



Community & Children's Services Committee

Date: THURSDAY, 11 MAY 2017

Time: 11.30 am

Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

Members:	Rehana Ameer	Deputy Henry Jones
	Randall Anderson	Angus Knowles-Cutler
	Tom Anderson	Deputy Robert Merrett
	Matthew Bell	The Lord Mountevans
	Peter Bennett	Deputy Joyce Nash
	Deputy Keith Bottomley	Barbara Newman
	Richard Crossan	Dhruv Patel
	James de Sausmarez	Susan Pearson
	Mary Durcan	William Pimlott
	John Fletcher	Henrika Priest
	Marianne Fredericks	Jason Pritchard
	Prem Goyal	Deputy Elizabeth Rogula
	Alderman David Graves	Ruby Sayed
	Deputy the Revd Stephen Haines	Pooja Suri Tank
	Caroline Haines	Deputy John Tomlinson
	Ann Holmes	Mark Wheatley
	Alderman Robert Howard	Philip Woodhouse
	Deputy Catherine McGuinness	George Abrahams

Co-opted Members: Laura Jørgensen and Matt Piper

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 - 8)
4. **ORDER OF THE COURT OF COMMON COUNCIL**
To receive the Order of the Court of Common Council dated 27 April 2017.
For Information
(Pages 9 - 10)
5. **ELECTION OF CHAIRMAN**
The Committee are invited to elect a Chairman in accordance with Standing Order 29.
For Decision
6. **ELECTION OF DEPUTY CHAIRMAN**
The Committee are invited to elect a Deputy Chairman in accordance with Standing Order 30.
For Decision
7. **COMMITTEE APPOINTMENTS**
Report of the Town Clerk.
For Decision
(Pages 11 - 28)
8. **RESOLUTION OF THE POLICY & RESOURCES COMMITTEE**
The Committee are invited to receive the resolution.
For Information
(Pages 29 - 30)
9. **DEPARTMENTAL BUSINESS PLAN: DEPARTMENT OF COMMUNITY AND CHILDREN'S SERVICES**
Director of Community & Children's Services.
For Decision
(Pages 31 - 74)

10. **QUARTER 4 BUSINESS PLAN UPDATE**
Director of Community & Children's Services.
- For Information**
(Pages 75 - 104)
11. **REQUEST FOR ADDITIONAL RESOURCES TO SUPPORT UNACCOMPANIED ASYLUM SEEKING CHILDREN**
Director of Community & Children's Services.
- For Decision**
(Pages 105 - 110)
12. **STRONGER COMMUNITIES (CENTRAL GRANTS) PROGRAMME - AWARD OF GRANTS**
Director of Community & Children's Services.
- For Information**
(Pages 111 - 124)
13. **BIANNUAL COMMISSIONING UPDATE**
Director of Community & Children's Services.
- For Information**
(Pages 125 - 158)
14. **SOCIAL WELLBEING STRATEGY**
Director of Community & Children's Services.
- For Decision**
(Pages 159 - 200)
15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
17. **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

18. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the previous Committee meeting.

For Decision
(Pages 201 - 204)

19. **ELECTRONIC SOCIAL CARE RECORDING SYSTEM**

Director of Community & Children's Services.

For Decision
(Pages 205 - 210)

20. **DEVELOPING OUR FIVE-YEAR BUSINESS PLAN - OUTCOME OF AN INDEPENDENT REVIEW**

Director of Community & Children's Services.

For Information
(Pages 211 - 214)

21. **ISSUE REPORT: HOSTEL DEVELOPMENT & LODGE LL (MIDDLE STREET) ENABLING PROJECT**

Director of Community & Children's Services.

For Information
(Pages 215 - 220)

22. **GOLDEN LANE PLAYGROUND REFURBISHMENT**

Report of the Director of the Built Environment.

For Information
(Pages 221 - 234)

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

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

COMMUNITY & CHILDREN'S SERVICES COMMITTEE

Friday, 17 February 2017

Minutes of the meeting of the Community & Children's Services Committee held at Committee Rooms, West Wing, Guildhall on Friday, 17 February 2017 at 11.30 am

Present

Members:

Dhruv Patel (Chairman)	Barbara Newman
Gareth Moore (Deputy Chairman)	Deputy Joyce Nash
Randall Anderson	Emma Price
Deputy John Barker	Virginia Rounding
Emma Edhem	Deputy Robert Merrett
John Fletcher	James de Sausmarez
Deputy Bill Fraser	Alderman Robert Howard
Marianne Fredericks	Laura Jørgensen
Alderman David Graves	Alex Bain-Stewart
Professor John Lumley	Chris Punter
Deputy Catherine McGuinness	

Officers:

Natasha Dogra	-	Town Clerk's Department
Neal Hounsell	-	Community & Children's Services Department
Chris Pelham	-	Community & Children's Services Department
Jacque Campbell	-	Community & Children's Services Department
Paul Murtagh	-	Community & Children's Services Department
Lorraine Burke	-	Community & Children's Services Department
Ellie Ward	-	Community & Children's Services Department
Sarah Greenwood	-	Community & Children's Services Department
Carol Boswarthack	-	Community & Children's Services Department
Mark Jarvis	-	Chamberlain's Department
Steve Chandler	-	City Surveyor's Department
Stephen Bage	-	City Surveyor's Department
Stephanie Basten	-	Public Relations Office

1. APOLOGIES

Apologies had been received from Alderman Sir Paul Judge, Ann Holmes, Deputy Stephen Haines, Mark Wheatley, Deputy Henry Jones, Deputy Elizabeth Rogula and Philip Woodhouse.

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. **ANNUAL SAFEGUARDING CHILDREN'S BOARD REPORT**

Members noted that as part of its statutory functions, the City & Hackney Safeguarding Children Board is required to produce an annual report that reflects a transparent assessment on the effectiveness of safeguarding and the promotion of child welfare across the City of London and the London Borough of Hackney.

Resolved – that the update be received.

5. **UPDATE TO SCHEME OF DELEGATIONS - MARRIAGE PREMISES LICENSING**

The Committee considered a joint report of the Town Clerk and the Director of Community and Children's Services that sought approval to an amendment to the Scheme of Delegations to delegate marriage premises licensing to the Director of Community and Children's Services.

Discussions ensued regarding the fee charged for the marriage premises license. Officers recommended that they be tasked with investigating the possibility of changing the fee charged from £1,000 for a 3-year license to £1,500 for a 5-year license. Some Members of the Committee agreed that to ensure a decision was made by 1st April 2017 when information regarding fees was published that the decision be taken under delegate authority. Other Members felt that the decision should be brought back to the Committee for consideration. A motion was proposed that the matter be brought back to a Committee meeting and was seconded by a Member of the Committee; the matter was put to a vote with two Members voting in favour of the motion and eight voting against it. The motion was lost and the Committee agreed to delegate the matter to the Town Clerk in consultation with the Chairman and Deputy Chairman.

RESOLVED – That the amendment of Paragraph 29 of the Delegations to the Director of the Community and Children's Services be approved for consideration by the Court of Common Council; and that authority be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman to review and agree the marriage premises license fee.

6. **CARERS STRATEGY UPDATE**

Members noted an update on the Carers Action Plan based on the analysis of evidence and consultation with carers and stakeholders that took place in 2015, and also in the context of the Care Act 2014. The Action Plan contained the six key priorities contained in the strategy with the overarching aim of improving outcomes for carers in the City of London. A key aim of the Action Plan was to focus on ways in which carers can be identified at an earlier stage and offered support, with a focus on improving their health and wellbeing.

Resolved – that the report be received.

7. **QUARTER 3 BUSINESS PLAN UPDATE**

Members noted the progress made during Quarter 3 (Q3 – October to December 2016) against the refreshed 2015–17 Community and Children’s Services Business Plan, including what has been achieved and the progress made against the five departmental strategic aims:

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

Resolved – that the report be received.

8. HIGH LEVEL BUSINESS PLAN REPORT

The Committee noted that business plans were reviewed annually and cover a three year period. Members were presented with an initial draft high-level business plan for the Department of Community and Children’s Services which included items relating to the Barbican and Community Libraries which became a part of the DCCS with effect from 1 February 2017.

Resolved – that the report be received.

9. INTEGRATED COMMISSIONING MODEL

The Committee noted that in autumn 2016, Members of the London Borough of Hackney and the City of London Corporation, along with the NHS City and Hackney Clinical Commissioning Group (CCG) Governing Body, agreed to explore the benefits of an integrated commissioning model, which is part of the Hackney devolution business case and is the local delivery mechanism for the North East London Sustainability and Transformation Plan (NEL STP).

In summary, the model is built on an Integrated Commissioning Fund and the establishment of an Integrated Commissioning Board, who will make decisions on services to be commissioned using the Integrated Commissioning Fund. The fund includes a pooled budget made up of health, adult social care and public health funding.

Resolved – that Members approved:

- The establishment of integrated commissioning arrangements for the City of London Corporation and City and Hackney Clinical Commissioning Group.
- The establishment of an Integrated Commissioning Sub-Committee of the Community and Children’s Services Committee.
- The establishment of the Transformation Board.
- The funding arrangement to pool budgets Members are asked to delegate authority to the Town Clerk (in consultation with the Chairman and Deputy Chairman of the Community and Children’s Services Committee) to:
- Agree the membership and terms of reference of the Integrated Commissioning Sub-Committee.
- Recommend consequential amendments to the terms of reference of the Community and Children’s Services Committee to the Court of Common

Council Members are asked to delegate authority to the Director of Community and Children's Services (in consultation with the Chairman and Deputy Chairman of the Community and Children's Services Committee) to enter into the necessary Section 75 agreement(s) on such terms as they consider appropriate.

10. **RE-ABLEMENT INSPECTION**

The Committee noted the information on the outcome of the Care Quality Commission (CQC) inspection of reablement services which took place on 13 December 2016. The Adult Social Care Service provides reablement services to residents of the City of London for up to six weeks following their discharge from hospital so that people can become more independent and confident with their self-care. The service provides home-based support, involving domiciliary care, occupational therapy, physiotherapy, equipment, telecare and/or social work support.

At the time of the inspection there were three service users receiving reablement services. The inspection is a short notice statutory inspection of the reablement service under Section 60 of the Health and Social Care Act 2008 and seeks to check if the provider is meeting the legal requirements associated with the Act and to look at the overall quality of the service and provide a rating under the Care Act 2014.

The inspection involved a review and assessment of service provision against five key questions that generate a subsequent grading for each as well as an overall judgement for the service. The following judgements were made:

- Is the service safe - **Good**
- Is the service effective - **Good**
- Is the service caring - **Good**
- Is the service responsive - **Good**
- Is the service well-led - **Good**
- Overall rating - **Good**.

The Committee congratulated Officers and thanked them for a job well done.

Resolved – that the update be received.

11. **CONCRETE TESTING & REPAIRS - BARBICAN ESTATE, GOLDEN LANE ESTATE & MIDDLESEX STREET ESTATE**

Members considered a Gateway 4 Options Appraisal report regarding the concrete testing and repairs on the Barbican Estate, Golden Lane Estate & Middlesex Street Estate.

During questions, the following matters were raised:

- Previous concrete testing – officers advised that the last complete testing had been carried out in the 1990s and undertook to circulate that report.
- Barbican Estate car parks – officers advised that the extensive repairs and incidents of corrosion detailed in the report referred only to the car parks.

- Fees and staff costs – officers advised that fees were likely to be higher than on regular projects, but reminded Members this was an estimate based on a standard percentage used for projects. Costs were apportioned as works progressed, with officers (including Barbican Estate Office staff) logging every hour spent on this project (e.g. project management or on site).

RESOLVED – That:

- a) the concrete testing report from the last survey carried out be circulated to Members;
- b) officers to report back with regard to structure and how it affected service charges;
- c) Option 1, a planned programme of concrete repairs, based on the outcomes of the recently completed testing contracts to the Barbican, Golden Lane and Middlesex Street Estates, be approved for proceeding to Procurement and Gateway 5;
- d) the estimated total project budget of £2,275,000 be noted, of which £905,000 was designated for the Barbican Estate and £1,370,000 designated for Golden Lane and Middlesex Street Estates;
- e) a budget of £18,400 be approved to reach the next Gateway.
- f) the project be transferred from the complex approval track to the regular approval track.

12. COMMISSIONING PROSPECTUS FOR ADULTS

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

Resolved – that the report be received.

13. COMBINING MIDDLESEX STREET & AVONDALE SQUARE, GOLDEN LANE AND YORK WAY REDECORATIONS PROJECTS

The Committee considered a report of the Director of Community and Children's Services which sought approval to combine the existing projects in respect of the redecorations to external and internal common parts for the Middlesex Street, Avondale Square, Golden Lane and York Way Estates.

A Member asked for clarification regarding why the works in relation to the flooring in the lift lobby areas and replacement of tenants' front doors at Petticoat Tower were not included within the combined project. The Director of Community and Children's Services explained that these aspects of the work were of a specialised nature and therefore it would be better value for money to progress these works independently of the main project.

RESOLVED – That the Committee:

- a) Approves the combination of the two External and Internal Common Parts redecoration projects.

- b) Approves the separation of the additional works to Petticoat Tower from the scope of the External and Internal Common Parts redecorations project, so that they can be addressed separately as Revenue projects.
- c) Notes the revised total budget of £2,875,163.

14. BARBICAN AND COMMUNITY LIBRARIES SERVICES FOR CHILDREN AND FAMILIES

The Committee noted that the Barbican and Community Libraries comprises the City's three lending libraries; Barbican Library, Shoe Lane Library and Artizan Street Library and Community Centre. Our libraries all do far more than simply loan books. They also provide a range of innovative activities and services for children and families which positively impact education and literacy, socialisation/social isolation, health and wellbeing/child development and fun and play. Many of these services and activities are the product of successful partnership working and they also provide a variety of opportunities for the City's communities to engage in volunteering.

City parents consistently rate the services provided by the libraries very highly and consequently, the Department of Community and Children's Services has commissioned Barbican and Community Libraries to deliver a range of Children's Centre services on its behalf.

Resolved – that the update be received.

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

A Member raised a query regarding the lift replacement on the Middlesex Street Estate. Officers informed Members that in 2010, the City commissioned a detailed condition survey of the six passenger lifts on the Middlesex Street Estate. The survey was carried out by Butler & Young, a nationally recognised specialist lift and escalator consultant.

The lifts on the Middlesex Street Estate were installed in the 1960's and are now over 50 years old. The consultant concluded back in 2010 that essential remedial works were necessary to comply with the relevant health and safety legislation and best practice.

The consultant made it very clear however that the completion of these essential remedial works would only extend the serviceable life of the lifts by a maximum of 7 years. Officers were entirely satisfied that the serviceable life of the lifts on the Middlesex Estate has now expired and can no longer guarantee their reliability and continuity. Officers were satisfied that all the options for the future maintenance of the lifts have been properly explored and the proposed extensive refurbishment and modernisation of the lifts is the correct course of action.

Officers assured Members that this decision had been taken properly and was supported by specialist advice and evidence that should carry considerable weight in the event of any legal challenge, and also confirmed that the

Leaseholder's Association had been provided with all the relevant information relating to our decision in this matter.

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

There was no urgent business.

17. **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

18. **INSTALLATION OF SUPERFAST BROADBAND SERVICES INTO COL HOUSING ESTATES IN OUTLYING LONDON BOROUGHs**

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

19. **PROVISION OF ADDITIONAL PRIMARY SCHOOL PLACES AND SOCIAL HOUSING ON THE FORMER RICHARD CLOUDESLEY SCHOOL SITE, GOLDEN LANE, REQUEST FOR DELEGATED AUTHORITY**

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

20. **GOLDEN LANE COMMUNITY CENTRE AND ESTATE OFFICE SITUATED AT THE BASE OF GREAT ARTHUR HOUSE - GATEWAY 3/4**

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

21. **GREAT ARTHUR HOUSE - NEW CURTAIN WALLING AND WINDOW REPLACEMENT**

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

22. **MIDDLESEX STREET SHOPS - BUSINESS PLAN**

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

23. **COL HOUSING DEVELOPMENT PROGRAMME FEE PROPOSAL**

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

24. **WAIVER IN ACCORDANCE WITH RULE 25 OF THE CITY'S PROCUREMENT CODE TO CONTINUE CARE NAVIGATORS CONTRACT**

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

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

There were no questions.

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

There was no urgent business.

The meeting ended at 12.40 pm

Chairman

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

PARMLEY, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 27th April 2017, doth hereby appoint the following Committee until the first meeting of the Court in April, 2018.
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COMMUNITY & CHILDREN'S SERVICES COMMITTEE

1. **Constitution**

A Ward Committee consisting of,

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

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

2. **Quorum**

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

3. **Membership 2017/18**

ALDERMEN

- 1 The Lord Mountevans
- 2 Robert Picton Seymour Howard

COMMONERS

1	Richard Peter Crossan.....	Aldersgate
7	Joyce Carruthers Nash, O.B.E., Deputy.....	Aldersgate
5	Dhruv Patel.....	Aldgate
1	Prem Babu Goyal.....	Bishopsgate Within
1	Pooja Suri Tank.....	Bishopsgate Without
2	James De Sausmarez.....	Candlewick
1	Angus Knowles-Cutler.....	Castle Baynard
4	Henrika Sofia Johanna Priest.....	Castle Baynard
11	The Revd. Stephen Decatur Haines, Deputy.....	Cornhill
1	Susan Jane Pearson.....	Cripplegate Within
1	John Tomlinson, Deputy.....	Cripplegate Without
4	Mark Raymond Peter Henry Delano Wheatley.....	Dowgate
1	Thomas Alexander Anderson.....	Farringdon Within (S.S.)
1	Matthew Bell.....	Farringdon Within (N.S.)
3	George Christopher Abrahams.....	Farringdon Without (N.S.)
1	Ruby Sayed.....	Farringdon Without (S.S.)
4	Philip John Woodhouse, Deputy.....	Langbourn
10	Elizabeth Rogula, Deputy.....	Lime Street
8	Henry Llewellyn Michael Jones, Deputy.....	Portsoken
6	John William Fletcher.....	Portsoken
1	Caroline Wilma Haines.....	Queenhithe
6	Marianne Bernadette Fredericks.....	Tower
1	Rehana Banu Ameer.....	Vintry
1	Peter Gordon Bennett.....	Walbrook

Together with the following Members appointed in place of the eight Wards (Bassishaw, Billingsgate, Bread Street, Bridge & Bridge Without, Broad Street, Cheap, Coleman Street and Cordwainer) not making appointments on this occasion as well as one Ward (Queenhithe) making only one of their two permitted appointments:

Randall Keith Anderson
Joan Mary Durcan
David Andrew Graves, Alderman
Catherine McGuinness, Deputy
Barbara Patricia Newman, C.B.E.
Susan Jane Pearson
William Pimlott
Jason Paul Pritchard

4. **Terms of Reference**

To be responsible for:-

- (a) the appointment of the Director of Community & Children's Services;
- (b) the following functions of the City of London Corporation (other than in respect of powers expressly delegated to another committee, sub-committee, board or panel):-
 - Children's Services
 - Adults' Services
 - Education
 - Social Services
 - Social Housing (i.e. the management of the property owned by the City of London Corporation under the Housing Revenue Account and the City Fund in accordance with the requirements of all relevant legislation and the disposal of interests in the City of London Corporation's Housing Estates (pursuant to such policies as are from time to time laid down by the Court of Common Council)
 - Public health (within the meaning of the Health and Social Care Act 2012), liaison with health services and health scrutiny
 - Sport/Leisure Activities
 - Management of the City of London Almshouses (registered charity no 1005857) in accordance with the charity's governing instruments
 - Marriage Licensingand the preparation of all statutory plans relating to those functions and consulting as appropriate on the exercise of those functions;
- (c) appointing Statutory Panels, Boards and Sub-Committees as are considered necessary for the better performance of its duties including the following areas:-
 - Housing Management and Almshouses Sub-Committee
 - Safeguarding Sub-Committee
 - Integrated Commissioning Sub-Committee
- (d) the management of The City of London Corporation Combined Relief of Poverty Charity (registered charity no. 1073660);
- (e) To have responsibility for making recommendations to the Education Board on the policy to be adopted for the application of charitable funds from The City of London Corporation Combined Education Charity (registered charity no. 312836) and the City Educational Trust Fund (registered charity no. 290840); and to make appointments to the Sub-Committee established by the Education Board for the purpose of managing those charities.
- (f) the management of the Aldgate Pavilion.

Committee: Community & Children's Services Committee	Date: 11 May 2017
Subject: Committee Appointments	
Report of: Town Clerk	Public
	For Decision
Report author: Natasha Dogra	

Summary

The purpose of this report is to consider the appointment of the Committee's sub committees and panel and to approve their composition and terms of reference. Details are set out in Appendix A. Consideration will need to be given to the appointments of Lead Members for specific 'Portfolios', also as set out in Appendix A.

The Town Clerk would be grateful if Members would confirm to Natasha Dogra by 07 May 2017 on 0207 332 1434 or at Natasha.dogra@cityoflondon.gov.uk whether they wish to serve or continue to serve on any of the Committee's Sub Committees and Panel, or as lead members for the portfolios. Your expressions of interest will be reported verbally to the Committee at its meeting on 13 May 2016. Members will then be asked to consider this information and make the necessary appointments thereon.

Recommendations

That:-

- a) consideration be given to the appointment, composition and terms of reference of the following Sub-Committees and Panel for the ensuing year:-
 - Housing Management & Almshouses Sub Committee;
 - Safeguarding Sub-Committee;
 - The Education Board
 - Integrated Commissioning Sub Committee.
- b) consideration be given to the appointments of Lead Members for specific Portfolios, as detailed in Appendix A;
- c) the Committee be invited to appoint the Chairman, Deputy Chairman and 1 Committee Member to serve on the Integrated Commissioning Sub Committee for the ensuing year.
- d) The Committee is invited to give consideration to the reformation of the Rough Sleepers Working Party and Middlesex Street Estates Shops Group.

Main Report

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

Housing Management & Almshouses Sub-Committee

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

Safeguarding Sub-Committee

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

The Education Board

4. There are proposed changes to the terms of reference of the Education Board which are attached in Appendix A. The Committee are requested to appoint one Member to the Board.

Integrated Commissioning Sub Committee

5. The Committee are asked to appoint the Chairman, Deputy Chairman and one Committee Members to the Integrated Commissioning Sub Committee. The full Terms of Reference are attached as Appendix B. The development of fully integrated commissioning across health, social care and public health locally is the proposed mechanism for delivering the wider aims of partners around integration, achieving the locality plan and creating a vehicle that demonstrates both our local contribution to, and delivery of, the Sustainability and Transformation Plan.
6. Each of the Committee's Sub Committee, Lead Members, Champions and representatives on other bodies are considered in turn in Appendix A, together with terms of reference and proposed composition.

Contact:

Natasha Dogra Telephone: 020 7332 1434

Email: Natasha.Dogra@cityoflondon.gov.uk

Sub Committees

HOUSING MANAGEMENT & ALMSHOUSES SUB COMMITTEE

Constitution

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

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

Quorum

Any three Members.

Terms of Reference

To be responsible for:-

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

Suggested frequency of meetings: a minimum of 4 a year

THE COMMITTEE ARE ASKED TO APPOINT 8 MEMBERS.

SAFEGUARDING SUB-COMMITTEE

Constitution

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

Quorum

Any three Members.

Terms of Reference

To be responsible for:-

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

Suggested frequency of meetings: a minimum of 3 a year

THE COMMITTEE ARE ASKED TO APPOINT 6 MEMBERS.

EDUCATION BOARD

Constitution

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

Quorum

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

Terms of Reference

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

*The expression "the City Schools" means those schools for which the City has direct

responsibility, as proprietor, sponsor or local authority, namely: The Sir John Cass Foundation Primary School, The City Academy Hackney, the City of London Academies Southwark, the City of London Academy Islington, the City of London School, the City of London School for Girls, and the City of London Freeman's School.

Suggested frequency of meetings: a minimum of 6 a year

THE COMMITTEE ARE ASKED TO APPOINT 1 MEMBER.

INTEGRATED COMMISSIONING SUB-COMMITTEE

Constitution

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

Quorum

Any three Members.

Terms of Reference are attached at Appendix B.

Suggested frequency of meetings: a minimum of 4 a year

THE COMMITTEE ARE ASKED TO APPOINT 3 MEMBERS.

Lead Member Portfolios

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

Portfolios	Role
Children Safeguarding Lead Member The Chairman & one Member of the Safeguarding Sub Committee	<p>The lead member role is a statutory role charged with championing the needs of children and young people. The Chairman and the nominated lead member will fulfil the statutory role as the lead member responsible for children's services.</p> <p>Lead members are expected to attend the following statutory meetings:</p> <ol style="list-style-type: none"> 1. The City and Hackney Safeguarding Board 2. Statutory meetings with the Director of Children's Services 3. Statutory meetings with OFSTED 4. Statutory meetings with Children in Care Council 5. Be a member of the safeguarding sub committee. <p>The Lead Members will receive regular updates on key areas of Children Safeguarding, and will have involvement in relevant commissioning areas.</p> <p>THE COMMITTEE ARE ASKED TO APPOINT 1 MEMBER OF THE SAFEGUARDING SUB COMMITTEE.</p>

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

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NHS CITY & HACKNEY CLINICAL COMMISSIONING GROUP AND THE CITY OF LONDON CORPORATION

Terms of Reference of the City of London Corporation Integrated Commissioning Sub-Committee and the NHS City & Hackney Clinical Commissioning Group Integrated Commissioning Committee ("known collectively as the Integrated Commissioning Board")

The City of London Corporation ("COLC") has established an Integrated Commissioning Sub-Committee ("the COLC Committee") under its Community and Children's Services Committee. The NHS City & Hackney Clinical Commissioning Group ("the CCG") has also established an Integrated Commissioning Committee ("the CCG Committee"). The COLC Committee and the CCG Committee shall meet in common and shall be known together as the Integrated Commissioning Board ("the Board").

The COLC Committee has authority to make decisions on behalf of COLC, which shall be binding on the authority, in accordance with these terms of reference and the scheme of delegation and reservation.

The CCG Committee has authority to make decisions on behalf of the CCG, which shall be binding on the authority, in accordance with these terms of reference and the scheme of delegation and reservation.

Except where stated otherwise (in which case the terms "the COLC Committee" and/or "the CCG Committee" or "the committees" are/is used), all references in this document to the "Board" refer collectively to the two committees described above. The Role and Responsibilities of the Board, as described below, are the roles and responsibilities of the individual committees insofar as they relate to the individual committee's authority.

The CCG and COLC committees (i.e. "the Board") will manage the Pooled Fund element of the Integrated Commissioning Fund in the delivery of the Locality Plan. For Aligned Fund services the Committees act as an advisory group making recommendations to the CCG Governing Body or the COLC Community and Children's Services Committee.

Role and Responsibilities of the Board

The Board is the principal forum to ensure that commissioning improves local services and outcomes and achieves integration of service provision and of commissioning and delivers the North East London Sustainability and Transformation Plan (NEL STP). It is the forum for decision making and monitoring of activity to integrate the commissioning activities of the CCG and COLC (to the extent defined in the s75 agreement).

The Board's remit is in respect of services that are Pooled Funds (including the Better Care Fund budgets) within the Integrated Commissioning Fund (ICF). The Board also has a remit with regard to Aligned Funds, whereby it is an advisory group making recommendations to the CCG Governing Body or the COLC Community and Children's Services Committee.

The CCG and COLC shall determine the funds, and therefore the services, that are to be pooled or aligned at any time (and shall include requirements in respect of Better Care Fund budgets). Once defined, the remit will be stated in these Terms of Reference or in another appropriate document that is provided to the Board.

In performing its role the Board will exercise its functions in accordance with, and to support the delivery of, the City and Hackney Locality Plan and the City of London supplement and the North East London Sustainability and Transformation Plan (NEL STP).

In carrying out its role the Board will be supported by the Transformation Board.

The duties of the Board defined below are subject to its Scheme of Delegation and subject to the financial framework which outlines which budgets are pooled and which are aligned and the role of the Board in relation to each.

Specifically, the Board will:

Commissioning strategies and plans

- Lead the commissioning agenda of the locality, including inputs from, and relationships with, all partners
- Ensure financial sustainability and drive local transformation programmes and initiatives
- Determine and advise on the local impacts of commissioning recommendations and decisions taken at a NEL level
- Ensure that the Locality plan is delivering the local contribution to the ambitions of the NEL STP
- Lead the development and scrutiny of annual commissioning intentions as set out in the Integrated Commissioning Strategy, including the monitoring, review, commissioning and decommissioning of activities
- Provide advice to the CCG about core primary care and make recommendation to the CCG's Local GP Provider Contracts Committee
- Ensure that the locality plan delivers constitutional requirements, financial balance, and supports the improvement in performance and outcomes established by the Health and Wellbeing Board
- Promote health and wellbeing, reduce health inequalities, and address the public health and health improvement agendas in making commissioning recommendations
- Ensure commissioning decisions are made by the ICB in a timely manner that address financial challenges of both the in-year and longer term plans.
- Ensure that local plans can demonstrate their impact on City residents and City workers where appropriate.

Service re-design

- Approve all clinical and social care guidelines, pathways, service specifications, and new models of care
- Ensure all local guidelines and service specifications and pathways are developed in line with NICE and other national evidence, best practice and benchmarked performance
- Drive continuous improvement in all areas of commissioning, pathway and service redesign delivering increased quality performance and improved outcomes
- Ensure that services are designed and delivered, using “design lab” principles – i.e. co-developed by residents and practitioners working together

Contracting and performance

- Oversee the annual contracting and planning processes and ensure that contractual arrangements are supporting the ambitions of the CCG and COLC to transform services, ensure integrated delivery and improve outcomes
- Oversee local financial and operational performance and decisions in respect of investment and disinvestment plans

Stakeholder engagement

- Ensure adequate structures are in place to support patient, public, service user, and carer involvement at all levels and that the equalities agenda is delivered
- Ensure that arrangements are in place to support collaboration with other localities when it has been identified that such collaborative arrangements would be in the best interests of local patients, public, service users, and carers
- Ensure and monitor on-going discussion between the ICB and provider organisations about long-term strategy and plans

Programme management

- Oversee the work of the Transformation Board including their work on the workstreams and enabler groups ensuring system wide implications are considered
- Ensure that risks associated with integrated commissioning are identified and managed, including to the extent necessary through risk management arrangements established by the CCG and COLC.

Safeguarding

- In discharging its duties, act such that it supports the CCG and CoLC to comply with the statutory duties that apply to them in respect of safeguarding patients and service users.

Geographical Coverage

The responsibilities for the Board will cover the geographical area of the COLC. It is noted that there will need to be decisions made about how to address the issues of resident and registered populations across the CCG and COLC and city workers.

Membership

The membership of the COLC Committee shall be as follows:

- The Chairman of the Community and Children's Services Committee (Chair of the COLC Committee)
- The Deputy Chairman of the Community and Children's Services Committee
- 1 other Member from the Community and Children's Services Committee

The membership of the CCG Committee shall be as follows:

- Chair of the CCG (Chair of the CCG Committee)
- CCG Governing Body Lay Member
- CCG Chief Officer

As the two committees shall meet in common, the members of the COLC Committee shall be in attendance at the meeting of the CCG Committee, and the members of the CCG Committee shall be in attendance at the meeting of the COLC Committee.

The following shall be expected to attend the meetings of the Board, contribute to all discussion and debate, but will not participate in decision-making:

- CCG Governing Body GP
- CCG Chief Financial Officer
- The Director of Community and Children's services (Authorised Officer for COLC)
- The City of London Corporation Chamberlain

The following will have a standing invitation to attend the meetings of the Board, contribute to all discussion and debate, but will not participate in decision-making:

- COLC Director of Public Health
- A person nominated by the Chief Financial Officers of the CCG and COLC
- Representative of City of London Healthwatch

When the two committees are meeting in common as the Board, the Chair of the CCG Committee shall lead and facilitate the discussions of the Board for the first six months after its formation; and the Chair of the COLC Committee shall perform the same role for the following six months. Thereafter the role shall swap between the two Chairs, with each performing it for six months at a time.

If the Chair nominated to lead and facilitate discussions in a particular meeting or on a particular matter is absent for any reason – for example, due to a conflict of interests - the other Chair shall perform that role. If both Chairs are absent for any reason, the members of the COLC Committee and the CCG Committee shall together select a person to lead and facilitate for the whole or part of the meeting concerned.

The membership will be kept under review and through approval from the CCG's Governing Body and the Community and Children's Services Committee; other parties may be invited to send representatives to attend the Board's meetings in a non-decision making capacity.

The Board may also call additional experts to attend meetings on an ad hoc basis to inform discussions.

Meetings

The Board's members will be given no less than five clear working days' notice of its meetings. This will be accompanied by an agenda and supporting papers and sent to each member no later than five clear days before the date of the meeting. In urgent circumstances the requirement for five clear days' notice may be truncated.

It is anticipated that the Board will routinely meet monthly. When the Chairs of the CCG and COLC Committees deem it necessary in light of urgent circumstances to call a meeting at short notice this notice period shall be such as they shall specify.

Meetings of the Board shall be held in accordance with partner's Access to Information procedures, rules and other relevant constitutional requirements. The dates of the meetings will be published by the CCG and COLC. The meetings of the Board will be held in public, subject to any exemption provided by law or any matters that are confidential or commercially sensitive.. This should only occur in exceptional circumstances and is in accordance with the open and accountable local government guidance (June 2014).

There may be occasions where the Board for the City of London meets in common with the Board for the London Borough of Hackney to consider the same items of business. The terms of reference for the respective Boards still apply in such circumstances.

Secretarial support will be provided to the Board and minutes shall be taken of all of the Board's meetings, with one set being prepared for each of the committees in common and submitted to the relevant forum as determined by the CCG and COLC. Agenda, decisions and minutes shall be published in accordance with partners' access to Information procedures rules.

Decisions made by the CoLC Committee may be subject to referral to the Court of Common Council in accordance with COLC's constitution. Executive decisions made by the CCG committee may be subject to review by the CCG's Governing Body and/or Members Forum in accordance with CCG's constitution. However, the CCG and COLC will manage the business of the Board, including consultation with relevant fora and/or officers within those organisations, such that the incidence of decisions being reviewed or referred is minimised.

