



## Community & Children's Services Committee

**Date:** FRIDAY, 18 NOVEMBER 2016  
**Time:** 11.30 am  
**Venue:** COMMITTEE ROOMS, WEST WING, GUILDHALL

**Members:**

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

**Co-opted Members:** Laura Jørgensen

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

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

N.B. Part of this meeting may be 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 - 6)
4. **THE CITY & HACKNEY SAFEGUARDING ADULTS BOARD'S ANNUAL REPORT FOR 2015/16**  
Presented by Dr Adi Cooper, Independent Chair of the CHSAB and Paul Griffiths, CHSAB Manager.  

*The full report has been sent via email to Members and can also be found at this link:*  
<http://hackney.gov.uk/media/7875/City-and-Hackney-Safeguarding-Adults-Board-annual-report-2015-16/pdf/CHASB-annual-report-2015-16>

**For Information**  
(Pages 7 - 14)
5. **HOMELESSNESS REDUCTION BILL**  
Report of the Remembrancer.  

**For Information**  
(Pages 15 - 18)
6. **COMMUNITY AND CHILDREN'S SERVICES BUSINESS PLAN: QUARTER 2 UPDATE**  
Report of the Director of Community and Children's Services.  

**For Information**  
(Pages 19 - 54)
7. **APPRENTICES UPDATE**  
Report of the Director of Community and Children's Services.  

**For Decision**  
(Pages 55 - 58)
8. **PROPOSALS AROUND THE INTEGRATION OF HEALTH AND SOCIAL CARE**  
Report of the Director of Community and Children's Services.  

**For Decision**  
(Pages 59 - 68)

9. **PRESSURES ON TEMPORARY ACCOMMODATION BUDGET AND RESOURCES**  
Report of the Director of Community and Children's Services.

**For Information**  
(Pages 69 - 74)

10. **ADULT SOCIAL CARE PRESSURES - POLICY CONTEXT**  
Report of the Director of Community and Children's Services.

**For Information**  
(Pages 75 - 86)

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

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

13. **EXCLUSION OF THE PUBLIC**

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

**For Decision**

#### **Part 2 - Non-Public Reports**

14. **NON-PUBLIC MINUTES**

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

**For Decision**  
(Pages 87 - 90)

15. **ISLINGTON ARTS FACTORY ISSUES REPORT**

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

**For Decision**  
(Pages 91 - 100)

16. **PROVISION OF ADDITIONAL SOCIAL HOUSING AT ISLEDEN HOUSE, LONDON N1 8PP - GATEWAY 3/4 (OUTLINE OPTIONS APPRAISAL)**

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

**For Decision**  
(Pages 101 - 112)

17. **AVONDALE SQUARE ESTATE, GEORGE ELLISON AND ERIC WILKINS HOUSES - ROOFS AND WINDOWS**

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

**For Decision**  
(Pages 113 - 144)

18. **PROVISION OF ADDITIONAL PRIMARY SCHOOL PLACES AND SOCIAL HOUSING ON THE FORMER RICHARD CLOUDESLEY SCHOOL SITE, GOLDEN LANE, EC1**  
Report of the Director of Community and Children's Services.

**For Decision**  
(Pages 145 - 180)

19. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
20. **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, 14 October 2016

Minutes of the meeting of the Community & Children's Services Committee held at Committee Rooms, West Wing, Guildhall on Friday, 14 October 2016 at 11.30 am

### Present

#### Members:

Dhruv Patel (Chairman)	Professor John Lumley
Gareth Moore (Deputy Chairman)	Deputy Joyce Nash
Deputy John Barker	Delis Regis
Deputy Billy Dove	Virginia Rounding
Emma Edhem	Mark Wheatley
John Fletcher	Philip Woodhouse
Deputy Bill Fraser	Laura Jørgensen
Marianne Fredericks	James de Sausmarez
Alderman David Graves	Deputy Robert Merrett
Deputy the Revd Stephen Haines	Alex Bain-Stewart
Ann Holmes	Keith Bottomley

#### In Attendance:

Michael Welbank (Chief Commoner)

#### Officers:

Natasha Dogra	-	Town Clerk's Department
Ade Adetosoye	-	Director, Community & Children's Services
Neal Hounsell	-	Community & Children's Services Department
Mark Jarvis	-	Chamberlain's Department
Gerald Mehrstens	-	Community & Children's Services Department
Chris Pelham	-	Community & Children's Services Department
Jacquie Campbell	-	Community & Children's Services Department
Mike Kettle	-	Community & Children's Services Department
Lorraine Burke	-	Community & Children's Services Department
Mike Saunders	-	Community & Children's Services Department
Simon Cribbens	-	Community & Children's Services Department
Will Cooper	-	Community & Children's Services Department
Stephanie Basten	-	Public Relations Office

#### 1. APOLOGIES

Apologies had been received from Alderman Sir Paul Judge, Alderman Robert Howard, Deputy Stephen Haines, Deputy Henry Jones, Emma Price, Revd Dr William Campbell-Taylor, Deputy Catherine McGuinness and Deputy Elizabeth Rogula.

The Committee sent their best wishes to Deputy Jones for a speedy recovery and hoped he would be back in good health soon.

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

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

3. **MINUTES**

Resolved – that the minutes be agreed an accurate record.

4. **APPOINTMENT OF ONE COMMITTEE MEMBER TO SERVE ON THE HOMERTON UNIVERSITY HOSPITAL NHS FOUNDATION TRUST.**

The Committee were invited to appoint one Member on Homerton University Hospital NHS Foundation Trust, for a three year term expiring in October 2019 in the room of Emma Price, who was standing down from the organisation.

Resolved – as no Member expressed an interest in serving the Committee agreed to open the position up to all Common Councilmen and that a Member be appointed on to the Homerton University Hospital NHS Foundation Trust at the meeting of the Court of Common Council in December 2016.

5. **PRESENTATION FROM LEE HUTCHINGS, OPERATIONS DIRECTOR, PARKGUARD LTD.**

The Committee received a presentation from Lee Hutchings, Operations Director of Packguard Ltd. Members noted that levels of crime and anti-social behaviour issues remained low in the City. The main area of work for Parkguard centred around welfare, homelessness and, to an extent, drug abuse. Officers recently dealt with a case of homelessness on the Barbican Estate which was successfully resolved. Feedback from City residents remained very positive and some residents reported that they liked seeing Officers on patrol. 300+ people had been spoken to by Officers on patrol regarding low level nuisance issues and Officers were encouraged to retain high levels of community engagement.

In response to a query the Committee were informed that the scheme had been extended for a further two years. Members were very pleased with this and commended Officers on a job well done.

Resolved – that the update be received.

6. **SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) INSPECTION FRAMEWORK AND COL DRAFT SEND STRATEGY**

The Committee received an update regarding the publication of the new Ofsted/CQC Inspection Framework for the provision of Special Educational Needs and Disabilities (SEND) which was published in May 2016. This inspection framework prompted an internal review of the current SEND Strategy and Policy (2013–17) which was ratified at Community and Children's Services Committee in July 2013.

The new inspection framework was an 'area' inspection with the local authority as the hub of each area. The Draft SEND Strategy was aligned to the themes

for inspection articulated within the newly published framework. The recently published SEND inspection framework has three main themes for inspection:

- early identification of need;
- assessing and meeting needs;
- impact of services on life outcomes.

Resolved – that the report be received.

#### 7. **CHILDCARE SUFFICIENCY UPDATE 2016**

Members noted that the report fulfilled the statutory duty of officers to provide an annual report to Members on the sufficiency of childcare in the City of London. Under section 6 of the Childcare Act 2006, all English local authorities were required to ensure (as far as is 'reasonably practicable ') that working parents in their area were able to access the childcare they need. In order to inform this, local authorities must conduct regular assessments of the childcare provision in their area and the extent to which it meets local demand.

In the City of London, this duty sits with the Education and Early Years Service. An in-depth Childcare Sufficiency Assessment (CSA) was commissioned by the service in 2014, and a smaller update of this report was conducted in the winter of 2015/16.

The 2016 update found that there is currently sufficient provision of early years childcare, although the tendency of parents to move in and out of the City's borders to access childcare makes it difficult to pin down a true figure for local demand. The supply of childcare for over-fives during the school holidays is an area where there would seem to be an under-supply, and more research is required into how this sector could be developed.

There is healthy uptake of the various types of financial support offered to parents towards the cost of childcare. The two-year-old offer of 15 hours is currently being accessed by 100% of eligible families, and the City's own Childcare Affordability Scheme is now offered at five nurseries in and around the City.

Resolved – that the report be received.

#### 8. **DCCS DEPARTMENTAL REVIEW**

Members received an update on an audit of the Department of Community and Children's Services (DCCS) departmental processes for:

- business planning
- monitoring of the business plan activities, risks and budgets
- identification and challenge of risk.

As part of the Internal Audit team's ongoing cycle of independent reviews of departmental processes and procedures, a review of the DCCS business planning process commenced in February 2016. The final report of this review, with recommendations, was issued by Internal Audit in July 2016.

The overall aim of the audit was to 'provide assurance that corporate plans are

linked to budgets, risks and KPIs [key performance indicators], to provide assurance to Chief Officers that the plan is being delivered within budget and what is being reported is consistent with other reporting mechanisms.'

The findings of the audit showed that there was substantial assurance around the DCCS processes and procedures in the areas examined. Internal Audit concluded: 'There is a sound control environment with risks to system objectives being reasonably managed. Any deficiencies identified are not major causes for concern.'

DCCS has had the opportunity to develop a management response to Internal Audit's findings and has put in place an action plan to address the issues identified. Internal Audit will be providing a briefing on the outcome of this review for Members of the Audit and Risk Management Committee.

Resolved – that the update be received.

**9. OFSTED INSPECTION OF THE CITY OF LONDON'S SERVICES FOR CHILDREN IN NEED OF HELP AND PROTECTION, CHILDREN LOOKED AFTER AND CARE LEAVERS**

Members were provided with a summary of the outcome of the Ofsted inspection of the City of London's services for children in need of help and protection, children looked after and care leavers in July 2016, carried out under section 136 of the Education and Inspections Act 2006.

The effectiveness of children's services in the City of London was judged overall to be "Good" with a number of "Outstanding" features. The individual judgements were as follows:

- The experience and progress of children who need help and protection is „Good“.
- The experience and progress of children looked after and achieving permanence is „Good“.
- The experience and progress of care leavers is „Good“.
- Leadership, management and governance in the City of London is „Outstanding“.

The City of London is the sixth local authority in London to receive an overall "Good" judgement for its children's services, out of 22 London local authorities inspected so far. The City of London is also one of six local authorities in England to receive a judgement of "Outstanding" for its leadership, management and governance.

The Committee congratulated Officers and their teams respectively. It was agreed that a report regarding the OFSTED inspection results would be submitted to the Court of Common Council meeting in December 2016.

Resolved – that the update be received.

**10. SOCIAL WELLBEING PANEL**



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

In September, the Committee approved the formation of a group tasked with investigating some of these areas further. Clarification was requested around the group's scope, methodology and costs.

A Social Wellbeing Panel will now be brought together to investigate specific issues relevant to social isolation in the City of London. The Panel will hear evidence from a range of contributors, and evidence heard will be used to refine the City Corporation's Social Wellbeing Strategy and its actions.

Only issues identified as having a high degree of relevance for City residents will be considered by the Panel. The scope of the Panel will be to make specific recommendations for reducing social isolation in the City of London.

The Social Wellbeing Panel will examine specific issues drawn from the City of London based research, engagement and consultation undertaken to date. These may be:

- issues that emerged from Roger Green's research (e.g. highlighting the isolation faced by some older LGBT people in the City);
- issues that have arisen from the public consultation (e.g. early responses from BAME residents suggest they are unsure the draft strategy does enough to meet their needs);
- issues raised by Members (e.g. the problems faced by City residents who live away from the main residential estates);
- particular approaches that have led to reductions in social isolation elsewhere (e.g. innovative uses of new technology).

The direct costs of the Social Wellbeing Panel are estimated to be £2,500 for the design and print of a summary report and £1,000 for meeting expenses.

Resolved – that the report be received.

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

Members noted that the annual Poppy Appeal would be taking place at the Barbican Station for two weeks commencing on 31<sup>st</sup> October 2016.

The Committee also noted that the annual visit to deliver Christmas Hampers to the City of London and Gresham Almshouses would take place on 13<sup>th</sup> December 2016.

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

There was no urgent business.

**13. 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.

**14. NON-PUBLIC MINUTES**

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

**15. WAIVER OF RULE 15 OF THE CITY'S PROCUREMENT CODE TO PURCHASE AN ASSESSMENT AND RESOURCE ALLOCATION SYSTEM FOR ADULT SOCIAL CARE**

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

**16. TEMPORARY LOCATION FOR ALDGATE SQUARE CAFE**

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

**17. DELIVERY OF 700+ NEW HOMES ON HRA LAND - PROGRESS REPORT**

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

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

There were no questions.

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

There was no urgent business.

**The meeting ended at 12.30 pm**

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Chairman

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Natasha.Dogra@cityoflondon.gov.uk**

<b>Committee</b>	<b>Dated:</b>
Community and Children's Services Grand Committee	18 November 2016
<b>Subject:</b> The City and Hackney Safeguarding Adults Board Annual Report 2015/16 – being presented by Dr Adi Cooper Independent chair of the CHSAB and Paul Griffiths, CHSAB Manager	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b> Marion Willicome-Lang, Community and Children's Services	

## Summary

The City and Hackney Safeguarding Adults Board has produced its annual report for 2015/16, which covers the first year of statutory operation under the Care Act 2014. This is also the first report of the Independent Chair Dr Adi Cooper, who will be presenting the report to the Committee.

The report provides information on the requirements of the board, work undertaken to meet the priorities of the board and priorities for 2016/17.

The City of London has its own City of London Safeguarding Adults Sub-Committee, also chaired by Dr Adi Cooper. The annual report includes the contribution of partners to meeting the priorities of the CHSAB.

## Recommendation

Members are asked to:

- Note the report.

## Main Report

### Background

1. The City and Hackney Safeguarding Adults Board (CHSAB) is a partnership of statutory and non-statutory organisations looking to represent health and care and to support providers across the City of London (CoL) and London Borough of Hackney.

