmental Leadership Team.

Current Position

6. The prospectus has been agreed and approved by the Departmental Leadership Team.

Proposals

7. It is proposed that the prospectus is reviewed and updated on an annual basis.
8. It is proposed that versions of the prospectus are also produced for Adults Social Care and Housing and Neighbourhoods.

Implications

9. The strategic communications and engagement manager for the Department of Community and Children's Services has been consulted during the development of the prospectus. The document has been formatted in line with the Department of Community and Children's Services communications strategy.

Conclusion

10. The prospectus forms part of the City of London Corporation's on-going commitment to improving commissioning for children and young people.

Appendices

- Appendix 1 – Commissioning Prospectus, Children and Young People

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COMMISSIONING PROSPECTUS – SERVICES FOR CHILDREN AND YOUNG PEOPLE (2016-2019)

CONTENTS	PAGE
INTRODUCTION	2
SECTION 1: STRATEGIC CONTEXT	2
NATIONAL	3
LOCAL	3
SECTION 2: ABOUT THE CITY	4
CITY OF LONDON CORPORATION	4
CITY OF LONDON COMMUNITIES PROFILE	5
SECTION 3: CHILDREN AND YOUNG PEOPLE	8
CITY OF LONDON CORPORATION'S –	
THRESHOLDS OF NEED	8
SAFEGUARDING	9
LOOKED AFTER CHILDREN	9
SECTION 4: OUR COMMISSIONING APPROACH	10
PERFORMANCE MANAGEMENT	12
NOVATION AND DE-COMMISSIONING	13
OUR COMMISSIONED PORTFOLIO	13
SECTION 5: OUR COMMITMENT TO SERVICE PROVIDER PARTNERS	14
SECTION 6: APPENDICES	16

Introduction

This prospectus sets out the City of London Corporation's vision and commitment for commissioning services for children and young people.

It is aimed to inform residents, colleagues, Members and our current and potential service providers of our commissioning approach and of the City Corporation's unique position and the opportunities that this provides.

The City Corporation's ambition is to *“provide high quality services and deliver sustainable outcomes for residents and workers”*.

Through this document, we want to strengthen our commissioning for children and young people. Our priority is to continue to meet the needs of our children and young people, and their families. Our unique population enables our commissioning to take on a personalised approach in responding to diverse and sometimes sporadic needs. In meeting the needs of our residents, and children who come into our care, we will continue to deliver a range of internally and externally commissioned services.

Commissioning for children and young people in the City of London has evolved alongside the drive for local government to provide more effective and high quality commissioning for public services, which focuses on achieving outcomes and demonstrating value for money.

The commissioning cycle and the effectiveness of interventions are not static. Therefore, this document sets out an on-going approach and a high level forward plan that allows the City to remain flexible and agile to change.

Section 1: Strategic context

National

National policy and statutory requirements shape our role and response. The Children's Act 2004 provides local authorities with the significant role, responsibility and powers to deliver the outcomes sought. All local government functions for children's welfare and education sit within the statutory authority of local directors of Children's Services. Hence, the City's commissioning for children and young people sits within the City Corporation's Community and Children's Department.

The Children and Families Act 2014 and the Care Act 2015 provide key influences for our future work, in particular our responses to parents and young carers, as well as children and young people with Special Educational Needs and/or Disabilities (SEND).

The learning from child protection serious case reviews, which have occurred outside of the City, and the growing national awareness of issues such as

child sexual exploitation and radicalisation, continue to influence the scope, focus and delivery of our work.

Local

Local drivers that inform service priorities and delivery include the City of London Corporate Plan, and the Department of Community and Children's Services Business Plan – Roadmap to Outstanding services (2016-17) <http://www.cityoflondon.gov.uk/services/Pages/community-childrens-services.aspx>. Beneath these sit our strategies that reflect the ambitions and responsibilities the department has for the City's children and young people.

The City Corporation's (Children and Young People's Plan (CYPP) <http://www.cityoflondon.gov.uk/services/Pages/community-childrens-services.aspx>) sets out a shared vision for children, and seeks to provide:

“A safe, engaged and integrated community that enables all City children and young people to achieve their full potential”.

This vision is underpinned and delivered by a set of guiding values:

- enabling equality of opportunity
- striving for excellence
- giving every child a voice
- applying child-centred approaches
- a “we will” approach to service delivery
- high aspirations on behalf of all our children, young people and families
- a strong commitment to improve outcomes, particularly for the most vulnerable.

The City Corporation has developed a set of local priorities for children and young people that are set out in the CYPP. These priorities are the product of wide-ranging stakeholder consultation, analysis of need and an understanding of local and national drivers.

The four priorities of the CYPP are to:

- Priority one: close the gap for vulnerable groups
- Priority two: close the gap in outcomes for children, young people and families based on their localities
- Priority three: ensure that children and young people are well prepared to achieve in adulthood through high quality learning and development
- Priority four: improve the physical and emotional health and wellbeing from conception to birth and throughout life.

These priorities inform a detailed action plan to deliver service improvement and change, much of which will be delivered through our commissioning

role. This document complements the CYPP and the following strategies: Early Help, Corporate Parenting, Special Educational Needs and Disability, and Early Years and Education.

Links to our local strategies are provided in Appendix one.

Following a review, our Commissioning Team was restructured and given additional capacity to deliver commissioning support across our wide portfolio of education, health, social care and housing services.

Commissioning provides the means, through which the City Corporation can achieve its vision, to demonstrate its values and deliver to the priorities set out in the CYPP and other supporting strategies. We are committed to a continuous process of better understanding and identification of needs; better design and delivery of responses and services, and on-going evaluation and development of interventions. And children, young people and their families will be alongside us to ensure we do this at every stage.

Section 2: About the City

City of London Corporation

The City of London Corporation is a uniquely diverse organisation. We have a special role and wide remit that goes beyond that of an ordinary local authority.

The following three statements form the core values of the City of London Corporation as specified in the Corporate Plan. Our values inform the way we work, what we do and how we do it:

- **The best of the old with the best of the new**
Securing ambitious and innovative outcomes that make a difference to our communities whilst respecting and celebrating the City's traditions and uniqueness, and maintaining high ethical standards.
- **The right services at the right price**
Providing services in an efficient and sustainable manner that meet the needs of our varied communities, as established through dialogue and consultation.
- **Working in partnership**
Building strong and effective working relationships - both by acting in a joined-up and cohesive manner, and by developing external partnerships across the public, private and voluntary sectors - to achieve our shared objectives.

Many of the services provided by the City Corporation are funded from our own resources, at no cost to the public, and benefit London and the nation. More information is available on our website <http://www.cityoflondon.gov.uk>

Our governance approach in the City Corporation is equally unique. Our Members (Common Councillors and Aldermen) represent communities and businesses in the City of London, not political parties. Therefore, we have a pragmatic and dynamic approach to policy development and decision-making.

Close working relationships with the City's businesses have enabled us to develop effective and sustainable employment schemes. We will continue to work with businesses to see how they can be best involved in realising their corporate social commitments to their staff and our local communities.

The City Corporation has a stable workforce, and we have been financially prudent to ensure we can continue to sustain essential services to our most vulnerable communities.

We are continually striving to make our communities – young people, their families and wider networks – the heart of our commissioning and performance management approach. Across the City, we have an Asset Based Community Development approach which seeks to understand and harness the strengths of communities to lead us towards developing and delivering better services.

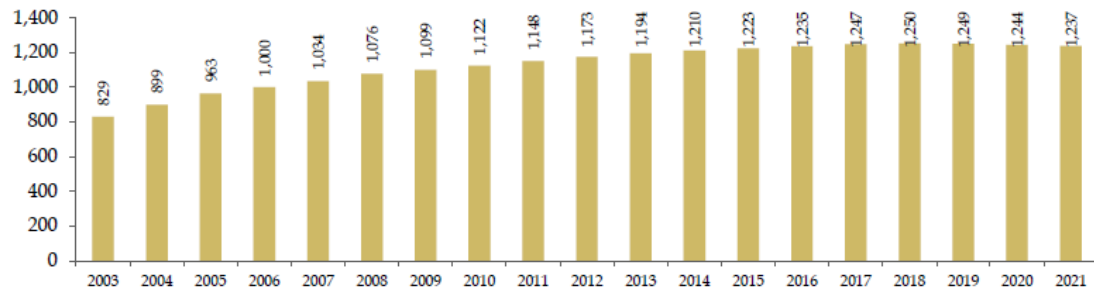
We work closely with community representative forums, including our youth forum, Children in Care Council, Young Mayor and Housing User Boards to design and develop our services. And we will develop 'young commissioner' roles with young people who have experience of, or interest in, our services.

Whilst residents in the City benefit from many of the wider services we are able to provide, many of our families are faced with the same challenges that exist across London.