Decision making

Each committee must reach its own decision on any matter under consideration, and will do so by consensus of its members where possible. If consensus within a committee is impossible, that committee may take its decision by simple majority, and the Chairman's casting vote if necessary.

The COLC Committee and CCG Committee will each aim to reach compatible decisions.

Matters for consideration by the two committees meeting in common as the Board may be identified in board papers as requiring positive approval from both committees in order to proceed. Any matter identified as such may not proceed without positive approval from both the COLC Committee and the CCG Committee.

These decision-making arrangements shall be included in the review of these terms of reference as set out below.

Quorum

For the CCG committee the quorum will be two of the three members.

For the COLC committee the quorum will be two of the three members.

Conflicts of interests

The partner organisations represented in the Board are committed to conducting business and delivering services in a fair, transparent, accountable and impartial manner. Board members will comply with the Conflicts of Interest policy statement developed for the ICBs, as well as the arrangements established by the organisations that they represent.

A declaration of interest will be completed by all members and attendees of the Board and will be kept up to date in line with the policy. Before each meeting the each member or attendee will examine the agenda to identify any matters in which he/she has (or may be perceived to have) an interest. Such interests may be in addition to those declared previously. Any such conflicts should be raised with the chair and the secretariat at the earliest possible time.

The Chair will acknowledge the register of interests at the start of the meeting as an item of business. There will be the opportunity for any potential conflicts of interest to be debated and the chair (on the basis of advice where necessary) may give guidance on whether any conflicts of interest exist and, if so, the arrangements through which they may be addressed.

In respect of the CCG Committee, the members will have regard to any such guidance from the Chair and should adopt it upon request to do so. Where a member declines to adopt such guidance it is for the Chair to determine whether a conflict of interests exists and, if so, the arrangements through which it will be managed.

In respect of the COLC Committee, it is for the members to declare any conflicts of interests which exist (taking into account any guidance from the chair) and, if so, to adopt any arrangements which they consider to be appropriate.

In some cases it may be possible for a person with a conflict of interest to participate in a discussion but not the decision that results from it. In other cases, it may be necessary for a person to withdraw from the meeting for the duration of the discussion and decision. Where the Chair (of either committee) or another person selected to lead and facilitate a meeting has a conflict of interests, the arrangements set out above (under Membership) shall apply.

When considering any proposals relating to actual or potential contractual arrangements with local GP providers the Board will seek independent advice from the CCG Local GP Provider Contracts Committee who provide a scrutiny function for all such matters, particularly that the contract is in the best interests of local people, represents value for money and is being recommended without any conflict of interest from GPs.

All declarations and discussions relating to them will be minuted.

Additional requirements

The members of the Board have a collective responsibility for the operation of the Board. They will participate in discussion, review evidence, and provide objective expert input to the best of their knowledge and ability, and endeavour to reach a collective view. They will take advice from the Transformation Board and from other advisors where relevant.

The Board must operate within the schemes of delegation and financial framework agreed by the CCG and COLC, who remain responsible for their statutory functions and for ensuring that these are met and that the Board is operating within all relevant requirements.

The Board may assign tasks to such individuals or committees as it shall see fit, provided that any such assignments are consistent with each parties' relevant governance arrangements, are recorded in a scheme of delegation for the Board, are governed by terms of reference as appropriate, and

reflect appropriate arrangements for the management of any actual or perceived conflicts of interest.

Reporting and relationships

The Board will report to the relevant forum as determined by the CCG and COLC. The matters on which, and the arrangements through which, the Board is required to report shall be determined by the CCG and COLC (and shall include requirements in respect of Better Care Fund budgets). The Board will present for approval by the CCG and COLC proposals on matters in respect of which authority is reserved to the CCG and/or COLC (including in respect of aligned fund services). The Board will also provide advice to the CCG about core primary care and make recommendation to the appropriate CCG Committee.

The Board will receive reports from the CCG and COLC on decisions made by those bodies where authority for those decisions is retained by them but the matters are relevant to the work of the Board.

The Board will provide reports to the Health and Wellbeing Board and other committees as required.

Review

These terms of reference will apply for the year from 1 April 2017 to 31 March 2018, subject to their agreement by the 2 statutory organisations.

The terms of reference will be reviewed not later than six months from initial approval and then annually thereafter, such annual reviews to coincide with reviews of the s75 agreements.

[Insert dates of approval of these TOR at each relevant forum within the CCG and COLC] – To be added

9 March 2017

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TO: COMMUNITY & CHILDREN'S SERVICES COMMITTEE

FROM: **POLICY AND RESOURCES COMMITTEE**

Thursday, 16 March 2017

4. **APPOINTMENT OF SUB-COMMITTEE CHAIRMEN**

The Committee considered a report of the Town Clerk concerning the process for appointing chairmen of sub-committees.

The Chairman stated that the purpose of a sub-committee was to deal with matters referred to it by its parent committee. It was noted that whilst the Policy and Resources Committee was responsible for governance, without a change to standing orders, its recommendation regarding the appointment of chairmen of sub-committees was on the basis of the adoption of a convention only. Detailed discussion ensued during which the following comments were made:-

- The Chairman advised that the resolution to committees from the December meeting aimed to set a convention which enabled the Chairman of a grand committee who did not wish to chair a sub-committee to identify and nominate for the role another Member with the necessary experience and qualities, for approval of that Committee. In the interests of clarity the initial resolution would have benefited from being circulated with the substantive report.
- Members questioned the need for the convention particularly given the different nature of some committees, for example some were quasi-judicial and therefore required a different approach.
- As the intention of the convention was to clarify the process it might be better for grand committees to set out its approach to appointments in its terms of reference.
- Rather than seeking the adoption of a convention, Committees should be provided with some general guidance instead. Without being too prescriptive, could also include reference to the length of time a chairman could serve. Several Members supported this.

RESOLVED: that the following guidance be given to all Grand Committees:

1. **in the event of a Grand Committee having no prior arrangement or custom in place for the way in which the chairmen of its sub-committees are selected, it should be usual practice for the Chairman of the relevant Grand Committee, should they not wish to serve themselves, to nominate an individual to serve in that capacity for the approval of the Grand Committee; and**
2. **that the term of office of a chairman of a sub-committee would usually be no longer than the term of office of the Chairman of the Grand Committee e.g. three, four or five years, subject to the relevant Grand Committee being able to extend the term of the sub-committee's chairman on an annual basis.**

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Committee(s)	Dated:
Community and Children's Services Committee	11 May 2017
Subject: Departmental Business Plan: Department of Community and Children's Services	Public
Report of: Director of Community and Children's Services	For Decision

Summary

This report presents, for approval, the business plan for the Department of Community Services (DCCS) for the year 2017-18. A draft of the high-level plan was presented to this Committee on 15 February 2017.

The new business plan for DCCS outlines refreshed departmental priorities and the key outcomes we are aiming to deliver for the period of the plan.

This report also presents an early draft of the Corporate Plan 2018-23 to give Members an opportunity to provide informal feedback before wider consultation on the plan takes place in the autumn with staff, partners and other external stakeholders.

Recommendation(s)

Members are asked to:

- Approve the high-level and detailed departmental business plans for the Department of Community and Children's Services
- Note the draft Corporate Plan 2018-23 and provide initial feedback on the content.

Main Report

Background

1. A new framework for corporate and business planning is currently being developed, led by the City Corporation's Head of Corporate Strategy and Performance. The aim is for all the work carried out by or supported by the City Corporation to contribute to one overarching goal. This will be achieved by:
 - Identifying the overarching goal and the specific outcomes that support it in the refreshed Corporate Plan;
 - Ensuring that all the work carried out by departments, including projects and development plans, contributes to delivery of the outcomes in the refreshed Corporate Plan, and is included in their business plans;

- Enhancing the “golden thread”, such that everything we do and develop is captured within appropriate departmental business plans, team plans, and individual work plans;
 - Developing a culture of continuous improvement, challenging ourselves about the economy, efficiency and effectiveness of what we do and the value we add.
2. As this new approach involves parallel changes to a number of high-level processes, it will take 2-3 years to be fully implemented, so how plans are presented to Members is likely to develop during this time.

Departmental Business Plans

3. Revised departmental business planning documentation is being introduced in response to Member requests for consistency of presentation across the organisation, and a desire to see a succinct statement of key ambitions and objectives for every department. For this year, we have introduced new standardised high-level summary departmental plans. These will also allow corporate Committees and Sub Committees to see what is being proposed and delivered across the organisation as a whole.
4. Prior to the March Common Council elections, where meeting dates permitted, departments presented draft high-level departmental plans for discussion with their Service Committees. Following feedback from Members and Chief Officers, the standard template for and content of these high-level plans has been finalised. As well as key information on ambitions, budget and planned outcomes, the template requires departments to include information on their plans for cross-departmental and departmental projects, development of the department’s capabilities, and a horizon-scan of future opportunities and challenges.
5. This report presents at Appendix 1 the high-level plan for the Department of Community and Children’s Services.
6. The high-level plan is supported by a more detailed plan for 2017-18, in the format used in previous years (Appendix 2). This provides more information on the items highlighted in the high-level plan. During 2017-18, development work will take place on the format of the detailed business plans, with a view to a standard format being introduced for 2018-19 onwards, which will align more closely with the high-level plans.
7. Further work will also take place on monitoring and reporting against the agreed outcomes at both corporate and departmental levels. This responds to Members’ demands for more focussed and meaningful performance measures which demonstrate impact on outcomes rather than just outputs and activity. Ways in which reporting can become streamlined will also be considered.

Department of Community and Children’s Services

8. The new DCCS Business Plan has been developed in consultation with departmental senior managers and their teams. Activities and engagement took

place with all teams across the department to capture staff views on the priorities we should focus on and the outcomes that are important to the users of our services. In interactive sessions staff and managers came up with suggestions for their services. These ideas were captured and distilled into an outcomes framework for the department.

9. A set of key performance indicators (KPIs), from across all the DCCS divisions, have been identified that will allow progress against outcomes to be measured. These are supported by a wide range of other performance indicators that will be used to support the monitoring and reporting of departmental activities.
10. The DCCS priority objectives, outcomes and key performance indicators are set out in the DCCS Business Plan at Appendix 2.
11. At the time of reporting this Business Plan to Committee a number of the 2016-17 year end / Q4 performance measures are still to be collated and reported on. Where targets for 2017-18 have been set these have been included but some are still to be agreed.

Corporate Plan 2018-23

12. In parallel with the development of the high-level departmental plans, work has continued on developing a refreshed Corporate Plan for 2018-23. This will include a mission statement which is specific and relevant to the City Corporation; ambitious long-term outcomes against which we can measure our performance.
13. Draft 15-year ambitions developed by Chief Officers in the People, Place and Prosperity Strategic Steering Groups have been edited into three broad strategic objectives, aligned with a draft mission. Twelve draft outcomes are grouped under these objectives to form the basis of the refreshed plan. To support the development of this plan a new Corporate Strategy Network of senior officers has been established. As a first task, this network is mapping activities listed in departmental business plans to draft outcomes in the Corporate Plan so that we can see where our efforts are currently being directed, and use this information to help inform future decisions.
14. A draft of the Corporate Plan is presented at Appendix 3 to give Members an opportunity to provide feedback on the plan before it is discussed at the informal meeting of the Resource Allocation Sub Committee in June. The draft mission, strategic objectives and grouped outcomes are on the first page of the draft plan. The second page describes the strategic principles, competencies and commitments that underpin how we will go about delivering the outcomes.
15. Members will have a further chance to comment on the Corporate Plan at Service Committees and in other working groups in the autumn.
16. Formal consultation will also take place with staff, partners and other stakeholders from September.

17. Officers are aiming to seek full Member approval of the Corporate Plan 2018-23 from the Court of Common Council prior to publication before the start of the 2018-19 financial year. Once the refreshed Corporate Plan has been approved, there will be closer alignment between the Corporate Plan and departmental business plans; for example departmental plans will explicitly refer to the relevant outcomes from the Corporate Plan.

Implications

18. There are no identified financial, risk, legal, Human Resources or equalities implications for this report.

Conclusion

19. This report presents the business plan for the Department of Community and Children's Services for approval, and an early draft of the Corporate Plan 2018-23, to give Members an opportunity to provide initial feedback before it is discussed at the informal meeting of the Resource Allocation Sub Committee in June and opened out to wider consultation in the autumn.

Appendices

For Approval:

1. High level departmental plan – Department of Community and Children's Services
2. Detailed Business Plan – Department of Community and Children's Services

For Information

3. Draft Corporate Plan 2018-23

Background Papers

- Draft High Level Business Plan for DCCS report to Community and Children's Services Committee – 17 February 2017.

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We provide care, support and guidance to our diverse communities

Our ambitions are that:

We support our communities so they:

- Feel safe and have good health
- Are able to achieve their potential
- Are able to exercise choice and feedback on the services they use.

What we do is:

People:

- Adult Social Care, Children's Social Care, Education & Early Years, Homelessness and Rough Sleeping.

Commissioning & Partnerships:

- Performance monitoring and analysis, strategic planning and policy, policy development, service commissioning

Housing

- Community Development, Housing Benefits, Housing Estate Management and Sheltered Accommodation.

Barbican Residential:

- Barbican Estate Management, Property Services and Housing Development.

Education Unit:

- Academy Development, Adult Learning, Apprenticeships and Employability.

Barbican and Community Libraries / Information Services:

- Community Libraries, Information and Advice.

Public Health

- Business Healthy, Health Planning, Pan-London Sexual Health.

Our budget - 2017/18 - £,000

	Local risk	Central risk
People	6,918	242
Commissioning & Partnerships	1,937	(111)
Housing Revenue Account (HRA)*	(1,230)	(450)
Housing (non - HRA)	810	67
Barbican Residential	(2,390)	(1,035)
Education	500	800
Community Libraries	2,145	309

Above shows the total local and central risk – a detailed breakdown of total net expenditure is shown in the full DCCS Business Plan.

*HRA total income is £15,038,000

Our top line objectives are:

One - Safe:

- People of all ages live in safe communities, safe accommodation and are protected from harm

Two - Potential:

- People of all ages can achieve their ambitions through education, training and lifelong-learning

Three - Independence, Involvement and Choice:

- People of all ages can live independently, play a role in their communities and exercise choice over their services

Four - Health and Wellbeing:

- People of all ages enjoy good health and wellbeing

Five - Community:

- People of all ages feel part of, engaged with and able to shape their community

What we will measure:

Key performance indicators have been identified that map to each of our top line objectives. These will support the monitoring and tracking of progress in delivering identified outcomes and impacts. A summary of these is contained in the detailed DCCS Business Plan.

- Respond to the impacts of devolution and public sector reform
- Identify future opportunities for integration of health and social care services to address budgetary and demand pressures
- Identify options to further increase housing supply within the City and across London
- Expand the range and level of apprenticeships offered by the Corporation
- Develop a Libraries First approach in line with the government's vision for public libraries to contribute to local and national priorities
- Identify opportunities to enhance service delivery provided by the addition of community libraries to the department.

1. School Ofsted rating and “progress 8” attainment
2. Patient outcomes
3. Apprenticeship delivery, completion and positive destinations
4. “Health in all policies” impact
5. Service take up and outcome
6. SEND dashboard indicators
7. Start on site and completions
8. Participation, reach and satisfaction levels
9. Bed spaces, occupancy and impact on rough sleeping
10. Effectiveness of interventions
11. Service user outcomes, satisfaction, delayed transfer of care; recommissioned telecare
12. Participation and reach of service; NEET young people.



Department of Community and Children's Services

Business Plan 2017–22

Contents

Introduction.....	2
Impacting beyond our boundaries	3
Delivery.....	3
DCCS divisions / services	4
Priority objectives, outcomes, activities and measures:	5
Key performance measures	5
1. Priority objective: Safe.....	6
2. Priority objective: Potential	7
3. Priority objective: Independence, Involvement and Choice.....	8
4. Priority objective: Health and Wellbeing	9
5. Priority objective: Community.....	10
Appendix 1: DCCS structure.....	12
Appendix 2: DCCS Committee Governance	13
Appendix 3: Key performance indicators	14
Appendix 4: DCCS financial information	19
Appendix 5: DCCS workforce profile	22
Appendix 6: capital projects	24
Appendix 7: corporate considerations.....	25
Appendix 8: commissioned providers / partners	28
Appendix 9: risk register	30
Appendix 10: Assets / Standing Order 55.....	35

Introduction

The Department of Community and Children's Service (DCCS) has responsibility for all the people, housing, education, social care and community services of the approximately 8,760-strong residential community in the Square Mile, estates in six other London boroughs and for public health, leisure, community libraries and adult education for residents and the 454,000 people who work in the City.

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

The last DCCS Business Plan, Roadmap to Outstanding Service, set out the improvement work that we would be doing as a department up to the end of 2017. This new business plan is an opportunity to refocus the departments work around new priority objectives and outcomes for 2017 onwards.

Our departmental mission is to provide care, support and guidance to our diverse communities. Our ambitions are to support our communities so they:

- Feel safe and have good health
- Are able to achieve their potential
- Are able to exercise choice and feedback on the services they use.

There were a number of notable DCCS achievements during 2016-17 – an example from each of our divisions follows:

- The Barbican Library has been shown to loan more books than any other library in London
- The Adult Skills and Education Services underwent an inspection and was rated as 'good' in all areas
- 18 new flats were completed at Avondale Square, Southwark
- Housing & Neighbourhoods was shortlisted in the Local Government Chronicle Awards in the Community Involvement category
- Ofsted gave an overall 'good' rating for the quality and effectiveness of the City of London's services for children in need of help and protection; children looked after and care leavers. Two 'outstanding' judgements were received for Leadership, Management and Governance and the City & Hackney Safeguarding Children Board (CHSCB)
- The City of London Corporation has been named as the top performer in a government table ranking performance of multi-academy trusts (MATs). The City Corporation's MATs were rated 'significantly above average'
- A Care Quality Commission (CQC) inspection of reablement judges the service as overall Good and Good across all five key areas (safe, effective, caring, responsive, and well-led).

Impacting beyond our boundaries

While much of the department's focus is delivery and support to our resident population, our impact reaches beyond that of the Square mile, and will continue to do so in the coming years:

- Our academy schools operate in Southwark, Hackney and Islington and will expand into Newham during 2017, providing outstanding educational opportunities for children in those boroughs and beyond.
- Our social housing offer provides homes in two estates in the City of London, and ten other estates across six London boroughs.
- The Department's Public Health team are leading the London-wide transformation of sexual health service delivery and helping businesses support the health and wellbeing of their workers.
- On behalf of London, the Children and Families team will deliver a regional Children in Care Council to promote the voices of young people in shaping the care services that support them.
- Our partnership with the London Borough of Hackney is developing new models of commissioning that will help shape the transformation of health and social care service delivery and integration.

Delivery

Many of the outcomes sought, and the impacts that we will achieve, will be the product of close partnership working with or through the delivery of our partners. The department commissions a number of key services that deliver to a range of needs and service users. These include Fusion Lifestyle who run the Golden Lane Leisure Centre and provide our Exercise on Referral Service, Westminster Drug Project who provide treatment and prevention programmes, Toynbee Hall who provide the City Advice Service and City Gateway who provide our Youth Services. A list of our commissioned providers is given in Appendix 8.

The delivery of health and adult social care services in the City will enter a new era in 2017-18 with the establishment of the Integrated Commissioning Board with the London Borough of Hackney. The Board will draw on pooled health, social care and public health budgets in order to use resources more effectively to drive improved outcomes for those using services. This delivery includes securing some of the outcomes set out in this business plan including reducing delays in hospital discharge and ensuring that support to older people after discharge helps them remain at home.

Both the delivery of our partners, and our delivery in partnership, is shaped by the priorities of a range of strategies such as the Joint Health and Wellbeing Strategy, Children and Young People's Plan and Homelessness Strategy. These inform service and individual level planning, driving activity that is overseen by departmental governance structures, and will contribute to the delivery of this plan.

DCCS divisions / services

In February 2017, following the decision to integrate the functions from the Department of Culture, Heritage and Libraries into other parts of the Corporation, we welcomed the Barbican and Community Libraries into DCCS. Having the Barbican Library and the community libraries at Shoe Lane and Artisan Street within the department will enhance and compliment the services we are able offer to all ages of our communities.

The services offered within DCCS are across the following divisions / services areas:

Barbican and Community Libraries:

- Artizan Street Library
- Barbican Library
- Information Resources
- Shoe Lane Library.

Barbican and Property Services:

- Asset Management
- Barbican Estate
- Customer Support.
- Housing Development
- Property Services.

Commissioning and Partnerships:

- Commissioning
- Business Support
- Policy & Performance.

Housing and Neighbourhood Services:

- Housing Management
- Projects & Improvement
- Resident Support & Wellbeing
- Revenues.

Education Unit:

- Academy Development
- Adult Skills & Learning
- Apprenticeships
- Multi-Academy Trust.

People Services:

- Adult Social Care
- Children & Families
- Education & Early Years
- Homelessness
- Safeguarding & Quality Assurance.

Projects and Programmes:

- Communications
- Equalities and Inclusion
- Inspection Readiness.

Public Heath:

- Business Healthy
- Health Planning
- Pan-London Sexual Health.

The DCCS structure is shown in appendix 1.

Details of the governance arrangements for DCCS and the committees our divisions report to are detailed in appendix 2.

Priority objectives, outcomes, activities and measures:

For 2017 we have developed a DCCS Outcomes Framework. This sets out our five priority themes for the coming year. These are:

- **Safe** - People of all ages live in safe communities, safe accommodation and are protected from harm
- **Potential** - People of all ages can achieve their ambitions through education, training and lifelong-learning
- **Independence, involvement and choice** - People of all ages can live independently, play a role in their communities and exercise choice over their services
- **Health and wellbeing** - People of all ages enjoy good health and wellbeing
- **Community** - People of all ages feel part of, engaged with and able to shape their community.

Under the above themes we have identified key outcomes and the measures / performance indicators we will use to track our progress against achieving outcomes.

Key performance measures

We will be managing our performance on the Business Plan through a set of (Key) Performance Indicators (KPIs) which are pulled together from a range of sources including local service data and publically available national indicators. The Performance Indicators have been chosen because they are directly related to our business priorities and will accurately measure our progress whilst allowing us to compare to past performance. The KPIs will be reported on quarterly.

Within the City, the size of the resident population presents a number of challenges to strategic planning. It is often difficult for us to get meaningful data about needs, trends and service provision. Given very small sample sizes, many reported figures are not statistically significant and the depth of analysis is limited. For example indicators covering education come from just one primary school in the City of which not all students are City residents meaning that it is difficult to decipher whether any trends truly represent the City. Smaller populations can often produce rates that are less reliable and therefore not comparable to our statistical neighbours or regional and national figures. Our small population also means that year on year fluctuations can be misleading, increases and decreases for a year at a time should not be considered in isolation, as they may be due to chance or very specific circumstances. It is important to look at changes over a relatively long period of times. Even in an area as small as the City of London figures and rates for the whole area can mask variation between parts of the City.

See appendix 3 for a summary of the key performance indicators we will be using to track our progress towards Business Plan outcomes.

1. Priority objective: Safe

People of all ages live in safe communities, safe accommodation and are protected from harm

Outcomes:

- children and adults with additional needs are protected from harm, abuse and neglect
- the impact of homelessness is minimised, and homelessness is resolved and prevented
- residents live safely, and feel safe, in their homes and on our estates.

How we will influence these outcomes (activities):

- adult and children's social care will play a vital safeguarding role: We will develop a new City model of children's social work practice and develop an Adult Service Improvement Plan to drive better delivery (indicators: i, ii, iii, iv)
- the recommissioning of the Youth Services, and the work our Youth Programme Board, will improve the reach, relevance and quality of services to help all our young people develop resilience (*)
- we will develop and implement interventions for those who perpetrate domestic abuse to reduce the risk to the victims and children (i)
- Adult Social Care will implement a Making Safeguarding Personal approach through workforce and practice development, communications and learning from case reviews (iii, iv)
- a communications strategy, and the development of targeted approaches will raise awareness, and reduce the risk, of financial abuse (iv)
- the delivery of an "accommodation pathway" for rough sleepers will make us better able to respond to the needs presenting on the City's streets (v, vi)
- management, maintenance and extension of neighbourhood patrolling on our estates will provide safer environments (vii)

How we will measure our impact (indicators):

- i. reduced duration of Children in Need (CIN) and Child Protection Plans (CPP)
- ii. stability of placements for looked after children
- iii. number and percentage of adults referred for safeguarding whose expressed outcomes are fully or partly met
- iv. proportion of adult social care services who say that those services have made them feel safe and secure
- v. increased proportion of new rough sleepers who sleep out just once
- vi. reduced number of people deemed "living on the streets"
- vii. increased proportion of residents who feel 'very safe' or 'safe' on their estate
- viii. number of children and young people (including looked after children) missing from education

* indicators to be defined by final contract

2. Priority objective: Potential

People of all ages can achieve their ambitions through education, training and lifelong-learning

Outcomes:

- children and young people in the communities we serve have the best start in life and realise their full potential
- young people and adults are better educated, more skilled and maximise their capabilities

How we will influence these outcomes (activities):

- Sir John Cass and the City of London Multi Academy Trust will deliver an outstanding education offer through its existing and new schools (i, ii, iii)
- the Apprenticeship Service will deliver an expanded corporate apprenticeship programme that provides outstanding employability, training and skills opportunities to 100 apprentices (iv)
- the Special Educational Need and Disability (SEND) Programme Board will implement the new SEND Strategy to improve outcomes and services for children and young people with special education needs and disabilities (v)
- Barbican and Community Libraries and Early Years and Education services to offer a range of Children's Centre activities for parents and carers of under 5s (vii, xi)
- Youth Services will be recommissioned to deliver a specific "potential" strand offering information, advice and guidance to young people (vi)
- adult employability will be supported through our Adult Education offer of entry level, basic skills and professional accredited learning, our advice services and the resources of the Barbican and Community libraries (viii, ix)
- develop a business case to support a sustainable future for Sir John Cass primary school (x)

How we will measure our impact (indicators):

- i. new academy schools delivered on time and budget
- ii. school Ofsted rating and "progress 8" score of 0.5 and above
- iii. progress and attainment at KS2 that is significantly above national averages
- iv. proportion of completions and positive destinations of City apprentices
- v. SEND dashboard indicators
- vi. number of City young people not in education, employment or training (NEET)
- vii. number and proportion of City families taking up the two year old free early learning offer
- viii. enrolments in adult skills (accredited and non-accredited)
- ix. adult skills participants gaining a national accreditation
- x. percentage of primary school offers meeting first choice
- xi. Libraries Soft Outcome Learning (SOUL) measures

3. Priority objective: Independence, Involvement and Choice

People of all ages can live independently, be active in their communities and exercise choice over their services

Outcomes:

- people in the communities we serve have control and choice over their care and support
- people are able to maintain independence for as long as possible and can access appropriate support when they need it

How we will influence these outcomes (activities):

- greater integration of health and social care funding and commissioning will improve outcomes and experience for service users (i, *)
- independent advice and advocacy services, our libraries and our social care services will inform services users, their parents, families and friends to support choice and enable self-directed care (ii, vi)
- aids and adaptations, reablement services and domiciliary care provision, will support people to remain living longer in their homes (iv, v, vi)
- co-ordination of care will minimise delays in hospital discharge (iii)
- adults and children's services will support the effective transition of care across service areas and between local authorities
- tenancy sustainment and adult social care services will help adults with additional needs maintain their tenancies (vi)

How we will measure our impact (indicators):

- i. Adult Social Care service user and carer reported quality of life
- ii. proportion of adults using services who receive personal budgets to self-direct support
- iii. delayed transfers of care from hospital per 100,000 population
- iv. proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services
- v. proportion of people who require reduced support following a period of reablement
- vi. proportion of Adult Social Care users living at home

*NB: Department of Health developing further metrics to measure impact of health and social care integration, which will be adopted locally when final

4. Priority objective: Health and Wellbeing

People of all ages enjoy good health and wellbeing

Outcomes:

- health inequalities in our communities are reduced
- residents and workers live healthier lives
- tenants and leaseholders live in well-maintained and managed homes and estates
- the delivery of sexual health services to Londoners is transformed

How we will influence these outcomes (activities):

- Public Health, including Business Healthy, will promote healthy behaviours (i, ii, iii, vi)
- community engagement, volunteering and targeted provision will promote social inclusion and increase social connections
- we will design and implement with the City of London Police a joint suicide prevention plan
- Public Health, health partners and services including adult social care and libraries will deliver initiatives to raise awareness, provide support, prevent and support self-management of mental ill health
- Housing, Youth Services and commissioned leisure services will support and promote the uptake of physical activity among children and adults (v, vi)
- Public Health will lead on the commissioning and mobilisation of an e-healthcare service to deliver pan-London sexual health testing (*)
- Housing services will support wellbeing by ensuring our existing homes are easier to heat and that we develop new homes to better meet housing needs of residents and workers (iv, vii)

How we will measure our impact (indicators):

- i. percentage of people engaging in City smoking cessation programmes who quit smoking
- ii. proportion of residents aged 40 – 74 offered and taking up an NHS health check
- iii. take up of channel shift to e-services for sexual health
- iv. proportion of City housing stock meeting “decent homes” standard
- v. usage of the Golden Lane Sport and Fitness Centre
- vi. number and proportion of participants in the exercise on referral programme who are still active six months after their initial assessment
- vii. number of new social homes:
 - Planning consents
 - Start on sites
 - Completions.

* awaiting contract monitoring measure

5. Priority objective: Community

People of all ages feel part of, engaged with and able to shape their community

Outcomes:

- people live in sustainable, resilient and cohesive communities, where they feel socially included
- the communities we serve are consulted and co-produce the services we deliver for them

How we will influence these outcomes (activities):

- we will enhance our libraries and the other community facilities on our estates to provide for community programmes and activities with partners
- our community engagement will promote and reward volunteering (iii, iv)
- across our services we will provide events, fora and digital channels for services users, tenants, leaseholders and residents to shape service design and delivery (i, ii, v)
- we will monitor the take up of services to ensure they reach all sections of the communities we serve
- support place shaping through the development of the Aldgate Pavilion Café, refurbishment of the Golden Lane Community centre and through community development activities across our estates (vi, vii)

How we will measure our impact (indicators):

- i. proportion of residents 'very satisfied' or 'satisfied' with the overall service we provide as their landlord
- ii. proportion of City estate residents satisfied with their neighbourhood as a place to live
- iii. percentage of participants involved in community activities and volunteering reporting an improved quality of life
- iv. proportion of residents involved in community activities who are new to volunteering
- v. customer satisfaction with the library service
- vi. 25 per cent of Aldgate Pavilion Café employees from the local community
- vii. proportion of residents satisfied with the community facilities on their estates

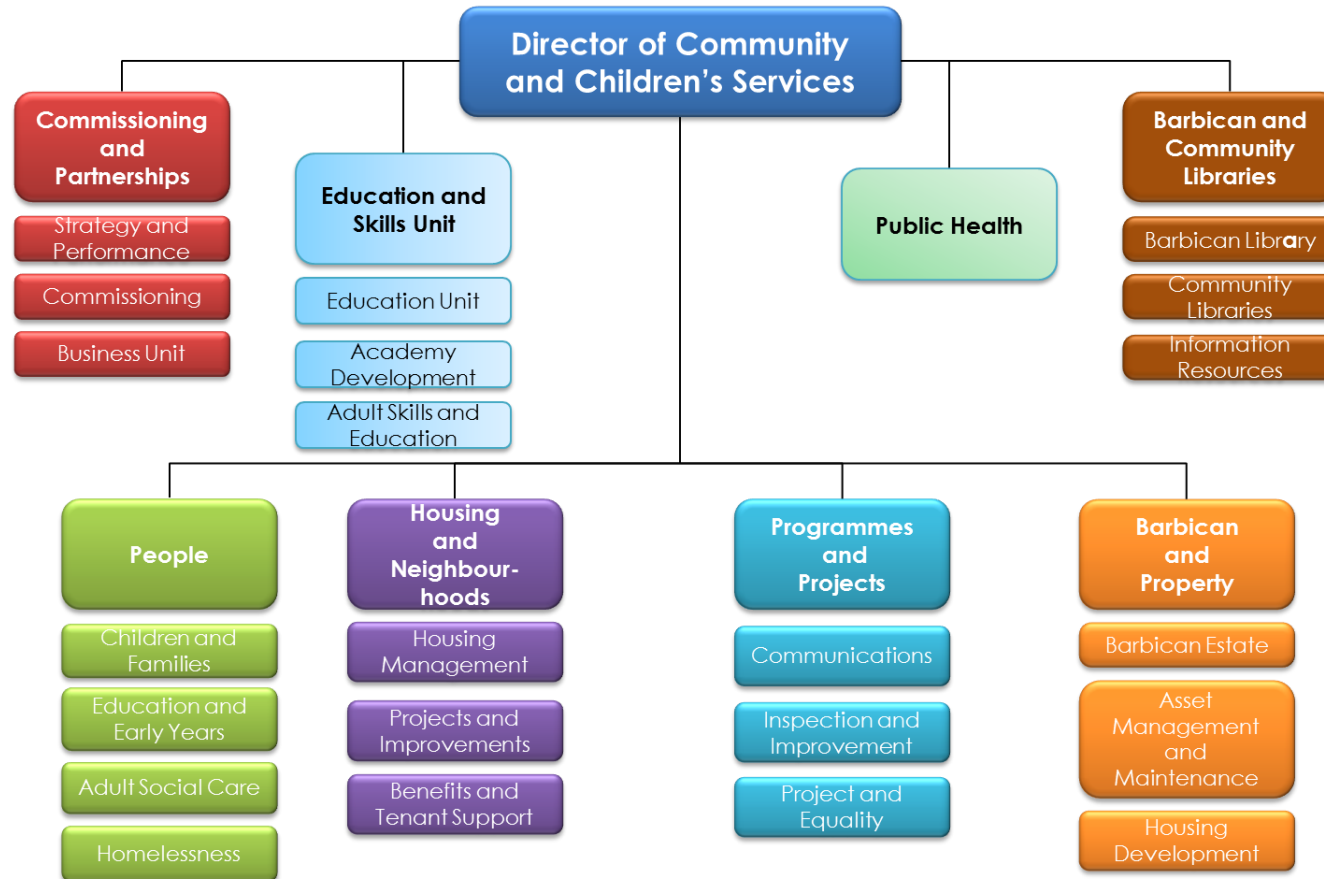
Appendices:

1. DCCS structure
2. Committee Governance
3. Key performance indicators
4. Financial information
5. Workforce profile
6. Capital projects
7. Corporate considerations
8. Commissioned providers and partners
9. Risk register
10. Assets – Standing Order 55

Appendix 1: DCCS structure

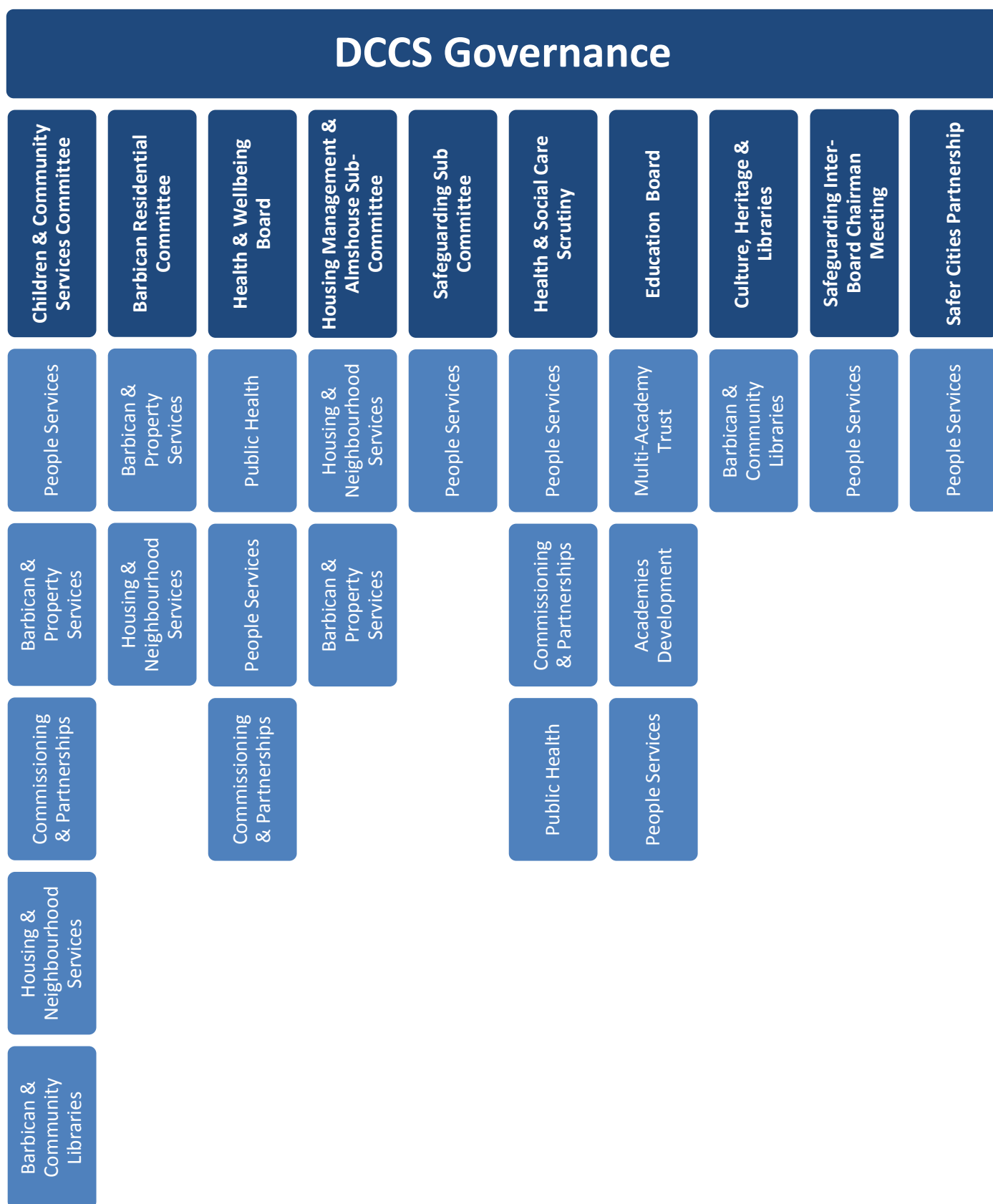
See also 1 (ii) and 1 (iii)

Department of Community and Children's Services



Appendix 2: DCCS Committee Governance

The table below summarises the committees DCCS divisions report to:



Appendix 3: Key performance indicators

Note: at the time of reporting this Business Plan to committee a number of the 2016-17 year end / Q4 performance measures are still to be collated and reported. Where targets for 2017-17 have been set these have been inserted in the tables below but where indicated * the targets for 2017-18 have still to be agreed.