2. The work of the board is driven by its vision that in the City and Hackney, “people should be able to live a life free from harm in communities that are intolerant of abuse and know what to do when it happens”.
3. The CHSAB has three core duties under the Care Act 2014 that it must fulfil in order to meet its main objective, which is to ensure that partners safeguard adults with care and support needs in the City and Hackney:
  - To develop and publish a strategic plan setting out how this objective will be met and how partners will contribute.
  - To publish an annual report.
  - To commission Safeguarding Adults Reviews (SARs).
4. The CHSAB has proposed four principles that underpin all its work:
  - All learning will be shared learning.
  - To promote a fair and open culture.
  - To understand the complexity of local safeguarding needs.
  - To continuously improve the skill base of staff.
5. In order to prepare its annual report for 2015/16, the CHSAB requested contributions from all partner agencies. The agencies were asked to respond to four priority questions:
  - What has your agency undertaken to meet the CHSAB principles?
  - What difference has your agency made to improve the safeguarding of adults and in promoting their welfare?
  - How does your agency evaluate its effectiveness and what evidence do you have?
  - How has your agency challenged itself and others to improve safeguarding arrangements? What were the risks and impact of your challenge?
6. The full CoL submission is contained within the report, pages 26–34.
7. The City of London Safeguarding Adults Sub-Committee, now chaired by Dr Adi Cooper, provides greater understanding and accountability on the part of officers and partners as to their responsibility to safeguard adults in the City of London, and acts as a sub-group of the main board. This is an important conduit to cascading messages from the CHSAB and a means of developing a City-specific work plan in line with the board’s priorities. City of London Adult Social Care (CoLASC) sits on this sub-committee and provides regular practice updates and performance data, which are open to challenge, scrutiny and learning. The Director of Community and Children’s Services and Assistant Director (People) sit on the CHSAB. The AD sits on the CHSAB Executive Board and chairs the SAR sub-group. The ASC Service Manager and Team Manager sit on the SAR and Learning and Development sub-groups.

8. The headline feedback for the CoL submission to the annual report in respect of the four questions outlines the following priorities:

*Priority 1*

9. We have held training sessions and briefings regarding adult safeguarding for Members sitting on the Safeguarding Adults Sub-Committee. These aim to provide greater clarity on adult safeguarding to Members, who in turn can provide challenge and scrutiny on performance and practice in CoLASC.
10. An Improvement Plan, following an independent audit in 2014/15, has been developed, implemented and completed during 2015/16. The action plan has been RAG rated and reported on at the Safeguarding Adults Sub-Committee and through the Adults Senior Management Team meeting forum.
11. The London Multi-Agency Adult Safeguarding Policy and Procedures have been fully disseminated to the team in electronic and individual hard copy format, with development sessions held at each fortnightly team meeting since January 2016 to embed awareness and understanding.
12. Each CoLASC team member's individual learning objectives will highlight safeguarding practice and include specific mandatory safeguarding learning and development goals. The objectives will be tailored to each team member's post grade.
13. CoLASC attended the following training, which was rolled out to partners of the CHSAB following the publication of the new London Adult Safeguarding Policy and Procedures:
  - Safeguarding Awareness (Alerter): half-day session (three ASC members)
  - Coercion & Emotional Abuse: half-day session (five ASC members)
  - Domestic Violence: half-day session (four ASC members)
  - Domestic Violence: one-day session (five ASC members)
  - Modern Slavery: half-day session (five ASC members)
  - Self-Neglect & Hoarding: half-day session (six ASC members)
  - Autism Awareness: half-day sessions (two ASC members)
14. The current provider of CoLASC's community provision, Toynbee Hall, delivered workshops with City residents to raise awareness of adult safeguarding. The workshops facilitated discussion and learning to empower participants to make decisions and seek support where necessary. Participants with learning disabilities found the sessions particularly useful, as a number of them were unaware that financial abuse is a type of abuse which does not have to be tolerated. The workshops also allowed Toynbee Hall to be made aware of participant concerns and raise cases with CoLASC.

*Priority 2*

15. CoLASC, along with all partners of the CHSAB, completed the London Chairs of Safeguarding Adults Boards and NHS England's Safeguarding Adults at

Risk Audit Tool 2015–16. The aim of the tool is to inform the strategic vision of the CHSAB.

16. The CoLASC self-assessment process identified that it meets 22 (Green) of the 29 requirements, with six (Amber) assessed as requiring additional action. No Reds were identified. The strong evidence of a Green rating illustrates the priority and commitment shown towards safeguarding adults at risk, through the golden thread of the Corporate Safeguarding Strategy, highlighted within the DCCS Business Plan, through to the core business and professional practice of the Adult Social Care service.

### *Priority 3*

17. A City of London Corporation Safeguarding Policy is now in place, which has raised the profile of Safeguarding Adults and Children across the Corporation. Safeguarding is now on the Corporation Risk Register. These high-level elements, coupled with the Notice the Signs safeguarding campaign conducted throughout 2014/15, have assisted in greater understanding and awareness of adult safeguarding for both City staff and residents.
18. The Adult Social Care Service Manager holds the role of Adult Principal Social Worker and is a member of the London Safeguarding Adults Network. These roles and duties enhance the social work development brief around competent safeguarding practice, alongside the current scrutiny provided by the case audit work of the ASC Senior Management Team. The developing peer support between the ASC Service Manager and the Hackney Safeguarding Adults Co-ordinator has been very constructive in focusing a generic role to consider safeguarding solely from a specialist post's perspective.
19. The Knowledge Transfer Partnership with City of London and Goldsmiths University has developed a safeguarding agenda around social isolation and loneliness. A learning and development day – attended by Dr Adi Cooper and the Chief Social Worker for Adults, Lynn Romeo – was highly effective in raising awareness of the risks of safeguarding in conjunction with the loneliness and isolation of many older people.
20. CoLASC has worked hard this year to embed the principles of Making Safeguarding Personal (MSP). Workflows have yet to be built to make it possible to fully report on this qualitative measure, but evidence of MSP safeguarding adults casework was reported on as part of the independent audit conducted in 2015. This sound social work practice has continued, as evidenced through case audits and supervision notes.

### *Priority 4*

21. With the inclusion of Self-Neglect and Hoarding into the London Multi-Agency Adult Safeguarding Policy and Procedures, CoL has adopted The City and Hackney Safeguarding Adults Board Self-Neglect (and Chronic Hoarding) Protocol, and has set up a Self-Neglect and Hoarding Panel, chaired by the Adult Social Care Service Manager. The panel started in January 2016. It has partner involvement from London Fire Brigade, City of London Police,

Environmental Health, Public Health, a City of London legal advisor, City of London Housing, as well as primary care GP representation on a case-by-case basis and an independent hoarding specialist organisation, Making Room Service (MRS). MRS is a commissioned member of the One Hackney and City Voluntary Sector Framework. This panel has been working very effectively, with five cases discussed to date and multi-agency pathway plans developed for each one.

22. The past few years have seen a rise in the numbers of adults being referred over safeguarding concerns. This is a positive outcome that reflects the increased awareness and understanding of adults at risk among both professionals and residents.

2012/13: 20 safeguarding alerts, with 14 within the City

2013/14: 28 safeguarding alerts, with 16 within the City

2014/15: 29 safeguarding alerts, with 22 within the City

2015/16: 29 safeguarding alerts, with 26 within the City

23. A total of 34 people are subject to Deprivation of Liberty Safeguards (DOLS), all of whom live in residential or nursing care. In addition, two people reside in supported living accommodation under DOLS via the Court of Protection.

24. CoLASC has worked highly successfully with MARAC (multi-agency risk assessment conference) and Safeguarding Adults on four cases of domestic abuse where one or more persons have an additional need. Collaborative work has been especially effective alongside housing partners and the City of London Police Public Protection Unit colleagues and Vulnerable Victims and Domestic Abuse Co-ordinator.

### **Priorities and plans for 2016/17**

25. Priorities and plans for 2016/17 include:

- organising and securing funding for Mandatory Level 1 Safeguarding Awareness training for staff and providers within CoLASC
- providing safeguarding training for CoLASC regarding the new Safeguarding Adult Policy and Procedures
- working with Hackney on the MSP public awareness-raising campaign
- developing an MSP outcomes approach that can be reported upon effectively
- raising awareness in the City of financial abuse
- addressing safeguarding linked to social isolation
- addressing domestic abuse (from a Think Family perspective through collaborative work with the City Safeguarding Children Board)

- progressing the Carers' Action Plan to ensure positive outcomes are maximised and carers are supported in order to fulfil their caring roles
- progressing work on Self-Neglect and Hoarding
- developing the new five stages of safeguarding under the London Safeguarding Adult Policy and Procedures during 2016/17 and putting in place training, with new templates and workflows in the framework.

### **Corporate & Strategic Implications**

26. Safeguarding is a corporate and departmental priority. It is also an issue for the corporate risk register; therefore, the actions outlined above mitigate that risk. The delivery of this work also contributes to the fulfilment of the Department's Business Plan commitments.

### **Conclusion**

27. The annual report illustrates that Safeguarding Adults Boards have operated on a statutory footing for the first time under the Care Act 2014 from 1 April 2015. This year the CHSAB has undertaken significant work to ensure that it has fulfilled its statutory responsibilities and established a firm platform for continuing to do so.

### **Appendices**

- Appendix 1 – CHSAB Annual Report 2015–2016

### **Marion Willicome-Lang**

Service Manager Adult Social Care, Community and Children's Services

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<b>Committee:</b>	<b>Date:</b>
Community and Children's Services	18 <sup>th</sup> November 2016
<b>Subject:</b> Homelessness Reduction Bill	<b>Public</b>
<b>Report of:</b> Remembrancer	<b>For information</b>
<b>Report author:</b> Sam Cook, Assistant Parliamentary Affairs Counsel	

## Summary

This report advises the Committee of the provisions of the Homelessness Reduction Bill, recently introduced into Parliament. The Bill is a Private Member's Bill but has won Government support and therefore stands a good chance of becoming law. If enacted it will significantly reform the duties owed by local housing authorities (including the Common Council acting in that capacity) to those who are homeless or threatened by homelessness. The most important changes are a new 'relief' duty to help eligible applicants to secure accommodation when they first become homeless, irrespective of priority need; a new duty to make personalised assessments and plans for all eligible applicants; a limitation on the duties owed to applicants who deliberately refuse to co-operate; and an extension of the circumstances in which support is to be offered to those who have not yet become homeless. The Director of Community and Children's Services has advised that the Bill will impose some additional costs, but that these are likely to be balanced to some extent by savings resulting from stronger preventative duties and the removal of full housing rights from those who refuse to co-operate.

## Recommendation

The Committee is invited to receive this report and note the provisions of the Bill which may affect its work.

## Main Report

1. The Homelessness Reduction Bill was introduced into the House of Commons as a Private Member's Bill by Bob Blackman, the Conservative Member for Harrow East. Unlike most such Bills, it gained political momentum. A draft of the Bill was scrutinised by the Communities and Local Government Select Committee (of which Mr. Blackman is a member), which endorsed it, subject to recommended modifications. The Government then indicated that it would support a modified version of the Bill, and assisted in the drafting of the version of the Bill as introduced. This process led to the Bill's passing its Second Reading debate unopposed.

2. The Government's support means that the Bill is likely, although not certain, to become law. The Bill will still be subject to the restricted timetabling applicable to Private Member's Bills, which makes it more prone to delay or obstruction than a Government Bill.
3. The initial draft of the Bill included a duty for local housing authorities to provide 56 days of temporary accommodation to anyone without a safe place to stay and with a local connection. A number of local government bodies, including the Common Council (through a letter by the Chairman of the Policy and Resources Committee to Mr. Blackman), expressed concern about the cost of such a requirement. It does not now appear in the Bill.
4. Nevertheless the Bill makes significant reforms to the homelessness duties owed by local housing authorities (including the Common Council acting in that capacity). The principal changes are summarised in the following paragraphs. The new or amended duties will be made subject to the review procedure in the same way as existing duties.

#### Initial relief duty

5. The Bill will introduce a new duty of initial relief owed to all eligible applicants for assistance, irrespective of priority need. The duty is to take reasonable steps to help the applicant to secure that suitable accommodation becomes available for his or her occupation for at least six months. The duty persists for 56 days after the authority becomes aware of the homelessness. After that period the position will (subject to the modifications described below) revert to the existing one, where the degree of support which must be provided depends on whether the applicant has 'priority need' and whether he or she has become homeless intentionally.

#### Assessments and plans

6. The Bill will introduce a new duty to assess the circumstances and needs of every eligible applicant for assistance who is homeless or threatened with homelessness, and to draw up a personalised written plan of the steps which should be taken (by the applicant or by the local housing authority) to try to secure accommodation for the applicant. The plan will have to be agreed with the applicant, if possible. The authority will have to keep the plan under review until it is satisfied that no continuing homelessness duties are owed. For applicants not in priority need, this duty will replace the existing, more limited duty to offer advice and assistance.

#### Refusal to co-operate

7. The Bill will limit the duties owed to applicants whom the local housing authority consider to have deliberately and unreasonably refused to co-operate with the authority in relation to its homelessness duties, or to take steps set out in the plans referred to in paragraph 6 above. In such a case the authority will be able to give a written warning to the applicant and, if the refusal to co-operate continues, to notify him or her that its duties will now be limited. Once that notification is given, the applicant will no longer be owed the existing duty to try to prevent threatened homelessness or the new duty of

initial relief (described in paragraph 5 above), and the main housing duty owed in cases of unintentional homelessness and priority need will be replaced by a more limited accommodation duty. This limited duty may, unlike the main duty, be discharged by offering the applicant a shorthold tenancy for a term of six months or more.

#### Threatened and prospective homelessness

8. The Bill will deem a person to be “threatened with homelessness” if it is likely that he or she will become homeless within 56 days. Currently the period is 28 days. The effect is to require support to be offered at an earlier stage, particularly in the form of the new assessment and planning duty (described in paragraph 6 above) and the existing duty to try to prevent threatened homelessness.
9. The Bill will also require a person in private rented accommodation to be treated as prospectively homeless if a notice seeking possession has been served on him or her by the landlord, unless the local housing authority reasonably expects that he or she will be able to stay in the property beyond the date on which possession is sought. The intention is that a person will not have to wait to be evicted before arrangements are put in place for his or her accommodation.

#### Advisory service

10. The Bill will replace the current duty to offer free advice and information about homelessness and its prevention with a more detailed duty. This will require the advice to cover preventing homelessness, securing accommodation when homeless, rights and duties under the homelessness legislation, and the help that is available and how to access it. It will also require the advisory service to be designed to meet the needs of a number of specified vulnerable groups, such as prison leavers and the mentally ill.

#### Duty to notify a local housing authority of homelessness cases

11. The Bill will impose a new duty on public authorities to notify a local housing authority if it appears that anyone in relation to whom they exercise functions may be homeless or threatened with homelessness. The person concerned must first agree to the local housing authority’s being notified. The public authorities to which the duty applies will be listed in regulations. These regulations will, when made, be examined by officers for any further implications for the Common Council (for instance if the duty to notify were to apply to it in its capacity as police authority or port health authority).