City of London communities profile

The City of London is one square mile in size, with its resident population of 8,100 (mid- 2014 ONS estimate) found in densely populated pockets. GLA Population Projections forecast this to rise to 9,300 people by 2020. The resident population of City is dwarfed by its daytime working population, which has over fifty times as many people at 414,600.

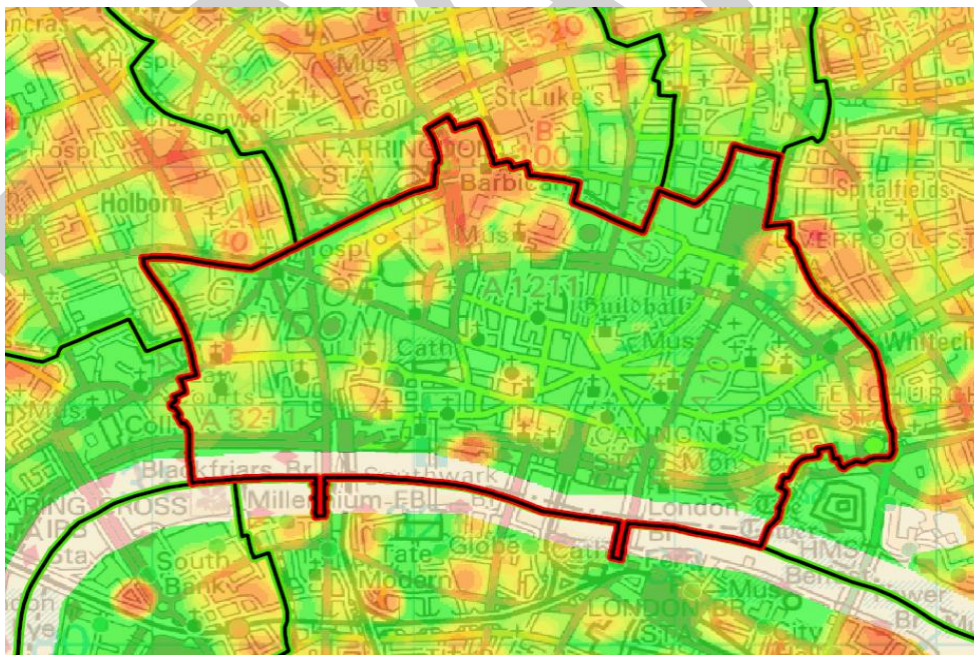
Population Projections 2003 to 2021 (0-17)



* © GLA 2010, 2009 Round Population Projections

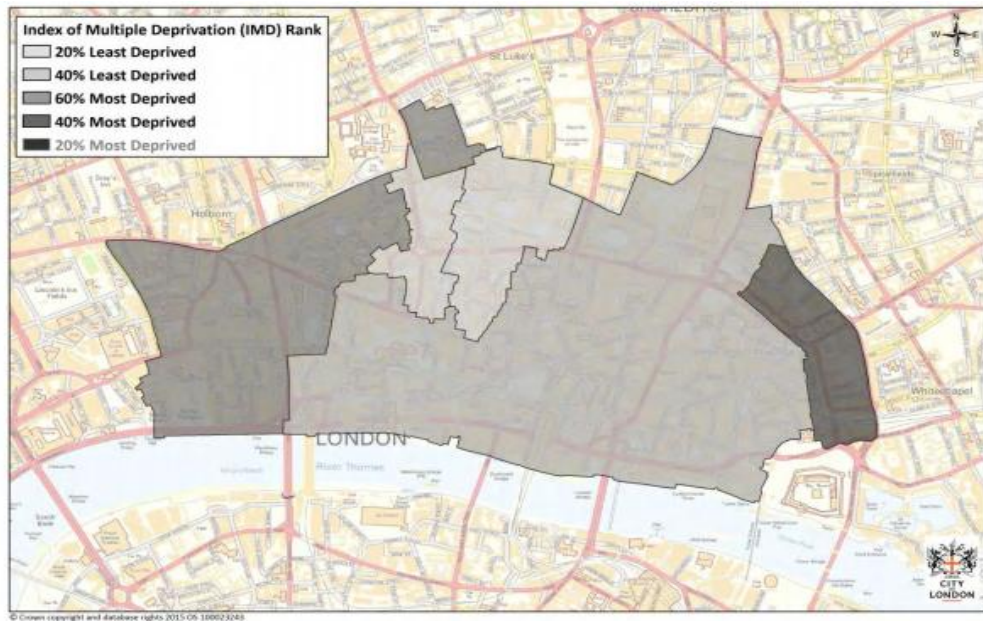
The largest ethnic group is White British at 58 per cent of the population. Asian/Asian British is the next most prominent ethnic group at 13 per cent of residents with Chinese (3.6 per cent), Bangladeshi (3.1 per cent) and Indian (2.9 per cent) being the most common constituent Asian groups. 49 per cent of children have English as an additional language. Nationally, this figure is 10 per cent*.

The City of London is easily accessible and well connected. The majority of our children and young people live close to our boundaries with the London Boroughs of Camden, Islington, Hackney and Tower Hamlets. Many of our current providers also deliver contracts in these areas. Map 1 represents the 'hotspots' where our residential housing is located across the City.



Map 1: Residential hotspots, City of London

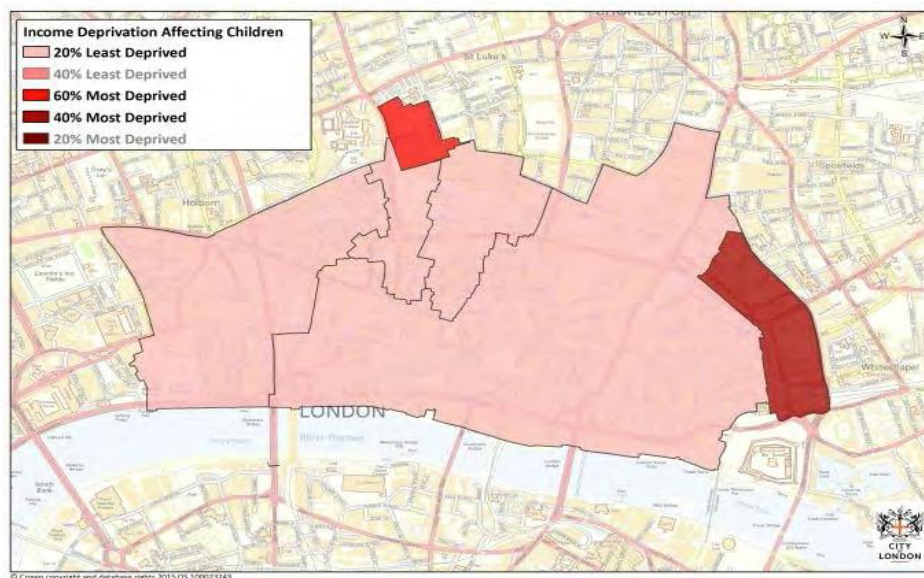
Whilst most of the City of London is relatively affluent, there are pockets of deprivation, as the index of multiple deprivation Map (2) demonstrates below.



Map2: Rank of IMD Quintile, City of London

In 2014, the City of London published its 'Child Poverty Needs Assessment'. Analysis using local data and intelligence identified that 21 per cent of City children were living in low income households (defined as living in a household with a low income supplemented by benefits), with 11 per cent in workless households.

Our Child Poverty Strategy describes our approach to tackling and reducing child poverty in the City, and identifies the scale of the issue. For example, Map 3 shows the deprivation rank of Income affecting children quintile.



Map 3: Rank of Income Affecting Children Quintile, City of London

We know that 19 per cent of City children live in a home with low income, supplemented by benefits. This compares to the national figure of 13 per cent*. 16 per cent of children are claiming free school meals, whilst the

national figure for children claiming Free School Meals is 15 per cent*. Our Child Poverty Strategy looks to address challenges faced by working poor families.