1. Priority objective: Safe			
Indicator description	Frequency	2016-17 performance	2017-18 target
Reduced duration of Children in Need (CIN) and Child Protection Plans (CPP)	Quarterly	Q3 0% of children on CPP plans for over two years	Below the London average*
Stability of placements for looked after children	Quarterly	Q3 23% - three or more placements	Below the London average*
Number and percentage of adults referred for safeguarding whose expressed outcomes are fully or partly met	Quarterly	New indicator	100%*
Proportion of adult social care services who say that those services have made them feel safe and secure	Bi-annual	NA	Above national average*
Increased proportion of new rough sleepers who sleep out just once	Quarterly	Q3 – 72%	75%*
Reduced number of people deemed “living on the streets”	Quarterly	Q3 – 7	0 (Nil)
Increased proportion of residents who feel 'very safe' or 'safe' on their estate	Annual	74%	75%
Number of children and young people (including looked after children) missing from education	Quarterly	Q3 - 6	Below 2016-17 performance*

2. Priority objective: Potential			
Indicator description	Frequency	2016-17 performance	2017-18 target
New academy schools delivered on time and budget	Academic year	100%	100%
School Ofsted rating and “progress 8” score of 0.5 and above	Annual	New indicator	Score of above 0.5+
Progress and attainment at KS2 that is significantly above national averages	Annual	93% achieving L4 / expected level or above in reading, writing & maths	Above the national average
Proportion of completions and positive destinations of City apprentices	Annual	New indicator	TBC*
SEND dashboard indicators	Quarterly	TBC	TBC – range of targets*
Number of City young people not in education, employment or training (NEET)	Quarterly	3.8% Published DfE annual Nov-Jan average	Below the London average*
Number and proportion of City families taking up the two year old free early learning offer	Quarterly	Q3 – 75%	Above 2016-17 performance
Enrolments in adult skills (accredited and non-accredited)	Quarterly	New indicator	TBC*
Adult skills participants gaining a national accreditation	Quarterly	New indicator	TBC*
Percentage of primary school offers meeting first choice	Annual	65.3%	Above the national average*
Percentage of secondary school offers meeting first choice	Annual	58.8%	Above the national average*
Libraries Soft Outcome Learning (SOUL) measures	3 times p.a.	TBC	Improvement from 2016-17

3. Priority objective: Independence, Involvement & Choice			
Indicator description	Frequency	2016-17 performance	2017-18 target
Adult Social Care service user and carer reported quality of life	Bi-annual	TBC	Above the national average*
Proportion of adults using services who receive self-direct support	Quarterly	TBC	85%*
Delayed transfers of care from hospital per 100,000 population	Monthly	0 - Nil	0 – Nil
Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	Quarterly	TBC	90%*
Proportion of people who require reduced support following a period of reablement	Quarterly	New indicator	65%*
Proportion of Adult Social Care users living at home	Quarterly	New indicator	TBC*

4. Priority objective: Health and Wellbeing			
Indicator description	Frequency	2016-17 performance	2017-18 target
Percentage of people engaging in City smoking cessation programmes who quit smoking	Quarterly	38%	42%
Proportion of residents aged 40 – 74 offered and taking up an NHS health check	Quarterly	TBC	TBC*
Take up of channel shift to e-services for sexual health	Annual	New indicator	TBC*
Proportion of City housing stock meeting “decent homes” standard	Annual	100%	100%
Usage of the Golden Lane Sport and Fitness Centre	Quarterly	79,333	123,667
Number of participants in the exercise on referral programme who are still active six months after their initial assessment	Quarterly	8 (as at Q2 2016-17)	50
Number of new social homes: <ul style="list-style-type: none"> ○ Planning consents ○ Start on sites ○ Completions. 	Quarterly	New indicator	TBC*

5. Priority objective: Community			
Indicator description	Frequency	2016-17 performance	2017-18 target
Proportion of residents 'very satisfied' or 'satisfied' with the overall service we provide as their landlord	Annual	85%	87%
Proportion of City estate residents satisfied with their neighbourhood as a place to live	Annual	93%	95%
Percentage of participants involved in community activities and volunteering reporting an improved quality of life	Annual	88% (Q4 figure to be confirmed)	60%
Proportion of residents involved in community activities who are new to volunteering	Annual	45% (Q4 figure to be confirmed)	30%
Customer satisfaction with the library service	3 year cycle – next survey in 2017	TBC	90%
Percentage of Aldgate Pavilion Café employees from the local community	Quarterly	New indicator	25%
Proportion of residents satisfied with the community facilities on their estates	Annual	New indicator	TBC*

Appendix 4: DCCS financial information

	2015-16 Actual	2016-17 Original Budget	2016-17 (latest approved)	2016-17 Forecast Outturn (latest)		2017-18 Original Budget
	£'000	£'000	£'000	£'000	%	£'000
Employees	12,545	13,175	15,657	15,992	102.14	16,103
Premises	11,430	18,965	11,636	11,640	100.03	11,168
Transport	44	29	45	31	68.89	41
Supplies and Services	5,818	5,145	6,514	6,155	94.49	5,139
Third Party Payments	4,503	4,379	5,205	5,564	106.90	4,668
Transfer Payments	123	186	213	231	108.45	188
Transfer to Reserves	4,750	-	3,154	4,134	131.07	2,946
Surveyor's Repairs & Maintenance	47	137	111	114	102.70	0
Total Expenditure	39,260	42,016	42,535	43,747		40,253
Total Income	(33,414)	(35,242)	(33,528)	(34,684)	103.45	(31,563)
Total Local Risk	5,846	6,774	9,007	9,063	101	8,690
Central Risk	91	(804)	(330)	(216)	65	(178)
Total Local and Central Risk	5,937	5,970	8,677	8,847	102	8,512
Re-charges	9,890	9,589	10,665	10,699	100	9,417
Total Net Expenditure	15,827	15,559	19,342	19,546	101	17,929

Notes:

1. Central Risk Budget adjusted based on the actual recharges being less in 2015-16 & labour cost being recharged to Capital Projects & SLP for 2016-17 & 2017-18 agreed by Paul Murtagh.
2. The central risk overspend is due to pressures on the Asylum seekers budget.
3. The 2017-18 Original Budget includes 1% inflation and Service Based Review savings of £334k.
4. The premises budget for 2016-17 LAB is based on current costs - future costs to be capitalised.
5. Total 2016-17 LAB total net expenditure increase is largely due to the addition of the Lending Libraries as a result of the CHL reorganisation

DCCS Financial information by division

	TOTAL	People's Directorate	Commissioning & Partnerships	Housing Directorate	Barb Res	Education Board	HRA	Libraries
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Employees	16,103	2,621	1,912	839	3,789	227	4,737	1,978
Premises	11,168	144	80	64	5,425		5,343	112
Transport	41	8	6	7	1		13	6
Supplies and Services	5,139	1,305	1,958	316	200	273	687	400
Third Party Payments	4,668	3,932	711	25				
Transfer Payments	188	2	104	0			82	
Transfer to Reserves	2,946	0	0	0			2,946	
Surveyor's Repairs & Maintenance	0	0	0	0				
Total Expenditure	40,253	8,012	4,771	1,251	9,415	500	13,808	2,496
Total Income	(31,563)	(1,094)	(2,834)	(441)	(11,805)	0	(15,038)	(351)
Total Local Risk	8,690	6,918	1,937	810	(2,390)	500	(1,230)	2,145
Central Risk	(178)	242	(111)	67	(1,035)	800	(450)	309
Total Local and Central Risk	8,512	7,160	1,826	877	(3,425)	1,300	(1,680)	2,454
Re-charges	9,417	1,852	(222)	353	5,754	0	1,680	879
Total Net Expenditure	17,929	9,012	1,604	1,230	2,329	1,300	0	3,333

See the notes below for additional information around divisional budgets.

People:

- Local risk includes payments in respect of social care clients care packages, fostering costs, adoption costs, occupational therapy early years education & homelessness. We receive income from clients in respect of contributions towards their care packages, various government grants including the Better Care Fund
- Central risk includes payments in respect of unaccompanied Asylum seeking children who are presented to the City which is partly met from Home Office funding. The central risk also includes the schools delegated budget (which is the budget for our maintained school) and if fully met from the Dedicated Schools Grant.

Commissioning & Partnerships:

- Local risk includes the cost of the business support team, Public Health responsibilities and the Adult & Community Learning service which are both met fully from government funding. Local risk also includes the cost of our information & advice service as well as the Portsoken Health & Community Centre.
- Central risk includes the cost of the Taxi Card & Concessionary fare scheme which is fully reimbursed from the city's parking meter reserve. This also includes a contribution from City's cash towards the information & advice service

Housing:

- Local risk includes welfare support and the cost of administering housing benefit payments which is partly met from government grant. This also includes the former Spitalfields property which generates approximately £101k of rental income per year
- Central risk: this includes housing benefit payments to individuals of which the majority is offset by government funding.

Libraries:

- Local risk includes the lending libraries' book fund. The main sources of income for the libraries are through fines, registration fees and hire fees. In addition, Artizan St library also hires out room for commercial and community events. Artizan St Library and Portsoken Health and Community Centre is a joint funded service with Commissioning
- Central risk largely comprises the Barbican Library's share of utilities and rates costs at the Barbican Centre.

Barbican Residential:

- Local risk includes expenditure relating to the running expenses for both long and short term lessees, car parking, stores and trade centre - all part of the Barbican residential estate. The main expenditure items are Employees, "Repairs and maintenance" and Utilities. The expenditure is funded mainly from income received from Long and short lessees in the form of housing rent and service charges and car parking rent.
- Central risk is Income relating to (1) service charges (this is a transfer from local risk - an amount deemed to relate to central risk) and (2) leaseholders insurance.

HRA - Housing Revenue Account is ring-fenced (financially self-contained)

- Local risk includes expenditure relating to Repairs, maintenance and improvements, Estate based services such as caretaking, cleaning, grounds maintenance and lighting.
- Supervision and management and Resident engagement and communications. Income is received from three main sources: Rents from dwellings, shops and parking facilities. Service charges from tenants and homeowners.
- Central risk this includes recharges to Capital Projects & SLP.

Appendix 5: DCCS workforce profile

As at January 2017 (below does not include Barbican & Community Libraries staff who joined DCCS from 1 February 2017 – this increased the departmental headcount to 325)

Our staffing is made up of:	
Headcount	272
Full time equivalent	261.75
Sickness absence (average working days lost)	4.82 days
Turnover (in rolling year)	13%
Positions being recruited to	15

Grade and Gender	Female	Male	Grand Total
Grade A	6	45	51
Grade B	10	51	61
Grade C	20	13	33
Grade D	28	23	51
Grade E	19	18	37
Grade F	16	7	23
Grade G	0	3	3
Grade H	0	2	2
Grade I	1	3	4
Grade J	0	0	0
F9 Grade*	5	2	7
SMG#	0	0	0
Total	105	167	272

Length of Service	Count	%
Under 1 year	37	14%
1 to 5 years	106	39%
6 to 10 years	44	16%
11 to 20 years	55	20%
21 to 30 years	24	9%
31 years and over	6	2%
Total	272	100%

*F9 Grade = jointly funded posts not in the main scale

#SMG = Senior Management Grade - for chief officer post that was vacant at the time of this report

Stated disability	Headcount	Percentage
Disabled	11	4%
Not disabled	235	86.4%
Not known	26	9.6%
Totals	272	100%

Age range	Count	%
0–20	3	1.1%
21–30	40	14.7%
31–40	58	21.3%
41–50	65	23.9%
51–54	40	14.7%
55–60	45	16.5%
61 and over	21	7.7%
Total	272	100%

Ethnic Grouping	Count	%
Asian or Asian British	30	11%
Black or Black British	40	14.7%
Mixed	2	0.7%
Not known	20	7.4%
Other ethnic groups	7	2.6%
White	173	63.6%
Total	272	100%

Notes on Staffing Information

The department's headcount is 272 – this is an increase from the January 2016 figure of 269. The department's average sickness absence rate has increased slightly from 4.8 in February 2016 to 4.82 in January 2017.

The planned and continued professional development of DCCS staff in social care is essential to ensuring they undertake mandatory training to maintain their professional qualifications and have the skills levels required to support them in undertaking their roles. The Workforce Planning Group for the People Division is currently reviewing their existing workforce development plan. This aims to focus on how consistent training and coaching can be provided to People staff. The lead for workforce development is currently being recruited to and they will support the work around this for People Services.

An overall departmental workforce development plan and action plan will be refreshed during 2017/18. This will be reviewed and refreshed in consultation with HR and will aim to address any identified inequalities within DCCS staffing.

Investors in People (IiP) Improvement Plan

DCCS has Investors in People (IiP) action plan in place and continues to address identified areas for development. The action plan is due for review at the end of April 2017.

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

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

Appendix 6: capital projects

Brief description of potential project	Indicative costs:	Indicative source of funding (e.g. City Fund, City's Cash, Designated Sales Pool, External)	Indicative timetable for project
Community Centre in 4Cs development (replacement for Portsoken Community Centre (Green Box))	No indicative budget at the moment	Section 106 (already funded)	Autumn 2018
Goodmans Fields Health Centre (replacement for Portsoken Health and Community Centre GP service)	No indicative budget at the moment	Funded by Tower Hamlets with possible City Community Infrastructure Levy (CIL) contribution	Early 2020
HRA Capital Programme including: Window and door replacement; Kitchen and bathroom renewals; Electrical upgrades and rewiring; Lift refurbishment; Re-roofing works; Central heating renewals.	£50 million	Mainly funded through the Housing Revenue Account (HRA)	Programmed until 2020
HRA Development Programme - Delivery of 700 new homes on our existing social housing estates	£150 million	s106, Right to Buy receipts, Grant, HRA, land disposals	To be delivered by 2025
Golden Lane Community Centre	£1.2 million	City of London Primary Academy Islington (COLPAI) and CIL	January 2018
Venue for delivery of apprenticeship programme – Guildhall City Business Library	£300,000	COLPAI	June 2017
Portsoken Pavilion & Cafe	£4.2 million	s106	December 2017

Appendix 7: corporate considerations

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

Equality and Diversity

We work in close partnership with Human Resources to support the equality and inclusion agenda across the Corporation. The Equality and Inclusion (E&I) Board is chaired by the Town Clerk and co-chaired by the Director for Human Resources and Director for Community and Children's Services, who lead respectively on equality and inclusion in employment and service delivery. We co-produce and monitor the E&I Board Action Plan and work closely with Chief Officers, their departmental Equality Representatives and the six Staff Diversity Networks to raise the profile of equality and inclusion. We also collate annual reporting information from all departments to meet our reporting requirements under the Public Sector Equality Duty (PSED).

Across the Corporation, the expectation is that all colleagues who have responsibility for service delivery will complete a Test of Relevance or an Equality Analysis (EA) where there are equality considerations for a given proposal (policy/strategy/project/service review). In DCCS, each departmental Senior Management Team will monitor where Tests of Relevance or EAs need to be completed as part of their service plans on a quarterly basis.

We have several Equality Representatives in DCCS who can provide guidance and support the use of the Corporation's PSED Toolkit and EA templates for colleagues who need to undertake an EA. There is also face-to-face training and e-learning available for colleagues across the City Corporation to provide a more in-depth understanding of how to use the PSED toolkit. The DCCS departmental Equality Representatives meet on a regular basis as a group to related matters.

The completion of Tests of Relevance/EAs for proposals with equality and inclusion considerations is monitored at divisional level at senior management team meetings. Updates around departmental equality and inclusion matters are discussed with at the Departmental Leadership Team Quarterly Corporate Business Meetings.

Communications and engagement

In the last year there has been a considerable move towards a more proactive approach to communications and engagement across DCCS. We have established the DCCS Communications and Engagement Working Group (CEWG) which includes representatives from all our divisions. This group aims to consolidate the DCCS plans around communications and engagement – aiming to join up where possible around campaigns / activities. The Group will:

- Share good practice and learning through divisions to develop capacity / capability / expertise
- Map issues / difficulties for divisions around activities to enable collective solutions to be developed

- Develop and maintain a consolidated DCCS forward plan of communication and engagement activities.

Over the next period we will be taking a more strategic approach to communications, creating more consistency and joined-up work and setting out a departmental-wide strategy for communications and engagement work.

Consultation and engagement with our service users plays a crucial role in helping us to identify the impacts and outcomes they want from the services we deliver. For the continuous development of the DCCS outcomes framework we will need to ensure that services users views (for all ages within our communities) are captured and used to help us co-develop services with them and inform future business planning.

Partnerships and Shared Services

Our department works in partnership with all the Corporation's departments to enable us to deliver our departmental aims and objectives. Our teams work closely with the City of London Police, health services and schools to protect children and adults at risk. Many of our services are commissioned and we work closely with service providers to ensure that services are high quality and meet the needs of our users. We will continue to develop and strengthen our partnerships over the coming year.

We have established shared services with seven London boroughs. We have systems in place to ensure strong governance and scrutiny of all commissioned and shared service arrangements. In conjunction with the Health and Wellbeing Board and the Community and Children's Services Committee, we have agreed service priorities for commissioned health services over the next three years, including shared services with the London Borough of Hackney. See appendix 8 for details of our commissioned providers and partners.

Business Continuity

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

Property assets

The latest review of our property assets at the Guildhall and the Barbican offices at Lauderdale House took place in January 2017. With an expected increase in the departmental staff headcount we will be reviewing property assets at regular points during the coming year.

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

Natural Resources and Energy

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

During January 2017 we undertook an exercise to identify the DCCS activities where we are contributing to having a positive impact on our communities and environment. This evidence a number of positive contributions including:

- The monitoring and planned improvement of SAP ratings - Standard Assessment Procedure for the energy rating of dwellings)
- Replacement in one block of the curtain wall and windows for 120 flats that is anticipated to show a up to an 31% increase in thermal improvement
- When a property is vacated, we have an Energy Performance Certificate issued for this, if one does not exist already. This provides a way to monitor individual SAP ratings
- We use an asset management database, Keystone, to record and update SAP scores.

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

Risk and Health and Safety

The department regularly reviews business risk. This is reported to the Departmental Leadership Team and to the Community and Children's Services Committee on a quarterly basis.

There is a quarterly DCCS Health and Safety Meeting that is chaired by the Director and attended by the Departmental Leadership and other key staff. Key issues and activities around Health and Safety and the 'TopX' risks are reported and reviewed at this meeting.

See appendix 9 for information on the key DCCS risks as at the end of quarter 3 2016/17.

Appendix 8: commissioned providers / partners

Our commissioned providers and partners shown by the DCCS priority objective they support us to deliver

1. **Priority objective: Safe** - People of all ages live in safe communities, safe accommodation and are protected from harm:
 - London Borough of Tower Hamlets - Youth Offending Team Services
 - London Borough of Camden - Telecare Emergency response (Camden Careline)
 - Appropriate Adults UK - Assisting young people in custody
 - London Borough of Hackney – Emergency Duty Team
 - Coram – adoption services
 - Parkguard – Neighbourhood Patrol Service
2. **Priority objective: Potential** - People of all ages can achieve their ambitions through education, training and lifelong-learning
 - Adult and Community Learning
 - Dolly Parton Library
 - Education Welfare Service
 - Culture Heritage and Libraries - Greenbox Community Centre
 - Open Objects - Family and young people information service website support
 - City Gateway – Youth support
 - Volunteer Centre Tower Hamlets - Volunteer Brokerage
 - Tower Hamlets College Further Education Corporation (THCFEC) - Adult Skills and Community Learning
 - London Borough of Islington - Early Years Foundation Stage Advisory Teacher Support
3. **Priority objective: Independence, involvement and choice** - People of all ages can live independently, play a role in their communities and exercise choice over their services
 - VoiceAbility - Advocacy services
 - Toynbee Hall - Information and Advice Services (City Advice)
 - London Borough of Islington - Access for City families to Islington children's centres and family support
 - Prior Weston Primary School - Access for City families to Prior Weston children's centres and family support
 - Southwark Mediation Centre
 - Bluebird Care – Domiciliary Care Services
4. **Priority objective: Health and wellbeing** - People of all ages enjoy good health and wellbeing
 - Westminster drug project




- City wellbeing
- Fusion Lifestyle - Sports Development; Golden Lane Leisure Centre; Exercise on Referral Service

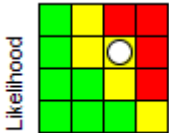
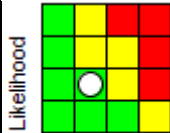
5. **Priority objective: Community** - People of all ages feel part of, engaged with and able to shape their community

- City Gateway - Youth participation
- Golden Lane Leisure Centre - Fusion Lifestyle
- Greenbox Community Centre
- Prospects – Information, Advice & Guidance for 13-19 (& up to 25 with special needs)
- Age Concern City of London - Engagement work with older Bengali women
- Opening Doors - Social isolation project for older LGBT people
- Roaming Films - Children and Young People Community Development
- Spice – Volunteering
- Kahalia – Aldgate Café.

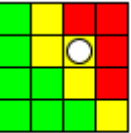
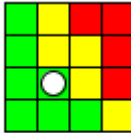

Appendix 9: risk register

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
<div>DCCS PE 002 Failure to deliver expansion of Sir John Cass Foundation Primary School to 2 form entry in September 2017</div> <div>11-Jun-2015 Neal Hounsell</div>	<div>Cause Expansion not delivered</div> <div>Event Building project not completed</div> <div>Effect Lack of first choice school places for City children</div>	<div><div><div>Likelihood</div><div>Impact</div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div></div></div></div></div></div></div>	24	The number of pupil applications for Sir John Cass Foundation Primary School for 2017/18 has not been as high as anticipated. Therefore there are currently insufficient grounds to request the Sir John Cass Foundation Board to review their decision on the proposed expansion based on demand for places. The City of London and the School are now preparing a business case which demonstrates the long term cost effectiveness and greater viability of the 2 form entry model for the Foundation Board to consider this summer. 27 Apr 2017	<div><div><div>Likelihood</div><div>Impact</div></div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div></div></div></div></div></div></div>	2	31-Aug-2017	<div>↔</div> <div>No change</div>
Action no, Title,	Description	Latest Note				Managed By	Latest Note Date	Due Date
DCCS PE 002b Discussions with stakeholders and others regarding the expansion	Efforts to engage with parties to the negotiation continue	The number of pupil applications for Sir John Cass Foundation Primary School for 2017/18 has not been as high as anticipated. Therefore there are currently insufficient grounds to request the Sir John Cass Foundation Board to review their decision on the proposed expansion based on demand for places. The City of London and the School are now preparing a business case which demonstrates the long term cost effectiveness and greater viability of the 2 form entry model for the Foundation Board to consider this summer.				Chris Pelham	27-Apr-2017	29-Sep-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DCCS HS 003 Lone Working 14-Jan-2016 Paul Murtagh	Cause Staff working on their own in isolated locations or visiting residents or clients homes Event Staff suffer verbal abuse, physical attack or are an accident victim Effect Harm or serious injury to staff	 Likelihood Impact	16	The trial of the mobile telephone app, which is being considered as a replacement to Sky Guard, has yet to take place. An options paper will be prepared for the August Health and Safety meeting for decision. 02 May 2017	 Likelihood Impact	12	30-Sep - 2017	 No change
Action no, Title,	Description	Latest Note				Managed By	Latest Note	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	The trial of the mobile phone app being considered as a replacement to Sky Guard has yet to take place. A meeting is to be held with 'Staysafe' the mobile app provider on 8 May to confirm details and timing of the trial. An options paper will subsequently be presented to the next Departmental Health and Safety meeting in August 2017 for decision.				Paul Murtagh	01-May-2017	30-Sep - 2017
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 reviewed 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 revised draft Lone Working Policy was signed off by the Departmental Health and Safety meeting in February. The trial for a mobile phone app which is being considered as a replacement for Sky Guard has yet to take place. Following a review of the DCCS Lone Working Procedures and the Skyguard system, further instruction and training has been carried out to ensure that there are robust processes, procedures and monitoring systems in place to protect staff at all times whilst carrying out their duties and responsibilities.				Paul Murtagh	27 Apr 2017	30-Sep-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DCCS ED 001 Failure to deliver City of London Academy expansion programme 31-May-2016 Neal Hounsell	Cause Expansion programme not delivered Event Building projects not completed and /or Academies not approved for opening by the Department for Education Effect Need to secure temporary accommodation / alternative school place provision leading to increased pressure on school budgets and reputational damage. Academies opening deferred for a further year resulting in failure to deliver school places and reputational damage.	 Likelihood Impact	12	It is currently anticipated that 5 new academies will open in September 2017. Shoreditch Park - secondary Islington Primary Academy Highbury Grove - secondary Budgets are being reviewed and prospective pupil numbers analysed in respect of the following. Newham Collegiate - 6th form Highgate Hill - secondary 28 Apr 2017	 Likelihood Impact	4	01-Sep-2019	↔ No change
Action no, Title,	Description	Latest Note				Managed By	Latest Note Date	Due Date
DCCS ED 001a Programme Board	A Programme Board has been established to oversee the work of project boards and take high level decisions	The Programme Board continues to meet monthly				Neal Hounsell	28-Apr-2017	01-Sep-2019
DCCS ED 001b 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	Good progress is being made. A report on the Academies expansion programme was presented to the Education Board on 12 January 2018. Regular meetings are taking place with stakeholders, City of London, Local Authorities, Education Funding Agency (Department for Education).				Neal Hounsell	01-Feb-2017	30-Sep-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DCCS HS 002 Failure to carry out and review effective Fire Risk Assessments for more than 5000 units of residential accommodation and a number of commercial units 14-Jan-2016 Paul Murtagh	Cause Fire Risk Assessments for managed properties not carried out effectively Event Fires do occur from time to time. Effective Assessments reduce the risk and identify if any changes to procedures or maintenance regimes that need to be reviewed or introduced Effect Fires can lead to significant property damage and potential loss of life	 Likelihood Impact	12	Fire Risk Assessments on the City of London's Housing properties have now been completed and submitted to Property Services for approval. An action plan is being developed to deal with improvements identified as a result of individual Fire Risk Assessments 02 May 2017	 Likelihood Impact	8	30-Sep-2017	 No change
Action no, Title,	Description	Latest Note				Managed By	Latest Note Date	Due Date
DCCS HS 002a Consultant to carry out new fire risk assessments to all managed properties.	Consultants will be employed to carry out risk assessments to all residential and commercial properties managed by the Department. To be appointed and schedule of works to be agreed by end of March 2016	Fire risk assessments have been completed and have been analysed by Property Services and Housing Management staff. The template for the FRA's needs to be amended to comply with the Corporation's standard template. Assessments of the Community libraries are planned and dates are to be agreed				Paul Murtagh	02-May-2017	30-Sep-2017
DCCS HS 002b Training to be provided to Housing staff to carry out and review effective fire risk assessments	Training provider for Fire Risk Assessments to be identified. Appropriate staff will be nominated to attend.	Training is being developed for relevant staff and will be co-ordinated to coincide with the implementation of the new Fire Risk Assessments once the revision to the template has been implemented and subsequent action plan agreed				Paul Murtagh	02-May-2017	30-Sep-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DCCS HS 004 Housing Finance Changes 15-Aug-2016 Jacquie Campbell; Paul Murtagh	Cause Changes to housing financing Event Possible shortfall in Housing Revenue Account funding Effect – Inability to fund the estimated 30 year expenditure plans regarding the City of London's Social Housing	 Likelihood	12	The data from the reports commissioned from Savills and The Chartered Institute of Housing are being analysed and a report will be presented to committee 02 May 2017	 Likelihood	4	31-Mar-2017	 No change
Action no, Title,	Description	Latest Note				Managed By	Latest Note Date	Due Date
DCCS HS 004a Review of 5 year Housing Revenue Account Financing Plan and remodelling of 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.	The data from the reports commissioned from Savills and The Chartered Institute of Housing is being analysed and a report will be presented to committee.				Jacquie Campbell ; Paul Murtagh	02-May-2017	30-Jun-2017
DCCS HS 004b Financial Inclusion Programme and Universal Credit Support	Financial Inclusion Programme and Universal Credit support	Work on the financial inclusion programme and universal credit support is on-going				Jacquie Campbell ; Paul Murtagh	02-May-2017	30-Sep-2017

Appendix 10: Assets / Standing Order 55

A detailed audit of DCCS office space on the 5th floor of The Guildhall was undertaken in January 2017. This included the number of workstations with head count and FTE – as well as figures for the anticipated growth in DCCS staff.

I confirm, as Director of Community and Children's Services, that the Department of Community and Children's Services is utilising its assets efficiently and effectively and that I have considered current and future requirements for service provision.

Any assets that have been identified as surplus to the department's requirements have been or will be reported as required to the Corporate Asset Sub-Committee and the schedule will be reviewed annually to ensure that the use of assets by the Department of Community and Children's Services continues to be challenged appropriately.

Signed:

Dated:

Draft Corporate Plan 2018 - 23

The City of London Corporation is the governing body of the Square Mile dedicated to a thriving City, supporting a strong, sustainable and diverse London within a globally-successful UK.

We aim to...

Benefit society

By fostering a culture of inclusivity, opportunity and responsibility

Shape the future City

By strengthening its connectivity, capacity and character

Secure economic growth

By promoting the City as the best place in the world to do business

Everything we do supports the delivery of these three strategic objectives. We measure our performance by tracking our impact on twelve outcomes:

People

People live enriched lives and reach their potential
People enjoy good health and well-being
People enjoy our thriving and sustainable public spaces
People are safe and feel safe

Place

The Square Mile is the ultimate co-working space: flexible, secure and inspiring
The Square Mile is digitally and physically well-connected and responsive
The Square Mile is known for world-leading culture and creativity
The Square Mile has outstanding public spaces, retail, leisure and hospitality

Prosperity

The City has the world's best access to global markets and regulatory framework
The City is the global hub for business innovation – new products, new markets and new ways of doing business
The City nurtures and has access to the skills and talent it needs to thrive
The City's activities at home and abroad are known to benefit society and business

Draft Corporate Plan 2018 - 23

What we are responsible for...