#### Care leavers

12. The Bill will provide that, where a local authority owes continuing duties to someone for whom it cared as a child, that person will be deemed to have a “local connection” with the area of the authority. This means that the person can be referred to the local housing authority for the area if he or she applies for assistance to another local housing authority with whose area he or she has no such connection.

### National codes of practice

13. The Bill will enable the Secretary of State to issue codes of practice about the exercise of homelessness functions by local housing authorities, including provision about training of staff and monitoring. Local housing authorities will be required to have regard to those codes.

### Application to the Common Council

14. The development of the Bill has been monitored in close co-operation with the Director of Community and Children's Services and this will continue during the Bill's passage through Parliament. The Director has made the following comments on the likely practical consequences of the Bill (assuming that it is enacted in its present form) for the work of the Committee:

"Extending the period in which someone is 'threatened with homelessness' from 28 days to 56 days will increase the amount of prevention work but will also hopefully lead to us intervening earlier and with better results.

"The new duties of working to prevent and relieve homelessness for all applicants (rather than just those in priority need) will also have a resource implication. As this is about helping the applicant to secure his or her own accommodation, costs will be in the form of (potentially considerable) officer time and occasional help with deposits, rather than paying for on-going temporary accommodation.

"The Bill also makes it slightly more difficult for priority need applicants to access social housing. Accepting a full housing duty will be delayed while they go through the 56-day relief. If relief is successful, they will no longer be homeless; and if they do not co-operate with relief, we never accept the full duty. Only if applicants co-operate with relief and it fails will they go on to benefit from a full housing duty.

"Together with more and earlier prevention work, this should end up reducing the number of full homeless duties (together with the on-going temporary accommodation provision this requires), which would result in a cost saving further down the line."

15. Developments as the Bill passes through Parliament will be the subject of further reports to the Committee.

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# Agenda Item 6

<b>Committee:</b>	<b>Dated:</b>
Community and Children's Services Committee	18 November 2016
<b>Subject:</b> Community and Children's Services Business Plan: Quarter 2 update	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Information</b>

## Summary

This report sets out the progress made during Quarter 2 (Q2 – July to September 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 Q2 is good overall. At the end of the reporting period, 16 performance indicators were achieved or exceeded and three were within the tolerance of -10% of the set target. Four indicators were below the tolerance of -10% of the set target.

## Recommendation

Members are asked to:

- Note the Q2 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). In total, 22 indicators were reported in Q2, of which 16 (67%) achieved or exceeded the performance target set and are therefore rated green. Of the remaining seven indicators reported, three were amber as performance was within 10% of the target set, and four 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	16
Amber	PIs within the tolerance of -10% of the set target	3
Red	PIs that are below the tolerance of -10% of the set target	4

5. The learning indicators (BPs 3.2, 3.3 and 3.4) for Term 1 are on target. High enrolments have been achieved for GCSE Maths and English, English for Speakers of Other Languages (ESOL), Arts, Dance and History and Humanities.
6. Indicators from the annual Housing Resident Survey (BPs 4.4 and 5.1) show a very high satisfaction. For BP 5.1, 85% were very satisfied or satisfied with City as their landlord and 74% felt 'very safe' or 'safe' on their estate (BP 4.4).
7. Performance was particularly strong for some indicators exceeding target levels, such as average time to process new housing benefit claims (BP 5.3) and the percentage of 'emergency' repairs attended to within target (BP 5.4).
8. Three other amber indicators – percentage of referrals to Children's Social Care which lead to a formal assessment (BP 1.1), percentage of properties with up-to-date Gas CP12s Certificates (BP 4.6) and percentage of rent collected (BP 5.2) – are very slightly below target but are not a cause for concern.



9. Performance was rated red in relation to older people (65 and over) who were at home 91 days after discharge (BP 1.3), smoking cessation (BP 2.1), usage of Golden Lane Sport & Fitness centre (BP 2.4), participants on the exercise referral programme (BP 2.3) and the number of new volunteers signed to the time credit scheme (BP 2.5).
- The proportion of older people (65 and over) who were still at home 91 days after discharge from hospital was 10% below the target. During Q2 there were six service users, five of these were still at home after 91 days.
  - The percentage of people engaging in City smoking cessation programmes who quit smoking is below target at 32%. To mitigate this, Westminster Drug Project has undertaken a number of key exercises following the Stoptober launch: leaflet distribution, emails sent to businesses and running a number of stalls in addition to the weekly clinics.
  - The usage for Golden Lane Sport & Fitness centre is notably below target, mainly due to a decrease in non-member usage. There has been an increase in local competition, including the launch of two new budget gyms. However, Fusion, the leisure centre operator, is carrying out programme reviews and targeted marketing campaigns to ensure it is maximising the opportunity for participation across all groups.
  - The number of participants on the exercise referral programme still active after six months has fallen compared with Q1. However, this figure relates to a very small cohort of four.
  - There are expected to be peaks and troughs throughout the year for the number of new volunteers signing up to the time credits, and we are expecting an increase in numbers next quarter.

## **Progress Against Improvement Actions**

### Strategic Aim 1: Safeguarding and early help

10. Work has commenced to build and develop the reporting workflows for safeguarding.
11. Training, and commissioning funds for training, have been identified and organising is being progressed. Standing Together Against Domestic Violence will deliver the training, which will focus on victims, children and perpetrators.

### Strategic Aim 2: Health and wellbeing

12. Final assurance was received in August 2016 on the Better Care Fund Plan. The delivery of commissioned projects has started.
13. Mobilisation of the new City carers group is under way. A report and Carers Action Plan will be developed for DCCS Committee in March 2016.

14. Mental Health First Aid training is being developed for managers in the Corporation.
15. Westminster Drug Project commenced delivery of the new action plan to reduce the number of City workers and residents who smoke.

#### Strategic Aim 3: Education and employability

16. The Learning and Engagement Forum has commenced working with A New Direction and the Arts Council England's bridge organisation for London, to establish a City of London Cultural Education Partnership.
17. The Prioritisation Process is being implemented and used as schools approach the City of London Academies Trust to enquire about joining.
18. Galleywall Primary opened on time for the start of the school year in September 2016.
19. The number of apprentices who are engaging with the COL programme continues to grow. The target of ensuring that there are no less than 30 apprentices on the programme at any one time is being maintained. The current numbers are 70 plus.

#### Strategic Aim 4: Homes and communities

20. The recruitment process has started for a Communications Officer post. The role will be dedicated to delivering communications to all relevant stakeholders for the housing delivery programme.
21. Work with Savills is continuing on the 30-year business plan.
22. In the past quarter, only one new rough sleeper joined the living on the streets cohort.
23. The Rough Sleepers delivery plan has been completed and approved at the Rough Sleeper's Strategy Group.
24. A Steering Group of officers, tenants and leaseholders has met a number of times to consider the future design of the Golden Lane Community Centre. The draft plans have now been agreed by the Steering Group, which will allow the planning application process to start.
25. The contract for the Neighbourhood Patrol Service has been extended for a further two years, commencing in September 2016.

#### Strategic Aim 5: Efficiency and effectiveness

26. The People Workforce Planning Group has been re-formed and will review the Workforce Development Plan in October.

27. The new post of Information & Systems Manager has been filled. The postholder starts during Q3.
28. The Clinical Commissioning Group has proposed integrated health and social care commissioning boards for Hackney and the City. These proposals are currently being considered and will be taken to the Community & Children's Services Committee and the Health and Wellbeing Board in November 2016.

### Other Significant Achievements

29. The DCCS Public Health Team, along with the Samaritans, Metropolitan Police and City of London Police, launched the Bridge Pilot to reduce the number of suicides by drowning in the City by encouraging those who might be in distress to seek help.
30. The new private fostering app was launched. The app is designed to train practitioners on issues facing children from overseas who are living in the UK with somebody other than their parents or legal guardian. It aims to create greater levels of confidence and help practitioners feel better prepared to identify and reflect on children in private fostering situations.
31. A public-facing awareness-raising campaign ran this quarter, raising the awareness of children missing from education. Campaign posters were displayed at the Guildhall and at Liverpool Street, Fenchurch, Blackfriars and Thameslink stations, as well as on many phone boxes.
32. Following a joint Ofsted inspection of DCCS, along with the City and Hackney Safeguarding Children Board (CHSCB), an overall Good judgement was received. Good ratings were awarded for the effectiveness of our children's services, with a number of Outstanding features. This makes us the sixth local authority (LA) to be graded as Good out of the 22 London LAs that have been inspected so far. We also received two individual Outstanding judgements:
- We are the sixth LA in the country to receive an Outstanding judgement for Leadership, Management and Governance.
  - Our City Local Safeguarding Children Board (LSCB) is the first LSCB in the country to receive an Outstanding judgement for the effectiveness of its services.

### Departmental Strategic Risk Register

33. Since the last update in Q1, there have been a number of changes to the ratings of risks in the risk register. The ratings for the following risks have been reduced:
- DCCS 002– Fire Risk Assessments – good progress has been made on completing the assessments for the City of London Housing properties.
  - DCCS PE 003 – Early Help – work is continuing with partners.
  - DCCS PE 004 Pupil Funding – discussions with the Department for Education are progressing
  - DCCS CP 002 Community Education Centre relocation – A timetable has been agreed and work is progressing.

34. During Q2, a number of actions have been introduced to reduce identified risk. These actions include:
- DCCS 002a – City Academy Expansion – progression with the design works which are ready for sign-off
  - CR17 – Safeguarding – commencing work with the City of London Police to raise awareness of financial abuse and scams
  - DCCS 001a – Humanitarian Assistance Working Group – undertaking an emergency planning exercise to test the robustness of plans

### Complaints

35. In Q2, 17 Complaints were received regarding our directly delivered services, of which 4 were upheld and 2 partially upheld. Our commissioned services received 14 complaints, of which 10 were upheld, 22 compliments regarding services were received in the same period.

### Financial and Risk Implications

36. As of Q2, the local risk outturn is expected to be within the Director's budget, with an underspend of approximately £63,000. A number of areas within the People Services are projected to overspend. These are mainly within the areas of Older People Services, Adult Social Care and Children's Social Care. These additional costs are a result of various client movements since the budget was set where there are increased levels of care, a new high-cost vulnerable client and additional costs in relation to the recent Ofsted inspection.
37. The central risk budget is expected to be overspent by approximately £173,000 due to additional unaccompanied asylum-seeking children. Seven new clients were received in 2015/16 and two of them reached the age of 18, which does not attract funding support from the Home Office. This budget issue is being monitored and will be flagged up to the Finance Committee as part of the monthly monitoring. A bid for additional resources may need to be submitted.

### Data Protection and Data Quality

38. 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

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

### **Conclusion**

40. 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 2 Update
- Appendix 2: Department of Community and Children's Services Risk Register – Update
- Appendix 3: Complaints Report, Total Complaints and Compliments Received – Quarter 2, 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 2 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

	KPI Ref	Description	Frequency	2016/17 Target	Q1	Q2	RAG (Q2)	Comments Q2
Priority One	1.1	Percentage of referrals to Children's Social Care which lead to a formal assessment	Quarterly	80%	91.7% (22/24)	76.9% (20/26)		During Q2 the Children and Families Team (CFT) Hub received 128 contacts, of which 26 were referred to Children's Social Care. Only 20 referrals had a formal assessment, including one subject to a Section 37 Report. Of the other six referrals: three siblings transferred to another local authority before a Children & Families Assessment (C&FA) could be undertaken; two individual Children and Young People (CYP) were out-of-borough residents referred to City for a strategy discussion only; and one pre-birth referral became no further action (NFA) when the mother was found to be no longer eligible for services.
	1.2	Number of Common Assessment Framework assessments (CAFs) completed by Early Help	Quarterly	17	6	2		Two siblings were subjects of CAF Updates that completed early in Q2 with the outcome to remain open to Early Help. Due to new family circumstances, both were stepped up to Children's Social Care (CSC) later in the quarter.
	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	85%	100%	83%		During Q2, there were six service users. Five service users were still at home after 91 days and one service user has passed away.

	1.4	Number of carer's assessments	Quarterly	55	19	15		On target.
	<b>KPI Ref</b>	<b>Description</b>	<b>Frequency</b>	<b>2016/17 Target</b>	<b>Q1</b>	<b>Q2</b>	<b>RAG (Q2)</b>	<b>Comments Q2</b>
Priority Two	2.1	Percentage of people engaging in City smoking cessation programmes who quit smoking	Quarterly	50%	38%	32%		<p>There were 38 successful quits out of 119 setting a date. This excludes data from 11 people, for which data on outcome is unavailable.</p> <p>WDP has undertaken a number of key exercises following the Stoptober launch: leaflet distribution, emails sent to businesses (via Business Healthy, the Corporation distribution lists and our own contact log) and running a number of stalls in addition to the weekly clinics.</p>
	2.2	Number of take-ups of NHS health checks	Quarterly	130	143	57		<p>The incumbent provider, Triangle Ltd, decided at short notice not to extend its contract beyond 31 March 2016 to align with the start of the recently tendered Health Checks, Weight Management and Physical Activity (HWMPA) Service, due to a decision by its trustees. This has meant a six-month break in service until the new HWMPA service begins. Reed Momenta won the tender for the new HWMPA service, to be known as City LivingWise and commenced delivery on 24 October. City residents and workers are still able to access NHS Health Checks through their GPs.</p>

	2.3	Number of participants in the exercise on referral programme who are still active six months after their initial assessment	Quarterly	70%	67%	50%		Of the 13 people due a six-month follow-up in Q2, four were successfully contacted and two of these (50%) were still active.
	<b>KPI Ref</b>	<b>Description</b>	<b>Frequency</b>	<b>2016/17 Target</b>	<b>Q1</b>	<b>Q2</b>	<b>RAG (Q2)</b>	<b>Comments Q2</b>
	2.4	Usage of the Golden Lane Sport and Fitness centre (GLSF) (members and non-members)	Quarterly	120,065	21,670	39,243 (YTD)		<p>This is down year on year (YoY), due to a decrease in non-member usage (39% of YTD target), which has been significantly impacted by the increase in local competition, including the launch of two new budget gyms.</p> <p>However, under-reporting in Q2 has also been identified due to an error in automatic data reporting from a turnstile not feeding member swipe data. This has been corrected; Q3 is expected to show an increased total participation figure.</p> <p>As at the end of September, GLSF was showing improvement month on month (MoM) from resident usage and in casual swimming. People taking part in outdoor sports was also up YoY. Fusion is carrying out targeted marketing campaigns to ensure it is maximising the opportunity for participation across all groups. September saw a focus on junior memberships in line with back-to-school promotions.</p>



	2.5	Number of new volunteers signed up to the time credits scheme	Quarterly	160	23	Awaiting Data		
	2.6	Percentage of volunteers completely new to volunteering	Quarterly	40%	42%	Awaiting Data		

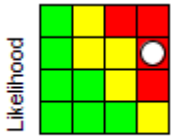
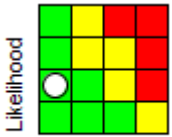
	KPI Ref	Description	Frequency	2016/17 Target		Q1		Q2	RAG (Q2)	Comments Q2
03 Priority three	3.1	Sufficiency of school places	Annual	<b>PAN LONDON (September 2016 entry)</b>		<b>For September 2016 entry</b>		as Q1		
		Percentage of school offers meeting:		P	S	P	S			
		first choice		83.7%	68.8%	85.3%	73%			
		second choice		7.7%	14.1%	14.7%	14%			
		third choice		3.0%	6.2%	0%	5%			
		other choice		2.3%	5.2%	0%	9%			
		No preference offer or No offer		3.3%	4.7%	0%	0%			
	3.2	Number of apprenticeship places secured	Quarterly	60		Performance as per Q2 due to Academic Termly Reporting	17		On target for the year. In Q2, apprenticeships have been provided in the areas of Business Administration and Accounting Level 2 and 3. A further 12 work placements have been secured with companies within the training areas of Procurement, IT, Web and Software and Animal Care, due to commence in October 2016 (Term 1). Placement employers include City of London Corporation, Bank of England, Virgin Holidays, Jones Lang LaSalle and BAM Nuttall. A new apprenticeship standard in Level 2 Butchery is being promoted to increase apprenticeship placements, with a new cohort due to start in November at Smithfield Market.	