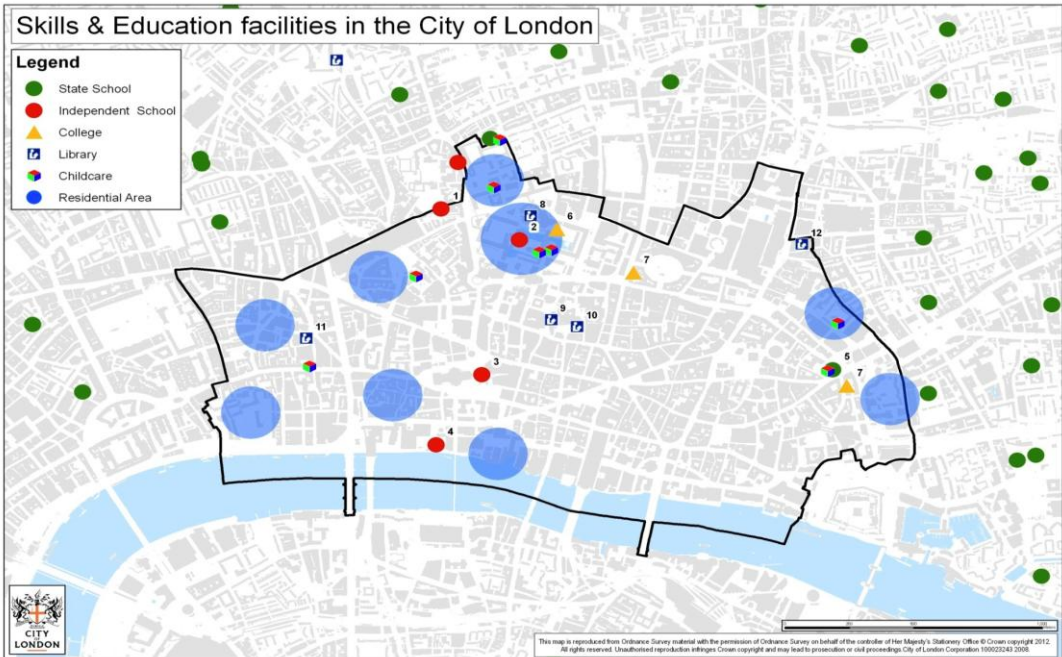
*Source: Poverty.co.uk

The Corporation's Joint Strategic Needs Assessment contains more information on the needs of our population, and can be found in Appendix 2.

Section 3: Children and Young People

We have small cohorts of children and young people who require statutory support services. But we also invest in universal and targeted youth services, sports and leisure, young people's health provision, family support services and education services. And we ensure we have well managed housing estates and safe streets. This means that every young person who lives in the City of London can get the best start in life and they, and their families, get the support they need when they need it.

Map 4 indicates the Corporation's skills and education facilities within the square mile. However, we are not limited by our geographic area. The Corporation sponsors a number of Academies and 11 housing estates in surrounding London Boroughs.

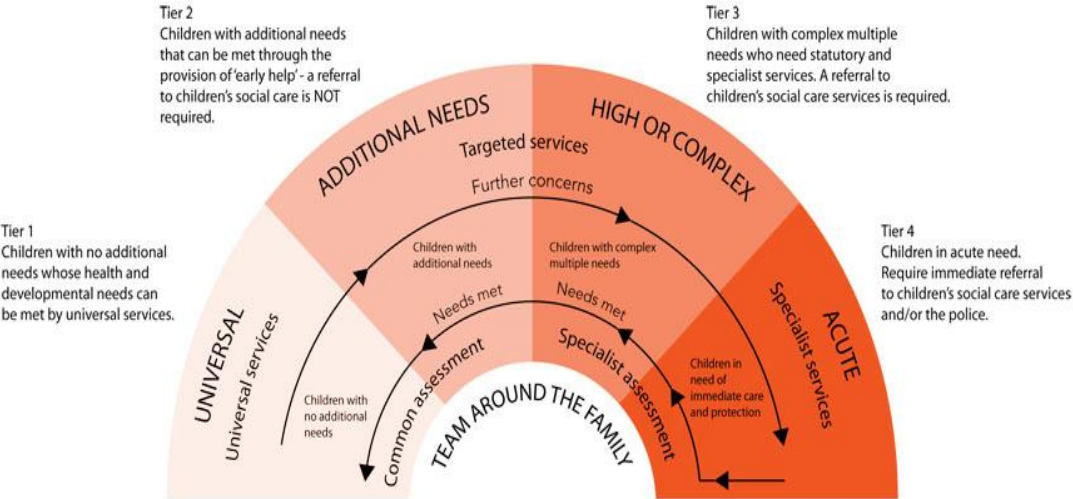


Map 4: Skills and Education facilities in the City of London

City of London Thresholds of Need

The City and Hackney Safeguarding Children Board has set out a Continuum of Needs model which ranges from children who have no additional needs (Universal) to those whose needs are acute (Targeted). This continuum is

supported by agencies offering a graduated range of support from universal to specialist services.



The City takes a multi-agency approach to common assessments involving all the professionals and agencies who work with the child and family. When referring children and young people in the City of London to early help and safeguarding services, a City of London Corporation Multi-Agency Referral Form (MARF) must be completed and submitted to the City Corporation's Children and Families Team.

Safeguarding

Section 11 of the Children Act 2004 places a duty on local authorities to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children.

A set of minimum standards for commissioning (Appendix 3) has been developed in order to provide clarity of our expectations. The City Corporation expects these minimum standards to be adhered to in all contracted services. Through our specifications, tendering, monitoring and Section 11 audits (audit of Safeguarding policies and protocols), we will ensure that all of our service providers have processes in place so that expected level of safeguarding is met.

The City and Hackney Children's Safeguarding Board oversees that our safeguarding practices meet the local and national requirements:

<http://www.chscb.org.uk/>

Looked After Children

The City of London's Sufficiency and Commissioning Strategy for Children in Care (Appendix 3) draws together the findings from research into the needs of children and young people in care in the City of London.

As most of the children who are looked after in the City of London are unaccompanied asylum seeking children, the vast majority of commissioning for looked after children is for fostering placements.

The City Corporation is committed to ensuring that every child that comes into our care, from any background, is provided with a secure and stable placement which is appropriate to meet their needs.

Section 4: Our commissioning approach

In the City of London, we have a combination of in-house, spot purchased and commissioned services. We are pragmatic to ensure that the processes we use best fit the scale of service required and do not discourage potential providers from wanting to work in partnership with us. Examples of our commissioned portfolio can be found on page 11.

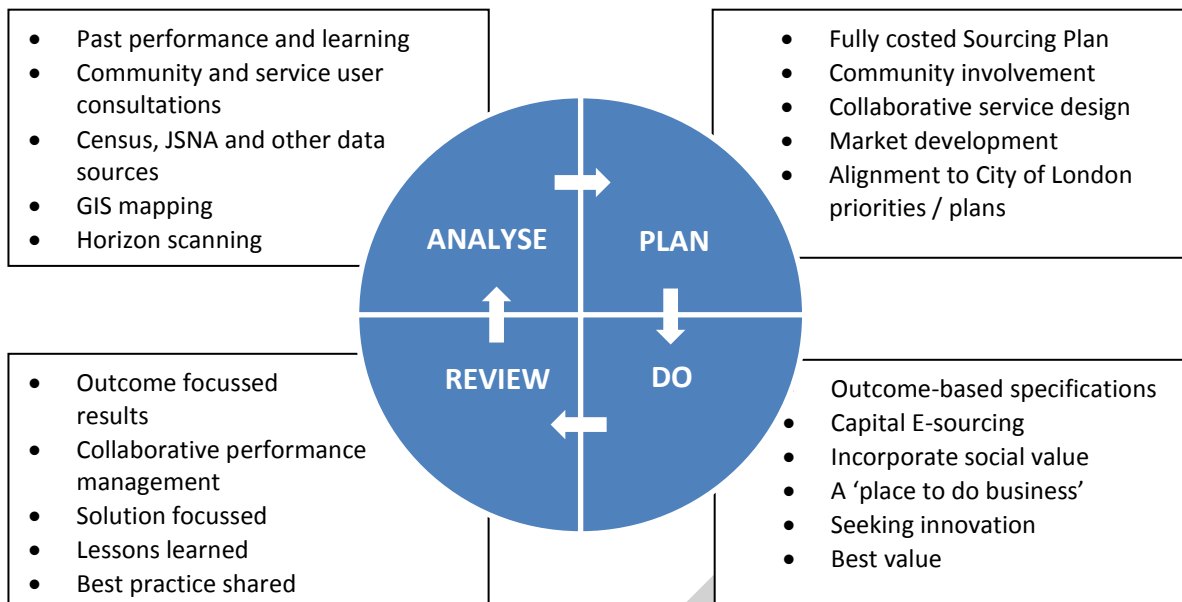
Tenders are advertised via Captial E-sourcing and, where appropriate, we undertake market involvement in the development of our service specifications.

Our evaluation panels include children and young people and/or their families and senior practitioners as well as commissioners.

Our commissioning approach is to:

- be collaborative
- be outcome-focussed
- encourage innovation
- have a strong focus on personalisation
- incorporate continuous improvement
- have our communities at the heart of all we do
- make the City of London a place where the voluntary sector, SMEs and social enterprises want to do business

Throughout the commissioning cycle, the activity we undertake alongside stakeholders (as described in the cycle chart below) will help us to develop and deliver services that meet the needs and aspirations of all our communities.



We incorporate the principles from National Audit Office's successful commissioning guide into our commissioning approach.

<https://www.nao.org.uk/successful-commissioning/>

We currently work in partnership with neighbouring London boroughs, through joint commissioning and shared service arrangements and we are contributory members on a range of London and national networks. Our learning from these arrangements and the wider national development will inform how we develop and improve our commissioning practice and service delivery.