London's world-leading financial and business centre, the Square Mile's local authority services, City of London Police, national economic security, London's Port Health Authority, five Thames bridges, London's biggest independent grant-maker, the UK's highest performing group of secondary Academies, three independent schools, Europe's largest multi-arts centre, numerous cultural and educational institutions, three wholesale markets, safe UK animal trade, housing, landholdings and historic green spaces

We want to...

Deliver far more for the City, the capital and the country by collaborating with our unique breadth and depth of partners and stakeholders

Our unique selling points are...

Our independent voice

Our convening power and reach

Our long-held traditions yet ability to be a catalyst for change

Our long-term view and local, regional, national and global perspectives

Our private, public and voluntary sector expertise

We commit to...

Unlocking the potential of our many assets – our people, our stakeholders, our relationships, our buildings and the valued cultural, educational, environmental and commercial assets we oversee

Championing diversity and London's cosmopolitan nature

Listening to our customers and providing excellent services

Being active partners, open to challenge, leading and learning

Innovation, always looking for ways to deliver more and add value through new technologies and smart approaches

Good governance, by driving the relevance, responsibility, reliability and radicalism of everything we do

Upholding our values – Lead, Empower, Trust - and displaying passion, pace, pride and professionalism in everything we do

Committee:	Dated:
Community and Children's Services Committee	11 May 2017
Subject: Community and Children's Services Business Plan: Quarter 4 update	Public
Report of: Director of Community and Children's Services	For Information

This report sets out the progress made during Quarter 4 (Q4 – January to March 2017) 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 a summary of the Q4 performance and progress is provided below. The Department's budget outturn information is provided at Appendix 4.

Recommendation

Members are asked to:

- Note the Q4 update and the progress made against the strategic priorities of the Business Plan up to the end of 2016-17.

Current Position

1. The Department's performance is measured and reported against 24 key performance indicators (PIs). In total, 21 indicators have reported data for Q4, of which 15 (86%) achieved or exceeded the performance target set and are therefore rated green. Of the remaining six indicators reported, three were amber as performance was within 10% of the target set, and three were rated red for failing to meet the target by more than 10%.

RAG status	Traffic light description	Total number of PIs
Green	PIs for which the set target was achieved or exceeded	15
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	3
Still awaiting Q4 data		3

- 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).
- Information on the three performance indicators that were rated red is set out over the next three paragraphs. The number of children receiving their 1st choice offer for secondary and primary places has fallen. In the City 65.5% received their 1st choice offer for primary school compared to pan London 85.6%. However, a higher proportion received their second choice 13.8% compared to London average of 7.4%. For Secondary schools, 58.8% received their 1st choice compared to London average 68.2%. Again, a higher proportion received their second choice 17.65%, against a London average of 14.24%. For secondary schools the City relies entirely on offers from other local authorities.
- The usage of Golden Lane Sport & Fitness centre is notably below target. This is partly due to the temporary closure of the Sports Hall and an increase in local competition. Fusion the provider of the service has been asked to present their plans to increase usage of the centre at a future committee.
- The number of apprenticeship places fell short of the target. The apprenticeship levy came into effect in April 2017. This led to a reduction in apprentices starting work in 2016/17 due to improved funding being made available from April 2017. The number of apprentices will increase during 2017/18 to meet the target of placing 100 apprentices within the Corporation in this period.

Progress Against Improvement Actions

Strategic Aim 1: Safeguarding and early help

- Safeguarding performance is being developed as part of the development of the Adult Social care practice standards.
- As a result of an increase in the number of Local Authority Designated Officer (LADO) referrals during 2016-17 there will be more extensive training on the LADO role during 2017-18.

8. Plans have been developed to run specific training to raise awareness of private fostering and to include this subject in induction training.

Strategic Aim 2: Health and wellbeing

9. Work to develop on-line policy and procedures is being undertaken by Adult Social Care and Tri.x (provider of web-enabled content). This is due to launch May 2017.
10. The end of Q4 shows that during the last quarter of the year there were 28 substance misuse awareness events run with City businesses. From these events 412 individuals engaged with services through an IBA (Identification & Brief Intervention).

Strategic Aim 3: Education and employability

11. The new structure for Education and Early Years Services is now in the implementation phase. Interviews for the three remaining posts will take place in May.
12. The first Special Education Needs and Disability (SEND) Programme Board has met and the new SEND Strategy will be finalised at the end of May.
13. The City and the City of London Academies Trust have agreed to take over the management of Highbury Grove school in September 2017.

Strategic Aim 4: Homes and communities

14. Planning continues and applications have been submitted for grant funding to the GLA that will increase the funding available for new homes on our existing estates.
15. A design team has been appointed to look at the feasibility of developing new homes on a number of sites.
16. The Park Guard contract is in place until August 2018. The service is proving very useful from an estate management perspective, with comprehensive reports being provided following each patrol. Feedback from residents has also been positive.

Strategic Aim 5: Efficiency and effectiveness

17. Partners and young people have been consulted on the new tender specification for the retendering of the city's youth services. A market engagement event was held for potential bidders to engage with the City and feedback on the proposals. This will go to tender in June 2017 with a start date for the new service in January 2018.
18. The new domiciliary care service commenced on 1 April 2017.

Other Significant Achievements

19. The City of London Academies Trust (CoLAT) was named as the top performer in a government table ranking performance of multi-academy trusts (MATs).
20. DCCS work with Avondale Community Events (ACE) was recognised by a national award from Tenant Participation Advisory Service (TPAS) – the country's leading organisation for resident engagement and community work.
21. Housing colleagues were 'highly commended' for their Housing and Time Credits co-production work in the 'Community Involvement' category at the Local Government Chronicle Awards.
22. The Family and Young People's Information (FYi) Service won the Families First Quality Award for the second time. The FYi Team picked up their award from the Family and Childcare Trust at a presentation event in the Guildhall.

Departmental Strategic Risk Register

23. Since the last update to this Committee in Q4, one new risk has been added to the risk register. DCCS CL 001 Loss of IT systems in Barbican and Community Libraries. The risk rating for DCCS HS 005 – Fire risk – enclosed balconies has reduced to green, as the report from the Building Research Establishment concluded that the alterations did not have a detrimental effect on fire safety. The full departmental risk register is attached as Appendix 2

Complaints

24. In Quarter 4, 21 complaints were received regarding our directly delivered services. These figures now include data from Community Libraries. 6 complaints were upheld and 4 partially upheld. Only one complaint was not responded to within the response target deadline, this was due to unplanned absence by the investigating officer. Our commissioned services received 7 complaints, all of which were upheld but they also received 15 compliments in the same period. An analysis of complaints received did not identify any underlying trends.
25. 2 compliments were also received in Q4 regarding our directly delivered services. A client praised the support provided by the Reablement Team and a District Judge commended the excellent work carried out by a Children Services social worker. The full summary of complaints is attached as Appendix 3.

Financial and Risk Implications

26. As at the end of Q4, the local risk outturn shows an overall underspend of £16,000 for DCCS. The full outturn summary is attached as Appendix 4

27. The central risk is overspent by £160,000 due in the main to spend on unaccompanied asylum seeking children. This issue is addressed in another report on this agenda

Data Protection and Data Quality

28. 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

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

Conclusion

30. 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 Q4.

Appendices

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

	Description	2016/17 Target	Q1	Q2	Q3	Q4	2016/17	Comments Q4
1.1	Percentage of referrals to Children Social Care which lead to a formal assessment	80%	91.7% (22/24)	76.9% (20/26)	79.2% (19/24)	73.7% (14/19)*	80.6 % (75/93)*	19 of the 126 contacts to the City converted to referrals to Children's Social Care. Of those 19 five did not progress to Child & Family Assessments as. one Unaccompanied Asylum Seeking Child went direct to pathway planning; one young person was referred for strategy discussion only (having recently closed after assessment; two assessments were cancelled (one due to transfer to another local authority, one due to lack of engagement) and one case was also open to LB Brent.
Page 81	Number of Common Assessment Framework assessments (CAFs) completed by Early Help	17	6	2	10	3	21	Two CAFS (siblings) and one CAF update were completed during Q4. The CAF update led to a long term Early Help case being closed (NFA). The new siblings were new referrals in December 2016 and were the only remaining open EH cases as at 31 March 2017.
1.3	Proportion of older people who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	85%	100%	83%	67%	Awaiting data	Awaiting data	In Q3, there were 5 (out of 6) clients were still at home. One passed away.
1.4	Number of carer's assessments	55	19	15	5	13	52	5 carers have refused an assessment and 2 are scheduled for April 2017.
	Description	2016/17 Target	Q1	Q2	Q3	Q4	2016/17	Comments Q4

2.1	Percentage of people engaging in City smoking cessation programmes who quit smoking	50%	16.3%		32%		55%		38%		48%		During Q4 more sign people signed on but drop out the programme, which is consistent with the New Year period. A higher number of people join the programme(s) as part of their 'New Years' Resolutions'.
2.2	Number of take-ups of NHS health checks	130	143 health checks were completed by the Neaman practice		220 health checks were completed by the Neaman practice		67 health checks were completed by the Neaman practice		Primary (Neaman practice) - 79 Community Health Check Residents – 22		531		Reed Momenta have had the contract since end October 2016 and after mobilisation services has been effectively delivered for q4 (Jan-March 2017) – and taken on all new referrals.
2.3	Number of participants in the exercise on referral programme who are still active six months after their initial assessment	70%	67%		50%		80%		N/A		N/A		Reed Momenta have had the contract since end October 2016 and after mobilisation services has been effectively delivered for q4 (Jan-March 2017) – and taken on all new referrals. Therefore there will not be any still active after six months as the contract duration to date is less than 6 months.
Page 82	Usage of the Golden Lane Sport and Fitness Centre (GLSF)	120,065	21,670		39,243		55,914		79,333		79,333 (cumulative)		Fusion will be presenting to Committee at a later date.
2.5	Number of new volunteers signed up to the time credits scheme	160	23		29		61		Awaiting Data		Awaiting Data		
2.6	% of volunteers completely new to volunteering	40%	42%		42%		45%		45%		45%		Target met.

	Description	2016/17 Target	2016/17		Comments
3.1	Sufficiency of school places	2017 PAN London average	For September 2017 entry		Secondary Preferences 2017: Please note that the number of City residents applying for secondary

Page 83	Percentage of school offers meeting:	P	S	P	S	<p>places via the Pan London Admissions process for September 2017 dropped from 22 in 2016 to 17.</p> <p>Pan London 68.2% of applicants were offered their first preference, but City saw a significant decrease to 58.8%. But some balance was offered looking at applicants offered their 2nd preference (17.65%, against a Pan London average of 14.24%), but City did fall below the 88.63% Pan London average for those offered at least one of their top three preferences, with 76.5%, due to two applicants being offered 4th and fifth preferences, and two offered non preference places.</p> <p>Primary Preferences 2017:</p> <p>The Primary offer data here is a 'first glance' :as it is a Q1 activity and we are awaiting the final validated reports in June 2017:</p> <p>Please note that the number of City residents applying for primary places via the Pan London Admissions process for September 2017 dropped from 34 in 2016 to 29.</p> <p>The Pan London average for applicants being offered their first preference school was 86%, with City ranked 33 out of 33 LA with only 65.52%. Again City was ranked 1st for second preference offers at 13.8% compared to a Pan London average of 7.36%,</p>
	first preference offered	85.6%	68.2%	65.5%	58.8%	
	second preference offered	7.4%	14.2%	13.8%	17.7%	
	third preference offered	2.4%	6.2%	10.3%	0%	
	Fourth preference offered	1.02%	3%	3.4%	5.9%	
	Fifth preference offered	0.49%	1.6%	0%	5.9%	
	Sixth preference offered	0.25%	0.8%	0%	0%	
	No offer made	2.5%	6%	0%	0%	
	Offer made that was not a preference			6.9%	11.8%	

KPI Ref	Description	Frequency	2016/17	Q1	Q2	Q3	Q4	2016/17	Comments Q4
			Target						

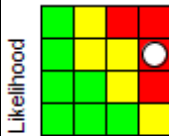
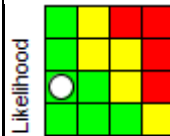

3.2	Number of apprenticeship places secured	Quarterly	60	7 (term 3 2015/16)		Q1 due to Academic Termly Reporting		28 (term 1)		9		44		Not on target for the year. Changes in policy and funding led to a reduction in the apprentices during Q4. The number of apprentices will increase during 2017/18 to meet the target of placing 100 apprentices within the Corporation in this period.
3.3	Number of enrolments on Adult Skills and Education courses	Quarterly	2000	730 (term 3 2015/16)		Q1 due to Academic Termly Reporting		936		664		2230		Exceeded target for the year. Increased promotion of the Adult Skills & Education programme has led to an increased take up across a number of subject areas
Page 84	Number of enrolments on Basic Skills courses	Quarterly	200	87 (term 3 2015/16)		Q1 due to Academic Termly Reporting		271		93		451		Exceeded target for the year. A diversified range of subjects delivered across a wider range of times and days diverse have increased enrolments.
KPI Ref	Description	Frequency	2016/17	Q1		Q2		Q3		Q4		2016/17		Comments Q4
4.1	% 'routine' repairs attended to within target (5 working days)	Quarterly	95%	99%		99%		99%		99.9%		99.2%		On target.
4.2	Number of rough sleeper outreach shifts per quarter	Quarterly	384	105		101		90		101		397		On target.

4.3	Total number of individual rough sleepers met by St Mungos Broadway each quarter	Quarterly	670	123		128		128		179		555		Number of rough sleepers met lower than anticipate.
4.4	Percentage of residents who feel 'very safe' or 'safe' on their estate	Annual	70%	Data available in Q2 only		74%		Data available in Q2 only		Data available in Q2 only		74%		On target.
4.5	% inspections passed	Quarterly	96%	98.93%		100%		99%		100%		99%		On target.
4.6	% Properties with up to date Gas CP12s Certificates	Quarterly	100%	99.56%		99%		99%		98%		99%		32 properties currently have an overdue CP12. This is higher than normal to IT system failure and lack of accurate reports, this contributed to the contractors not working out of hours. To improve this we are working with the contractor to attend to properties in the evening for those residents who cannot be available during the day.

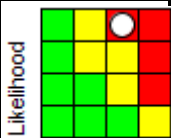
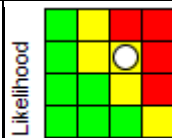

KPI Ref	Description	Frequency	2016/17	Q1		Q2		Q3		Q4		2016/17	Comments Q4
5.1	% residents 'very satisfied' or 'satisfied' with the overall service we provide as their landlord	Annual	80%	Q2 only		85%		Q2 only		Q2 only		85%	On target.
5.2	% of rent collected	Annual	98.5	99%		98%		99%		99%		99%	On target.
5.3	Average time to process new Housing Benefit claims (days)	Quarterly	<26 days	17.0		17.0		18.0		21.0		18.3	Small number of new claim took longer to assess and have had a disproportionate effect on stats. Performance still strong
5.4	% 'emergency' repairs attended to within target (24 hours)	Quarterly	95%	99%		99%		100%		100%		99%	On target.

Appendix 2 – Community and Children’s Services Risk register – Q4 Update

Rows are sorted by risk score

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score change indicator
DCCS PE 002 Failure to deliver expansion of Sir John Cass Foundation Primary School to 2 form entry in September 2017 14-Jun-2015 Neal Hounsell	Cause Expansion not delivered Event Building project not completed Effect Lack of first choice school places for City children	 Likelihood Impact	24 The number of pupil applications for Sir John Cass Foundation Primary School for 2017/18 has not been as high as anticipated. Therefore there are currently insufficient grounds to request the Sir John Cass Foundation Board to review their decision on the proposed expansion based on demand for places. The City of London and the School are now preparing a business case which demonstrates the long term cost effectiveness and greater viability of the 2 form entry model for the Foundation Board to consider this summer. 27 Apr 2017	 Likelihood Impact 2	31-Aug-2017	 No change

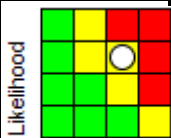
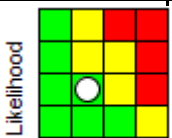

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCCS PE 002b Discussions with stakeholders and others regarding the expansion	Efforts to engage with parties to the negotiation continue	The number of pupil applications for Sir John Cass Foundation Primary School for 2017/18 has not been as high as anticipated. Therefore there are currently insufficient grounds to request the Sir John Cass Foundation Board to review their decision on the proposed expansion based on demand for places. The City of London and the School are now preparing a business case which demonstrates the long term cost effectiveness and greater viability of the 2 form entry model for the Foundation Board to consider this summer.	Chris Pelham	27-Apr-2017	29-Sep-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score change indicator
DCCS HS 003 Lone Working 14-Jan-2016 Paul Murtagh	Cause Staff working on their own in isolated locations or visiting residents or clients homes Event Staff suffer verbal abuse, physical attack or are an accident victim Effect Harm or serious injury to staff	 16	The trial of the mobile telephone app, which is being considered as a replacement to Sky Guard, has yet to take place. An options paper will be prepared for the August Health and Safety meeting for decision. 02 May 2017	 12	30-Sep-2017	 No change

Action no, Title, Page	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCCS HS 003a Sky Guard Review 88	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	The trial of the mobile phone app being considered as a replacement to Sky Guard has yet to take place. A meeting is to be held with 'Staysafe' the mobile app provider on 8 May to confirm details and timing of the trial. An options paper will subsequently be presented to the next Departmental Health and Safety meeting in August 2017 for decision.	Paul Murtagh	02-May-2017	30-Sep-2017
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 reviewed 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 revised draft Lone Working Policy was signed off by the Departmental Health and Safety meeting in February. The trial for a mobile phone app which is being considered as a replacement for Sky Guard has yet to take place. Following a review of the DCCS Lone Working Procedures and the Skyguard system, further instruction and training has been carried out to ensure that there are robust processes, procedures and monitoring systems in place to protect staff at all times whilst carrying out their duties and responsibilities.	Paul Murtagh	27-Apr-2017	30-Sep-2017

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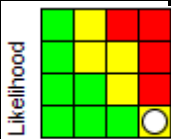
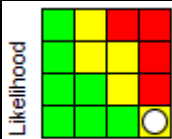

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCCS ED 001a Programme Board	A Programme Board has been established to oversee the work of project boards and take high level decisions	The Programme Board continues to meet monthly	Neal Hounsell	28-Apr-2017	01-Sep-2019
DCCS ED 001b Project Boards	Project boards for the schools in pre-opening phase and applications to sponsor schools have been established and meet monthly	Good progress is being made. A report on the Academies expansion programme was presented to the Education Board on 12 January 2018. Regular meetings are taking place with stakeholders, City of London, Local Authorities, Education Funding Agency (Department for Education).	Neal Hounsell	01-Feb-2017	30-Sep-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score change indicator
DCCS HS 004 Housing Finance Changes 15-Aug-2016 Jacquie Campbell; Paul Murtagh	Cause Changes to housing financing Event Possible shortfall in Housing Revenue Account funding Effect – Inability to fund the estimated 30 year expenditure plans regarding the City of London's Social Housing	 12	The data from the reports commissioned from Savills and The Chartered Institute of Housing are being analysed and a report will be presented to committee 02 May 2017	 4	31-Mar-2017	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCCS HS 004a Review of 30 year Housing Revenue Account Financing Plan and remodelling of 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.	The data from the reports commissioned from Savills and The Chartered Institute of Housing is being analysed and a report will be presented to committee.	Jacquie Campbell; Paul Murtagh	02-May-2017	30-Jun-2017
DCCS HS 004b Financial Inclusion Programme and Universal Credit Support	Financial Inclusion Programme and Universal Credit support	Work on the financial inclusion programme and universal credit support is ongoing	Jacquie Campbell; Paul Murtagh	02-May-2017	30-Sep-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score change indicator
CR17 Safeguarding 22-Sep-2014 Neal Hounsell	Cause: Not providing appropriate training to staff, not providing effective management and supervision, poor case management Event: Failure to deliver actions under the City of London' safeguarding policy. Social workers and other staff not taking appropriate action if notified of a safeguarding issue Effect: Physical or mental harm suffered by a child or adult at risk, damage to the City of London's reputation, possible legal action, investigation by CQC and or Ofsted	 Likelihood Impact	The corporate audit of safeguarding has been completed and the final report is awaited. An action plan for the implementation of any recommendations will be drawn up. 28 Apr 2017	 Likelihood Impact	31-Mar-2018	 No change

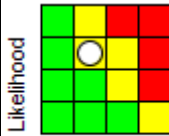
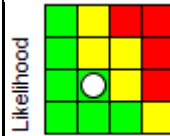

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR17k Review role of Safeguarding Champions	The role of Safeguarding Champions to be reviewed and to consider if Domestic Violence can be added to the role	A Corporate audit of safeguarding champions has been undertaken and the review of safeguarding champions will be completed following the outcome of the corporate audit.	Chris Pelham	28-Apr-2017	30-Jun-2017
CR17m Raise Awareness of financial abuse and scams	The Adult Social Care Team will be working with the City of London Police to raise the profile of financial abuse and scams	A task group with representation from Adult Social Care, City of London Police, Safer City Partnership, Housing and Toynbee Hall has been set up to implement planned actions. A leaflet to raise awareness is being sent out with residents council tax bills. A workshop is being planned for the Autumn.	Chris Pelham	14-Mar-2017	31-Dec-2017
CR17o Review of Safeguarding Arrangement in Independent schools within the City of London	A review is being conducted into the safeguarding arrangements within the independent schools within the City of London. 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.	The safeguarding review of the Guildhall School of Music & Drama, including satellite sites is now complete. An action plan to implement the recommendations of the review has been drawn up. A report on the implementation will be presented to the Safeguarding Education Forum.	Neal Hounsell	28-Apr-2017	31-Jul-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score change indicator
DCCS 001 Departmental emergency response 22-Jan-2016 Neal Hounsell	Cause Residents and/ or city workers being unsupported in a major emergency Event A major emergency being declared Effect Evacuated residents or city workers have nowhere to go following an incident, adverse media coverage.	 Likelihood Impact	The Human Aspects Working Group meeting did not take place due to the absence of key officers. The next meeting in June will include a review of the terms of reference and will include additional representation. 28 Apr 2017	 Likelihood Impact	31-Mar-2018	 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 Human Aspects Working Group meeting did not take place due to the absence of key officers. The next meeting in June will include a review of the terms of reference and will include additional representation.	Sharon McLaughlin	28-Apr-2017	30-Jun-2017
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	A post exercise report and the new Human Aspects response plan will be presented to the June meeting for approval.	Sharon McLaughlin	28-Apr-2017	30-Jun-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DCCS CL 001 Loss of IT systems at public facing sites 28-Apr-2017 Carol Boswarthack	Cause: IT failures from lack of system / infrastructure, software maintenance and upgrades. Event: Public avoiding utilising our services due to lack of confidence in their consistent provision. Impact: Significant reputational damage expressed through reduced footfall and resulting loss of income from external events, workshops and retails offerings.	 Likelihood Impact	8	Community Libraries has representation on the IT Business User Group. Updates on the IT Transformation Project are discussed and information required by IT is provided promptly to ensure the project moves forward. 28 April 2017	 Likelihood Impact	3	31-Mar-2017	 No change

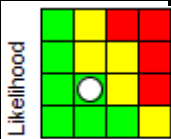
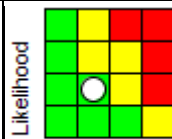

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
DCCS CL001a IT Transformation project and library infrastructure project	Engage with the IT transformation project to ensure that IT services are delivered on a consistent basis	Community Libraries has representation on the IT Business User Group. Updates on the IT Transformation Project are discussed and information required by IT is provided promptly to ensure the project moves forward.		Carol Boswarthack	28-Apr-2017	31-Mar-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score change indicator
DCCS CP 002 City of London Community Education Centre - site redevelopment 28 Jan-2016 Paul Hounsell	Cause Redevelopment of the site occupied by the City of London Community Education Centre Event Adult and community Learning service have to vacate the site Impact Unless new premises are found adult and community learning delivery may be curtailed	 Likelihood Impact	6 The City of London Community Education Centre is now due to close in September 2017. New premises have been identified within the City Business Library and works are due to be completed by August 2017. Additional facilities will be available in the refurbished Golden Lane Community Centre which is due to be completed in January 2018. Interim facilities may be required following the closure of COLSEC in September 2017 and the opening of the refurbished Community Centre. 28 Apr 2017	 Likelihood Impact	4 31-Jan-2018	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCCS CP 002a The identification of new premises and relocation of the service	The site of the City of London Community Education Centre (COLCEC) on Golden Lane will be redeveloped. New premises for the delivery of community learning will need to be identified.	The City of London Community Education Centre is now due to close in September 2017. New premises have been identified within the City Business Library and works are due to be completed by August 2017. Additional facilities will be available in the refurbished Golden Lane Community Centre which is due to be completed in January 2018. Interim facilities may be required following the closure of COLSEC in September 2017 and the opening of the refurbished Community Centre.	Mark Emmerson	28-Apr-2017	31-Jan-2018

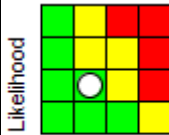
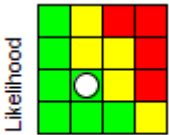

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DCCS PE 004 Pupil funding - introduction of new formulae may reduce levels of funding from 2017/18 22-Mar-2016 Pip Hesketh; Theresa Shortland	Cause: Change in government policy Effect: Introduction of new national pupil funding formulae may lead to up to 50% reduction in pupil funding for Sir John Cass Foundation Primary School Event: Potential financial viability issues for the school	 Likelihood Impact	6	The City of London is being viewed as a special case. Draft funding proposals have been received which have identified some reductions. A report is being prepared for the Sir John Cass Foundation regarding the financial viability of Sir John Cass Foundation Primary School if it remains a one form entry school. 28 Apr 2017	 Likelihood Impact	4	31-Mar-2018	 No change

Location no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
DCCS PE 004c Meetings with the Department for Education	A meeting with the Department for Education was held in July and it is anticipated that the City of London will be viewed as a special case.	The City of London is being viewed as a special case. Draft funding proposals have been received which have identified some reductions. A report is being prepared for the Sir John Cass Foundation regarding the financial viability of Sir John Cass Foundation Primary School if it remains a one form entry school.			Pip Hesketh; Theresa Shortland	14-Mar-2017	31-Mar-2018

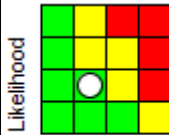
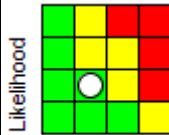

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score change indicator
DCCS ED 002 Failure of the City of London Academies to meet the high performance and financial expectations of the City of London Corporation 12-Jan-2017 Neal Hounsell	Cause: Inadequate Multi Academies Trust governance and financial management arrangements through inadequate leadership, management oversight. Ineffective teaching standards and management of the curriculum. Event: The Multi Academies Trust does not deliver outstanding teaching and a learning curriculum to students as well as an efficient and well run organisation. The Trust falls into financial difficulty. Effect: Delivery of poor academic results and poor Ofsted inspection judgements leading to reputational damage to the academies and the City of London. Financial pressure leads to the City of London supporting City of London Academies Trust (CoLAT) to avoid financial reputational damage.	 Likelihood Impact	All academies have been judged as either Good or Outstanding by Ofsted. Scrutiny meetings continue and reports will be presented to the Education and CoLAT boards as appropriate. 28 April 2017	 Likelihood Impact	01-Sep-2019	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCCS ED 002a Standards and Accountability, Scrutiny Meetings	An 'Accountability Framework' has been established with a rigorous cycle of; examination analysis, performance review, actions to address under-performance, school leader performance management, target setting, school monitoring visits and final predicted results collection prior to examination results. This process provides a clear line of accountability through to school leaders.	Standards & Accountability Scrutiny meetings were schedule for November to review projected attainment of pupils. A report is to be taken to the education Board in January together with data on progress and added value. Spring 2017 will see the next stage of the accountability process which is a series of school visits by the CEO.	Neal Hounsell	31-Jan-2017	30-Jun-2017
DCCS ED 002c Financial scrutiny meetings with each Academy	Financial scrutiny meetings will take place for all academies in the COLAT annually in June.	Financial scrutiny meetings will take place for all academies in the COLAT annually in June. Issues discussed will include budget forecasts, cash flow and end of year financial outturns. The meeting will be attended by Chief Executive	Mark Emmerson	31-Jan-2017	30-Jun-2017




		Office, Chief Financial Officer, Chairman of the Education Board, Academy Heads and Revenue Managers			
DCCS ED 002d Academy financial reports to be presented to the Education Board	Annual financial reports,	Annual financial reports from each Academy will be presented to the Education Board each May. The report will include resource allocation plans.	Mark Emmerson	31-Jan-2017	31-May-2017
DCCS ED 002e Visit of Chief Executive Officer to all Academies to undertake Standards and Accountability Scrutiny meetings	Standards and Accountability Scrutiny meetings.	A timetable for the Standards and Accountability Scrutiny meetings has been drawn up and it is anticipated that meetings with all Academies will be completed by 28 February 2017. A report will be presented to the CoLAT Board by 31 May 2017.	Mark Emmerson	31-Jan-2017	31-May-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DCCS HS 001 Health and Safety procedures 13-Nov-2014 Paul Murtagh	Cause: Failure to meet Health and Safety regulations and City of London procedures within the department and on the properties and estates managed by the Housing Division Event: Accident or fire in property or estates managed DCCS leading to harm / injury to staff member, resident or visitor Effect: Injury to person/s on property or estates managed by DCCS, possible adverse media coverage, external investigation into incident and potential claims for compensation.	 Likelihood	4 Impact	Meetings of the Quarterly Health and Safety meetings continue. The work plan and Top X risks are reviewed at each meeting. 14 Mar 2017	 Likelihood	4 Impact	31-Mar-2018	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
001c Pilot of DCCS Alcohol and Drug Misuse Policy	Pilot of DCCS Drug and Alcohol Misuse Policy from 1 August to 31 January 2017	The trial period was completed on the 31 January 2017. Additional comments on the policy have been received and these will be considered at the next Health and Safety meeting in August 2017.	Paul Murtagh	02-May-2017	30-Sep-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score change indicator
DCCS PE 003 Early Help - Referrals and completion of Common Assessment Frameworks (CAFs) 26-Jan-2016 Chris Pelham	Cause Obstacles in place which reduce referrals to the Early Help Service Event Reluctance of partners to refer to Early Help and initiate CAFs Effect Low compliance with agreed Early Help Procedures	 Likelihood Impact	4 There has been a rise in the number of referrals and completed CAFs. This needs to be sustained during 2017/18. 28 Apr 2017	 Likelihood Impact	4 31-Aug-2017	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
DCCS PE 003c Early Help Co-ordinated co-located with partners	The Early Help Co-ordinator is now co-located with partners.	The Early Help Co-ordinator is now co-located with partners. This is a pilot which will be reviewed in July 2017	Chris Pelham	28-Apr-2017	31-Aug-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DCCS HS 005 Fire Risk - Enclosed balconies 12-Jan-2017 Jacquie Campbell; Paul Murtagh	Cause: The enclosure of balconies by some residents on City of London estates from materials that may not meet fire safety standards or regulations. Event: The damage from a fire sited in one of these balconies is potentially more serious. Effect: Possible structural damage to buildings and harm to life. Remedies for unauthorised balcony works and enclosures not meeting fire safety standards are to be put in place.	 Likelihood	2	As a result of Fire Risk Assessments it was identified that 20 balconies have been enclosed that could have compromised the integrity of the flats in terms of fire safety. The Building Research Establishment (BRE) was appointed to carry out an inspection of a number of the balconies to advise on any necessary action. 02 May 2017	 Likelihood	6	30-Sep-2017	 Decreased risk score

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
HS 005a Investigation into enclosed balconies on City of London Housing Estates	An expert is being engaged to address this issue. Staff from Housing, Barbican and Property together with the Corporation's Fire Safety Advisor are working together to carry out a review of the situation and to determine the appropriate course of action.	Completed - The BRE has now submitted their report into the enclosure of balconies and the potential risk in terms of fire safety. The BRE has concluded that "the alterations do not have a detrimental effect upon the structural adequacy/competence of the superstructure or the associated cladding panel". With regard to fire safety, the BRE further concludes that "these alterations do not compromise general fire precautions within the block provided the penetration in the floors and ceiling slabs around the rainwater downpipes are adequately fire stopped".	Jacquie Campbell; Paul Murtagh	02-May-2017	17-Apr-2017

Appendix 3: Department of Community and Children's Services Complaints Report – Quarter 4, 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	4	2	8
No. of complaints upheld	0	1 upheld	0	0	0	0	1 and 1 partially	1 and 1 partially
Family and Young People's Services (Children's Social Care)	0 (3)	5	2	0	0	0	1	1
No. of complaints upheld	2 upheld	2 upheld	N/A	N/A	N/A	N/A	0	0
Housing	17	34	35	12	6	12	5	35
No. of complaints upheld	6	5, 2 partially upheld	11	4 upheld , 2 partially	1 upheld,	1, 8 partially	3 partially upheld	6, 13 partially upheld
Property			6	10	7	2	8	27
No. of complaints upheld			5, 1 partially	6	3	1	5	15
Community Libraries	-	-	-	-	-	-	5	5 – 1 upheld
Commissioned Services, e.g. Golden Lane Sport and Fitness, City Advice, Telecare	51	54	52	5	14	15	7	41
No. of complaints upheld	37	39	44	5	10	15	7	37

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%	100%	100%
Family and Young People's Services (Children's Social Care)	100%	75%	0%	N/A	N/A	N/A	0%	0% (this relates to 1 complaint – response was delayed due to unplanned absence)
Housing	100%	100%	100%	100%	100%	100%	100%	100%
Property			75%	100%	100%	100%	100%	100%
Community Libraries				-	-	-	100%	100%

Appendix 4: Department of Community & Children's Services 2016–17 Q4 outturn budget

DCCS CITY FUND: - 2016/17 outturn

	2016/17 LAB budget	Actuals to date (end of Mar)	Variance (over) / underspent	Notes
<u>LOCAL RISK</u>				
Housing Services				
Housing S&M Account	128	129	-1	
Disabled Access, Enabling Activities, Spitalfields, General Housing Advise, Other Housing Services	-42	-47	5	
Supporting People	676	780	-104	
Service Strategy	4	25	-21	
Housing Benefit	212	-9	221	
Total Housing	978	878	100	
People Services				
Older People Services	1,308	1,332	-24	
Adult Social Care	2,306	2,180	126	
Occupational Therapy	286	243	43	
Supervision and Management	187	161	26	
Homelessness	613	639	-26	
Children Social Care	1,048	1,191	-143	
Early Years & Childcare	954	1,082	-128	
Other Schools Related activity	151	159	-8	
TOTAL LOCAL RISK	6,853	6,988	-135	
Partnerships				
Commissioning	734	706	28	
Public Health	-25	-26	1	
Sports Development	-35	-69	34	
Adult Community Learning	131	24	107	
Youth Service	204	199	5	
Strategy and Performance	1,119	1,242	-123	
TOTAL PARTNERSHIPS	2,128	2,077	51	
TOTAL LOCAL RISK	9,959	9,943	16	Small underspend
<u>CENTRAL RISK</u>				
Commissioning	-111	-54	-57	
Early Years & Childcare	246	219	27	
Other Schools Related activity	-272	-238	-34	
Asylum Seekers	288	379	-91	
Delegated Budget	-21	-26	5	
Housing Benefit	67	76	-9	
TOTAL CENTRAL RISK	197	357	-160	overspent

Committee(s)	Dated:
Community and Children's Services	11 May 2017
Subject: Request for additional resources to support unaccompanied asylum seeking children	Public
Report of: Director of Community and Children's Services	For Decision
Report author: Rachel Green, Service Manager Children and Families	

Summary

This report asks Members to agree additional funding to cover the increased costs of providing a service to unaccompanied asylum seeking children (UASC). The City of London has a duty to accommodate and support UASC who are in our area. We have no control over who arrives or when.