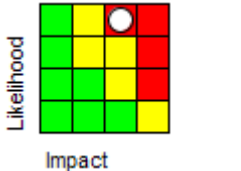
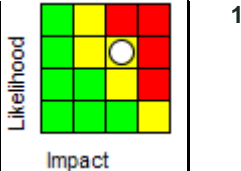
KPI Ref	Description	Frequency	2016/17 Target	Q1	Q2	RAG (Q2)	Comments Q2
3.3	Number of enrolments on Adult Skills and Education courses	Quarterly	2,000	Performance as per Q2 due to Academic Termly Reporting	632		On target for the year. High enrolments have been achieved in the areas of GCSE Maths and English, ESOL, Arts, Dance and History and Humanities. An increased number of marketing and promotional events have taken place throughout the year to promote the City programmes. All courses are now publicised on the City of London website, and the service now offers an online enrolment payment facility. Further course starts are planned for this autumn term (Term 1 16/17). This includes AAT Level 2 Accounting (evening course) and the Learning Well project, which delivers courses targeted at learners with mild mental health problems, commencing in October 2016.
3.4	Number of enrolments on Basic Skills courses	Quarterly	200	Performance as per Q2 due to Academic Termly Reporting	170		Above target for the academic year. The Adult Skills Team deliver ESOL, Beginners Computing, CV Writing and Interview Skills, accredited and non-accredited English and Maths. Five one-year GCSE Maths and English courses have been funded to run in the evenings and weekends in partnership with Hackney Community College. Achievement results will be available in late August 2017.

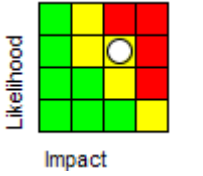
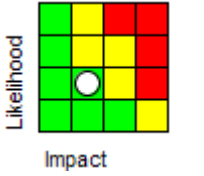
	KPI Ref	Description	Frequency	2016/17 Target	Q1	Q2	RAG (Q2)	Comments Q2
Priority Four Page 32	4.1	Percentage of 'routine' repairs attended to within target (five working days)	Quarterly	95%	99%	99%		Above target.
	4.2	Number of rough sleeper outreach shifts per quarter	Quarterly	384 (annual target) 96 (quarterly target)	105	101		On target.
	4.3	Total number of individual rough sleepers met by St Mungos Broadway each quarter	Quarterly	670 (annual target) Q1 – 167, Q2 – 167, Q3 – 168, Q4 – 168	123	128		There were a lower number of rough sleepers in Q2, which is reflected in this figure.
	4.4	Percentage of residents who feel 'very safe' or 'safe' on their estate	Annual	70%	Data available in Q2 only	74%		Overall, the satisfaction survey responses have been positive.
	4.5	Percentage of inspections passed	Quarterly	96%	99%	100%		Above target.
	4.6	Percentage of properties with up-to-date Gas CP12s Certificates	Quarterly	100%	99.56%	99.07%		Currently, 15 properties have an overdue CP12s. The Housing Team are working closely with our contractor to gain access to these properties.

	KPI Ref	Description	Frequency	2016/17 Target	Q1	Q2	RAG (Q2)	Comments Q2
Priority 5	5.1	Percentage of residents 'very satisfied' or 'satisfied' with the overall service we provide as their landlord	Annual	80%	Data available in Q2 only	85%		Overall, the satisfaction survey responses have been positive.
	5.2	Percentage of rent collected	Annual	98.5	98.6%	98.4%		On target.
	5.3	Average time to process new housing benefit claims (days)	Quarterly	<26 days	17.0	17		On target.
	5.4	Percentage of 'emergency' repairs attended to within target (24 hours)	Quarterly	95%	98.86%	98.87%		On target.

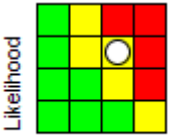
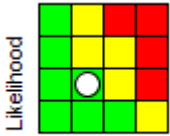

## Appendix 2: Department of Community and Children's Services Risk Register – Update

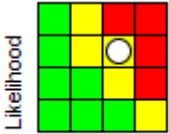
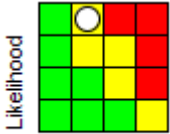

Risk No, Title, Creation Date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and Date of Update	Target Risk Rating & Score		Target Date	Current Risk Score Change Indicator
<p><b>DCCS PE 002 Failure to deliver expansion of Sir John Cass Foundation Primary School to 2-form entry in September 2017</b></p> <p>11/06/15</p> <p>Ade Adetosoye</p>	<p><b>Cause</b> Expansion not delivered</p> <p><b>Event</b> Building project not completed</p> <p><b>Effect</b> Lack of first-choice school places for City children</p>		<b>24</b>	<p>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.</p> <p><b>28 July 2016</b></p>		<b>2</b>	30/09/17	<p>↔</p> <p>No change</p>
Action No, Title	Description	Latest Note			Managed By	Latest Note Date	Due Date	
DCCS PE 002a Tripartite meetings	Tripartite meetings between the Sir John Cass's Foundation, Sir John Cass's Foundation School Board of Governors and the City of London have taken place but no further meetings have been scheduled.	Tripartite meetings have reconvened and the first meeting will take place on 19 April 2017.			Chris Pelham	23/05/16	19/04/17	
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	06/10/16	29/09/17	


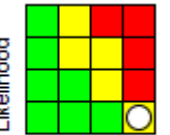

Risk No, Title, Creation Date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and Date of Update	Target Risk Rating & Score		Target Date	Current Risk Score Change Indicator
DCCS HS 003 Lone Working 14/01/16 Paul Murtagh	<b>Cause</b> Staff working on their own in isolated locations or visiting residents or clients' homes <b>Event</b> Staff suffer verbal abuse, physical attack or are an accident victim <b>Effect</b> 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	31/03/17	↔ 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	Formal roll-out of Skyguard is being re-considered. The outcome of the trial of the smartphone/tablet app will inform which system will be used.				Paul Murtagh	14/10/16	30/12/16
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	The draft lone working policy was considered at the Departmental Leadership Team in September. A final version will be signed off by the Departmental Health and Safety Committee at the next meeting, likely to be in November 2016. Managers have been asked to nominate staff to take part in the free one-month trial of the smartphone/tablet app.				Paul Murtagh	14/10/16	30/12/16

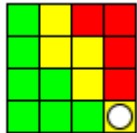


Risk No, Title, Creation Date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and Date of Update	Target Risk Rating & Score	Target Date	Current Risk Score Change Indicator	
<b>DCCS HS004 Housing Finance Charges</b>  15 August 2016  Jacquie Campbell/ Paul Murtagh  <b>Page 36</b>	<b>Cause</b> Changes to housing financing <b>Event</b> Possible shortfall in Housing Revenue Account funding <b>Effect</b> Inability to fund the estimated 30-year expenditure plans regarding the City of London's social housing	 <b>12</b>	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 the government on the H&PA measures.  This work has been commissioned from Savills and from the Chartered Institute of Housing the outcomes will be reported to Committee in October 2016.  <b>21 October 2016</b>	 <b>4</b>	31/03/17	↔	
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 – remodelling 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	21/10/16	31/01/17
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 continue to pay their rent.			Jackie Campbell	21/10/16	31/03/17



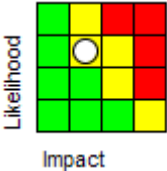
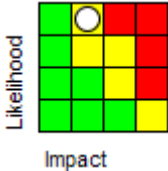

Risk No, Title, Creation Date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and Date of Update	Target Risk Rating & Score		Target Date	Current Risk Score Change Indicator
<b>DCCS 002 Failure to deliver City of London Academy Expansion Programme</b>  31/05/16  Ade Adetosoye	<b>Cause</b> Expansion Programme not delivered <b>Event</b> Building projects not completed <b>Effect</b> 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. Three applications have been approved by the Department for Education (DfE) to pre-grant development stage. A further application is due for decision by the end of September 2016.  <b>28 July 2016</b>	 Likelihood  Impact	4	01/09/19	 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 met on 15 August to sign off the design for the Galleywall Academy permanent build works.			Gerald Mehrtens	01/08/16	01/10/19	
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 Project Boards with key risks highlighted in reports and, where appropriate, escalated to the Programme Board.			Gerald Mehrtens	01/08/16	30/09/17	
DCCS002c	Design work pending sign-off	The design for the Galleywall Academy permanent build works has not yet been signed off; however, it has progressed and the key decisions have been made on the phase 2 and 3 works. The team are now looking at value engineering so that the project falls in line with the DfE funding.			Gerald Mehrtens	20/10/16	tbc	

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
<b>DCCS HS 002</b> <b>Failure to carry out and review effective Fire Risk Assessments for more than 5,000 units of residential accommodation and a number of commercial units</b>  14/01/16 Paul Murtagh	<b>Cause</b> Fire Risk Assessments for managed properties not carried out effectively <b>Event</b> Fires do occur from time to time. Effective assessments reduce the risk and identify if any procedures or maintenance regimes need to be reviewed or introduced <b>Effect</b> Fires can lead to significant property damage and potential loss of life	 Likelihood Impact	<b>12</b>	Good progress has been made on completing Fire Risk Assessments on the City of London's Housing properties. It is anticipated that these will be completed by the end of December 2016.  <b>28 October 2016</b>	 Likelihood Impact	<b>8</b>	31/03/17	 Decrease in Risk Score
Action no, Title,	Description	Latest Note				Managed By	Latest Note Date	Due Date
DCCS HS 002a	Consultants will be employed to carry out Fire Risk Assessments for all residential and commercial properties managed by the Department. To be appointed and schedule of works to be agreed by end of March 2016	Fire Risk Assessments for all housing properties are anticipated to be completed by the end of November.				Paul Murtagh	15/10/16	31/03/17
DCCS HS 002b	Training provider for Fire Risk Assessments to be identified. Appropriate staff will be nominated to attend	Training is being developed. However, the timing is being reassessed as training may be better delivered nearer the next round of Fire Risk Assessments. A decision has not yet been taken.				Paul Murtagh	14/10/16	31/03/17

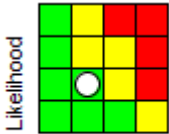
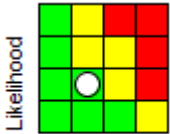

Risk No, Title, Creation Date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and Date of Update	Target Risk Rating & Score		Target Date	Current Risk Score Change Indicator
<b>CR17 Safeguarding</b> 22/09/14 Ade Adetosoye	<b>Cause</b> Not providing appropriate training to staff, not providing effective management and supervision, poor case management <b>Event</b> Failure to deliver actions under the City of London's safeguarding policy. Social workers and other staff not taking appropriate action if notified of a safeguarding issue <b>Effect</b> 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 continuing to raise the profile of safeguarding. A new action has been added to this risk regarding a review of safeguarding arrangements of independent schools within the City of London.  <b>6 October 2016</b>	 Likelihood Impact	8	31/03/17	 No change
Action No, Title	Description	Latest Note			Managed By	Latest Note Date	Due Date	
CR17k	Review role of Safeguarding Champions	The City of London Domestic Abuse Co-ordinator now attends the Safeguarding Champions Group. A survey is being undertaken with all Champions to ensure future sessions of the Safeguarding Champions Group are tailored to their needs.			Chris Pelham	09/08/16	31/10/16	
CR17l	Online Adult Safeguarding Training	Online basic Adult Safeguarding training will be mandatory for DCCS staff			Chris Pelham	09/08/16	31/12/16	
CR17m	Raise Awareness of financial abuse and scams	Work is ongoing.			Chris Pelham	06/10/16	31/03/17	
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	28/07/16	30/09/16	
CR17o	Review of Safeguarding Arrangement in Independent schools within CoL	Review being conducted into the safeguarding arrangements within CoL independent schools. It is anticipated that the report will be available at the start of December. If the report makes recommendations, these will be implemented within agreed timescales			Chris Pelham	06/10/16	02/12/16	

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
<b>DCCS 001 Departmental emergency response</b> 22/01/16 Neal Hounsell	<b>Cause</b> Residents and/or city workers being unsupported in a major emergency <b>Event</b> A major emergency being declared <b>Effect</b> Evacuated residents or city workers have nowhere to go following an incident, adverse media coverage	 Likelihood Impact	8	A rest centre exercise took place on 5 October with the assistance of the Red Cross. Lessons learned will be incorporated into the revised Humanitarian Assistance Plan, which will be reviewed at the December meeting of the Humanitarian Assistance Working Group.  <b>28 October 2016</b>	 Likelihood Impact	8	31/03/17	 No change
Action No, Title	Description	Latest Note			Managed By	Latest Note Date	Due Date	
DCCS 001a Humanitarian Assistance Working Group (HAWG)	The HAWG has representation from DCCS, other departments including Town Clerks and City of London Police. The group will meet quarterly. The terms of reference for the HAWG were discussed at the July meeting and will be agreed at the September 2015 meeting	An emergency planning exercise, setting up a rest centre for residents, took place on 5 October 2016. A report on the event and improvements to the Humanitarian Assistance Plan will be reported to the group in December 2016.			Sharon McLaughlin	06/10/16	28/03/17	
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	The rest centre exercise took place on 5 October 2016. Feedback from independent observers was good. Lessons learned from the plan will be incorporated into the Humanitarian Assistance Plan, which will be presented to the working group for sign-off in December 2016.			Sharon McLaughlin	14/10/16	30/12/16	
DCCS 001d Review financial arrangements in a major incident (contingency cash & welfare payments)	Financial arrangements are being revised to reflect current financial arrangements, City Procurement regulations and use of purchasing cards	The new financial arrangements were tested satisfactorily at the rest centre exercise on 5 October 2016.			Sharon McLaughlin	06/10/16	31/10/16	
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	A live exercise to test a series of elements including notification, communications and delivery of a rest centre took place in October 2016. Feedback from independent observers was good.			Sharon McLaughlin	14/10/16	30/11/16	