Internally, our Community and Children's Services Commissioning Team works closely with all the other teams within the department to ensure we work in an inclusive and consistent way throughout the commissioning cycle. To support this ethos, a guide to commissioning and a commissioning training programme have been developed, in addition to this prospectus. The training programme is due to be rolled out to all Community and Children's Services staff throughout 2016.

An emphasis on continuous improvement will allow everyone within our service system – officers, providers and children, young people and their families – to learn and develop better services and responses to them. Our commissioning team have service level agreements with our in-house City Procurement service and legal services (Comptrollers and City Solicitors). This means that we can call on additional technical support to ensure that everything we do meets our local and national procurement codes and European procurement standards. The City of London Corporation's Responsible Procurement Strategy outlines the City Corporation's approach to procurement, and is available in Appendix 4.

The City Corporation has a strong record on personalisation. Our social workers and other officers work with families and their support networks to ensure that packages of care and support are individualised and relevant.

The [Public Sector Equality Duty](#) requires public authorities to have due regard to, and demonstrate compliance with, the three Equality Aims in the procurement process, namely;

- to eliminate discrimination, harassment and victimisation;
- advance equality of opportunity and
- foster good relations.

Public authorities cannot delegate their obligations under the general duty to any contractor. However, we will expect our all of our providers to demonstrate how they will ensure that the City Corporation meets these obligations; and how it ensures equality for all our communities within these nine 'protected characteristics' under the Public Sector Equality Duty:

- age
- disability
- gender reassignment
- race
- religion or belief
- sex
- sexual orientation
- marriage and civil partnership and
- pregnancy and maternity.

Performance Management

Our performance management approach is designed to be collaborative not adversarial. We want to ensure that the delivery models we agree with providers are effective and the outcomes are achieved. Specifications are developed to support an outcomes-based approach in our contract monitoring. In the monitoring of our commissioned services, we will use 'SMART' targets and evaluate the 'clients' journey in demonstrating the outcomes being achieved.

Providers can expect consistent relationships with a named City Corporation contract manager and lead practitioner. We will agree the frequency of performance management meetings and data returns to make them appropriate to the value and size of the contract.

As part of our relationship we expect providers to be proactive and inform commissioners when they are aware that delivery is not 'on track'. This will help us work closely together to understand what is being achieved and find solutions when things are not going as we planned.

Novation and De-commissioning

The length of contracts we award will be determined by the funding available and/or the potential longevity of need of a service.

We are committed to meeting the changing and evolving needs of our communities. Therefore, there will sometimes be the need to change or de-commission services. As part of our collaborative relationships, we will engage with providers as soon as we can so that they are part of agreeing the scope of novation or de-commission.

When poor performance is identified, we will follow our poor performance process to ascertain if issues can be resolved by providing additional support or if a service needs to be de-commissioned. In either outcome, we will conduct a 'lessons learned' exercise, as part of the poor performance process, with all the relevant stakeholders.

Our commissioned portfolio

The City Corporation currently commissions a range of services for children and young people delivered in partnership with providers:

In-House: These services are delivered directly by the City of London Corporation. Where appropriate, they work alongside other provision delivered by our external providers and the voluntary sector so that we deliver seamless services:

- Education welfare services
- Children and family support services
- Youth participation services
- Small grants scheme.

Consultancy: We outsource specialist consultants on a case-by-case basis:

- Educational psychologists
- Special Educational Needs support.

Spot purchased: We assess the needs of each young person and, where appropriate, their family to find and purchase the most appropriate placement or service. This includes ensuring that placements are safe and meet all the necessary quality standards:

- Fostering services
- Semi-independent accommodation and living support
- Mediation services

Joint Commissioned Service with another local authority: These services we have jointly commissioned with other local statutory partners – for example,

City and Hackney CCG, London Borough of Islington and London Borough of Hackney.

- School admission services
- Public health
- Mental health assessment and support services
- Access to children centres in neighbouring boroughs.

Commissioned Services: These services have been procured through a commissioning process which will have included some type of competitive tender. Contracts are up to five years in length with regular performance management with our partner provider:

- Adoption
- Out of hours social care services
- Independent visiting
- Independent travel
- Universal and targeted youth services
- Information, advice, guidance and support service
- Volunteering schemes
- Sports and leisure services
- Sports development
- Substance misuse services
- Youth offending services
- Appropriate adult services
- Information and IT systems.

Section 5: Our commitment to service provider partners

We believe that our size, stability and flexibility can create unique opportunities for our current and potential service providers to develop innovative services. We understand that sometimes providers may be wary of working with us. They have told us that it isn't economically viable or desirable to work with small cohorts of clients. We want to meet that challenge.

We will use collaborative tendering processes. Our service specifications will tell providers about our communities and the outcomes we have collectively agreed. But we will not prescribe the ways in which we think those outcomes should be met. Instead we will ask providers to suggest and justify why they have the best solutions. This way we can allow providers to be innovative and give the opportunity to develop their assumptions about outcome-based services and demonstrate best practice.

As part of the City and Hackney Safeguarding Children Board we work closely with local agencies to ensure robust safeguarding procedures and will be there to support providers immediately with safeguarding issues that arise.

Our social workers and other officers know the support needs and aspirations of each individual young person. This means we can offer our service

providers consistent dialogue through planning and delivery of care and support packages and services. We will be involved not just in the commissioning of support but in collaboratively working alongside providers, the young person and their family to agree how we best meet the agreed and desired outcomes. It really is a person-centred approach.

In short, we will develop a commissioning approach that makes us a more attractive proposition where voluntary sector organisations, small and medium sized business and enterprises (SMEs) and social enterprises will want to do business with us.

We will expect our providers to hold us to account that we are achieving these ambitions. We will hold an annual conference where all our providers will be invited to network, share best practice, feedback on their experiences of our collaboration and help our commissioners shape future delivery. And we will publish both our current contracts register and our Sourcing Plan (Appendix 5), which shows what commissioning activity we intend to undertake over the next three year period so that our provider market can plan ahead.

Our expertise and position in the City has enabled us to work in successful partnerships with a number of health, social care and housing commissioners in other London boroughs and health authorities. And we have experience of effective small scale, innovative services and framework development. We believe that this experience can enable us to offer services which might include commissioning and procurement on behalf of other commissioning authorities. We will develop options to deliver this proposition.

Appendices

Appendix 1 – STRATEGIC CONTEXT, LOCAL STRATEGIES

- City of London Corporate Plan
<http://www.cityoflondon.gov.uk/about-the-city/how-we-make-decisions/Pages/corporate-plans.aspx>
- The Department of Community and Children's Services Business Plan – Roadmap to Outstanding services (2016-17)
- City of London Corporation's Children and Young People's Plan (CYPP)
- Early Help, Corporate Parenting, Special Educational Needs and Disability, Early Years and Education
<http://www.cityoflondon.gov.uk/services/Pages/community-childrens-services.aspx>

Appendix 2 - CITY OF LONDON COMMUNITIES PROFILE

- City of London Resident Population, Deprivation Index 2015
<https://www.cityoflondon.gov.uk/services/environment-and-planning/planning/development-and-population-information/Pages/demography-and-housing.aspx>
- The City of London Corporation, Joint Strategic Needs Assessment

Appendix 3 - CHILDREN AND YOUNG PEOPLE

- City of London Corporation, Thresholds of Need
- City of London Corporation, Multi-Agency Referral Form
<http://www.cityoflondon.gov.uk/services/children-and-families/children-social-care-early-help/Pages/referrals.aspx>
- City of London, Minimum standards of commissioning
- The Sufficiency and Commissioning Strategy for Children in Care in the City of London (2015 to 2017)

Appendix 4 - OUR COMMISSIONING APPROACH

- City of London Corporation – Responsible Procurement Strategy (2016-2019)

Appendix 5 - OUR COMMITMENT TO SERVICE PROVIDER PARTNERS

- Department for Communities and Children's Services; Contracts register
- Department for Communities and Children's Services; Commissioning Team, Sourcing plan

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Committees:	Dated:
Community and Children's Services Committee – For Decision	09/09/2016
Projects Sub Committee – For Decision	11/10/2016
Subject: Heating and hot water equipment replacement – Golden Lane Estate	Public
Report of: Director of Community and Children's Services	For Decision
Summary	
Dashboard	
Project Status	Green
Projected timeline	<p>Basterfield House, Bayer House, Bowater House, Cuthbert Harrowing House, Great Arthur House, Hatfield House, Stanley Cohen House:</p> <ul style="list-style-type: none"> • August/September 2016 – finalise options with the Planning Section of the Department of the Built Environment • September/October 2016 – commence procurement • January 2017 – seek authority to commence works (Gateway 5). <p>Crescent House and Cullum Welch House:</p> <ul style="list-style-type: none"> • November/December 2016 – finalise options with the Planning Section of the Department of the Built Environment • December 2016/January 2017 – commence procurement • March/April 2017 – seek authority to commence works (Gateway 5).
Programme status	<p>Gateway 3/4 Options Appraisal Approved:</p> <ul style="list-style-type: none"> • Community and Children's Services Committee on 10/07/15 • Projects Sub Committee on 21/0715.
Expected total cost	£1,071,563–£1,279,688 (approved at Gateway 3/4)
Apportionment of the expected total cost across blocks	<p>Basterfield House, Bayer House, Bowater House, Cuthbert Harrowing House, Great Arthur House, Hatfield House, Stanley Cohen House: £745,407</p> <p>Crescent House and Cullum Welch House: £534,281</p>
Expenditure to date	£32,590 + VAT
Apportionment of expenditure to date across blocks	<p>Basterfield House, Bayer House, Bowater House, Cuthbert Harrowing House, Great Arthur House, Hatfield House, Stanley Cohen House: £18,983 + VAT on surveying and report.</p> <p>Crescent House and Cullum Welch House: £13,607+ VAT on surveying and report.</p>

Summary of Issue

The Gateway 3/4 report concerning the replacement of the heating and hot water equipment at Golden Lane Estate was approved by the Community and Children's Services Committee on 10 July 2015 and by the Projects Sub Committee on 21 July 2015.