In 2015/16 we had an influx of UASC, via our out-of-hours Duty Service and the police. We have taken an additional UASC from the Calais 'Jungle'. The closure of the 'Jungle' was not predicted.

We had a further influx between February and April 2017, with five UASC presenting at our police stations. Each of these young people had formerly been in the Jungle.

The challenge is that the Home Office funding for UASC does not cover the cost of basic foster placement provision, support or running the statutory service. A further issue is that the level of funding from the Home Office decreases as the UASC get older; we receive less for 16/17-year-olds, even though the cost of service provision is the same, and we receive no funding for young people aged 18 and over – again, we have statutory duties that cost money.

The situation has become more challenging because we had an unexpected volume of UASC in 2015/16, and again at the start of 2017. As these children get older, their funding reduces and eventually stops. Our staffing costs have increased due to the increased volume, and this is factored in to the asylum seekers budget. Expenditure in this area has exceeded budget since 2015/16.

Recommendation

Members are asked to:

- Agree the transfer of additional central risk resources of £232,000 to the Department of Community and Children's Services for the reasons set out in this report.

Main Report

Background

1. Unaccompanied asylum seeking children (UASC) are some of the most vulnerable children in the country. They arrive in the UK without parents to care for them. They have often made long and treacherous journeys, which can involve – among other harmful factors – physical violence, hunger and life-threatening risk associated with people traffickers. They are also likely to have experienced war, persecution and displacement from family and community.
2. On arrival, these young people are in an unfamiliar country and are likely to be surrounded by people unable to speak their first language. Everything is new: people, home, local area, customs, culture, systems. It is a frightening experience, which is likely to be exacerbated by the journey and situation in their country of birth.
3. The young people are probably uncertain or unaware of who to trust and of their rights. Because of the circumstances they have faced, UASC often have more complex needs than those of looked after children more generally.
4. Under section 20 of the Children Act 1989, as the first point of contact in the UK, The City has a statutory duty to house and support UASC arriving in the City. Five UASC arrived in the City between February and early April 2017. Some children also arrive via the pan-London rota (we take two UASC per year as part of the rota) and we also accommodated one young person from the Calais 'Jungle'.
5. We have successfully referred one UASC to an out-of-London local authority via the National Referral Mechanism (NRM). This process took six weeks, and we incurred the initial cost. Any young person aged 16 or 17 arriving in the City in the next year will be referred out of London via the NRM. Local authorities across London are struggling to refer via the NRM, as receiving authorities are not accepting cases on a consistent or timely basis.
6. The Home Office provides funding until the day before the UASC's 18th birthday. The amount for under-16s is £114 per day (£95 per day for any child who arrived in the City before 1 July 2016), and £91 per day for 16–17-year-olds (£71 per day for any child arriving before 1 July 2016). The Home Office does not provide funding once the UASC becomes 18.
7. If the UASC is in full-time education, the local authority must continue to support them as a care leaver until they are 25 years old. The Children and Families Bill, which is currently going through Parliament, recommends that best practice is to support all care leavers regardless of educational status until age 25. The Children and Families and Early Help Service adheres to this practice model.

Current Position

8. The City of London currently has 26 UASC, of which 14 are over 18 years old and attract no funding from the Home Office due to the government ruling that councils do not receive funding for their first 25 care leavers.
9. The City of London is on the pan-London (Croydon) rota where we have agreed to take an additional one or two UASC per annum, in any age category.
10. In 2015/16, we took two young people aged 16–17 from the pan-London rota. We also took four children under 16 and one 16-year-old who arrived directly from either our Emergency Duty Service or via City of London police. This was a large increase in numbers of young people. In 2016/17, we have received two young people in the 16–17 age bracket from the rota and from Calais. Between February and April 2017, we have accommodated five young people aged 16-17, each of whom had lingered in France after the Jungle closed, then found their way to the City. One of these five has been transferred out via the NRM, one is in the process of age assessment and the other reaches 18 in three weeks' time, so will not qualify for accommodation/financial support post 18. Two will remain in our care on a long-term basis.
11. We cannot predict either the rate of referrals or the cost of each individual referral because of age, circumstances and our statutory requirement to assess them individually according to need.
12. The cost of support has been higher this year due to the needs of our young people. None of the UASC in the City is at university in this academic year. These young people cannot go to university unless they have refugee status – that is five years' guaranteed stay in the UK. It is more cost-effective for these young people to study at university than reside in supported housing. Furthermore, the older they are when they arrive, the more support they need to settle.
13. Two young people who have no recourse to public funds, which means they cannot access universal credit or housing benefit after the age of 18. This results in high costs as we pay for housing and subsistence, until they reach 25, or return to their home country or obtain legal status in the UK. We continue to provide a service as part of our corporate parenting responsibility, a duty that requires we act as any good parent would.
14. As our cohort of UASC reach 18, the risk that they will exhaust their rights in the UK increases each year. This then affects the budget in future years for the above-mentioned reasons.
15. The 2016/17 draft outturn shows an overspend of £92,000 against budget. The costs will increase as our UASC population continues to reach 18, and as we accommodate more young people. This issue was highlighted in the Revenue and Capital Budgets 2017/18 report approved by Members in January 2017.
16. Due to the nature of this service, it has been classified as central risk as the eventual financial outturn can be strongly influenced by external factors, which are outside of the Director's control. Also central risk budgets are not

automatically inflated each year but are usually kept at the same level unless a request for additional funding is approved.

17. In 2016/17 gross expenditure for UASC was £714,000, of which £334,000 was met from Home Office funding and £380,000 from the City of London's City Fund. As the net budget for 2016/17 was £288,000, the outturn shows an overspend of £92,000. This is due to increased numbers of young people being supported in 2015/16 who are also getting older, and not attracting the same level of funding from the Home Office. One was reassessed as over 18, which has affected our spend.

18. The table below summarises the financial information from 2013/14 to 2017/18 (estimate).

	2013/14	2014/15	2015/16	2016/17	2017/18 (estimate)
No. of clients	19	15	21	18	20
Budget (£'000)					
Cost of service	394	444	485	578	497
Less: Home Office funding	(142)	(151)	(200)	(290)	(206)
Net expenditure	252	293	285	288	291
Outturn (£'000)					
Cost of service	384	432	597	714	726 (*)
Less: Home Office funding	(134)	(166)	(218)	(334)	(203)
Net expenditure	250	266	379	380	523
Variance (£'000) (over)/ underspent	2	27	(94)	(92)	(232)

* Outturn assumes two new cases from the pan-London (Croydon) rota (based on the young people 16–17-years-old) and does not take account of any new clients that may arrive directly in the City of London.

Options

19. Option 1: Keep the 2017/18 budget at the current level. If this option is chosen, Members should note that the eventual outturn will be over budget and may not be contained within the Director's overall central risk budget.

20. Option 2: Agree to a central budget increase of £232,000 to meet the increased pressures on the asylum seekers budget.

Proposals

21. It is recommended that, for the reasons set out in the report, Members agree to an increase of £232,000 to the Director's central risk budget.

Corporate & Strategic Implications

22. Caring well for our UASC population fits within the first strategic priority of the People Department, that of safeguarding and early help. By providing support to our young people to the age of 25, we aim to prevent escalation of issues and keep our young people safe.
23. In the previous year, the service ended for young people at age 21. In young people who have left the service in previous years we know that there have been high levels of mental health need, in addition to the effects of isolation and loneliness. We are investing in stronger, sustained support that continues to age 25 for all care leavers. This fits within the second strategic priority of the People Department which is to promote health and wellbeing. If the service is not robust and ongoing to age 25, young people's health and wellbeing may deteriorate, leading to long-term effects in adulthood.
24. As corporate parents to our UASC, we want our children to be happy and successful. We provide tuition, coaching for employment and support with college and university. We have a statutory duty to provide travel costs for education to age 25, a bursary for university and out of term-time accommodation. This work enables young people to learn, thrive and achieve their full potential, as set out in the third strategic priority of the People Department.

Conclusion

25. The City of London Children's social care and Early Help Service is committed to providing an exceptional service for UASC, and provides the recommended length of care as set out in the Children and Families Bill that is currently before Parliament.
26. The costs of providing support to children as they become 16, 17 and 18 increase as the Home Office funding (which does not cover the cost of provision) decreases and then stops at age 18.
27. Abiding by the recommendation in the Children and Families Bill to provide support to 25 for all care leavers increases the spend.
28. The costs of providing support to those who have exhausted their legal right to remain, from age 18 and to 25 if staying in the UK, will grow.

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Committee(s)	Dated:
Community and Children's Services	11 May 2017
Subject: Stronger Communities (Central Grants) Programme – award of grants	Public
Report of: Director of Community and Children's Services	For information
Report author: Simon Cribbens	

Summary

The Stronger Communities theme forms part of the Central Grants Programme (CGP). This report informs Members of the award of £38,670 in support of four applications to this programme that will support community initiatives in the City and on our housing estates in line with the objectives of the funding criteria.

Recommendations

Members are asked to:

- Note the report.

Main Report

Background

1. The Stronger Communities theme is a strand of the City Corporation's Central Grants Programme (CGP) that awards up to £10,000 to projects or services that are being delivered for the benefit of communities or beneficiaries within the City of London and its housing estates across London.
2. The application guidance (Appendix 1) identifies three subthemes: developing stronger neighbourhoods and communities; promoting community health and wellbeing; and relieving poverty.
3. Members of this Committee agreed in May 2016 that the award of grants will be determined by officers of Community and Children's Services in consultation with the Chairman and Deputy Chairman of the Grand Committee.
4. The 2016/17 application round closed on 31 January 2017. The overall funding pot available was £95,574 for which seven proposals, totalling £67,183, were received. The Central Grants Programme assessment

recommended that three applications, totalling £28,513, were rejected for failure to meet the criteria (Appendix 2).

5. A panel of officers assessed the remaining bids on 21 March 2017 and recommended them to the Chairman for approval. In the absence of a Deputy Chairman, approval was sought from Alderman David Graves as the Committee's most senior member.
6. The panel proposed to award grants totalling £38,670 to support the four applications. The Chairman and Alderman Graves approved these recommendations, and the successful applicants have been notified. The applications approved are:

Bidding organisation	Purpose of grant	Amount requested	Amount approved
City Gateway	To provide two residential opportunities for 24 young people living on City housing estates.	£9,000	£9,000
Fusion Lifestyle	To supply boxing equipment for the City of London Police Boxing Club for young people and adults living on City of London estates.	£10,000	£10,000
Global Action Plan	To support a programme of work that empowers residents of City of London housing estates to reduce their exposure to air pollution.	£10,000	£10,000
Golden Lane Residents Association	To assess the feasibility of, and propose a community-led management model for, the Golden Lane Estate Community Centre.	£9,670	£9,670
Total programme			£38,670

7. Summary assessments of the recommended applications to the Stronger Communities grant scheme are given in Appendix 3.
8. The approved programme leaves approximately £57,000 unallocated, which will support a further round of grants in 2017/18. Funding to be carried forward into the next financial year is subject to approval by the Chamberlain in conjunction with the Chairman of the Resource Allocation Sub-Committee.

Corporate & Strategic Implications

9. The Stronger Communities funding stream was created to promote a fair system of grant giving by the City Corporation.
10. The successful applications support the funding criteria and, in turn, the wider strategic aims of the Corporate Plan and the Departmental Business Plan.

Conclusion

11. The Stronger Communities grants will support four diverse projects working in the City's communities. These grants provide a valuable opportunity to support initiatives led by a range of groups that deliver to a range of beneficiaries.

Appendices

- Appendix 1 – *Stronger Communities*: criteria for funding
- Appendix 2 – *Stronger Communities*: table of grants declined, deferred or withdrawn
- Appendix 3 – *Stronger Communities*: summaries of successful applications

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Appendix 1 – *Stronger Communities*: criteria

Stronger Communities

1. Types of projects and activity to be supported

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

The Stronger Communities funding theme has been separated into three sub themes:

- **Developing stronger neighbourhoods and communities**

This sub theme has been developed to actively support local community based projects within the City of London and its Housing estates across London. The projects you put forward should enable more people to become involved in their communities and encourage a broader understanding of the diverse needs of these communities. Projects may either promote a higher take up of existing projects or services or encourage new and innovative ones.

- **Promoting community health and wellbeing**

The activities supported through this sub theme should contribute to the health and wellbeing of communities and should be able to demonstrate positive outcomes that address the Health and Wellbeing priorities set out in the Joint Health and Wellbeing Strategy (Details of which can be found on the City of London Corporation (CoLC) website).

- **For the relief of poverty**

The activities supported through this sub theme should provide support for communities or individuals who find themselves in need for reason of poverty, old-age, ill-health, accident or infirmity.

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

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

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

Proposals that support individuals can be accepted under this theme. However, if you are an individual wanting to make an application, we ask that you apply for funding through a City-based constituted group or organisation, residents association or a charity who will be able to support and countersign your application and thus have “ownership” of the project.

Should you be a resident on one of the CoLC Housing Estates and would like to consider establishing a Residents Association (should there not be one already operating in your area), you should contact your local Estates Manager who will be able to provide you all the necessary advice and guidance on how to proceed. Their contact details can be found on the CoLC website.

Your local Council for Voluntary Service would be able to provide you advice and guidance in constituting any other type of organisation.

3. Opening Dates

One annual grant round will be established per year. The opening date will be 15 August 2016 and the closing dates have been set as 31 January 2017 and 31 January 2018.

4. What is the minimum and maximum Grant that can be applied for?

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

Overview:

Minimum and maximum grant allowed	Opening dates for applications	Closing dates for applications	Decision timeframe
	2016-2018	2016-2018	
£500 min £10,000 max	15 August 2016	31 January 2017, and; 31 January 2018	12 weeks from closing date

5. How do you apply for a grant?

To apply for a CoLC grant you will need to complete an online application form by the corresponding deadline and submit this electronically with your supporting documents to the CoLC Central Grants Unit.

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

All application forms should be completed through the online CoLC grants web portal. Application forms in large print, Braille or audio tape would be offered to applicants by special request.

6. How are applications assessed?

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

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

A Grants Officer may also arrange to visit your organisation as part of the assessment process. Once a full assessment has been completed your request will be referred to an appropriate Committee.

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

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

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

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

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

8. If your grant application is successful

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

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

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

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

9. If your grant application is unsuccessful

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

10. Support with your application

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

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

11. Can you reapply for funding?

You may reapply for funding to deliver a continuation of the same project however; organisations cannot hold more than one of our grants at any one time

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

12. What do we not fund?

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

- activities that have already taken place or start before we confirm our grant
- any costs you incur when putting together your application
- fundraising activities for your organisation or others
- items that are purchased on behalf of another organisation
- loans or interest payments
- projects that actively promote religious or political activities
- purchase of alcohol

13. Further information

If you have questions about how to apply or about the status of an application, you can contact us on 020 7332 3722, email us at grants@cityoflondon.gov.uk, or visit our website www.cityoflondon.gov.uk/centralgrantsprogramme to find out more.

Appendix 2 – *Stronger Communities*: applications declined, deferred or withdrawn

Organisation Name	Status	Request Amount	Reason
Alexandra Rose Charity	Declined	£10,000	The application did not sufficiently demonstrate how it would work with partners in Hackney effectively. The charity also has a highly inefficient cost model that was deemed as unsustainable.
Futureversity	Declined	£9,309	A confused application. This proposal did not sufficiently meet the criteria of this programme and it was deemed that the project had been poorly planned.
Volunteering Matters	Declined	£9,204	This application was not targeted at all at the City of London or residents of the City managed estates. The applicant did not sufficiently demonstrate how it met the programmes criteria.

APPENDIX 3 – summaries of successful applications

CENTRAL GRANTS PROGRAMME ASSESSMENT CATEGORY – Stronger Communities

1. City Gateway (Ref: 13906)

Amount requested: £9,000

Amount recommended: £9,000

Purpose of grant request: To provide two residential opportunities for 24 young people living on City housing estates.

The Charity

City Gateway (CG) works to change the lives of children young people and women in communities that are most impacted by social and economic inequality and exclusion. The charity was founded in 1999 with a clear mission to bring hope to people living in East London. The charity now runs a range of programmes including: women's programme, youth services, early years programme and an apprenticeship and training scheme.

Background and detail of proposal

CG run youth services at various sites across the City of London for 10 to 19 year olds. As well as drop in services they provide residential trips and a time credit programme. CG also runs youth participation service that allows young people to be part of decision making. CG is currently commissioned to deliver this work by the City of London. The contract they receive from the City covers one residential each year. This application is to extend the residential offer for young people living in the Golden Lane and Middlesex estates. The two new residential programmes are planned to take place in May and July 2017. Venues have not been secured to date but will be sought once funding has been confirmed.

Both residential programmes have been developed in consultation with young people and will be focused on participants who have not had the opportunity to go on a residential before. The first residential will be focused on Dance and the Expressive Arts and the second will be focused on Sports and competition. Both residential experiences will have a focus on health and fitness but will have additional outcomes for the young people involved which will be tracked. At assessment it was clear to your officer that this project would have positive outcomes on young people who have not had the opportunity to attend a residential before.

Financial Information

The Charity has separated City Gateway Trust and City Gateway Alternative Provision School into two legal entities which are why there is a significant reduction in turnover forecast for 2017. The charity's reserves at the end of August 2016 sit at 0.8 months of their annual expenditure. Taking into account the reduction in their turnover in 2017 the charities free reserves will equate to 1.8 months expenditure.

Recommendation

This is a well-planned application that will have significant outcomes on the 24 young people engaged on the residential programmes. The charity has a good track record of delivering residential programmes. This project will add value to the charity's commissioned youth services and will take place within the current contract time. Funding is therefore recommended as follows:

£9,000 to support the cost of two residential programmes for 24 young people from City of London estates.

2. Fusion Lifestyle - City of London (Ref: 13878)

Amount requested: £10,000

Amount recommended: £10,000

Purpose of grant request: To supply Boxing equipment for the City of London Police Boxing Club for young people and adults living on City of London Estates.

The Charity

Fusion Lifestyle (FL) is a charity and company limited by guarantee. FS was formed in April 2000 and has been operating over the last 14 years. The Charity provides sport and leisure management services across the UK in partnership with local authorities and other organisations. FL provides the main leisure facilities for residents of the City of London. This application is in partnership with the City of London Police but all funding and insurance will be managed by FL as the lead partner.

Background and detail of proposal

FL has been working in partnership with the City of London Police to deliver a weekly boxing session targeting young people from the Portsoken Ward. Due to closure of the current premises FL are planning to bring the sessions in house to be delivered at Golden Lane Sport and Fitness. Youth and Adult sessions are planned to take place twice a week once the new club has launched in April 2017.

This application is looking for funding towards the equipment costs of the re-launched boxing club. The remainder of the budget will be made up by the City Police with significant in kind support supplied by FL through the use of sports hall and accredited coaches. As the programme will be moving they plan to expand the reach of the project and to Golden Lane and Barbican residents while retaining existing members. At assessment your officer was reassured that the FL had the correct insurance in place for this work and that all of the coaches were accredited. City of London Police officers run most of the sessions alongside accredited coaching staff. Equipment will be looked after by FL and kept at Golden Lane Sport and Leisure. Some of the equipment purchased with this funding will be used for other activities delivered as part of FL's general leisure programme. The boxing club will improve community cohesion between young people and the police while delivering health outcomes for all the participants.

Financial Information

FL is a large turnover organisation that runs 60 sport and leisure facilities across London and the South-East. This grant will be managed by the Golden Lane Sport and Fitness team with a separate small budget for this work.

Recommendation

This application is to support the purchase of equipment for the re-launch of the City of London Police Boxing club. This project will be managed by FL staff and all of the equipment will be kept at Golden Lane Sport and Fitness. At assessment it was clear that this would be a well-run and targeted programme which has been established in the City over a number of years. Funding is recommended as follows:

£10,000 support for the purchase of boxing equipment for the re-launch of the City of London Police Boxing Club.

3. Global Action Plan (Ref: 13898)

Amount requested: £10,000

Amount recommended: £10,000

Purpose of grant request: To support a programme of work that empowers residents of City of London managed housing estates to reduce their exposure to air pollution.

The Charity

Global Action Plan (GAP) has been operating as an environmental behaviour change charity for the last 23 years. The Charity delivers national and global programmes across 24 countries. Their UK programme works strategically with Schools, the NHS and Business to ensure that environmental sustainability is an issue for everyone. GAP works with people to help them make practical, everyday choices to reduce their environmental impact.

Background and detail of proposal

Air pollution is a big issue affecting many people living in the capital. London breached its legal limits for toxic air for the entire year in the first 5 days of 2017. GAP is looking to create a clean air movement that will culminate in the launch of a National Clean Air Day in June 2017. As part of this movement they are specifically looking to improve the health outcomes for London by implementing behaviour change projects that reduce the impact of air pollution on Londoners. Research has shown that lots of vulnerable people living in London are exposed to air pollution which can lead to poor health outcomes.

This application is part of the larger education programme but will be specifically targeting residents of City of London managed Housing Estates. The Charity has already made links with Avondale Square, Isleden, Windsor House, Holloway and Middlesex Street. Initially they will design and produce flyers that they will deliver on each of the estates to raise awareness of the issues of air pollution. Activator sessions will be arranged on the estates to engage as many residents as possible. Champions on each estate will be recruited and then trained by GAP to ensure the longevity of the project.

Financial Information

Accurate figures for their unrestricted reserves cannot be supplied at this stage as a number of decisions are still pending that will impact on their level of reserves at year end March 2017. The organisation is listed as a going concern as they had negative free reserves at the end of March 2017. Forecast accounts for year end March 2017 demonstrate an improvement in reserves from 2016 although these may still be recorded as negative free reserves. The charity has a new strategy in place to improve their unrestricted reserves and has recently scaled down the organisation from 30 to 20 staff. Although the charity is in a period of financial uncertainty your officer is confident that they will be in operation for the duration of this work.

Recommendation

This is a well-planned project that plans to engage residents on City of London managed estates and provide them with information and solutions on how to protect their families from air pollution and reduce emissions. Links have already been established with a number of housing estates and the charity has a strong track record of delivering similar programmes. As the organisation is in a period of financial uncertainty funding should be conditional of receipt of a sufficient 2017/ 18 budget and confirmation that the charity will work in collaboration with City Officers on the planning and implementation of this project. Funding is recommended as follows:

£10,000 over a 12 month period to support flyer production, activator sessions and associated project costs.

4. Golden Lane Residents Association

Amount requested: £9,670

Amount recommended: £9,670

Purpose of grant request: To support the cost of a feasibility study to look at the sustainability and management structure required to refurbish and reinvigorate the Golden Lane Estate Community Centre.

The Charity

Golden Lane Estate Residents' Association (GLERA) has been in existence since 2010. A constituted voluntary organisation their objectives are to further the common community interests of the residents of the Golden Lane Estate. They promote the maintenance and improvements of amenities on the estate and support their members with dealings with the City of London Corporation and other bodies.

Background and detail of proposal

The Golden Lane Community Centre is owned by the City of London Corporation and is set to undergo refurbishment in September this year. The centre has until recently been managed by a separate organisation and it was felt that it was not inclusive to everyone in the community. A steering group of residents that are part of GLERA has recently been set up to ensure that resident's thoughts are being taken into account with the refurbishment of the Community Centre. GLERA are planning to take on the management of this building and are looking for support to have an independent feasibility study done to ensure this is a practical solution.

The steering group have been in contact with Locality with regards to this feasibility study with all parts of the budget based on the quote received for this work. The study will look at local need, capture views of local residents, partners and potential partners and look at the viability and management implications for taking on the running of the Community Centre. At assessment your officer discussed the fact that GLERA did not have all Safeguarding policies in place. As they currently do not directly deliver services they are not required to but would ensure that all policies, procedures and training were implemented before the management of the Community Centre is taken on.

Financial Information

The organisation has not received any Income over the last 2 years and has very little expenditure. The Leaseholders Reserve Fund represents the Reserve balance transferred from the Golden Lane Owners Association and held for legal, architects' and surveyors' fees in protecting the legal position and assets of the leaseholders. None of this reserve has been allocated to this specific project. At assessment your officer was reassured that the organisation had appropriate financial controls and oversight in place to manage funds.

Recommendation

This application is to support the cost of feasibility study to be carried out to look at the viability of GLERA taking on the management of the Golden Lane Community Centre once it has been refurbished. This application fits with the Stronger Communities funding theme as the ultimate outcome will develop stronger neighbourhoods and communities on the Golden

Lane Estate. Funding will be conditional on the feasibility consultants meeting with City Officers and that the City will have the right to use the report once it has been completed. Funding is recommended as follows:

£9,670 for the cost associated to carrying out an independent feasibility study looking at the viability of GLERA taking on the management of the Golden Lane Community Centre.

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COMMISSIONING TEAM SOURCING PLAN 2017/2018

1st April 2017 - 31st March 2018

KEYS:

- A

Adults
- AYP

Adults & Young People
- H

Housing
- PH

Public Health
- CF

Children & Families
- C

Commissioning
- EEY

Education & Early Years
- HLS

Homelessness

Ref	Project / Contract Title	Contract Lead	Type	Contract Start Date	Current Contract Expiry Date	Total Contract Value	Over 100k contracts
Adults							
4	Mental Health Step Down support	MD	A	01-May-17	30-Apr-17	£120,000.00	no
5	Advocacy	JM	A	01-Jun-17	31-May-17	£10,000.00	no
7	Brokerage	JM	A	09-Jun-17	08-Jun-17	£20,000.00	no
14	Occupational Therapist	MD	A	01-Aug-17	31-Jul-17	£12,000.00	no
25	Supported Accommodation for Adults with a Learning Disability	MD	A	01-Feb-18	31-Jan-18	spot purchases based on client need	no

Ref	Project / Contract Title	Contract Lead	Type	Contract Start Date	Current Contract Expiry Date	Total Contract Value	Over 100k contracts
29	Develop, maintain and host an accessible online procedures manual	JM	A	01-Apr-18	31-Mar-18	£5,665.00	no
30	telecare emergency response (Camden careline)	JM	A	01-Apr-18	31-Mar-18	£166,992.00	yes
31	City Telecare Services and 24 hr call handling	JM	A	01-Apr-18	31-Mar-18	£13,200.00	no
43	Care Navigators	MD	A	01-May-18	31/04/2018	£54,260.00	no
47	Out of Hours Service (Adults and Mental Health)	MD	A	01-Jul-18	30-Jun-18	£145,000.00	yes
48	Day care for Adults with Learning Disabilities The tower project	MD	A	01-Aug-18	31-Jul-18	spot purchases based on client need	no
52	Adult and Community Learning	SG	A	01-Sep-18	31-Aug-18	£480,904.00	yes
61	BCF projects	SG	A	as required	as required	All less than £100K	No
Adults and Young People							
63	Adult residential and nursing care placements	JM	AYP	spot purchase	spot purchase	City procurement	No
64	Disabled Facilities Grants and Handyman service	JM	AYP	01-Apr-18	31-Mar-13	£15k pa	No
Commissioning							
22	Electronic Social Care recording System (Frameworki)	SG	C	29-Sep-17	28-Sep-17	£253,000.00	yes
32	Health Consumer Organisation	SG	C	01-Apr-18	31-Mar-18	£303,390.00	yes
54	Information and Advice Services (City Advice)	SG	C	01-Nov-18	31-Oct-18	£600,000.00	yes

Ref	Project / Contract Title	Contract Lead	Type	Contract Start Date	Current Contract Expiry Date	Total Contract Value	Over 100k contracts
55	Registrar Service	MP	C	27-Nov-18	26-Nov-18	£162,000.00	yes
62	Short Breaks Service	SG	C	spot purchase	spot purchase	less than 100k	No
Children and Families							
1	Access for City families to Islington children's	MP	CF	01-Apr-18	31-Mar-17	£60,000.00	no
2	Access for City families to Prior Weston children's centres and family support	MP	CF	01-Apr-18	31-Mar-17	£60,000.00	no
3	Education welfare service	MP	CF	01-Apr-17	31-Mar-17	£37,500.00	no
18	CAHMS for City Looked After Children	MP	CF	01-Sep-17	31-Aug-17	£30,778.00	no
19	Client Caseload, Management Information System - support, maintenance and reports (Youth Contract Strand 5)	MP	CF	01-Jan-18	31-Dec-17	£57,825.00	no
20	Universal and targeted Youth Services (Lot1)	MP	CF	01-Jan-18	31-Dec-17	£840,000.00	yes
21	IAG for 13 - 19 (& up to 25 with SN) (Lot 2)	MP	CF	01-Jan-18	31-Dec-17	£350,000.00	yes
27	independent visiting action for children	MP	CF	02-Mar-18	01-Mar-18	£15,000.00	no
28	Youth Offending Team Services	MP	CF	01-Apr-18	31-Mar-18	£40,000.00	no

Ref	Project / Contract Title	Contract Lead	Type	Contract Start Date	Current Contract Expiry Date	Total Contract Value	Over 100k contracts
44	Out of Hours Service (Children's Services)	MP	CF	01-Jun-18	30-May-18	£2,000.00	no
45	assisting young people in custody appropriate adults	MP	CF	01-Jun-18	31-May-18	£9,000.00	no
46	Adoption and Permanent Support Function Coram	MP	CF	01-Jun-18	31-May-18	£49,900.00	no
49	independent travel training	MP	CF	01-Sep-18	31-Aug-18	£75,000.00	
51	Welfare calls	MP	CF	01-Sep-18	31-Aug-18	721.00 pa	no
56	LAC consultation tool	MP	CF	NEW	NEW	tbc	no
57	LAC participation (i.e CiCC)	MP	CF	NEW	NEW	tbc	no
58	Speech and Language support	MP	CF	spot purchase	spot purchase termly	spot purchase termly	no
59	Family and young people information service website support	MP (RC)	CF	spot purchase	spot purchase	spot purchase	no
60	Voluntary sector Forum	SG	CF	01-Aug-17	31-Jul-17	£15k pa	No
8	Educational psychologist	MP	EEY	01-Jul-17	30-Jun-17	£50,000.00	no

Ref	Project / Contract Title	Contract Lead	Type	Contract Start Date	Current Contract Expiry Date	Total Contract Value	Over 100k contracts
Education and Early Years							
11	SEN transport and passenger escorts mile end	MP (RC)	EEY	21 July 2017	20-Jul-17	£45,000.00	no
12	SEN transport and passenger escorts lady	MP (RC)	EEY	21-Jul-17	20-Jul-17	£45,000.00	no
16	early years advisory teacher	MP	EEY	01-Sep-17	31-Aug-17	£5,000.00	no
17	provide SEN transport and passenger escort services for col service users	MP	EEY	01-Sep-17	31-Aug-17	£20,000.00	no
26	SEN mediation service	MP	EEY	01-Mar-18	29/02/2018	£1,000 estimated per annum	no
50	Islington school admissions services	MP	EEY	01-Sep-18	31-Aug-18	£28,000.00	no
Homelessness/Housing							
6	Providence Row HA - meaningful occupation Worker	MD	H	01/06/2017 TBC	31-Mar-17	£20,000.00	no
9	Providence Row Charity - services for rough sleepers	MD	H	01-Jul-17	31-Mar-17	£16,000.00	no
10	Providence Row HA - support for homeless clients in Crimscott Street	MD	H	01-Jul-17	31-Mar-17	£134,000.00	yes
13	Water Monitoring & Testing HRA Estates	MD	H	27-Jul-17	26-Jul-17	£97,694.00	no
23	Pilot - social isolation project for older LGBT* people	MD	H	01-Jan-18	31-Dec-17	£9,600.00	no
24	Pilot - social isolation project for Bangladeshi women	MD	H	01-Feb-18	31-Jan-18	£8,160.00	no