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
<b>DCCS PE 003 Early Help – Referrals and completion of Common Assessment Frameworks (CAFs)</b>  26/01/2016  Chris Pelham	<b>Cause</b> Obstacles in place that reduce referrals to the Early Help services <b>Event</b> Reluctance of partners to refer to Early Help and initiate CAFs <b>Effect</b> 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.  <b>9 August 2016</b>	 Likelihood Impact	4		 Decrease in risk score
Action No, Title	Description	Latest Note				Managed By	Latest Note Date	Due Date
DCCS PE 003a	Consult Partners – workshop to be held with multi-agency partners on 3 February	Another session for partners is being delivered on 17 October 2016. The Early Years Co-ordinator is now based part-time with partners to improve CAF completion.				Chris Pelham	14/10/16	30/12/16
DCCS PE 003b	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	The distance travelled tool has now been approved and will be circulated to all partners by the end of October 2016.				Chris Pelham	14/10/16	30/12/16

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
<b>DCCS PE 004 Pupil funding – introduction of new formulae may reduce levels of funding from 2017/18</b>  22/03/16 Chris Pelham	<b>Cause</b> Change in government policy <b>Effect</b> Introduction of new national pupil funding formulae may lead to up to 50% reduction in pupil funding for Sir John Cass's Foundation Primary School <b>Event</b> Potential financial viability issues for the school		6	A meeting with the DfE was held in July to consider if the City of London should be viewed as a special case. The DfE has not presented a proposal to the City yet. A request for an update has been sent.  <b>20 October 2016</b>		8	31/03/17	 Decreased Risk Score
Action No, Title	Description	Latest Note			Managed By	Latest Note Date	Due Date	
DCCS PE 004a Brief Members of the Committee and Sir John Cass Foundation	Members of the Community and Children's Services Committee and the Sir John Cass's Foundation will be briefed on the possible impact of the new funding formulae and the proposed response to the consultation by the end of March 2016	The DfE is considering if the City of London should be viewed as a special case. See new action DCCS PE 004C.			Chris Pelham	01/08/16	30/09/16	
DCCS PE 004b Financial Modelling Exercise	A Financial Modelling Exercise will be undertaken regarding Sir John Cass's finances	Complete.			Chris Pelham	01/08/16	31/07/16	
DCCS PE 004c Meetings with Department for Education	A meeting with the DfE 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 DfE in September to agree terms if the department decides the City of London is a special case.			Chris Pelham	20/10/16	31/10/16	

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
<b>DCCS CP 002 City of London Community Education Centre – site redevelopment</b>  22/01/16  Neal Hounsell	<b>Cause</b> Redevelopment of the site occupied by the City of London Community Education Centre <b>Event</b> Adult and Community Learning service has to vacate the site <b>Impact</b> 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, an agreement reached and a timetable drafted to develop both Golden Lane and Guildhall Library as replacement venues for COLCEC.  <b>1 August 2016</b>	 Likelihood  Impact	4	31/01/17	 Decrease in Risk Score
Action No, Title	Description	Latest Note				Managed By	Latest Note Date	Due Date
DCCS CP 002a The identification of new premises and location of the service  P80643	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. At their December 2015 meeting, Members rejected a report proposing the Golden Lane Community Centre as a potential new location	Work is progressing in accordance with the timetable.				Neal Hounsell	14/10/16	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
<b>DCCS HS 001 Health and Safety procedures</b>  13/11/14  Paul Murtagh	<b>Cause</b> 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 <b>Event</b> Accident or fire in property or estates managed DCCS leading to harm/injury to staff member, resident or visitor <b>Effect</b> Injury to person/s on property or estates managed by DCCS, possible adverse media coverage, external investigation into incident and potential claims for compensation	 Likelihood Impact	4	Meetings of the Health and Safety Committee continue. Top X risks continue to be monitored.  <b>14 October 2016</b>	 Likelihood Impact	4	31/03/17	 No change
Action No, Title	Description	Latest Note				Managed By	Latest Note Date	Due Date
<b>P</b> <b>09/14</b> DCCS HS 001c Implement agreed work plan addressing Top X and other risks	Work plan for Health and Safety Officer has been agreed and will be reviewed at quarterly departmental Health and Safety meetings	Quarterly Health and Safety meeting with representation across the divisions are being held. Progress against the work plan is monitored and Top X risks reviewed.				Paul Murtagh	14/10/16	31/03/17
DCCS HS 001b Pilot of DCCS Drug and Alcohol Misuse Policy	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 learned will be brought to the Departmental Leadership Team.				Paul Murtagh	09/08/16	31/03/17



### Appendix 3: Complaints Report, Total Complaints and Compliments Received – Quarter 2, 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			2
No. of complaints upheld	0	1	0	0	0			0
Family and Young People's Services (Children's Social Care)	0 (3)	5	2	0	0			0
No. of complaints upheld	2	2	N/A	N/A	N/A			N/A
Housing	17	34	35	12	9			21
No. of complaints upheld	6	5, 2 partially upheld	11	4, 2 partially upheld	1, 2 partially upheld			5, 4 partially upheld
Property			6	10	7			17
No. of complaints upheld			5, 1 partially upheld	6	3			9
Commissioned Services, e.g. Golden Lane Sport and Fitness, City Advice, Telecare	51	54	52	5	14			18
No. of complaints upheld	37	39	44	5	10			15

#### 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%			100%
Family and Young People's Services (Children's Social Care)	100%	75%	0%	N/A	N/A			N/A
Housing	100%	100%	100%	100%	100%			100%
Property			75%	100%	100%			100%



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

<b>DCCS CITY FUND: - 2016/17 BUDGET Q2 update</b>						
	<b>2016/17 LAB budget</b>	<b>TOTAL to date £'000</b>	<b>% spent</b>	<b>Projected Actual to Year end £'000</b>	<b>Projected Variance to Year end £'000</b>	<b>Notes</b>
<b>LOCAL RISK</b>						
<b>Housing Services</b>						
Housing S&M Account	126	61	48	128	-2	
Disabled Access, Enabling Activities, Spitafields, General Housing Advise, Other Housing Services	-42	-17	41	-52	10	
Supporting People	676	423	63	639	37	
Service Strategy	4	2	42	3	1	
Housing Benefit	209	8	4	119	90	1
<b>Total Housing</b>	<b>973</b>	<b>476</b>	<b>49</b>	<b>838</b>	<b>135</b>	
<b>People Services</b>						
Older People Services	1,276	722	57	1,333	-57	2
Adult Social Care	2,334	1,098	47	2,387	-53	2
Occupational Therapy	262	143	54	281	-19	
Supervision and Management	181	84	46	153	28	
Homelessness	609	758	124	609	0	
Children Social Care	1,030	800	78	1,092	-62	3
Early Years & Childcare	894	496	56	916	-22	
Other Schools Related activity	211	57	27	181	30	
<b>TOTAL LOCAL RISK</b>	<b>6,797</b>	<b>4,158</b>	<b>61</b>	<b>6,952</b>	<b>-155</b>	
<b>Partnerships</b>						
Commissioning	727	470	65	649	78	4
Public Health	-25	95	-381	-25	0	
Sports Development	-70	4	-5	-64	-6	
Adult Community Learning	69	-331	-480	64	5	
Youth Service	210	193	92	204	6	
Strategy and Performance	1,125	570	51	1,125	0	
<b>TOTAL PARTNERSHIPS</b>	<b>2,036</b>	<b>1,001</b>	<b>49</b>	<b>1,953</b>	<b>83</b>	
<b>TOTAL LOCAL RISK</b>	<b>9,806</b>	<b>5,635</b>	<b>159</b>	<b>9,743</b>	<b>63</b>	
<b>CENTRAL RISK</b>						
Commissioning	-111	547	-493	-81	-30	
Early Years & Childcare	305	225	74	305	0	
Other Schools Related activity	-327	-265	81	-295	-32	
Asylum Seekers	284	828	291	395	-111	5
Delegated Budget	-20	173	-864	-20	0	
Housing Benefit	67	-38	-57	67	0	
<b>TOTAL CENTRAL RISK</b>	<b>198</b>	<b>1,469</b>	<b>742</b>	<b>371</b>	<b>-173</b>	
<u>Housing Services: underspend of £135k due to:</u>						
1) Vacant post which will not be filled during the year plus additional income received in relation to the clawback of housing benefit overpayments made to individuals						
<u>People's Directorate: Overspend of £155k largely due to:</u>						
2. 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. A new high cost vulnerable client along with additional costs in relation to the Ofsted inspection						
<u>Commissioning &amp; Partnerships: Underspend of £83k largely due to:</u>						
4. lower than anticipated contract costs.						
<u>Central risk - overspent by £173k due to:</u>						
5. Asylum seekers are predicting an overspend due to additional Unaccompanied Asylum Seeking Children. 7 new clients come through in 2015/16 of which 2 turn 18 this year and therefore does not attract any funding from the Home Office. 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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<b>Committee</b> Community and Children's Services	<b>Dated:</b> 18 November 2016
<b>Subject:</b> Apprenticeships	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b> Simon Cribbens, Community and Children's Services	

## Summary

The City of London Corporation is committed to delivering 100 apprenticeships across its departments in 2017/18. It proposes to deliver an exemplar service, and has agreed in principle to fund an enhanced level of support and service delivery. Details of the service and structure to deliver it will be brought to Members for approval. It has also agreed to increase apprentice salaries so that they start in line with the London Living Wage.

## Recommendation(s)

Members are asked to note:

- the target to deliver 100 apprenticeships by the end of 2017/18 and sustain this level in subsequent years
- the agreement to fund an enhanced Apprenticeship Service and strategic commissioning role managed by DCCS, estimated at approximately £250,000
- that a staffing structure required to deliver the enhanced service will be brought to the January 2017 committee for approval.

## Main Report

### Background

- 1 The City of London Corporation has set an ambition to be an exemplar in the recruitment, training and development of apprentices. During 2017/18 the City Corporation will expand and maintain its offer to employ 100 apprentices within the organisation and deliver a service that provides outstanding quality and opportunity.
- 2 The City Corporation's ambition is delivered against the context of changes to government policy which have imposed an "apprenticeship levy" of 0.5 per cent of the City Corporation's gross pay bill and a requirement to ensure apprentices make up more than 2.3 per cent of the public sector workforce (which for the City equates to approximately 70 apprenticeships).
- 3 As a consequence, demand and competition for apprentices will increase significantly as public sector bodies act to meet the government's target and larger levy paying employers seek to draw on their levy to meet their skills needs.

- 4 Against this background it is important that the City Corporation's apprenticeship offer delivers the quality, brand and remuneration required to secure the number and quality of apprentices sought.
- 5 This report informs Members about the implementation of these plans and the service developments they propose and highlights the role of this Committee in relation to its oversight of the Apprenticeship Service.

### **Current Position**

- 6 The City Corporation is already both an employer of apprentices and an approved apprenticeship provider – training and supporting apprentices employed by the City Corporation and a number of other City businesses. The number of apprentices employed and supported within the City has remained broadly static in terms of numbers over the past few years.
- 7 Engagement with departments has identified a strong interest in expanding their apprenticeship offer. Some have expressed concerns about attracting a range of apprentices of the right quality and appropriate level of job readiness. Departments also stressed the importance of the City providing for apprentices' wider support needs.
- 8 Departments already have plans to employ 31 apprentices next year, and have identified the potential to employ significantly higher numbers (over 70 more) if the support and additional funding is available, and the City Corporation is able to compete to attract high-quality candidates in sufficient volume.
- 9 The City Corporation's Apprenticeship Service (a division of the Department of Community and Children's Services) has identified the Corporation's current apprentice salary levels as a disincentive to some potential applicants and a deterrent to those from lower income backgrounds. The service has also highlighted the need to attract a very high number of applicants given the desired target and the number of applicants required to meet current demand.

### **Implementation**

- 10 A strategic implementation plan and proposals for an expanded programme, apprenticeship salary levels and resourcing of an enhanced Apprenticeship Service have been agreed by the Strategic Resources Group, Chief Officers Group and Establishment Committee.
- 11 The implementation, from May 2017, proposes that apprentices will be recruited in four cohorts across the year. The initial focus will be the recruitment of apprentices at levels 2 and 3, to provide entry-level opportunities.
- 12 The City Corporation will deliver or broker all training of apprentices in-house through the DCCS Apprenticeship Service as an "employer-provider". This service has a track record of delivery to both internal and external partners and was graded as "good" following an Ofsted inspection earlier this year. In 2017 the Apprenticeship Service will move in order to deliver its service from dedicated space within the Guildhall Library.

- 13 As an employer-provider, the City Corporation will be able to directly design and deliver the content of training for our own apprentices, will have greater control and oversight of the quality of that training and education provision, and will be able to ensure our programme provides greater levels of support before, during and after apprenticeships.
- 14 Such a model also means the City Corporation is able to ensure that the levy payments it makes are not spent on an external third-party organisation, but invested back into the City Corporation to maximise the value and benefit of the programme.
- 15 The delivery of this service will require additional resourcing for elements that cannot be funded by the levy. The City Corporation anticipates drawing in income for its annual levy contributions (which are estimated to be £720,000). However, levy income can only be used to fund training, education and the end point assessment of apprentices.
- 16 The additional service elements proposed include outreach work with schools and communities, specialist support for those with additional needs, pastoral support for apprentices, training and support to managers and supervisors, an additional information advice and guidance provision to support future employability and post-apprenticeship support.
- 17 To hold this service accountable and provide for robust performance monitoring and management, it is also proposed to resource additional strategic commissioning capacity. This will provide oversight of the performance and delivery of the City Corporation's Apprenticeship Service and were it to become necessary (or in exceptional circumstances) the capacity to commission services from an alternative provider.
- 18 The service and commissioning elements were considered by both the Summit Group and Establishment Committee, which approved in principle funding of approximately £250,500 to support them. A project group, co-sponsored by the directors of Human Resources and Community and Children's Services, is now developing the detailed structure and service plan with the Apprenticeship Service and HR.
- 19 This plan, and the proposed staffing structure that will support it, will be brought before Members of this Committee and the Establishment Committee in January 2017 for approval.
- 20 The Establishment Committee also considered and approved proposals to increase apprentice salary levels in line with the London Living Wage. The City Corporation is accredited with the Living Wage Foundation, which recommends paying the Living Wage to apprentices as best practice. It is felt that this salary level will enable the City Corporation to better attract and secure the number and quality of apprentices it seeks, demonstrate the City Corporation's commitment to being a leader on this agenda and better support the ambition to attract those from poorer backgrounds.