Due to the listed status of Crescent House and Cullum Welch House, and the complexities around the planning arrangements, we are seeking approval to separate these two buildings into a separate project, so that we can progress the work to the remaining properties on the estate.

Risks

The current situation, with the requirement for more detailed flue design proposals at Crescent House and Cullum Welch House, is delaying the specification and tendering processes for the remaining properties on the Golden Lane Estate, and poses a further risk of additional costs associated with reactive replacements of any boilers that fail in the interim.

If viable options are not agreed for Crescent House and Cullum Welch House, it may result in having to submit a formal planning application, which could further impact project timescales.

Proposed Way Forward

To proceed with the specification and tendering process for all of the remaining properties on the estate, and to treat Crescent House and Cullum Welch House as a separate project while we explore solutions around the flue designs that will comply with planning and legislative requirements.

Financial Implications

Having reviewed the budgets previously agreed at Gateway 3/4 and apportioned them across the relevant blocks, we do not anticipate that there will be any requirement at this stage to seek authorisation for additional budget. For reference, the apportionments break down as follows (note that the Total Project Costs include the Consultancy Fees & Staff Costs as well as the Resources required to reach next Gateway):

	Total Project Costs	Consultancy Fees & Staff Costs	Resources Required to reach next Gateway
Crescent House	£370,549.39	£41,172.28	£10,713.80
Cullum Welch House	£163,731.12	£18,192.40	£4,734.01
<i>(Sub-total)</i>	<i>£534,280.51</i>	<i>£59,364.68</i>	<i>£15,447.81</i>
Hatfield House	£94,791.70	£10,532.44	£2,740.74
Cuthbert Harrowing House	£47,395.85	£5,266.22	£1,370.37
Basterfield House	£94,791.70	£10,532.44	£2,740.74
Bayer House	£60,321.99	£6,702.46	£1,744.11
Great Arthur House	£310,227.39	£34,469.82	£8,969.70
Bowater House	£60,321.99	£6,702.46	£1,744.11
Stanley Cohen House	£77,556.85	£8,617.45	£2,242.42
<i>(Sub-total)</i>	<i>£745,407.47</i>	<i>£82,823.29</i>	<i>£21,552.19</i>
Combined Total	£1,279,688	£142,188	£37,000

Recommendations

1. That approval is given to separate Crescent House and Cullum Welch House into a separate project, for which a separate Gateway 5 report will be submitted at a future date.
2. To note that the tendering and specification process for the remaining properties will proceed as planned and that a separate Gateway 5 report will be submitted accordingly.
3. That approval is given to split the approved Resources Required to Reach Next Gateway accordingly, as per the apportioned costs above (namely that £15,448 will be apportioned to Crescent House and Cullum Welch House and that £21,552 will be apportioned to the remaining blocks).

Main Report

1. Issue description	<p>Following approval of the Gateway 3/4 report, further discussions and site visits have taken place with City of London Planning Department to determine and finalise the appropriate approach for all properties on the estate.</p> <p>At present, the boilers at Basterfield House, Bayer House, Bowater House, Cuthbert Harrowing House, Great Arthur House, Hatfield House and Stanley Cohen House will be replaced with gas boilers, offering a replication of the existing provision, with an energy-efficient and known-cost solution.</p> <p>For two blocks, namely Crescent House and Cullum Welch House, ensuring compliance with existing safety legislation and planning requirements poses additional challenges in developing appropriate solutions around ventilation. As such, we are required to review the existing flue agreements and submit more detailed design options around ventilation for further discussion with colleagues in Planning.</p> <p>Once the viable options are agreed, a Heritage & Access Statement will be submitted which, if approved, may preclude the necessity of having to submit a formal planning application.</p> <p>The present situation means that we are unable to proceed with the specification and tendering process for the works to the remaining properties across the estate, which may result in further delays to the whole project as well as increased costs for reactive repairs or replacement as existing assets fail in the meantime.</p>
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	<p>Financial Implications</p> <p>While we do not at this stage anticipate any variance in the budgets previously approved, we do need to take into account the potential risks of reactive costs of boiler replacement across the estate if we do not proceed with works on the blocks for which we currently have approval.</p> <p>While there will be some delay with proceeding with the specification and tendering process at Crescent House and Cullum Welch House, progressing with the remaining blocks will ensure that we have a presence on site and we can assure residents that the works are proceeding in order to manage expectations.</p>
<p>2. Last approved limit</p>	<p>£1,071,563–£1,279,688 (approved estimate at Gateway 3/4)</p>
<p>3. Options</p>	<ul style="list-style-type: none"> • Option 1: No change to project approach. Increase project timescales to accommodate the additional time required to develop more detailed design options for Crescent House and Cullum Welch House, while absorbing the potential reactive repair costs in the interim. • Option 2: Establish a stand-alone project for heating and hot water replacement for Crescent House and Cullum Welch House, allowing the specification and procurement process to proceed with the remainder of the properties across the estate. <p>Option 2 is recommended.</p>

Appendices

<p>Appendix 1</p>	<p>Gateway 3/4 report approved 21/07/15</p>
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Contact

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Committees:	Dates:	Item no.
Community and Children's Services Committee Projects Sub	10/07/2015 21/07/2015	
Subject: Heating and hot water equipment replacement - Golden Lane Estate.	Gateway 3/4 Options Appraisal	Public
Report of: Director of Community & Children's Services		For Decision

Summary

Dashboard:

Project Status	Green
Projected Time Line	August 2015 – commence formal engagement with the Planning Section of the Department of the Built Environment. September/October 2015 – commence procurement. January 2016 – seek authority to commence works (Gateway 5) <i>N.B. – if Option 3 is selected, the procurement process may take longer and works may not start in March 2016.</i>
Programme status	Pending Approval of Gateway 3/4 Options Appraisal
Approved budget	£26,260 (+VAT) (approved spend to reach next Gateway) £9-12m (approved estimate at Gateway 2 – project scope was broader)
Latest estimated costs	£975,375 - £6,072,750 (dependent upon the option selected)
Expenditure to date	£32,590 + VAT on surveying and report (£6330 higher than approved budget following negotiation regarding the level of detail required.)

Current Situation:

The Golden Lane Estate is listed, the majority at Grade II and Crescent House at Grade II*. There are 560 properties on the Golden Lane Estate. At present there are 290 properties that are rented to tenants by the City of London. All of the tenanted properties have individual gas boilers within the property. The driver for this project was the fact that 200 boilers within these properties are at the end of their expected service life and are being replaced reactively when they fail, at higher cost than a planned project. Where boilers are required to be replaced, modern flues and outlet pipes which extend further from opening windows must be installed. As outlined in greater detail below, for two blocks, this poses a challenge to meet the requirements of this safety legislation and the aesthetic preservation in accordance with the listing. The option of a communal heating system was assessed as part of this project as a potential solution to this problem.

Resources Expended:

Since the previous gateway, the feasibility report has been undertaken. The resources expended have been for the cost of the surveying work and report: £32,590 + VAT.

Scope of the project:

The previous Gateway report outlined three options for heating and hot water supply with two sub-options regarding the building fabric. Based on the results of the feasibility study,

the heating and hot water supply project will proceed independently, meaning sub-option 'b' applies:

b. Replacing windows, repairing/replacing roofs and consideration of other building fabric sustainability improvements (for example, internal wall insulation) as part of separate projects.

The advice received in the report confirmed the challenge of procuring contractors who would specialise in all aspects of the work, meaning economies of scale may not be achieved by combining the works. The heating and hot water options are now the sole focus of this report and ongoing project. The windows project, which includes insulation options, is proceeding concurrently. The works stages of the projects will be scheduled appropriately to avoid clashes.