Ref	Project / Contract Title	Contract Lead	Type	Contract Start Date	Current Contract Expiry Date	Total Contract Value	Over 100k contracts
33	homeless outreach	MD	H	01-Apr-18	31-Mar-18	£1,325,000.00	yes
35	Communal washing machines and tumble dryers	MD	H	01-Apr-18	31-Mar-18	£4824 PA Mais and Harman £1764 PA Isleden	no
36	Monitoring system alarm Equipment maintenance in	JM	H	01-Apr-18	31-Mar-18	N/a	no
37	24 hour call handling and response service for Telecare	JM	H	01-Apr-18	31-Mar-18	£3361 PA £15 k total. £27K, 24 hour cell handling.	no
38	24 hour call handling and response service Lewisham Linkline	JM	H	01-Apr-18	31-Mar-18	£8700 PA total £45k	no
39	24 hour call handling and response service Lambeth Careline	JM	H	01-Apr-18	31-Mar-18	£3248 pa total of £20k	no
40	Monitoring system alarm and Equipment maintenance in City of London and Gresham Almshouses	JM	H	01-Apr-18	31-Mar-18	£1195 PA	no
41	Gardening services	MD	H	01-Apr-18	31-Mar-18	10k pa	no
Public Health							
15	Healthy schools	LC	PH	01-Sep-17	NEW	£15,000.00	no
34	management of commissioned public health services hackney	LC	PH	01-Apr-18	31-Mar-18	£1,731,875.00	yes
42	Public Health Staff and Intelligence Services hackney	LC	PH	01-Apr-18	31-Mar-18	£77,726.00	no
53	Westminster drug project integrated substance misuse and tobacco	LC	PH	01-Oct-18	30-Sep-18	£2,342,515.00	yes

COMMISSIONING TEAM SOURCING PLAN 2016/17

KEY:

	Significant delays or issues with a high risk or impact to delivery
	Tender has slight delays or issues which could have a slight impact on service delivery
	Tender on time - no delays or issues
	tender complete and service in place
	tender may not be required or is not yet programmed to start

Adults	A
YP	YP
Adults & Young People	AYP
Housing	H

	tenders or reviews straddling two financial years and therefore included in the 2017/18 sourcing plan
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Ref and RAG rating	Project / Contract Title	Commissioning Manager	Commissioning & Support Officer	Type	Short description / comments	Contract Start Date	Length of Contract	Value	Q4 Notes (from service teams and the commissioning team)	Annual Savings Achieved/Added Value
	City Play East	MP	?	YP	Development and management of community play for east of City, provision of professional artistic team and management of parallel arts projects	Apr-16	14 months	£15,000		
	Community (care) Navigators	MD	MD	A	Support to manage long term conditions and to avoid unplanned admission to hospital. Contract awarded to Age Concern CoL	Apr-16	1 year	£56k		
	Step down housing support	MD	MD	A	support to vulnerable adults to help them step down from fully-supported housing. ELFT - working on outcomes framework	Apr-16	1 year	Less than ojeu		
	O/T	MD	MD	A	continuation of OT service	Apr-16	1 year	TBC	extended until July 2017. Planned that service will be in house by then	
	Out of Hours And Youth Offending Service	MP		YP	out of hours service for children and youth offending service- DLT agreed extension	Jun-16	3 years + potential 2 years extension	£11k pa (£55k total)		
	Adults Out of Hours service	MD	MD	A	out of hours service for adults - DLT agreed extension	Jun-16	extension for 2 years	£29k pa (total £56k)		
	Sexual health Services	SG	FH	AYP	sub regional sexual health services (City and Hackney & Camden, Islington Barnet and Haringey)		5 years + potential 5 x 1 year extensions		some additional clarification questions has delayed award of contract	
	Sexual health Services	SG	FH	AYP	Pan London e-services.		5 years + potential 5 x 1 year extensions		some additional clarification questions has delayed award of contract	
	Sports and Leisure service	LC	LC	AYP	Independent review of current contract to manage Golden Lane leisure Centre and Sports Development completed - contract extended to incorporate report findings	Jun-16	continuation of contract for a further five years	£281,874		Profit share agreement in place but no income yet realised
	Syrian Refugees Resettlement Support	MD	MD	A	Support services to 2 Syrian refugee families being relocated in COL Housing - awarded to Refugee Action	Jun-16	1 year	£41K		£23K
	Time credits	SG	PCD/ML	AYP	time credits reward scheme for volunteering. due diligence carried out by City procurement. Final proposal and agreements with Spice / NH and SG	Jul-16	3.5 years	tbu but less than current £50k pa		
	Befriending	MD	PCD	A	Mental health provision in the City to reflect the new Mental Health Strategy. Awarded to Age Concern CoL	Jul-16	3 years plus 2	£70k pa		
	Volunteering centre	SG	PR/ML	AYP	holding service for volunteer service by THVC - one year consultancy contract awarded. Review to follow	Aug-16	1 year	£10k pa	review of 1st year to be undertaken in 2017/18	
	Health Checks, Weight Management and Physical Activity	MD	EG	A	Health Checks, Weight Management and Physical Activity for city residents and workers. Contract Warded to Reed. Mobilisation on-going	Oct-16	3 years + potential 2 years extension	£200k (£1m total)		
	Reach out services	MD	EG	A	adult community support services including City 50+, dementia service and carers support. Awarded Toynbee Hall (Memory Group & and Carers Network (Carers Group)	Oct-16	3 years + potential 2 years extension	£100k pa (£500k total)		
	RAS system	MD	SG	A	Adults RAS system to compliment carers system already purchases	Oct-16	3 years	£57k total		
	Registrar contract	SG	MP	A	Extension granted for 2 years (end Nov 2018)	Dec-16	likely to be minimum of 5 years	£27K per annum		

Ref and RAG rating	Project / Contract Title	Commissioning Manager	Commissioning & Support Officer	Type	Short description / comments	Contract Start Date	Length of Contract	Value	Q4 Notes (from service teams and the commissioning team)	Annual Savings Achieved/Added Value
	Domiciliary Care	MD	MD	A	Domiciliary care and regalement plus services for older people or people with disabilities in the City of London. Market engagement ends with event on 4 August. Clients informed of potential changes	Apr-17	5 years	£185 pa (total £650k)	new service commenced 1st April 2017	
	Youth Services	SG	MP	YP	Contract ends Aug 2017. re-commissioning of services has begun.	Sep-17	5 years	£170k pa (total £850k)	extension to December 2017 (allowed within contract length) agreed . Comptrollers leading on extension. Monica to liaise with Comptrollers re	
	Greenbox and Artizan Management	SG	EG	A	review of the management SLAs for Greenbox and Artizan with CHL	Apr-17	tbc	£40k pa	Barbican and Community Libraries now part of DCCS	
	Voluntary sector Forum	SG	SG	CYP	facilitating a VSF for children (and potentially adults)	Apr-17	tbc	£15k pa	PYL have completed their review. SG to take to the CEB for comment	
	Disabled Facilities Grants and Handyman service	SG	JM	AYP	Administration of grants to facilitate adaptations	May-17	£15k pa	potential to join with another LA	Hackney's tender process awarded Millbrook the HIA contract for Hackney. City's contract with Millbrook's allows variation to include HIA services. One year waiver agreed	
	social care user case management system	SG	SG	AYP	case Management system for Children and Adults	Oct-17	likely to be minimum of 5 years	£253k total	Tender in progress - bids received from two companies and are being evaluated.	
	BCF projects	MD	EW	A	Will be included as part of integrated commissioning with the CCG and Hackney for integrated health purposes	tbc	tbc	All less than £100K	Annual commissioning of BCF projects due to annual funding	
	Short Breaks Service	SG	SG	YP	Short Breaks Provision to children with disabilities	tbc	tbc	TBC but less than £100k	Joint commissioning with LB Hackney commencing October 2016. New service planned for September 2017. Initial meeting held with LBH	
	Social isolation	MD	JC	A	Support to social isolation projects and commissioning as required. Will need to be decided in line with HWB and Social Isolation Strategy. JC holds £100k	TBC	TBC	TBC but less than £100k	Project 1 - LGBT* social group on Barbican. <£10k - commences Oct 16. Awaiting to see outcomes of social isolation commission	
	Healthy decision making programme for schools (CHYPS plus)	MP	PM	YP	Joint with Hackney	TBC	TBC	tbc	Service commissioned by hackney To be monitored through the SLA	
	Enhanced CAHMS	MP	?	CYP	MH services for CYP - review of services underway	tbc	tbc	tbc		
	Financial Abuse	SG	SG	A	Support to financial abuse projects and commissioning as required	TBC	TBC	TBC but less than £100k	Support to Gemma De La Rue . Recommendations given to adults safeguarding board and commissioning activity as necessary	
	workplace health centre	SG	NK	A	revised service specification for a City workplace health centre	tbc	tbc	tbc	scoping has started.. NK and NH speaking to providers including Barts	
	Healthy Behaviours	MD	MD	A	Action plan agreed, delivered against and signed off by Steering Group.	Oct-15	Sep-18	£780k p.a.	Six month action plan agreed from 1st Sept 16 and completed in Feb 2017. Underspend from 2015/16 reclaimed through this years invoicing	£61k one off saving
	Adult residential and nursing care placements	MD	JM	A	contracts for care homes for each resident. Discussion for review with Adults Care - link to ceiling price review	on-going service activity	tbc	Discussion with City Procurement	Placements review has been completed. Awaiting decision on future approach	
	LAC agreements	MP	MP	YP	Placements brokerage for LAC and UASC	2016/17 as required	on-going service activity	tbc	Review complete. Recommendations to be considered in line with adults placement review.	£4,000
	Advocacy Services	MD	JM	A	Advocacy		May-17	retainer and spot purchase	Procurement underway	

CITY OF LONDON
CHAMBERLAIN'S DEPARTMENT
INTERNAL AUDIT SECTION



DEPARTMENT OF COMMUNITY AND CHILDREN'S SERVICES
AUDIT OF COMMISSIONING AND CONTRACT MANAGEMENT
DRAFT REPORT

Date Issued: 21 April 2017

Issued to:

Neal Hounsell, Assistant Director – Commissioning & Partnerships
Sarah Greenwood, Senior Commissioning Manager



CONTENTS (INDEX)

<u>SECTION</u>	<u>PAGE</u>
SECTION A: INTRODUCTION, ASSURANCE STATEMENT AND KEY CONCLUSIONS	3
SECTION B: KEY FINDINGS AND RECOMMENDATIONS	6
APPENDIX 1: AUDIT DEFINITIONS AND RESPONSIBILITIES	18

Audit Fieldwork Completed	28 March 2017
Draft Report Issued	31 March 2017
Updated Draft Report Issued	21 April 2017
Management Response Received Agreeing Recommendations	
Final Report Issued	

SECTION A: INTRODUCTION, ASSURANCE STATEMENT AND KEY CONCLUSIONS

Introduction

1. This audit was undertaken as part of the agreed 2016-17 internal audit plan.
2. The DCCS Commissioning Guide defines 'commissioning' as the process for deciding how we will best use the total resources available in order to make the biggest possible impact on outcomes in the most effective, efficient and sustainable way.
3. According to the DCCS intranet page, the DCCS Commissioning function leads on the commissioning and contract management of all outsourced and purchased services for the DCCS. It also leads on the procurement of all services under OJEU thresholds. Following a review, all commissioning activity for the DCCS – with the exception of Asset Management and Maintenance, Adult Skills and Learning, and Homelessness – is now managed by the Commissioning Team.
4. The Service Level Agreement between DCCS and City Procurement (01/04/14 to 31/03/17) specified that the DCCS Commissioning Team would lead on:
 - One off supplies and services purchasing specifically related to Non-housing DCCS services between £10,000 and £100,000; and
 - Strategic supplies and services tendering between £100,000 and the EU supplies and services threshold.
5. The SLA specifies that all tenders will be advertised via Capital e-sourcing (which has been subject to audit in 2016-17). City Procurement will take the lead for Supplies and Services tendering above the EU supplies and services threshold including the new Light Touch Regime for social and other specific services. Above EU threshold tenders will form the basis of the DCCS Category Board agenda and be managed by City Procurement.
6. The Commissioning Team's performance management role comprises review and monitoring of contracts, including any variations, non-compliance notices and termination.
7. The objective of this audit was to obtain assurance that adequate mechanisms are in place for the following:
 - The commissioning cycle operates in accordance with good practice principles (National Audit Office – Successful Commissioning) spanning assessment of need, service design, sourcing of providers, delivery, monitoring and evaluation of outcomes.



- Signed contracts are in place to safeguard the City's interests (i.e. performance requirements are outlined to ensure that quality services are received and service user needs are addressed).
- Variations to contract are appropriately documented and approved by all relevant parties.
- There are clear arrangements for monitoring performance to ensure that procedures in operation comply with those laid down in the contract for the supply of services and that outcomes are as anticipated.
- Financial transactions are made in accordance with contractual agreements and are subject to monitoring to against budget.
- Key management information such as contractor performance, delivery outcomes and budget monitoring are appropriately reported to management and corrective action taken where poor performance or variances are identified.

Assurance Statement

Assurance Level	Description
'Moderate Assurance' Amber	An adequate control framework is in place but there are weaknesses and/or a lack of compliance which may put some system objectives at risk.

Recommendations	Red	Amber	Green	Total
Number Made:	0	3	4	7
Number Accepted:	0			

Key Conclusions

- 8. On the basis of audit testing performed, there are established arrangement for ensuring that commissioning activity is completed in line with the eight National Audit Office best practice principles. Two green priority recommendations have been raised to further strengthen the control framework for best practice commissioning. These relate to the production of a commissioning prospectus for Housing and the finalisation of the commissioning guide for the department, and review of the SLA between DCCS and City Procurement (recommendations 1 and 2).**
- 9. Audit sample testing indicated that there is scope for control improvement in relation to the signing of contracts with Service Providers, and safeguarding the City's Corporation's interests. An amber priority recommendation has been raised to ensure that there is a signed contract in place with third party providers prior to service commencement (recommendation 3). Additionally, an amber priority recommendation has been raised in order for all contracts to include clauses regarding business continuity arrangements and exit plans (recommendation 4).**
- 10. Audit sample testing indicated that there is scope for control improvement to ensure that variations to contracts are formally agreed by both parties in a timely manner. An amber recommendation has been raised to ensure that variations to contracts are formally agreed prior to the effective date of the change (recommendation 5). A green priority recommendation has also been raised to maintain a central record of contract variations in the form of a change control register.**
- 11. Clear arrangements were seen to be in place for contractor performance monitoring to ensure that procedures in operation comply with those laid down in the contract for the supply of services and outcomes are as anticipated. A green priority recommendation has been raised for changes to contract performance monitoring mechanisms to be documented.**
- 12. Audit sample testing determined that controls are in operation to ensure that financial transactions are made in accordance with contractual agreements and are subject to monitoring against budget.**
- 13. Evidence was obtained to demonstrate a sound control environment in relation to the production and reporting of management information including performance monitoring, budget monitoring and action plans to rectify poor performance.**

SECTION B: KEY FINDINGS AND RECOMMENDATIONS

Good Practice Commissioning

14. Audit testing confirmed that the Commissioning strategy for DCCS is defined within the 'Commissioning Prospectus' documents. There is a prospectus for Children and Young People Services and also Services for Adults. The DCCS Commissioning Team has recently (2016/17 financial year) taken on part of the commissioning responsibility for Housing Services although there is currently not a Commissioning Prospectus for this area. Internal Audit were advised that the DCCS Commissioning Team is awaiting the finalisation of the Housing Strategy before a prospectus is produced.
15. It was noted that a Commissioning Guide is in the process of being produced and is in draft form. The guide was originally being produced for the Commissioning Officers and front line staff although this direction has now changed as it is felt the training front line staff receives is sufficient (see point 9). This guide to Commissioning Officers has not been finalised and is not, therefore, an operational document. A recommendation has been raised to address both this and finalisation of the Housing Services Commissioning Prospectus (see recommendation 1).

Priority	Issue	Risk
Green	<p>There is not a Commissioning Strategy or Prospectus for the housing services that are now the responsibility of the Commissioning Team. It is understood that the Team is awaiting the finalisation of the Housing Strategy before a Commissioning Prospectus is produced.</p> <p>Additionally, a Commissioning Guide is in the process of being produced. This is currently in draft form and, at the time of the audit, this had not been finalised and therefore is not an operational document.</p>	<p>Where commissioning activity is not guided, there is a risk that inappropriate commissioning decisions may be taken which could result in services not delivering the outcomes expected/required by service users.</p>

Recommendation 1: A 'Housing Commissioning Prospectus' should be produced by DCCS to guide the commissioning activities for housing services controlled by the department. The Commissioning Guide should be finalised and distributed / made available to all relevant staff.

Management Response and Action Plan

Recommendation accepted and is an existing action within the Commissioning Team's Improvement Plan.

Responsibility: Senior Commissioning Manager

Target Implementation Date: The Housing Commissioning Strategy will be drafted for approval within 3 months of the housing strategy being produced. The commissioning guide will be finalised by June 2017 and will be linked to the Corporate Contract Management Toolkit which is in development.

16. Evidence was obtained to demonstrate that members of front line staff within DCCS have received training on commissioning processes. It was explained that a separate training session was held for each service area within the department (e.g. Education and Early Years), whereby a presentation was delivered on the commissioning process. It was noted that the purpose and content of training sessions was intended to provide an overview of commissioning, responsibilities of front line staff, what they should be doing already, the role of the Commissioning Team and how to work together to ensure successful commissioning of services.
17. Testing of a sample of five commissioning projects from the DCCS Sourcing Plan confirmed that, where appropriate, the eight best practice principles defined by the National Audit Office had been applied by the DCCS Commissioning Team. These principles were seen to span all aspects of the commissioning cycle: assessment of need, service design, sourcing of providers, delivery, monitoring and evaluation of outcomes.
18. The SLA between DCCS and City Procurement stipulates that the DCCS Commissioning Team is responsible for commissioning and procuring activity below the OJEU threshold (£164,176). The SLA states that City Procurement will take the lead for Supplies and Services tendering above the EU supplies and services threshold including the new Light Touch Regime for social and other specific services. The Light Touch Regime Threshold is a value of £589,148 and services that fall within this category are defined within Article 74 of the European Public Contracts Directive. DCCS must consult with City Procurement for any commissioning activity over a value of £100,000.
19. Testing of the sample of five commissioning projects identified one instance (Befriending) where although City Procurement were made aware of the project through the Category Board, they did not lead on the tendering. The Befriending contract, which is a social service falling under the Light Touch Regime, was for a value of £207,451.
20. Internal Audit was informed that in practice, it is actually the DCCS Commissioning Team who currently lead on tenders below the Light Touch Regime Threshold for

services that fall within this category and the wording in the SLA is therefore incorrect. It is noted that the wording of the SLA is currently under review between DCCS and City Procurement. A recommendation has been raised to address both this and an improvement to the project plan template (Gantt Chart) used by staff to map out the commissioning process for each project to reference consultation with City Procurement, as required (see recommendation 2).

Priority	Issue	Risk
Green	<p>Testing of a sample of five commissioning projects identified one instance (Befriending) where City Procurement did not lead on the tendering as per the agreed SLA. However, we were informed that the wording of the SLA is incorrect and is not what is followed in practice.</p> <p>Additionally, there is a project plan template (Gantt Chart) available for staff to map out the commissioning process for each project; however, this template does not include a time to consult with City Procurement as required.</p>	<p>Where the wording of the SLA is incorrect or where there is not consultation with City Procurement as per the agreed SLA, there is a risk of an ineffective/inefficient tendering process for high value projects which may result in the City not achieving the best value for money.</p>
<p>Recommendation 2: The SLA between DCCS Commissioning and City Procurement should be reviewed to ensure that it reflects agreed working practices. The two parties should subsequently adhere to the SLA in the commissioning process. The template project plan (Gantt Chart) should be amended to include a time for the requirement of consulting with City Procurement.</p>		
<p>Management Response and Action Plan</p> <p>Recommendation accepted. A review of the SLA was carried out in late 2016 and the outcomes are subject to negotiation between DCCS and City Procurement. It is accepted that the wording in the SLA is open to interpretation and has already been raised as part of this process.</p> <p>Responsibility: Senior Commissioning Manager</p> <p>Target Implementation Date: end April 2017 for the SLA review (subject to City Procurement comments). The amendment to the GANTT chart has been actioned.</p>		

Signed Contracts

21. Corporate procedures require that contracts are signed under seal for supplies and

services at £250,000 or above and for works at £400,000 or above. Contracts of the value below these defined limits can be signed under the Scheme of Delegations.

22. It was confirmed through audit testing that contracts used by DCCS follow standard templates issued by the City Corporation. There is a template for low value contracts and a template for high value contracts. There is a standard list of terms and conditions used in contracts which has recently been reviewed to ensure that they are relevant for the DCCS.
23. Testing of a sample of ten contracts from the DCCS Contract Register confirmed that in nine instances a signed contract was in place between the City and the Service Provider. However, in one instance (Residents Reassurance, Engagement and Support Service) a contract has yet to be finalised and therefore a signed contract is not in place. This service has been delivered by the provider since 1 September 2016 and the contract is currently still in draft form. A recommendation has been raised to address this (see recommendation 3).
24. In addition to the above, it was confirmed that of the nine signed contracts in place five of these had not been signed by both parties prior to the service commencement date, despite efforts by the Commissioning team in the majority of cases tested. Internal Audit were advised that where tenders are carried out through the City's e-procurement portal, bidders are required to confirm they have accepted the City's contractual terms and conditions. Recommendation 3 has been raised to further strengthen control in this area. The five contracts referred to relate to the following:
- Care Navigators: contract signed/dated 25/11/2015 but service provided from 01/11/2014;
 - Telecare Emergency Response: contract signed/dated 17/09/2012 but service provided from 28/04/2012;
 - SDS Support Service: contract signed/dated 27/04/2016 but service provided from 08/06/2014;
 - Youth Participation: contract signed/dated 06/11/2013 but service provided from 01/04/2013; and,
 - Healthy Schools: contract signed/dated 21/03/2017 but service provided from 01/04/2016.
25. Examination of the sample of ten DCCS contracts determined that in three instances (Care Navigators, SDS Support Service and Healthy Schools), there were no clauses within the contractual documentation regarding the Service Provider's business continuity arrangements or exit planning (mobilisation) arrangements; and, in three instances (Reablement Plus, Telecare Emergency Response and Youth Participation) there were no clauses within the contractual documentation regarding the exit planning (mobilisation) arrangements. A recommendation has

been raised to address this (see recommendation 4).

Priority	Issue	Risk
Amber	<p>Testing of a sample of ten DCCS contracts identified one instance (Residents Reassurance, Engagement and Support Service) where a signed contract is not in place. This service has been delivered by the Provider since 1 September 2016 and the contract is currently still in draft form.</p> <p>In addition to this, it was confirmed that of the nine signed contracts in place, five of these had not been signed by both parties prior to the service commencement date.</p>	<p>Where contracts are not in place between the City and Service Provider prior to service commencement, there is a risk that the service is not delivered to the City's expectations which could result in a negative impact on service users and organisational damage to the City.</p>
<p>Recommendation 3: A contract should be in place with Service Providers, where applicable, and this should be signed and dated prior to the commencement of the service provision. Sufficient time should be left prior to service commencement to allow for the any disputes over the contract to be settled and for the contract to be agreed.</p>		
<p>Management Response and Action Plan</p> <p>Recommendation accepted. Comptrollers and City Procurement will be asked to include an additional paragraph into letters to successful bidders to remind them they have accepted the City's contractual terms and conditions as part of the tendering process</p> <p>Responsibility: Senior Commissioning Manager (to notify Comptrollers and City Procurement). Phillip Mirabelli and Chris Bell to implement recommendation as appropriate</p> <p>Target Implementation Date: Comptrollers and City Procurement will be notified by 12th April 2017</p>		

Priority	Issue	Risk
Amber	<p>Testing of a sample of ten DCCS contracts identified three instances (Care Navigators, SDS Support Service and Healthy Schools) where there were no contractual clauses regarding the Service Provider's business continuity arrangements or</p>	<p>Where there are no appropriate clauses within contractual documentation with Service Providers, there is a risk that the Service Providers may fail to deliver the required standards as expected by the City which could impact</p>

	<p>exit planning (mobilisation) arrangements; and,</p> <p>- three instances (Reablement Plus, Telecare Emergency Response and Youth Participation) where there were no contractual clauses regarding the exit planning (mobilisation) arrangements.</p>	<p>negatively on service users and organisational reputation.</p>
<p>Recommendation 4: All contractual documentation should include relevant clauses requiring the Service Provider to have adequate business continuity arrangements in place for continued service delivery in the event of an emergency. All contractual documentation should also include relevant clauses regarding exit planning (mobilisation) arrangements for the end of the contract.</p>		
<p>Management Response and Action Plan Recommendation accepted. The audit recommendation will be shared with the Comptrollers with a request to include these identified clauses within all contracts going forward.</p> <p>Responsibility: Senior Commissioning Manager (to notify Comptrollers). Phillip Mirabelli to implement recommendation as appropriate</p> <p>Target Implementation Date: Comptrollers will be notified by 12th April 2017</p>		

Variations to Contracts

26. Section 32 of the Procurement Code Rules (Part 1), Contract Variations, defines the City's rule that must be followed regarding variations to contracts. The Procurement Code Guidance (Part 2) provides further guidance to staff in this respect.

27. Testing of the sample of ten DCCS contracts identified that six of these had formal variations (including extensions to the contract length) applied to them. For these six contracts it was confirmed that:

- In five instances these had been formally agreed by both parties through the use of a variation agreement. However, two of these agreements (Care Navigators and Telecare Emergency Response) had been signed by both parties after the variation effective date; and,
- In one instance (Youth Participation) the contract had been extended for the period 01/04/2016 - 31/03/2017 but a formal variation (extension) agreement had not been signed as an agreement by both parties to extend the existing contract. There are meeting minutes available which suggest both parties agreed to the extension although no formal documentation was completed for this extension.

A recommendation has been raised to address this (see recommendation 5).

28. It is best practice to maintain a change control register to document formal contract variations and also informal changes such as amendments to reporting requirements. Change control registers are not currently maintained for DCCS contracts. A recommendation has been raised to address this (see recommendation 6).

Priority	Issue	Risk
Amber	<p>Examination of a sample of six contract variations determined that:</p> <ul style="list-style-type: none"> In five instances these had been formally agreed by both parties through the use of a variation agreement. However, two of these agreements (Care Navigators and Telecare Emergency Response) had been signed by both parties after the variation effective date; and, In one instance (Youth Participation) the contract had been extended but a formal variation (extension) agreement had not been signed as an agreement by both parties to extend the existing contract. There are meeting minutes available which suggest both parties agreed to the extension although no formal documentation was completed for this extension. 	<p>Where amendments to contracts are not appropriately authorised prior to the changes being implemented, there is a risk that changes to the contract may be invalid which may result in the City being unable to enforce agreements or be unable to obtain value for money as expected through the contract.</p>
<p>Recommendation 5: All formal amendments to contracts should be supported by a signed variation agreement between the City and Service Provider. DCCS should ensure that variation agreements are signed by both parties prior to the changes being implemented.</p>		
<p>Management Response and Action Plan</p> <p>Recommendation accepted. An explicit action will be included within the Gantt chart and commissioning guide to guide team members to allow appropriate time for variations to be signed. Comptrollers will be invited to quarterly team meetings to share/comment on sourcing plans</p>		

Responsibility: Senior Commissioning Manager

Target Implementation Date: Gantt Chart updated. The commissioning guide changes will be made as per recommendation 1.

Priority	Issue	Risk
Green	It was confirmed with the Senior Commissioning Manager that currently change control registers are not maintained for each contract.	Where there is no central record of changes to contracts, there is a risk that staff and the service provider may be unaware of the current contractual arrangements which could result in ineffective and inefficient contract management.

Recommendation 6: A central record of amendments to contracts, for example a change control register, should be maintained. This should be used to record formal contract variations and informal contract changes such as reporting methods.

Management Response and Action Plan

Recommendation accepted. A team change control register with associated guidelines for the commissioning team will be implemented in line with the City's new contract management toolkit being drafted.

Responsibility: Senior Commissioning Manager

Target Implementation Date: in line with the development of the Corporate Contract Management Toolkit

Contractor Performance Monitoring

29. The signed contract (or service specification supporting the contract) between the City and the Service Provider defines the expected outcomes of the service and the KPIs to be used for measurement. It also documents how the performance against the defined outcomes/KPIs is to be monitored including the regularity of reports to be provided (e.g. monthly, quarterly or annually).

30. Testing of the sample of ten DCCS contracts (including the draft for the Residents Reassurance contract) confirmed that:

- In all ten instances, the expected outcomes and/or KPIs of the service provision had been defined. These had either been defined within the relevant schedules or service specification appended to the contracts; and,
- In all ten instances, the processes for measuring performance against the expected outcomes and/or KPIs had been adequately defined. This included the use of performance reporting and monitoring meetings. The contractual documentation for all ten contracts also detailed the processes for dealing with poor performance of the Service Provider.

31. It was confirmed through sample testing that in five instances, performance of the Service Providers has been measured in line with the agreed processes detailed within the contractual documentation. However, in five instances, monitoring has not been in line with the agreed processes. These five instances relate to the following contracts:

- Reablement Plus: The contractual documentation stipulates that quarterly monitoring meetings should be held and monthly data should be submitted. It was confirmed that no regular meetings have been held and no monthly data reported. Poor performance is identified by Social Workers and poor performance meetings arranged where necessary.
- Telecare Emergency Response: The contractual documentation stipulates that quarterly monitoring meetings should be held and quarterly reports should be submitted. It was confirmed that currently annual meetings are held and six monthly reports are produced.
- SDS Support Service: The contractual documentation stipulates that quarterly monitoring meetings should be held and quarterly reports should be submitted. It was confirmed that six monthly meetings are held and six monthly reports are produced.
- SEN Transport and Passenger Escorts: The contractual documentation stipulates that at least annual monitoring meetings should be held and annual reports should be produced. It was confirmed that only one monitoring meeting and one reporting submission has taken place since the introduction of the contract in April 2014.
- Residents Reassurance, Engagement and Support Service: The draft contractual documentation stipulates that quarterly monitoring meetings should be held and quarterly performance reports should be submitted. It was confirmed that currently no monitoring meetings are held but daily incident reports are submitted.

32. Although the contractual documentation details the performance monitoring arrangements, Internal Audit were advised that discussions take place with Service Providers which result in these arrangements being changed. These changes occur as it is agreed between the two parties that performance monitoring could be made more effective through changing the methods and be proportionate to the scale of service usage. However, these discussions are currently not documented and there is no evidence to suggest that the current monitoring arrangements followed have been agreed between both parties. A recommendation has been raised to address this (see recommendation 7).

Priority	Issue	Risk
Green	Testing of a sample of ten DCCS contracts identified five instances where the performance monitoring arrangements followed were not in line with those outline within the agreed contractual documentation. No evidence was available to demonstrate that any revisions to monitoring arrangements had been agreed between both parties.	Where the current agreed performance monitoring arrangements have not been clearly documented, there is a risk of ineffective/inefficient monitoring of the service. There is also a risk of potential disputes with the Service Provider which may result in service delivery issues and reputational damage.
Recommendation 7: Agreements between the City and Service Provider for changes in the performance monitoring arrangements should be clearly documented.		
Management Response and Action Plan Recommendation Accepted. This will be included within the commissioning guide for the commissioning team Responsibility: Senior Commissioning Manager Target Implementation Date: In line with the development of the commissioning guide in recommendation 1.		

Financial Transactions

33. The signed contract (or service specification supporting the contract) between the City and the Service Provider defines the payment arrangements including the costs/value of the contract. Testing of the sample of ten DCCS contracts confirmed that the payment arrangements had been adequately defined.
34. It was determined through audit testing that payments to providers are made through the Oracle Finance system. A requisition is required to be raised on the system and subsequently approved by the relevant budget holder. Once the requisition has been approved, a purchase order is generated. The goods/services must be receipted against the purchase order before any payments can be made to the providers.
35. Upon receipt of an invoice from the supplier, this is matched against the relevant purchase order and as long as this has been receipted the payment will be processed. Approval for the payment is therefore through the approval of the requisition to generate a purchase order. Where an invoice is received that is greater than the value of the purchase order, further approval is required before a payment is processed.

36. Testing of a sample of payments for the ten DCCS contracts confirmed that in nine instances the payments were accurate in line with the agreed payment arrangements and in line with the supplier invoices. Additionally, for these payments, a requisition had been raised and approved and the goods/services had been receipted. The invoices had been matched against the POs for payment.
37. However, in one instance (Healthy Schools), a query has been raised against one of the payments to the supplier due to poor service delivery. The service has been reduced from a weekly service to a monthly service. A PO for the value of £10,000 had been raised (following approval of requisition 533129) and receipted in line with the payment arrangements although £3,500 of the receipt had been recalled due to the query. Further investigation, however, identified that the value recalled was incorrect as a total of £8,157.84 should have been recalled leaving £1,842.16 left to pay to the supplier. This was due to the incorrect value to be recalled being requested rather than the request being inaccurately administered on to the system.
38. Since the above was identified by Audit, the value has been rectified on the Finance system. No payment had been processed against this PO; however, if the supplier had invoiced the City of anywhere up to the value of £6,500 prior to this being amended this could have been matched against the PO and paid. A recommendation, however, has not been raised due to the error resulting from an incorrect request rather than inaccurate administration.
39. The budgets for individual contracts within DCCS are contained within different service area budgets on the Finance System and therefore are monitored by more than one Budget Holder. The ten DCCS contracts selected for this audit fall within the following budgets:
- Commissioning;
 - Adult Social Care;
 - Education and Early Years;
 - Public Health; and,
 - Housing.
40. Evidence was obtained to confirm that monthly budget reports are produced from the Oracle Finance System for each of these budgets and a member of the Finance Team meets with the Budget Holder each month for discussion purposes. Any variances between budgets and forecasted spend are identified and discussed during these meetings.



Management Information

41. Management information for contracts includes contractor performance, delivery of defined outcomes and budget monitoring. Testing of the sample of ten DCCS contracts confirmed that the following in all instances:
- Performance reports are produced to monitor contractor performance and delivery of expected outcomes. These are reported to and reviewed by the relevant Contract Manager; and,
 - Budget reports are produced on a monthly basis and are discussed by a Finance Officer and the Contract Manager.
42. Where poor performance of the contractor is identified the action taken by the City in the first instance is to support the Service Provider to help to turnaround performance before a formal Poor Performance Notice (PPN) is required to be issued. Poor performance of Service Providers has been identified in five of the ten DCCS contracts tested. It was confirmed for each of these five contracts that appropriate action has been taken in order to rectify this poor performance.
43. A high level headline budget report is produced on a monthly basis which is reported to the Departmental Leadership Team (DLT). The DLT receive a headline overview of each of the budgets within DCCS rather than a copy of the broken down budget report per service area. It was confirmed for a sample of three months that a headline budget report had been produced for review by DLT.