21 The project group developing the detail of service proposals will also have oversight of the many uncertainties that may impact on the City Corporation's future plans – such as the level of future demand and competition for apprentices in the local and wider economy. In doing, it will monitor and report progress to Members.

### **Corporate & Strategic Implications**

22 The approach to apprenticeship set out in this report supports the priorities and delivery of the Corporate Plan, Education Strategy and Children and Young People's Plan. It is also integral to the forthcoming Employability Framework and delivers to the commitments set out in the recently published document *The City's Business*. It also ensures the City complies with its statutory obligations.

### **Conclusion**

23 A commitment to quality of provision and support and the achievement of high-level outcomes will help ensure the City is a destination that attracts talent from schools, including our academies, independent and local schools, and from our surrounding communities. Delivering this as part of an outstanding Apprenticeship Service will require funding for additional services that cannot be funded by the apprenticeship levy alone. However, such funding will provide for a better service, better outcomes and a clear demonstration of the City's published commitment to be an exemplar.

### **Appendices**

- None

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# Agenda Item 8

<b>Committees</b>	<b>Dated:</b>
Health and Social Care Scrutiny – For Information Community and Children’s Services – For Decision Health and Wellbeing Board – For Information Policy and Resources – For Decision	1 November 2016 18 November 2016 25 November 2016 15 December 2016
<b>Subject:</b> Integrated Commissioning for Health and Social Care	<b>Public</b>
<b>Report of:</b> Director of Community and Children’s Services	<b>For Decision</b>
<b>Report author:</b> Ellie Ward, Community and Children’s Services	

## Summary

The NHS is facing growing financial and service pressures at a time of rising demand. NHS England published a five-year plan to address some of these challenges and encourage health and social care organisations to work more closely together to address them.

Local areas are required to produce Sustainability and Transformation Plans (STPs) that set out how organisations will work together at a local level to meet the challenges set out in the plan. This includes looking at transforming services and using resources differently. Although local authorities are part of the plans, their budgets are not included in the overall budget total for STPs. However, some of the service changes proposed through STPs could have an impact on adult social care services and their funding, for example an increased focus on preventative services or providing more care based in the community rather than in hospitals.

The City of London Corporation is part of the North East London STP, which includes eight local authorities, seven Clinical Commissioning Groups (CCGs) and three acute hospital providers.

London Borough of Hackney and City and Hackney CCG had already proposed a devolution pilot, which is now reflected in the STP. The pilot is about exploring the delegation of powers to a local level relating to estates, licensing powers to support public health and prevention and the development of models for integrated commissioning.

London Borough of Hackney is exploring the development of an integrated commissioning model to better align work across local commissioners – CCG, social care and public health – and promote joint planning to improve outcomes. If this

proceeds, a similar model of integrated commissioning will need to be developed for the City of London Corporation.

This would be built upon a pooled budget of funding from the CCG and the City of London Corporation, governed by an Integrated Commissioning Board and bound by a legal agreement. A steering group across the CCG, the City of London Corporation and London Borough of Hackney has been established to explore what the operational models for this might look like.

This paper sets out an analysis of the opportunities and risks of the proposed integrated commissioning model and seeks Members' agreement to explore development of this model for the City of London Corporation, with further detail and legal implications to follow in a future report.

### **Recommendations**

Members are asked to agree to:

- explore development of a single integrated health and social care commissioning model for the City of London with City and Hackney CCG, subject to further detail and due diligence
- explore entering into a pooled budget with City and Hackney CCG
- receive a further, more detailed report and make a final decision on the proposed arrangements in early 2017.

### **Main Report**

#### **Background**

##### ***Health and social care services in the City of London***

1. Adult and children's social care services are provided and commissioned by the City of London Corporation and are mainly based on resident population. Public health services are partly commissioned by the City of London Corporation and partly in partnership with London Borough of Hackney. While most public health services are based on resident population, some are also commissioned for City workers.
2. There is one GP practice in the City of London – The Neaman Practice, which is part of City and Hackney Clinical Commissioning Group (CCG). The majority of City residents are registered with this practice, but approximately 25 per cent of residents on the eastern side of the City are registered with practices in Tower Hamlets, part of Tower Hamlets CCG.
3. CCGs commission acute and secondary care health services for the people registered at their GP practices. This includes elective hospital care, community health services and rehabilitation, maternity and mental health services.

4. City and Hackney CCG commissions Homerton University Hospital to provide acute and community services to its registered population. It also commissions acute care for City patients registered at The Neaman Practice from University College London Hospitals (UCLH) and Barts Health. Enhanced primary care services are commissioned from the City & Hackney GP Confederation. This includes wound and dressing care, phlebotomy, management of people with long-term conditions, identification of and support for vulnerable families and a proactive home visiting service for frail elders. The Neaman Practice is a member of the GP Confederation.
5. The integration of health and social care services is a well-established principle as it provides a better patient and service user experience, more effective services and can contribute to financial savings. The City of London Corporation already works in an integrated way across the health and social care system, but there are limitations in terms of organisational boundaries and legal frameworks.
6. The number of older people in the City of London is set to increase in the coming years. Greater London Authority (GLA) population projections show that over the next five years the older population (over 65s) is set to increase by between 4 and 5 per cent each year from 1,530 in 2017 to 1,839 in 2021. This is likely to create increased demand for health and social care services in the future.

#### ***Health and social care in context***

7. The NHS is facing growing financial and service pressures at a time of rising demand. The NHS *Five Year Forward View*, published in October 2014, is set in this context.
8. It sets out a new shared vision for the future of the NHS, emphasising the need to move to place-based systems of care where organisations collaborate and use their resources collectively to meet the needs of the local population in the most appropriate and effective way. It also explores the challenges to be addressed in the NHS around finance and efficiency, improving the health of the population and providing quality care.

#### ***Sustainability and Transformation Plans***

9. In December 2015, NHS England required local areas to produce five-year Sustainability and Transformation Plans (STPs) to outline how local areas proposed to meet the challenges set out in the *Five Year Forward View*.
10. A total of 44 areas were identified as geographical 'footprints' on which the STPs are being developed, with an average population size of 1.2 million. The City of London Corporation is part of the North East London STP. This includes eight local authorities, seven CCGs and three acute hospital trusts (Homerton University Hospital NHS Foundation Trust, Barts Health NHS Trust and Barking, Havering and Redbridge University Hospitals NHS Trust).
11. Although Homerton University Hospital and City and Hackney CCG have been in a more robust financial position, Barts Health and Barking, Havering and

Redbridge CCGs are experiencing significant financial issues this year and going forward.

12. Latest planning guidance from NHS England states that all STP footprints will have a single 'system' budget for their areas made up of the operational budgets for each organisation in the footprint. The guidance says that funding can be moved between organisations by agreement provided the overall budget total does not change. This poses a potential risk where funding from local organisations may have to be used to support other organisations in the system that are experiencing financial difficulties.
13. Local authority and partnership support has to be evidenced in the STP. Although local government social care budgets are not included in the STP, it should be noted that the service transformation proposed in the STP could have an impact on social care and its funding. This includes an increased focus on preventative services or a greater move towards more care based in the community rather than in hospitals.

### ***Locality plan***

14. STPs are high-level plans looking at which services can be best organised and delivered across the system in North East London rather than including all local issues.
15. CCGs and their partner local authorities are developing two to five-year plans to address local issues highlighted in local Health and Wellbeing Strategies, as well as contributing to delivering the wider STP ambitions. This allows City of London specific priorities around social isolation, the health of workers and cross-boundary issues to be reflected in the locality plan.
16. In order to develop the locality plan, the CCG has developed a joint planning programme with local authority social care commissioners and public health commissioners. This explores where there could be more collaboration and alignment of approaches and contracts to improve outcomes for patients and service users and deliver the STP ambitions.

### ***Devolution pilot and integrated commissioning***

17. Separately to the STP, the London Borough of Hackney and City and Hackney CCG, along with local health providers, were approved as a devolution pilot, allowing them to explore the delegation of powers to a local level to better support the achievement of plans. This aims to accelerate the transformation of the local health and care system in Hackney so that it is financially and clinically sustainable and provides improvements in health, care and wellbeing outcomes. Because the CCG covers both Hackney and the City, the City of London Corporation and the CCG have been working closely to ensure that the pilot also brings advantages and improved outcomes to the City.
18. The devolution proposal committed to exploring joint commissioning between the CCG and the local authority social care and public health functions. A

commitment has been made to explore this for the London Borough of Hackney. As the City of London Corporation is not part of the devolution pilot, the CCG is keen to establish a similar arrangement with the City of London Corporation to mirror the arrangements in Hackney to ensure an equitable approach across the CCG area.

19. The joining together of commissioning between health and social care is known as integrated commissioning. It aims to remove organisational barriers, develop more joined up plans and commission integrated services that benefit patients and service users. It supports an approach of moving to contracting for outcomes and commissioning providers to work together across organisational boundaries. Many organisations in health and social care are already working in this way.

## **Current Position**

### ***Proposed integrated commissioning model***

20. City and Hackney CCG has proposed an integrated commissioning model for the City of London built on the pooling of health, social care and public health funding into one budget that is consistent with the Hackney devolution pilot. The detailed scope of the funding and governance arrangements to be included in the model would need to be agreed by Members at a later date. The CCG is keen to have this model in operation by April 2017, but the City of London Corporation can agree phasing of the model in a way that works best for the Corporation.
21. It is proposed that there would be separate pooled budgets between City and Hackney CCG and the London Borough of Hackney and between City and Hackney CCG and the City of London Corporation.
22. The pooled budgets would be legally agreed through a Section 75 (s75) agreement (NHS Bodies and Local Authorities Partnership Regulations 2000), which allows health and local authority funding to be pooled. In effect, this ring-fences the funding for the services set out in the agreement.
23. It is currently proposed that an Integrated Commissioning Board would be set up between the City of London Corporation and the CCG (the London Borough of Hackney would have its own board) to make decisions on the use of the pooled budget. The board would include City of London Corporation Members and CCG Board Members. Each year, the City of London Corporation and the CCG would agree the make-up of the pooled budget and what decision-making would be delegated to the Integrated Commissioning Board. To maximise improvements for local people and better support the alignment of service delivery and contracting, the Integrated Commissioning Board could also provide a steer on all health and social services planning not otherwise included in the pooled budget.
24. A steering group has been established with the CCG to explore what a model could look like and how any risks would be mitigated should a decision be made to proceed with the model.

25. The steering group is committed to a gradual development of the proposal rather than a “big bang” on 1 April 2017 to ensure stability and minimise risk. The group has also agreed to define monthly gateways over the rest of 2016/17 to help maintain momentum and allow partners to confirm that they remain comfortable in proceeding with the development of the model.
26. At this stage the integrated commissioning arrangement would only cover NHS services for patients registered at The Neaman Practice. However, discussions with other CCGs about joining the pooling arrangements could occur in 2017/18 once a model is in place.
27. This paper seeks agreement from Members to explore the development of this model for the City of London Corporation. Further detail on governance and the financial framework for the model would be brought back to Members at a later date.

## **Options**

28. The two main options are to enter into a single integrated commissioning model with City and Hackney CCG or not. An analysis of the two approaches is set out below.

### ***Entering into an integrated commissioning model***

29. This model offers a number of potential opportunities for the City of London Corporation. It would provide:
  - a City of London-based model responsive to City of London needs
  - a dedicated focus on City residents and their needs with an identified health budget separate from the budget for Hackney
  - more integrated services for most City of London residents, reducing current complexities
  - governance arrangements that give the City of London Corporation equal representation with City and Hackney CCG
  - a more direct line between the ambitions of the Health and Wellbeing Board and how these are delivered locally
  - separate pooled budgets that would provide protection from City funds being lost in a larger pooled budget across the City and Hackney or being drawn into broader financial issues across North East London. Integrated contracting and procurement models should result in more efficient delivery and offer the opportunity of longer-term cost savings
  - more aligned plans across the CCG and City of London Corporation to allow the two organisations to make the best use of their budgets and powers to secure improved outcomes and more joined up services.
30. There are also some potential risks associated with this model:
  - The integrated budget would only cover residents registered with The Neaman Practice (part of City and Hackney CCG). The existing issue of linking up with Tower Hamlets services and other providers would remain.

However, discussions could take place about extending the scheme across other CCGs once any arrangements had been set up.

- The issue of City workers would need to be addressed. The City of London Corporation has public health responsibilities for this group but City and Hackney CCG does not.
- There would be a potential loss of direct control over some of our social care and public health budgets, although the scheme of delegation for the Integrated Commissioning Board would address this possibility.
- The CCG funding within the pooled budget would be higher than that from the City of London Corporation.
- Appropriate disaggregation of funding and savings made from the CCG for City residents would be necessary. The CCG is keen to ensure a clear City budget but recognises it will be difficult to get this right on day one given the need to disaggregate existing contracts. Therefore, agreement would be required that the pooled budget could be reviewed in the light of experience.
- The impact of managing and resourcing additional governance structures would need to be addressed.

Some services would still need to be jointly commissioned with the London Borough of Hackney and governance arrangements would need to be put in place to oversee this.

### ***Not entering into an integrated commissioning model***

31. Not entering into an integrated commissioning model would ensure that the City of London Corporation keeps sole control of its own social care and public health budgets but there are risks with this approach:

- Wider reconfiguration of health services in North East London could impact on City residents with less opportunity to influence change. An integrated commissioning model could mitigate against this risk.
- No further integration of services and continued complexity of offer for all current City residents and service users.
- Hackney devolution likely to continue and alternative arrangements for the City put in place unilaterally.
- Loss of focus on the City of London Corporation as a stand-alone entity and a missed opportunity to plan together for the City.
- Reputational risk if the City of London Corporation is not seen as supporting devolution initiatives in line with good practice.
- Potential loss of a local commissioning focus if health and social care integration is focused on the wider STP footprint.
- Exclusion from more innovative ways of commissioning and delivering services.

### **Proposals**

32. This report recommends Members give approval to explore development of a single integrated commissioning model with City and Hackney CCG. This approval will be subject to further discussion and agreement about the details of the agreement.