Overview of Options

There are three main options for the provision of heating and hot water to the tenanted properties on the estate:

Option 1 –the replacement of existing gas-powered individual boilers to tenanted flats. These offer the most energy efficient individual solution with the lowest-risk outlay cost, as the parameters of such works are well known. The issue that would need to be overcome would be agreeing an approach regarding the placement of flues/outlet pipes with the Planning Department in two of the nine blocks, to meet both the statutory requirement for the safe operation of boilers, and compliance with the Listed Building Management Guidelines to preserve the appearance and character of the estate.

Option 2 – the replacement of existing gas-powered boilers as per Option 1, and where it is not possible to agree an approach to flues/outlet pipes in some properties within Crescent and Cullum Welch Houses, working with Planning to develop a local solution to remove the issue. In the two blocks, there are 115 tenanted properties, of which an estimated 56 may not be possible to agree a flue/outlet pipe route. Where this is the case, the option will be to either install a communal boiler in the basement of the block (where pipework may be run through existing service routes), or install individual electric-powered boilers in resident's homes, as electric boilers do not require flues. (Option 2 has been varied slightly from the second option outlined in the previous Gateway report; it was previously the replacement of all gas boilers with electric boilers.)

Option 3 – installing a communal heating and hot water system to the entire estate. This was posed as a potential solution to the problem of flue/outlet pipe locations. A communal solution could be a supply from an external source such as Bunhill Fields or Citigen, the installation of communal boilers or Combined Heat and Power (CHP) plant on the estate or a combination of these options. Communal heating options offer the benefits of an energy efficient solution; however, there will be substantial challenges in designing, establishing and installing an estate-wide pipe network with the associated physical difficulties of the fact that previous pipe routes are unusable and the regulatory challenges of agreeing substantive changes to the building fabric with the Planning Department. A further alteration would be moving from individual systems to compelling tenants to connect to a communal system, with the potential for challenge. The department would also have the new responsibility for billing residents for usage, with associated resource requirements and administrative costs.

Table with financial implications

Description	Option 1	Option 2	Option 3
Works Cost	£600,000 (boilers)	£337,500 (gas boilers) £315,000-£500,000 (for electric boilers or communal boiler with Heat Interface Units (HIUs) and pipework)	£1,545,561 - £5,398,000 For pipework, Heat Interface Units (HIUs) and connection to a heat supply.
Potential Cost (included in total)	Up to £267,000 (cold water booster pumps)	Up to £300,000 (cold water booster pumps/electrical mains)	
Fees & Staff Costs	£75,000 - £108,375	£119,063 - £142,188	£193,195 - £674,750
Total	£675,000 - £975,375	£1,071,563- £1,279,688	£1,738,756- £6,072,750
Funding Strategy			
Source	Housing Revenue Account (HRA)	Housing Revenue Account (HRA)	Housing Revenue Account (HRA) + Service Charge recovery from leaseholders, where applicable.

N.B. The financial information within this report has been drawn from 3 sources. The department's knowledge of gas boiler replacements on the estate, the report provided by the specialist consultants Parsons Brinckerhoff (commissioned to study the estate), and a quote from one of the commercial providers of district heating.

Procurement Approach

The procurement approach is variable dependent upon the option selected. For Options 1 and 2, an open tender process would be carried out, advertised via the City's online Portal. Should Option 3 be selected, the tender process would be further explored with the City's Procurement team, owing to the fact there are a smaller number of specialist suppliers.

The proposed way forward and summary of the recommended option

Option 2 is recommended. This is because the majority of boilers will be replaced with gas boilers, offering a replication of the existing provision for the majority, with an energy-efficient and known-cost solution. Further discussions will be undertaken with planning to determine and finalise the appropriate approach for all properties in Crescent House and Cullum Welch House. This option was the professionally recommended approach detailed by Parsons Brinckerhoff in the report they provided for the City.

Should further exploration with Planning pose further variations to the project approach for Crescent House and Cullum Welch House, we propose to return to Committee to seek further approval before proceeding with works to these blocks.

Recommendations

- That approval is given for £6,330 for the report and recommendations (retrospectively).
- That approval is given to proceed with Option 2.
- That approval is given of the current budget estimate of £1,035,000 - £1,243,000.

Options Appraisal Matrix

See attached.

Contact

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Options Appraisal Matrix

	Option 1 – gas boilers	Option 2 – variance for two blocks	Option 3 – communal heating
1. Brief description	Replace all individual gas boilers that are more than 15 years old in tenanted dwellings. This will involve agreeing an approach with the Planning Department regarding the flues and outlet pipes at some blocks.	Replace all individual boilers that are more than 15 years old in tenanted dwellings. Install new gas boilers where possible, as per Option 1. Where no approach can be agreed regarding the flues and outlet pipes for gas boilers install a local communal boiler or individual electric boilers to those blocks. This approach was recommended by Parsons Brinckerhoff, the consultants commissioned to study the Golden Lane Estate.	Installation of a communal heating system. This could be a supply from an external source such as Bunhill Fields or Citigen, the installation of communal boilers or a Combined Heat and Power (CHP) plant on the estate or a combination of these options.
Page 79 Scope and exclusions	Scope: All tenanted residential properties at the Golden Lane Estate. Exclusions: Leasehold properties. (However, the agreed solution regarding flues/outlet pipes would be available to all leaseholders when they wish to replace their boilers.)	Scope: All tenanted residential properties at the Golden Lane Estate. Exclusions: Leasehold properties. (However, the agreed solution regarding flues/outlet pipes would be available to all leaseholders when they wish to replace their boilers.)	Scope: All tenanted residential properties, and subject to agreement, those non-residential properties that are supplied by the existing communal boiler at the Golden Lane Estate. Potential Scope: Leaseholders would be offered the opportunity to connect to the system, but may not be compelled.
Project Planning			
3. Programme and key dates	August 2015 – commence formal engagement with the Planning Section of the Department of the Built Environment. September/October 2015 – commence procurement. January 2016 – seek authority to commence works (Gateway 5) <i>N.B. – if Option 3 is selected, the procurement process may take longer, delaying Gateway 5.</i>		
4. Risk implications	Low <ul style="list-style-type: none"> An approach cannot be agreed with Planning regarding some boiler flues and outlet pipes meaning Option 1 cannot be fully 	Medium <ul style="list-style-type: none"> An approach cannot be agreed with Planning regarding all gas boiler flues and outlet pipes. The electric mains to the building 	High <ul style="list-style-type: none"> Expense is incurred proceeding with the option of a communal/district heating network and following structural survey or

	<i>Option 1 – gas boilers</i>	<i>Option 2 – variance for two blocks</i>	<i>Option 3 – communal heating</i>
	<p>completed. To date, Crescent and Cullum Welch Houses have been identified as the most challenging blocks to deliver a safe and aesthetically appropriate option to all flats.</p> <ul style="list-style-type: none"> • Potential additional cost for cold water booster pumps which may be required to some blocks as modern ‘combination’ boilers draw immediately from the water supply rather than tanks. 	<p>are known to require some additional work. This work may be required in advance of the installation of the electric boilers, owing to demand. If so, there will be some additional cost.</p> <ul style="list-style-type: none"> • Residents object to the removal of gas boilers and a replacement communal or electric system, for example, concerns regarding more expensive operating costs. • Potential additional cost for cold water booster pumps which may be required to some blocks as combination boilers draw immediately from the water supply rather than tanks. 	<p>discussions with Planning, it is confirmed that a route cannot be achieved to all blocks meaning the approach is reduced or abandoned. Expense would be incurred upon the ring-fenced Housing Revenue Account.</p> <ul style="list-style-type: none"> • If it is only possible to achieve a pipework route to some blocks there are the dual implications that the cost/benefit viability is reduced and there is a future service requirement of multiple types of equipment on the estate. • Major works such as these will take a significant period of time to plan and implement during which existing gas boilers will continue to fail and require replacement leading to duplicate cost. • Tenants object to the compulsion to connect to a communal heating system. • Residents object to the pipework routing and the change to the visual appearance of the estate and therefore raise objections to the Listed Building Consent applications. • Properties will continue to be sold under Right to Buy (RTB) lowering the viability of a communal system.
5. Benefits and disbenefits	<p>Benefits:</p> <ul style="list-style-type: none"> • Residents keep the same service as they currently have. • Good levels of energy efficiency. 	<p>Benefits:</p> <ul style="list-style-type: none"> • As per Option 1, where gas boilers are acceptable, they are replaced, meaning the majority of 	<p>Benefits:</p> <ul style="list-style-type: none"> • A new communal system would offer a solution to the planning concern regarding individual flues