APPENDIX 1: AUDIT DEFINITIONS AND RESPONSIBILITIES

Assurance levels

Category	Definition
Nil Assurance 'Dark Red'	There are fundamental weaknesses in the control environment which jeopardise the achievement of system objectives and could lead to significant risk of error, fraud, loss or reputational damage being suffered.
Limited Assurance 'Red'	There are a number of significant control weaknesses and/or a lack of compliance which could put the achievement of system objectives at risk and result in error, fraud, loss or reputational damage.
Moderate Assurance 'Amber'	An adequate control framework is in place but there are weaknesses and/or a lack of compliance which may put some system objectives at risk.
Substantial Assurance 'Green'	There is a sound control environment with risks to system objectives being reasonably managed. Any deficiencies identified are not cause for major concern.

Recommendation Categorisations

Priority	Definition	Timescale for taking action
Red - 1	A serious issue for the attention of senior management and reporting to the appropriate Committee Chairman. Action should be initiated immediately to manage risk to an acceptable level.	Less than 1 month or more urgently as appropriate
Amber - 2	A key issue where management action is required to manage exposure to significant risks, action should be initiated quickly to mitigate the risk.	Less than 3 months
Green - 3	An issue where action is desirable and should help to strengthen the overall control environment and mitigate risk.	Less than 6 months

Note:- These 'overall assurance level' and 'recommendation risk ratings' will be based upon auditor judgement at the conclusion of auditor fieldwork. They can be adjusted downwards where clear additional audit evidence is provided by management of controls operating up until the point of issuing the draft report.



What Happens Now?

The final report is distributed to the relevant Head of Department, relevant Heads of Service, and those involved with discharging the recommended action.

A synopsis of the audit report is provided to the Chamberlain, relevant Members, and the Audit & Risk Management Committee. Internal audit will carry out a follow-up exercise approximately six months after the issue of the final audit report. The on-going progress in implementing each recommendation is reported by Internal Audit to each meeting of the Audit & Risk Management Committee.

Any Questions?

If you have any questions about the audit report or any aspect of the audit process please contact the auditor responsible for the review, Peter Bampton, Senior Internal Auditor, on extension 1041 or via email to peter.bampton@cityoflondon.gov.uk. Alternatively, please contact Pat Stothard, Head of Audit & Risk Management via email to pat.stothard@cityoflondon.gov.uk.

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Committee(s):	Date(s):
Community and Children's Services – For information	11052017
Subject: Biannual commissioning update	Public
Report of: Director of Community and Children's Services	For Information
Report author: Sarah Greenwood Senior Commissioning Manager	

Summary

The Commissioning team in the Department of Community and Children's Services (DCCS) leads on the key functions of the commissioning cycle (analysis, plan, do, review) and procurement functions for most contracts within DCCS. The team produces an annual sourcing plan for new contracts, which is reviewed quarterly.

The team holds a Service Level Agreement (SLA) with the City Procurement team, which was recently reviewed. It concluded that the current arrangements should continue in 2017/18 with some small procedural changes such as adopting similar forms and sharing of information.

Internal Audit reviewed the commissioning and contract management arrangements of DCCS in March 2017 and gave positive feedback in several areas, including compliance with National Audit Office best practice principles of commissioning. It gave recommendations to strengthen the processes, some of which were already identified or within the remit of the Comptroller's team. All audit recommendations are within the Commissioning team's plan for 2017/18.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. The Commissioning team in the Department of Community and Children's Services (DCCS) was created in April 2016 as part of the restructuring of the commissioning and performance functions in the department. The team leads on the key functions of the commissioning cycle (analysis, plan, do, review) and procurement functions for any contracts below Official Journal of the European Union (OJEU) levels (for more details, see paragraph 4)

Current Position

2. The Commissioning team's work is supported by three plans: an improvement plan, a sourcing plan and a contracts register (for contract management). The improvement and sourcing plans are developed annually, and updated and reported to the Departmental Leadership team (DLT) quarterly. Both are developed in consultation with frontline services.

Sourcing plan

3. The sourcing plan documents the projects which will be taken through any part of the commissioning and procurement cycle in 2017/18, except for contract management which is classed as business as usual. The 2017/18 plan is attached at Appendix A and includes any reviews that need to be completed to extend a contract. The end-of-year (Quarter 4) review of the 2016/17 sourcing plan is attached at Appendix B.

Service Level Agreement (SLA) review

4. City Procurement leads on procurement activity for all City of London Corporation (CoLC) departments except DCCS, which has an SLA to determine the roles and responsibilities of both departments. In 2016/17, the DCCS Commissioning team led on all procurement activity below the OJEU threshold for supplies and services (£164,176 rising to £589,148 for any services falling within the Light Touch Regime, including social care and other specific services). City Procurement led on contracts above these thresholds, and the Director of DCCS chairs the Category Board for the services. DCCS also works with the Comptroller and City Solicitor, who are responsible for the development of contract terms and conditions. The current SLA is available on request.
5. A review of the current SLA highlighted processes that could be improved to strengthen the good working relationship between the departments. The processes include:
 - **maintaining the contracts register** using the format that fits City Procurement requirements.
 - **adopting City Procurement processes and forms** to document the procurement decision making so that DCCS processes mirror those of City Procurement. This will also document the savings made on procurements.
 - **sharing operational procurement plans with City Procurement** to allow City Procurement sufficient time to review capitalEsourcing (the electronic procurement portal) documentation before it is published.
 - **sending options appraisals** for contracts worth more than £100,000 to the Category Board for approval.
6. Various options were discussed as a result of the review, including City Procurement or DCCS taking on all procurement functions. It was agreed that

the current thresholds will remain for 2017/18 and be reviewed again for 2018/19 in light of the integrated commissioning arrangements with the City Hackney Clinical Commissioning Group (CCG).

Internal audit

7. An internal audit of the commissioning and contract management function within DCCS took place during March 2017. There was positive feedback on a number of areas including:
 - a. There are established arrangements to ensure that commissioning activity is completed in line with the eight National Audit Office best practice principles.
 - b. Clear arrangements are in place for contractor performance monitoring to ensure that procedures in operation comply with those specified in the contract for the supply of services and outcomes.
 - c. Audit sample testing determined that there are controls to ensure that financial transactions are in accordance with contractual agreements and are subject to monitoring against budget.
 - d. There is evidence of a sound control environment regarding the production and reporting of management information, including performance monitoring, budget monitoring and action plans to rectify poor performance.
8. A number of recommendations were made to strengthen the commissioning and contract management functions. Some of these were planned before the audit and some are outside of the direct control of DCCS. The recommendations and a summary of the DCCS responses or actions are shown below.

Recommendation		Summary DCCS response/action
1.	The production of a commissioning prospectus for Housing and the finalisation of the commissioning guide for the department.	Both were actions within the 2016/17 improvement plan. The Housing prospectus will follow once the housing strategy has been developed. The commissioning guide has been timetabled for completion after the training of frontline teams.
2.	Review of the SLA between DCCS and City Procurement.	This was under way before the audit started, and comments from the audit have been included in the review.
3.	A signed contract in place with third-party providers before service commencement.	All draft terms and conditions are included as part of the tender process on capitalE sourcing. Bidders must confirm that they accept these as part of their submission. DCCS has requested Comptrollers and City Procurement to strengthen the standard award letter by reiterating this requirement to facilitate

		expedition of signing and reduce queries after tender award.
4.	All contracts to include clauses regarding business continuity arrangements and exit plans.	DCCS has requested Comptrollers to include these clauses within standard CoLC contract documentation.
5.	Variations to contracts to be formally agreed before the effective date of the change.	An explicit action will be included in the Gantt chart and commissioning guide to guide team members to allow appropriate time for variations to be signed. Officers from the Comptroller and City Solicitor's department will attend quarterly Commissioning team meetings to facilitate resource planning in that team.
6.	Maintain a central record of contract variations in the form of a change control register.	A team change control register with associated guidelines for the Commissioning team will be implemented in line with the new contract management toolkit being drafted by the City Procurement team.
7.	For changes to contract performance monitoring, mechanisms to be documented.	This will be included in the commissioning guide in recommendation 1.

9. The full audit report and DCCS response are included at Appendix C. All recommendations are included in the Commissioning team's improvement plan for 2017/18.

Corporate & Strategic Implications

10. This information report contains no decisions with corporate or strategic implications. Ensuring there are adequate commissioning and contracting arrangements is vital to meet legislative and statutory duties. The SLA, City Procurement, sourcing plans and audit checks all ensure risks are minimised and controlled.

Conclusion

11. There has been good progress against the 2016/17 sourcing plan, and the 2017/18 sourcing plan has been agreed by DCCS. The implementation of

actions from the SLA review and internal audit will strengthen DCCS's commissioning processes.

Appendices

- Appendix A – Sourcing plan 2017/18
- Appendix B – Sourcing plan 2016/17 Quarter 4 update
- Appendix C – Internal Audit report

Background Papers

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Committee(s)	Dated:
Community and Children's Services – For Decision Health and Wellbeing Board – For Decision	11 May 2017 16 June 2017
Subject: Social Wellbeing Strategy	Public
Report of: Director of Community and Children's Services	For Decision
Report author: Adam Johnstone, Strategy Officer	

Summary

This report presents a proposed Social Wellbeing Strategy for the City of London Corporation.

Tackling social isolation and loneliness has been identified as a priority in the DCCS Business Plan, in the City Corporation's Joint Health and Wellbeing Strategy and Mental Health Strategy and by the Adult Advisory Group.

The Strategy recommends that the City Corporation should take a number of actions to reduce loneliness and improve social wellbeing. These are based on community research carried out by Dr Roger Green of Goldsmiths, University of London and recommendations made by the Social Wellbeing Panel.

Recommendation

Members are asked to approve the proposed Social Wellbeing Strategy.

Main Report

Background

1. A recent report from Age UK found that one in three people aged 65 or over are lonely. This is an important public health issue. Loneliness leads directly to lower personal wellbeing and has a significant impact on physical and mental health, which in turn leads to earlier than expected health and social care needs. It can also mean that a person is more at risk of abuse or neglect.
2. The City Corporation already provides a number of services to tackle social isolation, including the Reach Out Network of groups for older people, carers and those with a diagnosis of dementia; a befriending service commissioned from Age Concern; and a range of classes, groups and events delivered through the libraries, Golden Lane Sport & Fitness Centre, the Adult Skills and Education Service, Spice Time Credits and the Neighbourhood Development team.

3. However, there are still reasons to believe that City of London residents may be at risk of loneliness. In 2014, the City Corporation, together with Healthwatch, held a series of Aging Well in the City events. Residents consistently raised tackling social isolation and loneliness as a priority. The City's older population and the prevalence of single-person households also make loneliness statistically more likely.
4. Doing more to tackle social isolation has subsequently been identified as a priority in the DCCS Business Plan, in the City Corporation's Joint Health and Wellbeing Strategy and Mental Health Strategy and by the Adult Advisory Group.
5. The City Corporation commissioned Dr Roger Green of Goldsmiths, University of London to investigate the extent and causes of and possible solutions to loneliness for older people in the City of London. His research was presented to the Community and Children's Services Grand Committee in July 2016 and has underpinned the development of the Social Wellbeing Strategy.
6. In September 2016, the Community and Children's Services Grand Committee approved the formation of a Social Wellbeing Panel to learn more about how to reduce loneliness in the City of London and to hear about successful interventions implemented elsewhere. The Panel heard from experts on social isolation among several different groups and made recommendations that form the basis of the Social Wellbeing Strategy.

Social Wellbeing Strategy

7. The Social Wellbeing Strategy is presented in Appendix A. This looks at the evidence for the extent and effects of loneliness, explores what interventions have been most successful elsewhere and recommends a number of actions the City Corporation should take to reduce loneliness. These are presented below in four themes.
8. A month-long public consultation was carried out, with face-to-face events, a consultation website and leaflets in libraries and other public venues. In total, 55 people responded, and 80 per cent agreed or strongly agreed with the Social Wellbeing Strategy. A summary of the consultation is provided in Appendix B.

Theme One: Asset-Based Community Development

9. An asset-based approach makes the most of the skills and talents already present in the community. This recognises that local people know what is best for their community, that peer support is the most effective way of helping people through difficulties and that volunteering is a way to wellbeing in its own right.
10. The actions proposed under this theme include a Community Connector service to link up individuals based on communities of interest; continued neighbourhood development work to grow communities of place; and targeted interventions for three groups of City residents at greater risk of experiencing loneliness – expectant and new parents, older lesbian, gay, bisexual and transgender (LGBT)

people and older black and minority ethnic (BAME) women.

Theme Two: Shared Spaces

11. Shared spaces are essential if relationships are to develop naturally and if community building is to take place. Spaces should be welcoming and informal and host activities with a wide appeal, while services should seek to engage with people in the places where they naturally go.
12. The actions proposed under this theme include exploring the feasibility of capital works at Barbican Library to create a new community space; proposals to enhance current community spaces at Golden Lane and Mansell Street; and working with other community spaces such as supermarkets, places of worship and GP surgeries.

Theme Three: Early Intervention

13. Providing timely support can limit the effects of loneliness. Support can be provided by offering light-touch interventions in relaxed settings, which encourages people to open up and seek help for more serious issues, and by having sustained and consistent communication reiterating that help is available.
14. The actions proposed under this theme include increasing awareness of social activity with a one-stop website and a City 'Over 50s' guide, including social wellbeing outreach in the work of leisure services and building partnerships between City Corporation services and the Clinical Commissioning Group's pilot Social Prescribing Service.

Theme Four: Building Skills

15. Increasing the ways in which residents can communicate, by helping them to either improve their language skills or get online, means they can enjoy social opportunities that were previously unavailable to them. Encouraging people to develop interpersonal skills can also help them form and maintain relationships.
16. The actions proposed under this theme include providing additional English for Speakers of Other Languages (ESOL) classes for residents and IT training to enable more people to get online and connect with friends and family or those who share their interests.

Next Steps

17. If the Social Wellbeing Strategy is approved, officers will develop an action plan detailing how each of the proposed actions will be progressed. The action plan will include an assessment of the likely cost of each action.
18. It is proposed that a bid is submitted to use funds from the Community Infrastructure Levy for capital works in the Barbican Library.

19. At this stage, officers believe the actions in the Social Wellbeing Strategy would not require significant additional funding and could be resourced from within existing budgets such as the Better Care Fund.

Corporate & Strategic Implications

20. The second priority in the Community and Children's Services Business Plan 2015–17 is to promote wellbeing so that people in the City feel safe, are socially connected and supported, and feel a sense of pride in and satisfaction with the community where they live. Reducing social isolation and loneliness supports this objective.

Financial Implications

21. The financial implications are as set out in the report.

Legal Implications

22. Section 1 of the Care Act 2014 requires local authorities to promote individual wellbeing, and this strategy is in accordance with the City of London's statutory duty.

Equalities Implications

23. An Equalities Test of Relevance exercise has been carried out for the Social Wellbeing Strategy, attached as Appendix C. As this found that the strategy would have either a positive or neutral impact on all protected characteristic groups, a full Equality Impact Assessment has not been carried out.

Conclusion

24. The proposed Social Wellbeing Strategy would enhance the City Corporation's efforts to reduce social isolation and loneliness. This is an important way to improve the health and wellbeing of City residents. Socially connected individuals have better physical and mental health, develop support needs later in life and are at less risk of abuse.

Appendices

- Appendix A – Social Wellbeing Strategy
- Appendix B – Public consultation summary
- Appendix C – Equalities Test of Relevance

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Social Wellbeing Strategy 2017

Reducing loneliness and
building communities

Contents

1. Vision and objectives	4
2. Background	4
2.1 The extent of loneliness.....	4
2.2 Social isolation and loneliness.....	5
2.3 Policy context	5
3 Loneliness in the City	6
3.1 Older people	6
3.2 Working age people	7
3.3 A Combined estimate.....	7
3.4 Community research	8
3.5 Local profiles	9
4 Current provision	11
4.1 City Corporation provision	11
4.2 Neighbourhood development.....	11
4.3 Community activity	11
4.4 Health related provision.....	12
4.5 Provision for new parents.....	12
5 Evidence on interventions.....	13
5.1 Literature Review.....	13
5.2 The Social Wellbeing Panel	13
5.2.1 Asset Based Community Development	14
5.2.2 Shared Spaces	14
5.2.3 Early Intervention	15
5.2.4 Building Skills.....	15

6 Approach One: Asset Based Community Development	16
6.1 Communities of interest - Community Connectors.....	16
6.2 Communities of place – Neighbourhood Development	17
6.3 Communities of circumstance.....	17
6.3.1 Perinatal support.....	17
6.3.2 Out and About at the Barbican	18
6.3.3 The Mansell Street Women’s Group.....	18
7 Approach Two: Shared Spaces.....	19
7.1 Libraries first.....	19
7.2 Providing community space in City libraries.....	19
7.3 Improving City Corporation community spaces	19
7.4 Using other community spaces	20
8 Approach Three: Early Intervention.....	21
8.1 Social prescribing	21
8.2 Improving information	21
8.3 Assertive outreach.....	22
8.4 Financial safeguarding.....	22
9 Approach Four: Building Skills.....	23
9.1 Language skills	23
9.2: Technology tuition	23
9.3 Signposting to relationship advice	24
10 Evaluating the impact	25
10.1 Public Health Outcomes Framework.....	25
10.2 Quantitative scales	25
11 References.....	26

1. Vision and objectives

The City of London Corporation's Adult Wellbeing Principles includes a commitment that people are not socially isolated and that they have the relationships and support they need. The objective of this strategy is to realise this commitment in practice.

2. Background

2.1 The extent of loneliness

Loneliness is a national issue. A report from Age UK found that 7 per cent of people aged 65 or over in England said they always or often felt lonely. Including those who say they are sometimes lonely, the figure rises to 33 per cent.¹ There are reasons to believe that the City may be particularly affected, due to its older population and the prevalence of single person households. Greater London has an average of 11 per cent of residents over 65, while the City has 14 per cent, and 51 per cent of these older people live alone, compared to a national average of 33 per cent.

While loneliness can affect anyone, certain groups have been found to be more at risk. Older people are significantly more likely to be at risk, especially when coupled with a loss of income or existing relationships, living alone or in residential care. Being single, widowed, divorced or never married increases the risk of loneliness, as does having a partner or child but not feeling close to them.² A range of personal characteristics make loneliness more likely, such as entering later old age (75 years and over), being from an ethnic minority community, being gay or lesbian or having a mobility, cognitive or sensory impairment.³

While social isolation is mostly viewed an issue for older people, it can be an issue at any stage of life. A survey conducted on behalf of Family Action found that one in five new mothers lack support networks to help them through pregnancy. Among mothers living in low income households or from certain ethnic minorities, the figure rises substantially.⁴ Research by the New Economics Foundation estimated around 1 million workers in the UK experience loneliness, with a total cost to employers of £2.5 billion per year.⁵

Policy makers are concerned about loneliness for three reasons. Firstly, because dissatisfaction with one's level of social contact leads to lower personal wellbeing. Secondly, being lonely has a significant impact on an individual's physical and mental health, which in turn leads to earlier than expected support needs and requires the provision of health and social care services.⁶ Finally, social isolation can mean that someone is more at risk of abuse or neglect.

A survey by the Campaign to End Loneliness found that 16 per cent of over 60s would not know where to go for help if they were feeling lonely, while many more people are unwilling to seek help or identify as lonely because of the stigma associated with the issue. This is therefore not an issue which all individuals will have the capacity to solve for themselves and intervention from the statutory, voluntary and community sectors is required.

¹ Susan Davidson and Phil Rossall (2014), 'Age UK Evidence Review: Loneliness in Later Life.'

² Panayotes Demakakos, Susan Nunn and James Nazroo (2006), 'Loneliness, relative deprivation and life satisfaction', Retirement, health and relationships of the older population in England

³ Campaign to End Loneliness 'Risk Factors: Factsheet', <http://campaigntoendloneliness.org/guidance/wpcontent/uploads/2015/06/Risk-factorsGFLA.pdf>

⁴ Janaki Mahadevan (2012) 'New mums lack support to cope with isolation and depression', Children and Young People Now.

⁵ New Economics Foundation and the Co-op (2017), 'The Cost of Loneliness to UK Employers'

⁶ The costs of an individual being chronically lonely are estimated at £12k per year in additional GP and A&E visits and social care costs.

2.2 Social isolation and loneliness

While isolation and loneliness are closely linked, they are two distinct concepts. Isolation is an objective term to describe a person with limited social connections. Loneliness is a subjective measure of a person's feelings about their social relationships. It is a deeply personal state and a level of social contact that may satisfy one person may leave another feeling profoundly alone.

While the two states are related, one does not imply the other. It is possible to be isolated but not lonely. A person may prefer solitude and find that this has no impact on their quality of life. It is also possible to be lonely in a crowd. Older people in large households and care homes are more likely to feel lonely.⁷ Both isolation and loneliness are recognised as issues that should be addressed to improve wellbeing, although it is uncertain whether they have independent effects or whether isolation only impacts on health through loneliness. There are therefore three groups to consider when working to improve social wellbeing:

- the socially isolated and lonely – the most obvious target of any intervention, whose loneliness may be reduced by reducing their level of social isolation;
- the socially connected but lonely – interventions targeting this group may concentrate more on improving the quality of existing relationships, providing opportunities for specific interactions or reframing attitudes to the time they are alone;
- the socially isolated but satisfied – although happy with their limited social relationships, this group could be at risk if their personal circumstances change.

The importance of preventative work with this third group is highlighted by a recent investigation by the British Red Cross and the Co-op.⁸ Their research identified that life transitions, when an individual's relationships or role in society suddenly and substantially changed, were common triggers for loneliness. An example of such a transition could be retirement, becoming a parent or experiencing bereavement. While offering support after the event is important, the effect can be more effectively mitigated by ensuring the individual has adequate social connections prior to the transition point being reached.

2.3 Policy context

The 2010 Marmot Review sought to identify the most effective evidence based strategies for reducing health inequalities. These included:

- putting empowerment of individuals and communities and reducing social isolation at the heart of action on health inequalities;
- paying attention to the importance of stress and mental health in shaping physical health and life chances, and the importance of personal and community resilience;
- concentrate on the 'causes of the causes' – that is, invest more in the material and psychosocial determinants of health.

The Care Act 2014 creates a clear imperative for a range of partners to take action on loneliness. It states that a local authority must promote wellbeing when carrying out its support duties. The wellbeing principle includes; personal dignity, physical and mental health and emotional wellbeing, protection from abuse and neglect, control by an individual over day to day life, participation in work, education and leisure activities, social and economic wellbeing, maintaining personal relationships and the individual's contribution to society. Loneliness and social isolation present substantial barriers to a number of these principles.

⁷ Susan Davidson and Phil Rossall (2014), 'Age UK Evidence Review: Loneliness in Later Life.'

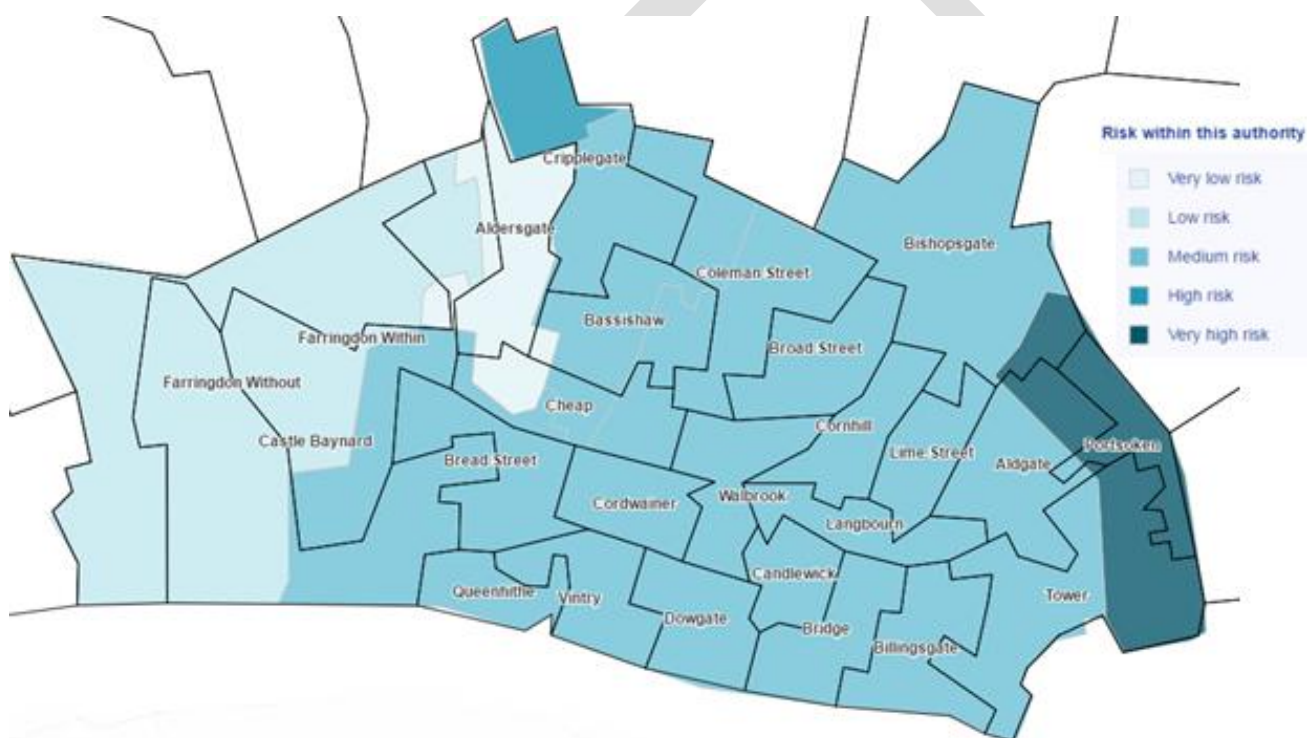
⁸ Co-op and British Red Cross (2016) 'Trapped in a bubble: An investigation into triggers for loneliness in the UK'

3 Loneliness in the City

3.1 Older people

In the City 14 per cent of residents are aged 65 and over, higher than the Greater London average of 11 per cent. The City also has a higher proportion of people in later old age with 4 per cent of the population over 75 years of age, compared to a Greater London figure of 3 per cent. The City has a large number single person households and around a fifth of these are home to a person over 65. In the City, 34 per cent of people live alone; 31 per cent of people aged under 65 and 51 per cent of people aged 65 years or over.⁹

The majority of these people will not be lonely. However, as older age and living alone are strong risk factors, they can be used as a starting point to estimate the likely level of need. Age UK have analysed data from the English Longitudinal Study of Aging (ELSA) and the Office for National Statistics to predict the risk of loneliness in the older population. The darker areas of the map (below) show the areas with the greatest predicted prevalence of loneliness. The prediction is based age, marital status, household size and self-reported health. The darker the map, the greater the probability of loneliness predicted by the model.



This indicates that older people in two areas, Golden Lane and Portsoken, home to large concentrations of the City's population, stand out as being high risk and very high risk areas.

That the City's other main population centre, the Barbican, appears to be relatively low risk is likely due to the map's focus on poor physical health as a cause of, and thereby proxy for, loneliness. While older residents living in the Barbican may be less likely to report poor health than their counterparts living elsewhere in London, other sources of local evidence suggest that it would be a mistake to assume there is no problem with social isolation here.

The City Corporation and Healthwatch hosted a series of 'Ageing Well in the City' workshops to learn about people's needs as they grew older. A particular theme raised during the events was a need to do more to tackle social isolation and loneliness.

⁹ Census 2011 / ONS

3.2 Working age people

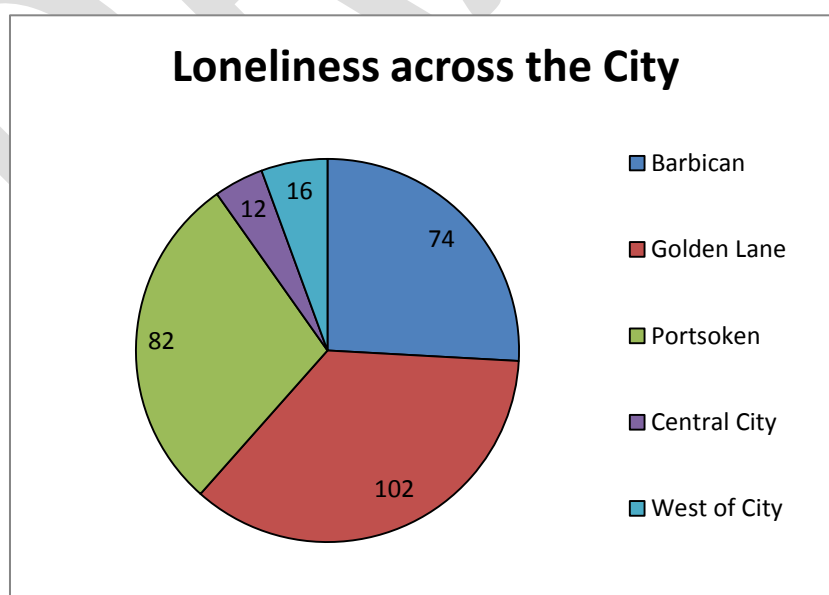
The Age UK and ELSA data only provides part of the picture, as loneliness can be an issue for people of any age. People with physical or mental health problems, caring or parental responsibilities, the long term unemployed and refugees and asylum seekers are all known to be at greater risk of loneliness. Other sources of data are needed to produce a more comprehensive picture.

In the City 42.5 per cent of Adult Social Care service users say they had as much social contact as they would like, similar to the average for Greater London of 41.8 per cent. Many carers are also both socially isolated and lonely as they can find their caring role leaves them with precious little free time to engage in social activity. Of City carers, 46.4 per cent are satisfied with their level of social contact compared to 35.5 per cent across Greater London. While the City compares favourably to the regional average, it still shows a majority experiencing loneliness.

Anecdotal evidence from Early Years Practitioners also suggests a considerable number of new City parents experience loneliness. This problem appears to cut across demographic groups. Nationally parents on low incomes or from BAME (Black and Minority Ethnic) groups are more affected by isolation. In the City these longer term residents tend to have enough of a social network to mitigate at least some of the problem. In contrast, high income professionals who move in to the City can become isolated from family and friends in other parts of the country and may be just as at risk.

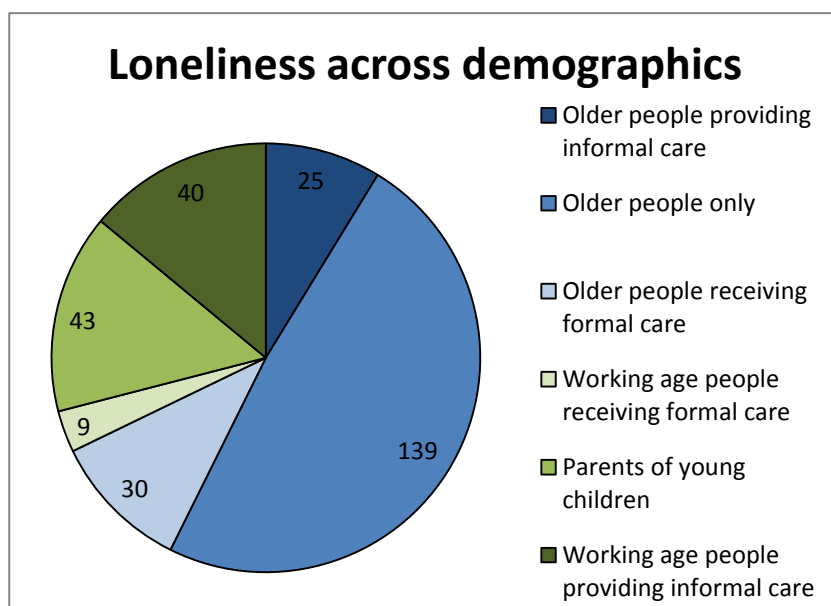
3.3 A Combined estimate

Combining these data sets to give a more complete overview of loneliness in the City replicates the geographic spread seen on the Age UK map on page 6. The Golden Lane and Portsoken areas are still home to the majority of individuals at risk of loneliness, the Barbican has a slightly stronger presence, accounting for just over a quarter of the total at risk population. Only a small number of people thought to be at risk of loneliness live outside these main residential areas.



The data can also be used to produce an estimate of who is most at risk of loneliness in the City. The 'loneliness across demographics' chart on page 8 provides an at a glance breakdown between older (blue) and working age (green) groups, as well as all those

providing informal care (by viewing the dark blue and dark green sections together) and all those receiving formal care (by viewing the light blue and light green sections together).



This suggests that around two thirds of lonely individuals in the City are over 65. Around half of the total is made up of older people who neither provide nor receive care, and as such they are unlikely to already be known to Adult Social Care services.

A quarter of lonely individuals are estimated to be informal carers and around two-thirds of these are of working age. Some, but by no means all, of these people will be known to Adult Social Care. In the 2011 Census, 121 people said they provided at least 20 hours of unpaid care per week. However, only 60 carers are known to Adult Social Care and only 22 per quarter engaged with the City Carers Service in 2015-16.

An estimated one in seven lonely City residents receives care from Adult Social Care. The majority of these are older people. A similar number of working age parents are thought to experience loneliness. These will all receive personal contact from a Health Visitor and an information pack from the FYi service, but those who become isolated are unlikely to have yet taken up the offer of the play groups and early help services that the City Corporation provides. Finding the isolated parents, informal carers and older people without care needs will be a crucial challenge in tackling loneliness in the City.

Many people who experience severe loneliness will not fall into any of the groups listed above. Again it must be recognised that loneliness is an experience unique to each individual and factors that may leave one person lonely, another would take in their stride. The estimates made above should be seen as a minimum, acknowledging that the figures for the Barbican based on ELSA data may be an underestimate and recognising that loneliness does not just affect older people, carers, new parents and people with disabilities. While it is helpful for services to target these groups, they should also be open to all and look to tackle loneliness wherever they encounter it.