33. Entering into a single integrated commissioning model offers the City of London Corporation the opportunity to:

- commission more integrated services to residents, ensuring a better patient experience
- have a bespoke City of London-focused commissioning model for health and social care
- be in line with current best practice and direction of travel.

34. Although there are potential risks for the City of London Corporation in adopting this model, further discussions about the governance arrangements and financial framework will provide the opportunity to mitigate the risks in line with the proposed gateway approach to developing the model.

35. There has been some successful joint commissioning between the City of London Corporation and Hackney previously. This latest project represents an evolution and, subject to joint governance being managed, the joined up service should increase efficiency.

### **Corporate & Strategic Implications**

36. KPP3 of the Corporate Plan focuses on engaging with London and national government on key issues of concern to our communities such as transport, housing and public health. This includes the NHS and public health reforms.

37. Health and social care integration is an action of the Department of Community and Children's Services Business Plan.

38. Health and social care integration is a priority in the Joint Health and Wellbeing Strategy.

### **Implications**

#### **Financial Implications**

39. Entering into any kind of pooled budget arrangement exposes the City of London Corporation to a level of inherent financial risk that would otherwise not exist, particularly around City funds not being used for the purposes and outcomes desired by the City or the City becoming liable for the financial obligations of others. To mitigate these risks, the City of London Corporation would enter into a formal s75 agreement and supporting financial framework. These would clearly set out the scope of the pooled budget, ground rules for its use and treatment of overspends, as well as address how conflicts in budget-setting priorities would be settled.

40. The Integrated Commissioning Board would only be able to operate within the scheme of delegation agreed by the City of London Corporation and the CCG as both would retain ultimate statutory responsibilities. The budget and approach would need to be negotiated and agreed each year to reflect changing



circumstances. Ensuring that the proper governance and reporting arrangements are also in place will be a key consideration.

41. If the City of London Corporation were to become the host partner for the finances of the whole pooled budget, it would potentially be exposed to a further level of risk in terms of becoming accountable for a much larger sum of funds from the CCG than the amount currently invested. The VAT implications for the City of London Corporation would also need to be assessed. In addition, there would be a significant resourcing issue with regard to servicing the monitoring and reporting of such a pooled budget.
42. This will be explored by the steering group. The CCG has committed to provide additional funding to the City of London Corporation to support the finance function in such an eventuality.

### **Legal Implications**

43. This report seeks Members' agreement at this stage to explore the development of an integrated commissioning model between the City of London Corporation and City and Hackney CCG. Once exploration has taken place and further information has been gathered from the parties involved, a second report will be presented to Members. At that stage, it will be possible to provide full detail on any legal implications involved.

### **Conclusion**

44. The context for commissioning health and social care services is changing in response to increasing financial pressures and rising demand.
45. City and Hackney CCG has proposed to develop an integrated health and social care commissioning model with the City of London Corporation. This would bring together health and local authority funding from adult social care and public health and jointly deliver locally agreed priorities, which would be set out in a legal agreement.
46. This paper recommends to Members that the City of London Corporation agree to explore the development of an integrated commissioning model with City and Hackney CCG. Although there are some potential risks, there are also a number of opportunities. Further discussions around governance and the scope of local authority funding contributed to the pooled budget would aim to mitigate some of these risks.

### **Appendices**

None

### **Background Papers**

None

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<b>Committee</b>	<b>Dated:</b>
Community and Children's Services	18 November 2016
<b>Subject:</b> Pressure on temporary accommodation budget and services	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b> Simon Cribbens, Department of Community and Children's Services Timothy Platt, Department of Community and Children's Services	

## Summary

Legislation requires the City of London Corporation to provide temporary accommodation to certain homeless households. This is currently funded through Housing Benefit subsidy. However, the income received from this subsidy already falls short of the overall cost.

The implementation of welfare reform, most notably the transition to Universal Credit, is very likely to increase the pressure on the budget for temporary accommodation through higher levels of arrears and bad debt. The impact could see the current net cost to the budget increase from £35,000 to £150,000.

This impact sits alongside a predicted increase in the number of households applying for homelessness assistance, which may require investment in new or expanded services.

## Recommendation

Members are asked to:

- Note the report.

## Main Report

### Background

1. The City of London Corporation is required by law to provide temporary accommodation for certain homeless households who meet criteria defined by legislation. Temporary accommodation is currently provided for 22 households of whom approximately one third are households with dependent children and the rest are single-person households.

2. To meet this statutory requirement, the City sources temporary accommodation from the private sector. The nature of this accommodation ranges from single rooms let on a nightly basis to longer-term properties secured for longer periods.
3. The duration of stay in temporary accommodation is determined by a number of factors – most notably whether the City has a legal “homelessness duty” to secure long-term housing and the availability of such homes to move people into.
4. The law requires the City to assess families and individuals who apply for help under homelessness legislation. This, in turn, determines if there is an immediate requirement to provide temporary accommodation, and, in the longer term, if there is a duty to secure a home for the household. Where such a homelessness duty exists, it can be discharged by providing a secure home, which is most commonly achieved through a social tenancy. Therefore, the availability of suitable social homes often determines how long households will stay in temporary accommodation.
5. Legislation requires a local authority to provide temporary accommodation regardless of cost. The cost of that accommodation is offset by the receipt of Housing Benefit subsidy (set at a rate of 90% of the Local Housing Allowance plus a management fee of £40 per week) and/or client contributions where the applicant is in work.
6. The relevant rate of the Local Housing Allowance has been frozen at the January 2011 level, despite significant rent inflation in the private rented (temporary accommodation) sector. As a result, benefit receipts for temporary accommodation already fall short of the cost. In 2015/16 the City sourced 82 units of temporary accommodation at a gross cost of £308,000. After Housing Benefit and rent arrears are accounted for, the net cost of this provision in the past financial year was £35,000.
7. The use of temporary accommodation across London and the number of homeless households seeking help from local authorities are rising, and likely to continue to do so. This, alongside increased demand in the private rented sector, will increase the future cost of temporary accommodation.
8. The City has experienced such increases in demand for help and accommodation. It should also be noted that the availability of social rented homes for homeless households is under pressure from competing needs within the City (transfers, decant, etc), and access to homes in the private rented sector for homeless households is very difficult to secure.

### **Impact of welfare reform**

9. A comprehensive welfare reform programme is being pursued by government, with the roll-out of Universal Credit at the heart of changes. Universal Credit wraps all benefits, including those for housing, into a single monthly payment made directly to the claimant. Its roll-out to new claimants is expected to be completed by September 2018.

10. The housing element of Universal Credit for those in temporary accommodation will be limited to that of the Local Housing Allowance (Housing Benefit) for the given household size and location. As with the current regime, this is unlikely to meet the full cost to the City of the temporary accommodation it procures (all of which is outside of the Square Mile).
11. Other changes introduced by Universal Credit are likely to greatly increase the cost to the City of meeting its legal obligations to provide temporary accommodation.
12. The design of Universal Credit means that applicants will receive their first payment directly six weeks after their initial claim and monthly thereafter. If in that six-week period a claimant moves out of temporary accommodation, there is a significant risk that they will not repay the City for the rent owed for their temporary accommodation (particularly where the City concludes that there is no ongoing housing duty).
13. The current operation of Universal Credit (whereby the payment made at week six is based on the applicant's circumstances in the seven days before payment is due) means that should the City move a household during the initial six week period, no rent will be paid for the first placement. The legal duty not to accommodate households with children in emergency accommodation (predominantly Bed and Breakfast) for more than six weeks makes this scenario likely for such households.
14. Unlike Housing Benefit, Universal Credit will not be administered by the City but by Jobcentre Plus. This lessens the control in ensuring rapid processing of claims, and the confidence that those requiring Universal Credit have registered a claim. This may delay or reduce payments due – an experience of the system in the existing roll-out areas.
15. Universal Credit will be paid directly to claimants in the first instance. Evidence from local authority areas where Universal Credit has already been rolled out suggests far higher rates of non-payment of rent. Although there is provision for arrangements to be made to pay rent directly to local authorities, this can only be secured through case-by-case applications when the claimants are already in arrears.
16. As a consequence, local authorities are forecasting a significant increase in rent arrears. The London Borough of Croydon (where Universal Credit has been put in place for new claimants) has predicted temporary accommodation rent collection to fall from almost 90 per cent to just over 50 per cent for claimants of Universal Credit in 2016/17.
17. For the City, this would imply an increase in the net cost of temporary accommodation to approximately £150,000.
18. The temporary accommodation management fee payable to local authorities under the current Housing Benefit model will not be paid within Universal Credit. However, the government has committed to continue to pay a management fee

to local authorities. The detail of the level and mechanism for payment has yet to be confirmed.

19. In November 2016, the government will reduce the total amount of benefit payable to families to £23,000 per annum. Households placed in temporary accommodation are not exempt from this benefit cap, which has concerned some authorities housing larger families in accommodation leased from the private sector. In London these homes attract high rents, and local authorities often have to subsidise them to meet their obligation to make them affordable.
20. The City does not currently lease properties, and most of those it houses temporarily or permanently are single-person or smaller households. Therefore, the reduction in the benefit cap will not immediately increase cost to the City, but has the potential to do so.

### **Mitigating actions**

21. Homelessness is driven by a number of factors. Most of these are beyond the control of the City of London or any local authority. As such, the demand and implications for services can be hard to predict.
22. The key mitigations to this financial risk are measures to reduce the overall use of temporary accommodation. The most directly achievable outcome is to reduce the duration of time spent in temporary accommodation. Those the City has placed in temporary accommodation, commonly spend between three and six months depending on their housing need (some sizes of property are more often available than others). This time period may be reduced by securing access to a greater supply of housing into which the City can discharge its duty to house.
23. Such a housing duty can be discharged by the City into the social rented sector, or the private rented sector where a home is suitable, affordable to the applicant and available to them for at least 12 months.
24. Increasing the supply of social rented homes available to homeless households can only be achieved at the expense of other housing needs – such as those that are severely overcrowded. It should also be noted that other City initiatives – such as the redevelopment of Mais House and the consequent decanting of residents – means that there are competing short-term pressures on the supply of available homes.
25. The Localism Act 2011 provided the powers for local authorities to discharge their housing duty into private sector accommodation. The City has yet to exercise this power other than on a voluntary basis, but has set out its willingness to do so in its Homelessness Strategy.
26. The levels of rent in the private rented sector, the interaction with the overall benefit cap and the duties placed on local authorities in terms of affordability and suitability of a home make discharge of duty in this way difficult to secure. It is particularly difficult where an applicant is dependent on benefits and under the

age of 35, as they will only receive housing support to pay for a single room in shared accommodation.

27. However, some local authorities have pursued schemes offering financial incentives to landlords to secure properties – alongside funding deposits and rent in advance. These approaches are available to the City, but have cost and staffing implications (associated with the operation and administration).
28. Such an approach may be more viable for the City, given that the majority of households for which it provides temporary accommodation are single person. Where applicants are aged 35 years or above, there is greater scope to secure bedsit accommodation in the private sector, although competition for units remains significant.
29. Officers will continue to assess the financial risks and implications of the changes set out above. Where the negative impact on budgets is such that investment in alternative services or models is prudent, a business case to do so will be developed. Officers will also investigate the scope to amend the City's Housing Allocation scheme (and the implications of doing so) to increase access to social rented homes, as part of the current process of renewing it.
30. The City already acts to prevent some homelessness applications by supporting access to the private rented sector, or using Discretionary Housing Payments to prevent a tenancy ending. Officers will examine the scope to extend these approaches.

### **Homelessness Reduction Bill**

31. The Homelessness Reduction Bill currently before Parliament will, if passed into law, strengthen the duty on local authorities to prevent homelessness. If these additional burdens are fully funded, the Bill may provide an opportunity to further prevent homelessness and reduce the subsequent need for temporary accommodation.

### **Corporate & Strategic Implications**

32. Preventing homelessness and increasing the supply of and access to accommodation are priorities of the City's Homelessness Strategy, approved by this Committee.

### **Implications**

33. The Comptroller and City Solicitor has been consulted and has no additional comments. There are no additional financial or HR implications arising from this report.

### **Conclusion**

34. The City remains committed to tackling homelessness and fulfilling its legal obligation to those it has a duty to support. Officers are aware of the potential

financial consequences of welfare reform for the temporary accommodation budget and homelessness services. If such consequences warrant further investment in services to reduce the use of temporary accommodation, a business case to do so will be developed.

## **Appendices**

- None

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<b>Committee(s)</b>	<b>Dated:</b>
Community and Children’s Services – For Information	18 November 2016
<b>Subject:</b> Adult Social Care Pressures – Policy Context	<b>Public</b>
<b>Report of:</b> Director of Community and Children’s Services	<b>For Information</b>
<b>Report author:</b> Ellie Ward, Integration Programme Manager	

## Summary

Nationally, Adult Social Care services are under significant pressure from increased demand, cuts in government grants and a range of other factors.

In the City of London Corporation, Adult Social Care services have been in a more robust position with no reductions in base funding allocated to the service in the recent service-based reviews. However, financial pressures are now being experienced, which are likely to continue in future years as the older population in the City of London grows.

This paper sets out some of the challenges that Adult Social Care in the City of London Corporation faces and some of the measures that are being considered to mitigate them.

## Recommendation(s)

Members are asked to:

- Note the report.

## Main Report

### Background

#### *Adult Social Care*

1. Adult Social Care services support individuals to maintain their independence and live as safely as possible despite illness, old age or disability. They also provide support to informal carers.
2. Local authorities have a number of statutory duties around adult social care. Many are set out in the Care Act 2014 but there are also a number of other relevant acts including the Mental Health Act 1983 (amended 2007) and the Mental Capacity Act 2005 (amended 2007). Statutory duties include:

- providing individual budgets for those who meet the national eligibility criteria for care and, for informal carers, support. For those with needs, this is means tested; for carers it is not
  - providing an advocate for people who require one to enable them to fully engage in the needs assessment, support planning or safeguarding process and to represent the needs of individuals who lack capacity in these processes
  - providing preventative services and integrating with other services such as health
  - establishing and maintaining a Safeguarding Adults Board
  - making enquiries, or ensuring others do so, if it is believed an adult is subject to, or at risk of, abuse or neglect. An enquiry should establish whether any action needs to be taken to stop or prevent abuse or neglect, and if so by whom
  - providing an Approved Mental Health Professional (AMHP) service to carry out Mental Health Act assessments for local residents
  - providing aftercare for those who are detained under certain parts of the Mental Health Act
  - assessing and issuing standard authorisations of Deprivation of Liberty Safeguards (DoLS) for people who are in a care home or hospital. This relates to extra safeguards that are needed if restrictions and restraint will deprive someone of their liberty.
3. Care and support are provided by a range of organisations including councils, voluntary organisations and the private sector. Care and support can include:
- interventions to help people maintain their independence in their homes for longer
  - personal assistance
  - residential care and supported living
  - providing support to informal carers
  - safeguarding services that aim to protect adults at risk from harm, abuse and neglect.