	Option 1 – gas boilers	Option 2 – variance for two blocks	Option 3 – communal heating
	<ul style="list-style-type: none"> Individual systems which allow residents to remain independent. Replacing traditional system boilers with ‘combi’ boilers will enable the removal of hot water storage tanks which releases space for resident storage. <p>Disbenefits:</p> <ul style="list-style-type: none"> The required layout of flues and outlet pipes, to ensure safe operation of gas boilers may not be acceptable to Planning for all blocks. 	<p>residents keep the same service.</p> <ul style="list-style-type: none"> Where gas boilers are unacceptable, a viable alternative is provided. Good levels of energy efficiency are achieved by individual gas boilers/a communal boiler. The majority, if not all, are individual systems which allow residents to remain independent Replacing traditional system boilers with ‘combi’ boilers will enable the removal of hot water storage tanks which releases space for resident storage. <p>Disbenefits</p> <ul style="list-style-type: none"> Establishing a communal heating plant for two blocks requires more major works and disturbance for residents. Electric boilers have lower levels of energy efficiency and they are more expensive for residents to run. The installation of electrical boilers will be kept to a minimum. The electrical mains within the building may need to be upgraded to accommodate the additional demand. 	<p>and outlet pipework.</p> <ul style="list-style-type: none"> The environmental impact is lower through a communal system. <p>Disbenefits: There are significant challenges in installing a distribution network owing to the decay of previous routes and respecting the limit of changes that may be made to listed buildings.</p> <ul style="list-style-type: none"> Practical – much of the previous pipework routing is now either capped, unusable or failed, this is due to corroded pipes that were concreted in when they were installed, and the work taken to decommission the system in the 1990s. Therefore new pipes and routes are required. Planning – gaining Listed Building Consent would be challenging for major changes to the appearance of the building in both internal and external areas of the blocks. Legal – leaseholders could regard the works as unnecessary and are damaging property. Tenants may also object to the change of service. Financial – Option 3 has the least known costs. One provider of district heating supply has provided indicative costs, subject to survey (this uncertainty has been factored in to the cost range indicated).

	Option 1 – gas boilers	Option 2 – variance for two blocks	Option 3 – communal heating
6. Stakeholders and consultees	Members, Ward Members, Residents. Departments of Town Clerk's, City Surveyor's and Chamberlain's including CLPS. The Planning team within the Department of the Built Environment will be a key consultee; they may in turn consult with English Heritage and other organisations as required.	Members, Ward Members, Residents. Departments of Built Environment, Town Clerk's, City Surveyor's and Chamberlain's including CLPS. The Planning team within the Department of the Built Environment will be a key consultee; they may in turn consult with English Heritage and other organisations as required.	In addition to the consultees in Options 1 and 2, leaseholders would also be formally consulted via Section 20 regulations should they stand to incur cost.
Resource Implications			
7. Total Estimated cost	£675,000 - £975,375	£1,035,000- £1,243,000	£1,738,756- £6,072,750
Page 82	<p>The financial information within this report has been drawn from 3 sources. The department's knowledge of gas boiler replacements on the estate, the report provided by the specialist consultants commissioned to study the estate, and a quote from one of the commercial providers of district heating.</p> <p>There is a wide range in the costs for Option 3, the lowest cost estimate is that provided by a commercial provider of district heating – subject to survey, the highest cost estimate is drawn from the report provided by the specialist consultants following their survey.</p>		
8. Funding strategy	<p>Housing Revenue Account (HRA)</p> <p>External funding options for energy efficiency improvements will be explored – for example, 'ECO' or the GLA's 'Re:New' scheme.</p> <p>The works solely apply to tenants homes; therefore there is no financial recovery from leaseholders.</p>	<p>Housing Revenue Account (HRA)</p> <p>External funding options for energy efficiency improvements will be explored – for example, 'ECO' or the GLA's 'Re:New' scheme.</p> <p>The works solely apply to tenants homes; therefore there is no financial recovery from leaseholders.</p>	<p>Housing Revenue Account (HRA)</p> <p>Service Charge Contributions from leaseholders, where applicable.</p> <p>External funding options for energy efficiency improvements will be explored – for example, 'ECO' or the GLA's 'Re:New' scheme.</p> <p>The works solely apply to tenants homes, therefore there is no financial recovery from leaseholders. However, should leaseholders elect to opt-in to a communal system, they would be charged for connection. There is no guarantee that any leaseholders would wish to connect, as such, this is not</p>

	<i>Option 1 – gas boilers</i>	<i>Option 2 – variance for two blocks</i>	<i>Option 3 – communal heating</i>
			factored into the economic modelling of this project.
9. Estimated capital value/return	N/A.		
10. Ongoing revenue implications	<p>As per existing equipment - circa £50 per gas boiler for the annual 'CP12' safety check by a qualified Gas Safe Engineer.</p> <p>Operating costs are the sole responsibility of the resident.</p>	<p>Reduction up to £2800 (maximum) per annum compared to the existing CP12 requirement – as either only one communal boiler will be serviced or 56 electric boilers will be installed which do not require the annual 'CP12' safety check by a qualified Gas Safe Engineer.</p> <p>Electric boilers would be checked as part of the 5-yearly electrical testing, circa £40 per flat. (Existing service, no additional cost.)</p> <p>Operating costs are the sole responsibility of the resident. The department will work closely with residents if there is to be a change of service to ensure the operating costs are minimised.</p> <p>Should the resident have a gas cooker, the annual 'CP12' safety check by a qualified Gas Safe Engineer will still be required.</p>	<p>The rate at which heating and hot water provision is made to the Golden Lane Estate would be variable dependent upon the contract with the supplier of the communal system. The operating costs for the system would be funded by the City of London Corporation and residents would be billed individually for their energy usage. The billing administration is not currently a City of London liability, so undertaking this work would be a new cost and resource requirement.</p> <p>N.B. residents would no longer have the option of switching utility suppliers to achieve a better deal, meaning the department could be subject to challenge if heat supply costs rise above a resident's previous spend their heating and hot water provision.</p> <p>Should the resident have a gas cooker, the annual 'CP12' safety check by a qualified Gas Safe Engineer will still be required.</p>
11. Investment appraisal	<p>The works are a necessary replacement of existing facilities. The works to each flat would be considered minor in nature.</p> <p>Costs can be stated with a good level of certainty owing to the fact works of this type are frequently carried out both as</p>	<p>The works are a necessary replacement of existing facilities. The works to each flat would be considered relatively minor in nature, dependent upon the variation in Crescent House and Cullum Welch House.</p>	<p>The installation of a new communal facility and estate-wide pipework on a listed estate will take a significant period of time, during which gas boilers will continue to be replaced which causes a duplicate cost. Owing to the reactive</p>

	Option 1 – gas boilers	Option 2 – variance for two blocks	Option 3 – communal heating
	<p>planned projects and reactive repairs.</p> <p>Service Life: A gas boiler has a service life of 15-20 years, so a similar project will be required in 2030-2035, however, the number of properties that require the works will decrease as Right to Buy sales are completed.</p>	<p>Costs can be stated with relative certainty owing to the fact the majority of the types of works have previously been carried out.</p> <p>Service Life: Gas boilers as per Option 1. Communal gas boilers have a service life of 20-25 years. Electric boilers have a 15-20 year service life.</p>	<p>nature of boiler failure, and the immediate need for heating and hot water, replacing failed boilers cannot be put on hold.</p> <p>There is a likelihood of variation in the cost estimates, as these have been based upon visual appraisal and desktop feasibility assessment rather than detailed structural survey and analysis.</p> <p>Service Life: The length of contract for district heating supply will be negotiated. Pipework has a service life of 40 years and Heat Interface Units (HIUs) – where the communal system is connected to the property and metered – have a service life of 15 years.</p>
<p>Page 84</p> <p>8. Affordability</p>	<p>Individual gas boilers offer the least expensive installation option and the least expensive running costs of the individual systems.</p>	<p>Individual gas boilers offer the least expensive installation option and the least expensive running costs of the individual systems. Wherever possible, individual gas boilers will be installed.</p> <p>Installing a localised communal gas boiler would have higher installation costs, but lower running costs for residents.</p> <p>Installing electric boilers is a low costs option, however, they have higher operating costs. Therefore, considering concerns about fuel poverty, the installation of electric boilers will be kept to a minimum to offer the best service for residents. The greater operating expense of electric boilers will be a relevant factor when addressing the situation with</p>	<p>Installing a communal heating system has the greatest cost uncertainty. One of the factors of the project was establishing whether re-instating the system would be readily feasible. The initial survey has identified a high level of unusable pipework routes, in particular, where the pipework used to run from the basements of the blocks through the service risers in between flats. These routes were set in concrete, and were blocked when the system was decommissioned. As these are no longer serviceable, if a communal heating option is selected, further structural survey work must be undertaken, and further work with the Planning team, to determine appropriate and feasible alternative routes. These may be as visible as flues/outlet pipes</p>

	<i>Option 1 – gas boilers</i>	<i>Option 2 – variance for two blocks</i>	<i>Option 3 – communal heating</i>
		Planning.	currently are, meaning district heating does not offer a solution to the aesthetic issue.
13. Procurement strategy	Open tender process via the Portal.	Open tender process via the Portal.	Tailored procurement process, in conjunction with City Procurement, to ensure value can be achieved from specialist suppliers.
14. Legal implications	There are currently inter-related legal implications of breaches of safety and breaches to planning consent regarding the existing gas-fired boilers in Crescent House and Cullum Welch House. The project will resolve these issues and secure a solution for future installations.	As Option 1. Should a communal boiler be installed to two blocks, contracts would need to be agreed with suppliers of district heating and hot water and/or suppliers of utilities to power such a boiler.	Contracts would need to be agreed with suppliers of district heating and hot water and/or suppliers of utilities to power a communal system.
15. 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.		
16. Traffic implications	N/A.		
17. Sustainability and energy implications	Gas boilers offer the most energy efficient individual supply of heating and hot water. Estimated CO2 emissions: 924 tonnes/year.	A communal gas boiler would offer a more efficient source of heating and hot water supply than individual gas boilers. Electric boilers offer the least energy efficient individual supply of heating and hot water. As such, the intention is to install individual gas boilers wherever possible, following which, a communal boiler for the two blocks will be explored fully prior to any decision being taken regarding electric boilers. Estimated CO2 emissions: 1000+ tonnes/year (owing to the potential	Communal heating is the most energy efficient source of heating and hot water supply. Connection to the Citigen CHP system supports the City's sustainability and planning policies. It supports the Government's national target to increase homes supplied by communal heating from 2% to 14% and the Mayor's targets for carbon reduction and CHP set out in the 'London Plan'. Estimated CO2 emissions: 441 tonnes/year.

	<i>Option 1 – gas boilers</i>	<i>Option 2 – variance for two blocks</i>	<i>Option 3 – communal heating</i>					
		variations within this option.)						
18. IS implications	N/A.							
19. Equality Impact Assessment	The City of London Corporation has a duty of care towards residents, particularly those who are vulnerable such as the elderly and those with children. This project will assist in combating fuel poverty by providing modern, more efficient equipment to enable them to keep their homes warm.							
20. Recommendation	Not recommended	Recommended	Not recommended					
21. Next Gateway	Gateway 5 - Authority to Start Work	Gateway 5 - Authority to Start Work	Gateway 5 - Authority to Start Work					
22. Resource requirements to reach next Gateway Page 86								
	Item	Reason	Cost (£)	Funding Source	Item	Reason	Cost (£)	Funding Source
	Staff time	Working with Planning to agree the approach.	£4000	Local Risk	Staff time	Working with Planning to agree the approach.	£4000	Local Risk
	Consultancy	Detailed assessment of water pressure, gas pressure, electricity supply. Design and specification of the requirements.	£30,000	HRA - Capital	Structural Assessment	To assess pipe routes.	£25,000 - £30,000	HRA - Capital
	Staff time	Procurement process.	£3000	Local Risk	Consultancy	Detailed design.	£5,000	HRA - Capital
					Staff Time	Procurement process	£6000	Local Risk

Committee(s)	Dated:
Community and Children’s Services	9 September 2016
Subject: Social Wellbeing Commission	Public
Report of: Director of Community and Children’s Services	For Decision
Report author: Adam Johnstone, Strategy Officer, Community and Children’s Services	

Summary

The City of London Corporation has identified the reduction of social isolation and loneliness as a strategic priority. Research from Goldsmiths University has provided valuable insights into social isolation within the City of London and has also suggested areas where extra investigation could prove beneficial.

It is proposed that a Social Wellbeing Commission should be established to investigate these areas further, hearing evidence from a range of expert witnesses including residents, academics, other local authorities and the voluntary sector. The evidence heard will be used to refine the City Corporation’s Social Wellbeing Strategy and to produce guidance which can be shared with other commissioning authorities as well as informing the national policy debate.

Recommendation(s)

Members are asked to:

- Approve the establishment of a Social Wellbeing Commission.

Main Report

Background

1. The City of London Corporation and Healthwatch hosted a series of ‘Ageing Well in the City’ workshops in 2014. A common theme raised during the events was the need to do more to tackle social isolation and loneliness.
2. Tackling social isolation has subsequently been identified as a priority in the City Corporation’s Joint Health and Wellbeing Strategy, in the Mental Health Strategy and by the Adult Advisory Group.
3. The City Corporation commissioned Dr Roger Green of Goldsmiths University to carry out community ethnographic research into social isolation in the City. In July 2016, this Committee received a presentation on his research, *The Voices of Older People: Exploring Social Isolation and Loneliness in the City of London*.

This research provided valuable insights into social isolation in the City of London and also suggested areas where extra investigation could prove beneficial.

Current Position

4. Officers have been developing a Social Wellbeing Strategy to take forward this work and to start to address the social isolation issues faced by residents. A public consultation is currently being held on the proposals.

Social Wellbeing Commission

5. It is proposed that a Social Wellbeing Commission should be established to examine the issues, themes and suggested approaches that have emerged from the research and engagement undertaken to date, focusing on areas that are especially relevant to reducing social isolation in the City of London.
6. The Commission would hear evidence and explore the relevant issues in detail. It would make policy recommendations for local, regional and national audiences and propose specific actions to be taken by the City Corporation as part of its Social Wellbeing Strategy and Action Plan.
7. The areas examined by the Commission would be themed around the needs of specific groups. The Commission would also consider opportunities and approaches that have the potential to significantly reduce social isolation. Officers would propose a long list of potential issues, themes and suggested approaches to the Chairman of the Commission who would agree the final programme.
8. The Commission would be chaired by the Community and Children's Services (CCS) Grand Committee Chairman (or his/her representative). It would include three elected Members (one Alderman and two Common Councilmen), the DCCS Director, the Health and Wellbeing Board Chairman (or his/her representative), the Director of Public Health and one City and Hackney Safeguarding Adults Board representative. Any additional members identified (from specialist or national bodies, for instance) would be proposed to the Chairman for approval. DCCS would provide policy support and act as the secretariat of the Commission.
9. The Commission would convene evidence sessions, hearing from expert witnesses from other local authorities, innovative projects working in the field and national charities. The sessions would seek to learn from best practice and establish recommendations for reducing social isolation both in the City of London and in a national context.
10. A series of public workshops with City residents would also be held, to explore their views, experiences and ideas for change in each area of focus. A member of the Commission would attend each public workshop and a report capturing the output of the workshop would be presented to the Commission as part of the evidence sessions.

11. The evidence sessions and public workshops would be held between November 2016 and January 2017. The Commission's final report would be published in spring 2017.

12. The Commission would produce:

- a Social Wellbeing Report, with a chapter on each of the chosen areas of focus
- recommended actions for the City of London Corporation's Social Wellbeing Strategy, refining and adapting its approach
- guidance in a pan-London context, to be shared with other commissioning authorities and informing the national policy debate on social isolation
- policy recommendations for local, regional and national audiences.

13. The Commission may identify additional outputs or events during the course of its work. These would be proposed to the Chairman for approval.

Corporate & Strategic Implications

14. The second priority in the CCS Business Plan 2015–17 is to promote health and wellbeing so that people in the City feel safe, are socially connected and supported, and feel a sense of pride and satisfaction in where they live and in their community. Reducing social isolation and loneliness supports this objective.

Conclusion

15. Reducing social isolation and loneliness has been identified as an important way to improve the health and wellbeing of City residents. A Social Wellbeing Commission, tasked with investigating issues of particular relevance to reducing social isolation in the City of London, would make an important contribution towards this.

Appendices

- Appendix 1 – Social Wellbeing Commission Diagram

Adam Johnstone

Strategy Officer, Housing and Adult Social Care

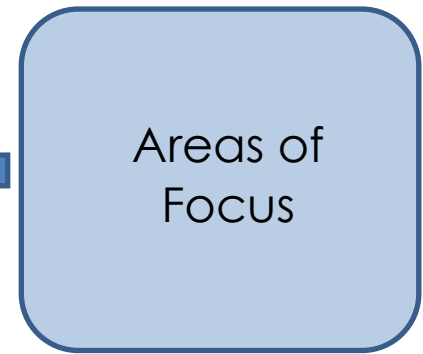
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- Commission Chairman
- 1 x CCS Chairman (or his/her representative)
- 3 x Elected Members – One Alderman and two Common Councilmen
- 1 x DCCS Director
- 1 x HWBB Chairman (or his/her representative)
- 1 x Director of Public Health
- 1 x CHSAB representative



- Health Issues
- LGBT older people
- BAME older people
- Parents' Issues
- Faith Groups
- New Technology
- Asset Based Community Development
- Relationships



Outputs

- A report with a chapter on each area of focus
- Input into the City Corporation's Social Wellbeing Strategy
- Guidance aimed at other commissioning authorities and at informing the national policy conversation
- Policy recommendations for local, regional and national audiences

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