#### *Financial pressures in Adult Social Care*

4. Where a local authority assesses an individual as having eligible needs, it calculates an individual budget to determine the cost of meeting those needs. The individual is subject to a statutory means test to determine whether or not they should contribute to the costs of their care and support. Where the individual is assessed as unable to contribute to the costs of their care, the local authority bears the costs of this care. The costs of care vary considerably depending on level of need, type of care and how the service is procured.
5. An individual budget will also be calculated for informal carers who are assessed as being eligible for support but they are not means tested for their support.

6. Local authorities are required, where appropriate, to provide up to six weeks of reablement free of charge. Reablement is designed to help individuals regain confidence and independence after a period of illness or injury.
7. Nationally, Adult Social Care services are facing significant financial pressures. The annual budget survey by the Association of Directors of Adult Social Services<sup>i</sup> showed that nationally in 2015/16 Adult Social Care budgets were overspent by £168 million. In addition, local authorities are running out of efficiencies and will have to make further reductions to services of £371 million for people needing care and support and their carers. London Councils estimates that by 2019/20, London boroughs could face a funding gap of £900 million in their Adult Social Care budgets.<sup>ii</sup>
8. These financial pressures are due to a number of factors including:
  - the reduction in local authority core budgets – between 2010/11 and 2014/15, these reduced in London by 44 per cent in real terms
  - increasing demand for services as the population ages and people live longer with complex conditions
  - the introduction of the National Living Wage (a legal requirement) and also the London Living Wage, which is good practice. This has an impact on what care providers have to pay their staff and the amount local authorities then have to pay for services
  - the impact of provider availability and procurement methods (for example, if services are spot-purchased or contracted in a block)
  - the introduction of new requirements under the Care Act 2014. Some of these costs have been supported in Care Act Burden Grants but others, such as the requirement to have preventative services in place, will have a resource implication for local authorities
  - the transfer of the Independent Living Fund to local authorities to ensure that it is part of the mainstream Adult Social Care system. Funding was allocated to local authorities for 2016/17 and City of London Corporation received approx. £8,000. Confirmation of future allocations is awaited
  - achieving compliance with the law around DoLS. The number of DoLS also began to increase following the Cheshire West ruling that overturned previous judgments that had defined deprivation of liberty more restrictively. It ruled that all people who lack the capacity to make decisions about their care and residence and, under the responsibility of the state, are subject to continuous supervision and control and lack the option to leave their care setting are deprived of their liberty. It also now includes applications to the Court of Protection, which can be time-consuming and creates costs to be covered by local authorities
  - the implications of future service reconfiguration in health services, which may create costs for Adult Social Care services – for example, if more care is provided in the community.

## *Adult Social Care in the City of London*

9. The City of London Corporation has an Adult Social Care Team which includes qualified social workers, an occupational therapist, reablement workers and an Approved Mental Health Professional (a qualified social worker).
10. The Adult Social Care Team is only able to assist City of London residents and those carers who care for someone who lives in the City of London. If City of London residents are placed in residential care or supported living, they are placed outside of the City boundaries as there is no residential care or supported living within the City boundaries. However, although these residents live outside of the City boundaries, they remain the financial and statutory responsibility of the City of London Corporation.

### **Current Position**

#### *People approaching Adult Social Care*

11. In 2015/16, 131 new individuals made contact or were referred to Adult Social Care services in the City of London Corporation. Of these, 33 were aged 18–64 and 98 were aged over 65. This is a similar rate to the number during the previous year. However, the percentage of those who then went on to have a needs assessment was higher – 67 per cent in 2015/16 compared with 60 per cent in 2014/15.
12. Carrying out needs assessments requires resources and there are cost implications for the City of London Corporation where individuals are found to have eligible needs that have to be partly or fully funded by the City of London Corporation. In both 2015/16 and 2014/15, 67 of these individuals went on to receive support including short-term support to maximise independence and longer-term support.
13. In 2015/16, 24 new carers' assessments were carried out compared with 23 the year before. Of these, nearly all were eligible for support as a carer.
14. Therefore, similar numbers of individuals each year were approaching Adult Social Care and receiving services.

#### *People receiving services*

15. In total, 141 City of London residents received long-term Adult Social Care services in 2015/16 (39 people receiving residential and nursing care), compared with 155 individuals (45 people receiving residential and nursing care) in 2014/15. Some 30 people live in supported living accommodation. During 2015/16, 23 individuals who were receiving Adult Social Care services passed away and in 2014/15, 11. This suggests that there was a net decrease in those receiving long-term care in 2015/16 of 20 people.
16. In 2014/15, the City of London Corporation provided support to 79 carers in a variety of ways. In total, 49 of these carers received individual budgets to provide

support. The census identified 567 informal carers in the City of London who provide support to people with a range of needs. The City of London Corporation Carers' Strategy and Carers' support service aim to reach more carers and a broader range of carers. This is likely to impact on the numbers who have a carers' assessment and receive support in the future.

### *Financial situation*

17. The City of London Adult Social Care service has so far not suffered any significant budgetary reductions, and the one-off pressures of moving to the London Living Wage have been met corporately.
18. All Adult Social Care services are currently funded from the local risk budget. Given the size of the caseload, small shifts in numbers of service users and levels of need can make a significant impact on the budget. The budget is therefore volatile in response to changing demands and needs.
19. The profile of the budget for Adult Social Care services (not including any recharges) at the City of London Corporation can be seen in Appendix 1. Overall, the Adult Social Care budget has been robust in recent years but is predicting an overspend of £159,000 this year. As can be seen from the figures, the older people's budget is the most volatile.
20. The main element of this budget is residential/nursing care and home care. Between 2014/15 and 2015/16, there was a significant increase in the costs of residential/nursing care from £564,000 to £708,000. The forecast outturn for 2016/17 is £800,000. Given that the number of people in residential care went down between 2014/15 and 2015/16, the increased cost is due to increased costs of the care and length of stay.
21. Data shows that the number of weeks of provision for residential and nursing care has gone up from 1,335 in 2014/15 to 1,559 in 2015/16 and the unit cost in the same period has risen from £760 per week to £915.<sup>iii</sup> Costs in care homes have been increasing in recent years due to a number of factors, including workforce development, increasing standards, ability to recruit and the implementation of the National Living Wage. There are concerns nationally about the sustainability of the market given these financial pressures on the providers and the amount local authorities can pay for this care.
22. The biggest element of the budget for those clients aged 18–64 is supported living. This declined between 2012/13 and 2015/16 (from £963,000 to £913,000) but the forecast outturn for 2016/17 is £977,000. This is likely to be due to increased costs of the supported accommodation rather than increases in numbers of individuals. There is currently a project under way working with those individuals in supported accommodation with long-term mental health conditions to assess the suitability of moving to more independent accommodation and to provide support to facilitate this.

## *Future demand and pressures*

### *Population*

23. One of the key factors in future Adult Social Care pressures will be the impact of demographic changes. GLA projections show that over the next five years, the older population in the City will grow faster than other age groups. Although the older population is not the largest group in the City population, it is set to increase by between 4 and 5 per cent each year over the next five years. Detailed figures can be found in Appendix 2.
24. Growing older brings with it health and mobility problems and for some this will require some social care assistance in order to maintain independence.

### *Other factors in the City of London*

25. The City of London does not have any residential or supported living accommodation within its boundaries. These services are spot-purchased for individuals as the numbers entering these settings each year means that a block contract is not appropriate. Spot-purchasing, however, is more expensive than the unit costs of a block contract.
26. The domiciliary care contract is currently being retendered and the new contract will ensure that value for money is achieved.
27. The need for the City of London Corporation to process and review DoLS will continue and if the older population is increasing the number of approvals to be processed is also likely to rise. In 2015/16, in the City of London Corporation, there were 35 applications, of which 30 were granted.<sup>iv</sup> In 2014/15, there were 15 DoLS applications, of which 10 were granted.
28. In the City of London Corporation, the formula used to calculate individual budgets for those with needs and for carers is currently being updated to be more reflective of market prices and carers' needs. This could potentially create increased costs.
29. The City of London Corporation has a commissioned brokerage service to support those who wish to organise their own care. This is likely to increase over time, and again will incur additional cost as individuals move to a more personalised approach.
30. As people become frailer yet wish to maintain their independence at home, more expensive and specialist equipment, provided for by the Occupational Therapy Service in the Adult Social Care Team, may be required. This is provided through a framework agreement with a provider.

### *Predicting future costs*

31. A recent piece of work was undertaken at a North East London level to map potential future deficits in social care services. These include all costs (including recharges) and take into account the population projections above and a rate of inflation for services of 1.5 per cent. It predicts that by 2020/21, in the City of London Corporation there could be a deficit of £597,000. Detailed information can be found in Appendix 3.
32. City of London Corporation projections suggest that in 2017/18 there will be a funding gap of £140,000 across the People's Directorate, driven in the main by pressures in the older people's budget.

### **Options**

33. The Adult Social Care Team at the City of London Corporation already works hard to meet its statutory duties in a cost-effective way but there are a number of factors over which it has limited control and which can cause a significant impact on budget.
34. In this context, there are a number of options that could be considered in managing the financial pressures in Adult Social Care in the long term. These include:
  - introducing the social care precept to Council Tax in the City of London. Following the Comprehensive Spending Review in 2015, local authorities were able to add a precept of up to 2 per cent to Council Tax bills, which had to be ring-fenced to fund social care. The City of London Corporation has not pursued this to date. Adding a 2 per cent precept to Council Tax bills in the City of London would yield approx. £100,000
  - moving some of the more volatile aspects of Adult Social Care budgets to the central risk budget
  - integrating more services with health, which could help reduce duplication and provide more streamlined services
  - increasing funding with a growth bid from City Fund.

### **Corporate & Strategic Implications**

35. KPP2 of the Corporate Business Plan focuses on improving the value for money of our services within the constraints of reduced resources.
36. The vision for the DCCS Business Plan is to make a positive impact on the lives of all service users by working together, and with our partners, to provide outstanding services that meet their needs. It includes strategic priorities of safeguarding and early help, health and wellbeing and efficiency and effectiveness.

## **Implications**

### *Financial implications*

37. The Chamberlain has been consulted in the preparation of this report and the financial implications are included in the body of the report.

### *Legal implications*

38. The Comptroller and City Solicitor has been consulted and his comments are incorporated in the body of this report

## **Conclusion**

39. Adult Social Care services are facing significant financial pressures nationally due a number of factors including increased demand, reductions in revenue support grants to local authorities and factors such as the National Living Wage, which impacts on the costs of Adult Social Care services.

40. In the City of London, Adult Social Care budgets can be volatile due to the small caseload and impact of high-cost cases. Following several years of having an underspend on the local risk budget, where all service costs sit, there is now a predicted overspend for this financial year.

41. The pressures on Adult Social Care and its finances in the City of London Corporation are likely to continue, mainly due to an increasing older population in the City of London.

## **Appendices**

- Appendix 1 – Local Risk Budget, Adult Social Care
- Appendix 2 – Population Projections
- Appendix 3 – Projected future costs for Adult Social Care

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<sup>i</sup> Association of Directors of Adult Social Services ADASS Budget Survey 2016

<sup>ii</sup> London Councils, November 2015, Adult Social Care in London

<sup>iii</sup> Adult Social Care Finance Return. Annual return submitted to NHS Digital.

<sup>iv</sup> NHS digital. Figures are rounded to the nearest five.



Appendix 1

Local Risk Budget – Adult Social Care Costs

<b>Local risk</b>	<b>2012/13 £'000</b>	<b>2013/14 £'000</b>	<b>2014/15 £'000</b>	<b>2015/16 £'000</b>	<b>2016/17 £'000</b>
<b>Adults</b>					
Budget	2319	2363	2392	2359	2334
Outturn	2293	2259	2302	2219	2387
	<b>26</b>	<b>104</b>	<b>90</b>	<b>140</b>	<b>-53</b>
<b>Older People</b>					
Budget	1308	988	1091	1185	1276
Outturn	1180	1060	1125	1218	1363
	<b>128</b>	<b>-72</b>	<b>-34</b>	<b>-33</b>	<b>-87</b>
<b>OT</b>					
Budget	163	189	198	252	262
Outturn	115	176	123	113	281
	<b>48</b>	<b>13</b>	<b>75</b>	<b>139</b>	<b>-19</b>
<b>TOTAL</b>					
<b>BUDGET</b>	3790	3540	3681	3796	3872
<b>OUTTURN</b>	3588	3495	3550	3550	4031
	<b>202</b>	<b>45</b>	<b>131</b>	<b>246</b>	<b>-159</b>

Appendix 2

Population Projections – City of London

Age	Year					
	2016	2017	2018	2019	2020	2021
0-17	814	825	843	864	879	885
18-64	6069	6171	6260	6348	6424	6461
65+	1449	1530	1607	1681	1767	1839
Total	8332	8526	8710	8892	9070	9185
% Annual Increase		%	%	%	%	%
0-17		1.35	2.20	2.48	1.71	0.72
18-64		1.68	1.44	1.41	1.20	0.57
65+		5.60	5.01	4.60	5.12	4.07
Total		2.33	2.15	2.10	1.99	1.27

GLA population projections

Appendix 3

Projected costs of Adult Social Care

This table shows the total cost of the service (local risk and recharges) using the 2015-16 budget as the baseline. These predictions take into account the population projections in Appendix 1.

<b>Category</b>	<b>2015-16 (£000s)</b>	<b>2016 -17 (£000s)</b>	<b>2017 - 18 (£000s)</b>	<b>2018 - 19 (£000s)</b>	<b>2019 - 20 (£000s)</b>	<b>2020 - 21 (£000s)</b>
<i>Allocation</i>						
Adult Social Care (Elderly)	1551	1589	1613	1607	1601	1595
Adult Social Care (Working Age)	2664	2788	2830	2814	2799	2783
Better Care Fund	228	210	210	210	210	210
	<b>4443</b>	<b>4587</b>	<b>4653</b>	<b>4631</b>	<b>4610</b>	<b>4588</b>
<i>Expenditure</i>						
Adult Social Care (Elderly)	-1540	-1651	-1759	-1868	-1993	-2105
Adult Social Care (Working Age)	-2502	-2582	-2659	-2737	-2811	-2869
Better Care Fund	-228	-210	-210	-210	-210	-210
	<b>-4270</b>	<b>-4443</b>	<b>-4628</b>	<b>-4814</b>	<b>-5014</b>	<b>-5185</b>
Surplus / Deficit	173	144	25	-183	-404	-597

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