3.4 Community research

In order to better understand personal experiences of loneliness the City Corporation commissioned Dr Roger Green, from the Centre for Community Engagement Research at Goldsmiths, University of London, to explore the level and nature of need in the local older

population. The study used a qualitative ethnographic approach to gain older residents' views. While living in the City of London was experienced by older residents in a number of different ways, the experience of being socially isolated or lonely was voiced by many residents. A number of themes emerged from this:

- Many residents chose to live in the City because of the anonymity that comes from living in the centre of a large conurbation. This solitude can turn to isolation and become problematic following a major change such as retirement or bereavement.
- Other residents spoke of feeling separated from friends and relatives living elsewhere in the UK or abroad. While many maintained regular phone contact, they still complained of feeling isolated from family.
- Some minority groups appeared to be underrepresented in existing community networks. This was evident with LGBT* (lesbian, gay, bisexual and transgender) and BAME older people.
- Some residents felt isolated by the extremely urban built environment and those in later old age or with physical disabilities found the physical layout of their estates difficult.¹⁰

3.5 Local profiles

By combining the analysis of the ELSA, social care and early years data with Dr Green's research, local estimates of loneliness can be produced for each area of the City.

Loneliness in the Barbican

Anecdotal evidence suggests that the socially isolated here are 'asset rich and income poor' older people. Our model suggests that around two thirds of those at risk of loneliness in the area are over 65. Around 1 in 5 provide unpaid care and around 1 in 6 receive formal care.

Of the working age people thought to be at risk of loneliness, 1 in 3 are informal carers and 2 in 3 are new parents. Very few working age people receive formal care in the Barbican.

Dr Green's study observed that isolation was also a particular issue for older LGBT people in the Barbican area, with limited engagement with community activities or good neighbour schemes.

Loneliness in Golden Lane

Our estimate suggests that loneliness in Golden Lane is overwhelmingly an older people's issue, with 80 per cent of those thought to be affected over 65. While the proportion providing informal care is in line with the City average and a slightly higher number receive formal care, the vast majority have no known care needs.

Income may be a factor restricting social activities for some older people on Golden Lane. Of the City's 130 Pension Credit claimants in August 2015, 50 lived on Golden Lane. Claimants tended to share several of the risk factors associated with loneliness, such as living alone and being in later old age.

¹⁰ Roger Green and Tim Stacey (2015), 'The Voices of Older People: Exploring Social Isolation and Loneliness in the City of London.'

Of the working age people thought to be at risk of experiencing loneliness on Golden Lane, half are informal carers and half are parents of young children. Again, few working age people receive formal care here.

Loneliness in Portsoken

Our loneliness estimate in Portsoken produces a more even split between age groups, with working age people accounting for 40 per cent of the total. Around half of these are providing informal care, a third are new parents and 1 in 5 are recipients of social care.

Three quarters of the older people thought to be at risk of loneliness in Portsoken neither provide informal care nor receive formal care. Very few older people here provide informal care, while 1 in 5 receives a care package from Adult Social Care. Portsoken has a higher number of Pension Credit claimants (60) than Golden Lane, despite having fewer people of pension age overall, indicating that income is likely to be an even larger barrier to socialising here.

Dr Green's study found that ethnicity was associated with loneliness on the Mansell Street Estate, with one resident saying she felt that there was 'no bridge' between the different communities. This research, along with national data and the relative youth of Portsoken's BAME population, indicates that problems with loneliness are likely to be especially prevalent.

Loneliness in the West and Central areas of the City

Our estimate suggests there is less loneliness in the West and Central areas of the City. These non-residential areas are home to 32 per cent of the population but only 10 per cent of the people thought to be at risk of loneliness.

The picture of who is lonely is also very different here, with primarily working age people thought to be affected. In the centre of the City, loneliness is primarily thought to affect parents of young children. In the West of the City unpaid carers stand out as making up almost half of the total. Housing tenure is likely to restrict the population in both of these areas to affluent individuals. Targeted interventions aimed at busy professionals juggling work with parenting or caring responsibilities should be considered here.

4 Current provision

The estimates of loneliness given in section 3 do not take into account the positive impact made by current efforts to reduce isolation. A wide range of activities are already on offer in the City that provide opportunities for social interaction.

4.1 City Corporation provision

The City Corporation aims to reduce loneliness through the Reach Out Network of support groups for older people, carers and people with memory problems or a diagnosis of dementia.

Age Concern are commissioned to provide a volunteer befriending and shopping service for older people or people with mild to moderate mental health problems. This includes telephone and e-befriending for those with limited mobility.

Many classes and groups are also available in City libraries, through the Adult Skills and Education Service and as part of the Young at Heart programme run from the Golden Lane Leisure Centre.

4.2 Neighbourhood development

The City Corporation's Neighbourhood Development Team aims to build and support strong and inclusive groups that enable people to feel more connected to their community and happier in their homes.

Their work includes supporting residents associations to develop and grow, running one-off events on estates and longer term projects such as the CityPlay East and Remembering Yesterday, Celebrating Today, and supporting the Neighbour Networks that provide an easy way for neighbours to volunteer in their local communities.

Spice Time Credits are a crucial part of the City Corporation's neighbourhood development work. Time Credits encourage people to volunteer or form their own groups. Spice's 2015 evaluation found that 60 per cent of volunteers said their level of social contact had increased as a result of Time Credits and 32 per cent said they felt less socially isolated.

4.3 Community activity

A wide range of community groups operate in the City, many of them using the Spice framework. Gardening is hugely popular in the City, with groups operating on most estates and Friends of City Gardens working throughout the City. Each estate also has an older people's group and residents' association. Ward members in Portsoken put on a busy programme of events and social activities.

St Luke's community centre in Islington and St Hilda's community centre in Tower Hamlets have busy schedules of classes and events, including regular older people's lunch clubs. Specific provision for the Bangladeshi community is available in the form of lunch clubs at Toynbee Hall and Sonali Gardens as well as the Mohila Women's and Girl's Spice Time Credits groups that meet at the Portsoken Health and Community Centre.

As well as running the City Corporation's befriending service, Age Concern City of London run a range of other projects promoting social and digital inclusion. These include busy Walking for Health groups, regular trips, Techy Tea Parties and targeted work with the most disadvantaged communities in the Square Mile.

4.4 Health related provision

The City and Hackney Clinical Commissioning Group (CHCCG) has commissioned Family Action to run a social prescribing pilot project. If a person's GP thinks they might benefit from taking part in activities or joining social groups, they will refer them to the scheme. The surgery's Wellbeing Coordinator will then meet with the person to talk through the options available and work with them to find local activities, services or advice that suit their needs and interests.

One Hackney and City provide a similar service for the most vulnerable patients as well as those with serious physical and mental health problems.

The City and Hackney Wellbeing Network helps people to build resilience and to alleviate issues such as stress, anxiety and low mood. As well as offering a large number of arts and activity based groups, courses developing emotional resilience, managing difficult emotions and building self-confidence are very relevant in the context of reducing loneliness.

4.5 Provision for new parents

The City has one Children's Centre within its borders, the Cass Child and Family Centre in Aldgate. City parents can also access the Golden Lane Children's Centre nearby in Islington. A range of drop in Stay & Play sessions and bookable advice, support and educational activities are on offer. Three community libraries offer a weekly schedule of parent and child activities such as Storytime, Rhymetime and Stay & Play.

The Adult Skills and Education Service offers a range of courses intended for parents to take with their children, such as Family Arts and Crafts and Learning Through Play. Courses are also available to address the practical issues that may be contributing to parental isolation, such as English for Speakers of Other Languages (ESOL), CV writing and interview skills. Little Outdoor Explorers, developed by the Family and Young People's Information Service, is an occasional six-week course designed to build confidence in parents with children under five, by helping them to venture out into the urban environment.

Targeted City parents will receive two additional Health Visitor assessments (supplementing the mandatory five) in their home with a focus on maternal mental health, maintaining infant health, promoting development and keeping safe. The targeted offer is aimed at first time parents and families identified as having needs such as physical or mental health problems, substance misuse issues and safeguarding or domestic abuse concerns.

The Hackney WellFamily Service is a primary care service commissioned by the CCG and provided by Family Action, aimed at addressing complex psychosocial needs. The service provides recovery-focused and holistic interventions including a mix of individually targeted and flexible practical and emotional support.

5 Evidence on interventions

5.1 Literature Review

There is limited evidence on what makes an intervention to reduce loneliness effective. A systematic review by Cattán and White was able to draw some limited conclusions about what showed the most promise.¹¹ Another evidence review compiled for the National Institute for Health Research made similar recommendations.¹²

The researchers concluded that group based interventions showed promise in reducing loneliness, especially when targeted at a specific group and with a specific activity in mind. Long-term effectiveness was improved by providing activities that enhance self-esteem and personal control. Where groups have a support purpose, such as post-bereavement, attendance needs to be over a period of five months or more to be of benefit.

One on one contact from health or social care workers may be successful at achieving other objectives, but has no impact on loneliness. One on one contact from a volunteer appears to be of limited impact, with the majority of studies failing to find a statistically significant impact.

While this indicates a preference for group based interventions, many group based interventions already exist and yet loneliness persists. This is because groups are only accessible for those who already possess the social skills to participate. The one on one interventions that have shown promise are those that aim to find and work with individuals at the stage before they can begin access group activities.

The outcome of technology-assisted interventions depends on whether existing relationships are being developed or new ones are being sought. There is some limited evidence that loneliness can be reduced by training older people to communicate online with friends and family. However, three systematic reviews of telephone-based interventions looking to match people with new contacts showed no decrease in loneliness.

Evidence also suggests that an asset based approach is likely to be effective in tackling loneliness. This means involving participants in the design and delivery of services in order to harness the skills, knowledge and connections already present within a community. Working in an asset based way is more likely to be successful as it is better able to deliver services that the intended beneficiaries want, to genuinely involve people as co-producers and to be sustainable in the long term.¹³

5.2 The Social Wellbeing Panel

The City Corporation established the Social Wellbeing Panel to gather further evidence on successful interventions implemented elsewhere and to learn more about how to reduce loneliness in the City.

Based on community research and feedback from residents, the Panel chose to hear from experts on isolation amongst new parents, Black and Minority Ethnic older people, those living in the commercial areas of the City and people with physical and mental health issues. Despite these groups having different circumstances, shared themes emerged from each evidence session.¹⁴ These themes, discussed in the next four sections, will be the building blocks of any attempt to reduce loneliness.

¹¹ Cattán, M. White, J. Bond and A. Learmouth (2005) 'Preventing social isolation and loneliness among older people: a systematic review of health promotion interventions' *Ageing and Society* 25:1. p.41-67.

¹² Interventions for loneliness and social isolation; The University of York Centre for Reviews and Dissemination (2014)

¹³ Jane Foot (2010) 'A glass half-full: how an asset approach can improve community health and well-being'

¹⁴ Improving Social Wellbeing in the City of London: Reducing loneliness and building communities (2017)

5.2.1 Asset Based Community Development

In every evidence session witnesses spoke of the strength of volunteers, the effectiveness of peer support and the benefits of placing trust in communities. Local people are experts in their own lives and know what community assets they value and what further support they need to thrive. Local people already have the trust of their neighbours, the networks to reach people seen as 'hard to reach' by public services and the life experiences and language necessary to build relationships.

As well as providing valued support to others, volunteering can be transformative for the volunteer, building skills, confidence and social capital, instilling a sense of purpose and having a significant impact on personal wellbeing. Witnesses from a maternity support project spoke of their volunteers going on to train as midwives and doulas, while a community research project saw their interviewers grow in confidence and independence during the life of the project, becoming agents of change in their own communities.

Taken together, these principles lead to an asset based approach. This moves from seeing communities as repositories of need, such as loneliness and isolation, to being the source of opportunities and strengths, like volunteers and neighbours with lived experience. Instead of seeing people as clients receiving a service, commissioners should move to viewing people as citizens, each with something to offer and with the capacity to develop their own potential.

A word of caution was sounded that an asset based approach can take time to show results. Some communities will need an initial investment to strengthen and support local associations and it will take time to build up confidence and a sense of empowerment, as well as to build trust and assure local people that there is a genuine intention to share power with them. Finding enough suitable volunteers who can commit sufficient time to a project and sustain their involvement in the long term can also be a challenge.

In the City of London, this approach is most developed in the Portsoken Ward on the City's eastern edge. Here the ward's elected Members act as facilitators for community activity, securing funding and asking local people to decide what is most needed. While residents have the final say, Members have a preference for activity with a clear purpose, such as gardening or social trips, as this has proven to be most effective at bringing people together.

Regular and keen attendees are seen to be the most effective means of promoting events. They are asked to reach out to friends and neighbours who may be more isolated and to bring them along. This kind of low commitment activity may also be a good way of recruiting new volunteers and act as a catalyst for more involvement.

5.2.2 Shared Spaces

Another common theme to emerge was the need for shared spaces where relationships can develop naturally and where community building can take place. This can include some public sector places such as libraries, other inclusive spaces like cafes or venues run by community groups or simply areas of the streetscape that are welcoming, safe and encourage people to socialise.

To be effective assets for enhancing social wellbeing, shared spaces must be welcoming and informal. They must not appear to be, and should not be, the front door of statutory services. Many people will be unwilling to engage in venues where they fear judgement or where they may be given more help than they are ready to receive. Trust must be built up gradually on neutral ground, with contact moving at a pace set by each individual. Referrals to formal support, while important, can only be made once relationships are established and myths are dispelled.

Shared spaces should also have a broad appeal, offering activities and events that a wide variety of people want to participate in. Not only will a wide appeal enable more relationships to form, it is also an essential part of engaging with isolated people, as it prevents an intervention from becoming stigmatised.

While venues are important, those delivering loneliness interventions should not feel tied to their own bricks and mortar. Taking opportunities to engage with people in the informal spaces where they normally are is equally important. Venues such as housing estates, supermarkets and faith buildings should not be ignored.

5.2.3 Early Intervention

All of the speakers at the Social Wellbeing Panel stressed the importance, but also the challenge, of early intervention. If loneliness leads to lower personal wellbeing and risks to physical and mental health, providing support sooner is clearly preferable. It is also easier to deal with problems at an earlier stage, before the psychosocial effects of loneliness, such as lower confidence and a reluctance to engage with others, become entrenched.

The shared spaces discussed above play a crucial role in early intervention. People may not be comfortable approaching statutory services for help, but important issues can come out in informal and comfortable spaces once trusted relationships have been built up. Food or entertainment can draw people into venues and often more serious issues are raised. Other people participate when they realise there are people willing to listen and help is available.

There is also a need to work hard to let people know support is available. Poorly advertised support will only be accessed by those who would have found it anyway, those who are already well connected or who have the skills required to easily find and access help. Providing written information, in the right places and in the right format, as well as keeping health and community professionals briefed on the support available is a starting point. However, the best method of reaching the most isolated is to have advocates within the community who will vouch for services and actively promote them to a wide network.

A culture change across services can also play a part in early intervention and every service provider should be encouraged to ask themselves what they can do to improve social wellbeing. GP practices have developed this approach well, with social prescribing schemes enabling doctors to refer patients at risk of loneliness to social support.

5.2.4 Building Skills

A final theme to emerge was the potential to reduce people's risk of loneliness by building their skills. This could be about enabling people to have more ways to communicate, either through learning a shared language or by getting online and learning how to make new connections and keep in touch with friends and family on social media and Skype.

It could also look to the Recovery College Model and involve increasing people's ability to manage their own health conditions, thereby being better able to focus on other aspects of life such as social wellbeing. This is relevant beyond mental health, and includes helping everyone to develop the skills needed to make new connections and ensure their current relationships are healthy and mutually beneficial.

The effectiveness of skills development interventions can be enhanced by using asset based approaches and shared spaces. Recovery colleges use a co-production approach between a professional tutor and a peer supporter who is an 'expert by experience'. Languages and IT classes will have the best reach with their target audiences if they are supported by volunteers from those communities and if they are delivered in a local and welcoming venue.

6 Approach One: Asset Based Community Development

The evidence from the literature review and the Social Wellbeing Panel points to Asset Based Community Development as an effective way to tackle loneliness. Community based responses have the potential to reach isolated individuals that officials ones could never hope to connect with, to be sustainable in the long term and to maximise opportunities for social contact and personal growth by involving local people in their design and delivery.

The City Corporation has a role to play in creating the conditions necessary for community groups to thrive and in supporting vulnerable members of the community to feel able to take part and contribute their personal assets. However, the City Corporation should not seek to define community for residents and should recognise that many different understandings of this concept exist. Communities of interest, place and circumstance all enable people to connect to others and the most suitable approach will vary from person to person.

6.1 Communities of interest - Community Connectors

Throughout Dr Green's research, City residents report being lonely but also feeling that something is holding them back from engaging in the community life they know exists on their doorstep. He found that many lonely people were waiting for a helping hand to take the first step and approach these groups, either because they were unaware of what was available, because of a lack of confidence and a fear of rejection or simply because long established habits can take some encouragement to break.

Instead of waiting for lonely individuals to ask for help, there is a need for a more nuanced befriending approach that reaches into communities directly and pro-actively. Community Connector volunteers would help people to reconnect with their community using the individual's interests and skills. They would offer positive encouragement and emotional support, as well as practical help to identify activities that align with the person's passions and abilities. At first the volunteer may accompany the person to a new activity, or it may be enough to buddy them up with other new attendees. Ultimately the aim is to help build each person's confidence so they are able to take part independently.

Volunteers would be the face of the project and would use their existing social networks to contact people at risk of loneliness, making their approach more likely to be trusted and accepted and giving the project a wide reach into local communities. Referrals would also be sought from concerned family members or neighbours, frontline City Corporation staff who notice something amiss, and self-referrals from people who realise they need some additional support. Partnering with the Fire Service's Home Fire Safety Visits could give the Community Connectors direct access to some of the most isolated people in the City. Where a similar partnership was trialled in Cheshire, an Age UK advocate was invited into 98% of visited homes, resulting in the provision of further support in 36% of cases.

This quote from a worker in Gloucester shows how the project would work in practice:

*"I received a call about a lady in her 70s living alone. I made contact and after discussing her interests I put her in touch with people attending her local chapel. She also enjoyed scrabble but had recently lost her fellow players due to illness. I was aware of another single lady living close by, who also enjoyed scrabble. With permission I passed on their contact numbers. Soon afterwards they arranged to meet and enjoy playing regularly. She says she is now much happier."*¹⁵

¹⁵ Campaign to End Loneliness, Promising approaches to reducing loneliness and isolation in later life, <http://www.campaigntoendloneliness.org/wp-content/uploads/Promising-approaches-to-reducing-loneliness-and-isolation-in-later-life.pdf>

6.2 Communities of place – Neighbourhood Development

Neighbourhood development interventions may not be recognised as being intended to reduce loneliness by the communities they serve. Instead, they are focused on creating communities of place with shared activities bringing people together in a natural way.

As explored in 4.2, the City Corporation already has a successful Neighbourhood Development Team, which works to develop residents' groups and one-off events as well as promoting volunteering through Spice Time Credits and the Neighbour Networks.

The Volunteering Review found residents thought that more local and community based volunteering options would break down barriers between neighbours. In particular, there was a call for more housing estate based volunteering projects. This work will improve social wellbeing directly as people take part in activities, and indirectly, as when the community builds, people are more likely to look out for their neighbours.

Our approach to community development is to work with what is already there and keep momentum going, rather than continually changing our approach or suggesting new projects when development is slow-moving, but building. True community development means working with residents to assist them to develop and undertake activities that are inclusive and enjoyable for all, leading to long-term, workable community groups. We can do this by:

- continuing to support the 'Remembering Yesterday, Celebrating Today' programme of events which enables integration and intergenerational relationships to thrive;
- building the capacity of residents groups, using those at the Avondale Square estate as a benchmark and providing additional training and support where required;
- expanding our existing Neighbour Networks, providing support where necessary to foster these growing communities;
- offering clarity on where safeguarding procedures such as DBS checks are required and where they are not, and providing support for their administration;
- developing Time Credits as an empowerment tool for both estate staff and residents, encouraging a variety of new community groups to meet and develop;
- using mediation to improve communications with both newly-established and existing groups, to secure on-going relationships;
- building officer confidence to work with communities and to support resident led activity in its vital early stages;
- encouraging resident groups to cross estate boundaries and share what they do with others, working towards a City of London community;
- supporting Members and business organisations in the commercial areas of the City to better engage with their local resident populations.

6.3 Communities of circumstance

6.3.1 Perinatal support

All four witnesses speaking at the Social Wellbeing Panel's new parents evidence session agreed on the importance of providing support to new parents in both the periods before and after the birth of their baby. They also all spoke about the power of peer support and that using volunteers, rather than paid workers, would give a service the trust of the community, access to a greater number of isolated parents and the lived experience necessary to provide the right support to parents who are struggling.

The current offer to new parents is based around support provided by paid workers or informal group activities for parents and children in the libraries and Children's Centres. In

our consultation many parents told us that these groups were good for getting out and making acquaintances, but were not ideal venues for building deeper friendships.

This highlights a gap for a voluntary befriending service, supporting isolated parents from three months before birth up until their child's first birthday. A new perinatal support service would aim to develop a trained group of volunteers who were able to identify isolated new parents, encouraging them to form social groups with each other and provide mutual support, as well as signposting them to other services as trust is built up.

Our evidence on best practice told us that the most effective interventions started working with mothers from three months before birth. However, we recognise that this may present difficulties for working women. Consideration will need to be given to this when planning the work of the service. There should also be flexibility about what support means and it may be that these mothers would find it easier to engage online before their maternity leave begins.

6.3.2 Out and About at the Barbican

Dr Green's research noted a greater level of isolation was experienced by the Barbican's LGBT* community. In response, the City Corporation has commissioned Opening Doors London (ODL) to provide a pilot project working with this community.

ODL will establish a local, informal and supportive social group for LGBT* City residents aged 50 and over called 'Out and About at the Barbican'. Activities will be determined by attendees' interests and there will be opportunities to connect with ODL's London wide programme of events and befriending. The Barbican Centre has agreed to provide a regular meeting space and there is potential to work with the centre on a cross art project that will culminate in an installation in the Barbican foyers.

Initially the group will be supported by a small number of volunteers to act as 'buddies' for those less confident about coming along. Over the course of a nine month pilot, a small group of volunteers from within the City of London group will be recruited and trained to deliver monthly sessions and buddying themselves. The Sessional Worker will also identify additional support needs among more vulnerable members and offer advice, signposting and referrals to other support services as required.

6.3.3 The Mansell Street Women's Group

Dr Green's research also noted that ethnicity was a driving factor of loneliness for some residents of the Mansell Street estate. The City Corporation has commissioned Age Concern City of London to provide a pilot project working with women, primarily of Bangladeshi origin, aged 45 and over.

Age Concern will establish a bilingual social group based locally to Mansell Street at the Portsoken Health and Community Centre. Activities will be determined by attendees' interests and there will be opportunities to connect with Age Concern's local programme of events. The City Corporation will also run a Speaking English with Confidence class through the group, available free of charge to any member interested in improving their spoken English. Age Concern are also exploring the possibility of offering IT classes, either with the City Corporation or in partnership with Queen Mary, University of London.

Initially the group will be supported by bilingual (Sylheti and English) Engagement Workers. Over the course of the pilot, they will identify and support members of the community to take on volunteering and coordinating roles to enable the group to move towards self-sufficiency. The Engagement Workers will also identify additional support needs among more vulnerable members and offer advice, signposting and referrals to other support services as required.

7 Approach Two: Shared Spaces

Certain spaces in any area become locations where people not only 'meet and greet' each other but also where social and community capital emerges and where friendships and social networks can develop.

The Social Wellbeing Panel heard that to be at their most effective, these shared spaces should be separate from statutory services, be welcoming and offer activities with a wide appeal. Services should also move beyond their own spaces and seek to work with people in the places where they already go and naturally feel comfortable.

7.1 Libraries first

Public libraries provide a shared space where people feel they belong and which people feel comfortable visiting on their own. This provides an accessible, safe and relaxed space where people can access help at their own pace – as shown by the success of offering light-touch support at informal sessions in the libraries, such as the parent and child groups and Read and Relax group.

Efforts to improve social wellbeing should therefore take a 'libraries first' approach. Libraries are a place where many people naturally go, making them an ideal venue for outreach work. They are places where people feel at home, enabling trusting relationships to be built up. They are also an existing asset, reducing costs and offering value for money.

Some concerns have been raised that reduced library opening hours may limit their potential as community venues. However, the more libraries are used and the greater the number of services delivered through them, the better the budgetary pressures that have limited opening hours can be resisted.

7.2 Providing community space in City libraries

More can be done to fully utilise the City's lending libraries as focal points for the community. The Barbican area lacks a suitable community venue and this shortage of suitable local venues can make it difficult for residents to organise their own group activities.

The library is already well used community hub, but it lacks a separate, multi-use, low-cost space, bookable by groups where social activities can be run.

By repurposing some of the space within the existing footprint of the library, such a space can be provided. This space can then enable a variety of community activity to take place in a local and accessible setting, as already takes place at the Artizan Library and the Portsoken Health and Community Centre.

Shoe Lane Library in the West of the City has recently been refurbished to host a new wellbeing area, a cosy seating space, iPads for reading e-magazines and a coffee machine, all of which should encourage social interaction.

7.3 Improving City Corporation community spaces

Of the City's existing community spaces, two were identified in Dr Green's research as not effectively facilitating informal relationship building. There were the Golden Lane Estate Community Centre and the Portsoken Health and Community Centre, known locally as the Green Box. Current projects offer an opportunity to these spaces.

The proposal to refurbish the Golden Lane Estate Community Centre, and locate the City of London Community Education Centre (COLCEC) and the Golden Lane Estate Office on the same site will allow the Centre to remain open for longer by sharing reception staff. This would overcome the issues with access arrangements and opening hours which have contributed to making Centre an underused space. An access agreement should also be arranged with the City of London Primary Academy Islington (COLPAI) to enable Golden Lane residents to use this as an additional community venue.

The freeholders of the Mansell Street estate, the Beetham Organisation, are exploring completely redeveloping the estate to increase the density of homes. The proposal includes the provision of a ground floor public Community Centre to replace the Portsoken Health and Community Centre, as well as a community rooftop top space for Guinness residents. This should provide a more effective and inviting community space for the area.

The management model used for these community spaces matters as much as the design. Residents should feel a sense of ownership, spaces should be inviting and easily adapted to a range of purposes, and booking should be accessible. Again, the Artizan Centre provides an example to follow. Residents can book space and party pay in Time Credits, achieving the dual aims of increasing the amount of activity and making the space more available to people on lower incomes.

The Aldgate Square scheme will also create a new public space conducive to relationship building, providing the Portsoken area with a pleasant, central, open space by the end of 2017. The Aldgate gyratory it replaces was a traffic dominated system that was difficult for all road users to navigate. Instead, the new scheme will be centred upon a large green space available for events, leisure and play. This will host will CityPlay East as well as City Café, a new community venue equidistant between the areas two housing estates.

7.4 Using other community spaces

It is also important to think outside the spaces managed by the City Corporation and to offer support to people in the venues they naturally frequent. This will enable interventions to take place earlier and increase the chances of reaching those who are most isolated.

Potential venues could include the GPs' surgery, pharmacies, supermarkets, housing estate offices, pubs, cafés, places of worship and local cultural venues. For example, volunteers with the proposed perinatal support project could attend the Neaman Practice when the baby clinic is running and talk to new parents, offering further support if it is needed.

Local pharmacists are keen to be more involved with public health work and as 76 per cent of Neaman Practice patients have their prescriptions dispensed at either Portman's Pharmacy on Cherry Tree Walk or Chauhan's Chemist on Goswell Road, these venues provides a means to reach a large proportion of City residents.¹⁶

A recent study by the University of Hertfordshire highlighted the social benefits many older people gain from a trip to the shops and suggested that this could be enhanced by using slower checkout lanes to improve the social aspect of shopping or using special offers to encourage older people to shop at quieter times of the week, making the supermarket a less stressful and more enjoyable environment.¹⁷ Dr Green's study found that the Waitrose on Cherry Tree Walk was a crucial 'bumping space' for Barbican residents and these ideas should be explored with store managers.

¹⁶ City and Hackney Joint Strategic Needs Assessment City Supplement (2014)

¹⁷ Wendy Wills, University of Hertfordshire (2016) <http://www.foodprovisioninlaterlife.com>

8 Approach Three: Early Intervention

Given the risks to health posed by loneliness, and the cumulative impact over time, it is clearly preferable to offer support as soon as possible. Sustained and consistent communication is needed to reach the most isolated – with the most effective forms of communication being service users and volunteers who will champion services to others. There is also a role for all service providers to play in reducing social isolation, from GPs surgeries to libraries and leisure centres.

8.1 Social prescribing

The City already has a pilot social prescribing service, commissioned from Family Action by the CHCCG. This allows GPs to refer patients with social and emotional needs to a Wellbeing Co-ordinator to receive tailored support. This will typically take place over two or three sessions and might result in referrals to welfare advice, walking clubs, art clubs, exercise groups or further support from the community or voluntary sector. Referrals to mental health support or CBT (cognitive behavioural therapy) are also available. If helpful, volunteers with the service can accompany people to the first sessions of a new activity.

The Neaman Practice has improved from being a low referrer of patients into the scheme to an average one, but a number of actions could be taken to ensure social prescribing is fully utilised as a means to support isolated people:

- Raising awareness of social prescribing amongst patients and the public, so if people feel they would benefit from the service they can ask for it, and do not need to wait for their GP to offer;
- Enhancing the social prescribing offer to carers. For most patients, GPs will make a referral to social prescribing if issues of isolation become evident during a consultation. Given the likelihood of carers both experiencing loneliness and attending the GPs' surgery, GPs could pro-actively discuss social wellbeing with all carers and consider referrals to social prescribing;
- Building links with other City services. A referral agreement between Social Prescribing and Fusion Leisure is being piloted and an agreement with Spice Time Credits is being explored;
- Working with Tower Hamlets CCG and ensuring that their new social prescribing service has the information and capacity to effectively support people living in the East of the City;
- Making more use of One Hackney and City for patients with serious physical and mental health problems and those who have previously been reluctant to engage with support;
- The actions listed in improving information below will also help the Wellbeing Coordinators to better tailor their support to a patient's needs and interests. Wellbeing Coordinators work mostly with Hackney or Tower Hamlets patients, and there is a need to make it easy for them to know what is available in the City.

8.2 Improving information

There is already a large amount of community and voluntary activity in the City of London, but barriers can make it difficult for socially isolated people to get involved. Some of these barriers will take considerable effort to overcome while some may be dealt with more simply. Improving communication offers a way a relatively large number of people with low level needs can be supported to engage with the community.

Dr Green's research found that information about current activities had considerable room for improvement and speakers at the Social Wellbeing Panel stressed the need for sustained

and consistent communication reiterating that support is available, in order to intervene as early as possible and reach those most in need.

Communications about the social activity available in the City could be improved by:

- Providing a one-stop website listing community groups and social activities in the City of London;
- Producing a City Over 50s Guide listing the most popular community groups and services working to improve social wellbeing;
- Ensuring full use is made of existing publications such as City Resident and the Barbican Broadcasts to raise awareness of community activity;
- Making more use of new technology such as Meetup and interests.me to enable people to find out about activities and make new connections.

8.3 Assertive outreach

A range of City Corporation services, such as the Fusion Young at Heart Over 50s Group or the reading groups in the libraries provide opportunities for social contact and companionship. Looking at those who have recently dropped out of attending may help identify those affected by social isolation.

Initially staff from the service should contact the resident. They may have an unrelated issue for non-attendance, such as having moved out of the area, or they may have comments relevant to the service. However, staff should also be alert to any social issues that may arise and should either seek to deal with these themselves or seek permission to make a referral to the Community Connectors or other services as appropriate.

Training may be required to enable staff to make the calls confidently and effectively. Targeting people who have recently dropped out of attendance at a group may find people who have experienced a significant life event, such as bereavement. These conversations and subsequent referrals will need to be handled sensitively. The calls may raise a number of issues, for example a fall in income may have caused a resident to stop going to a sports club, and officers will need to access to a wide variety of service to meet this range of needs.

Social Workers should ensure that their work with carers promotes having a life outside of their caring role, making use of referrals to the Reach Out Network, Community Connectors and other sources of support as appropriate. The Carer's Strategy also commits to developing a carer's buddying system to provide additional one to one peer support.

8.4 Financial safeguarding

The City of London Adult Safeguarding Board Sub Group has identified preventing financial abuse as a priority for the City, as this accounts for the second highest number of adult safeguarding alerts in the Square Mile.

Financial abuse has a complex relationship with social wellbeing. Those who are already isolated are more likely to become victims of financial abuse, while those who are targeted are at risk of experiencing a significant emotional impact, increased stress and anxiety, reduced self-esteem and family relationship breakdown.

To tackle financial abuse, a Task and Finish Group with representatives from the City Corporation, City Police and voluntary sector has been established. An awareness raising leaflet will be included alongside every 2017-18 Council Tax Bill and the participating organisations will explore how data sharing between them may enable those at risk of financial abuse to be identified and supported.

9 Approach Four: Building Skills

Developing skills can improve an individual's social wellbeing by enabling them to have more ways to communicate, make new connections and keep in better touch with friends and family. Improvements can also be made by learning to value existing personal relationships as wellbeing assets and by achieving personal development goals to build self-confidence or reframe an individual's attitude to the time they are alone.

9.1 Language skills

Improving the English language skills of those City residents who are not yet fluent will enhance their ability to make new friends outside of their own linguistic community. Chance encounters with neighbours or at the school gates will become more likely to lead to developing friendships, while gaining employment or joining a community group will be made easier. ESOL (English for Speakers of Other Languages) classes have an important role in promoting social integration and community cohesion.

In the 2011 Census, 101 residents said they could not speak English well or at all. These were mainly (80) working age people concentrated in the East of the City. In Portsoken 18 per cent of households contain no-one who speaks English as a main language, 4 per cent of households do not contain an adult who speaks English as a main language and 11 per cent of households contain some adults who do speak English as a main language and some who do not. This means 33 per cent of households in the area could benefit from additional English language education.

Offering additional pre-entry and entry level ESOL classes at Sir John Cass's Foundation Primary School in Aldgate or the Green Box on the Mansell Street Estate would make the classes more accessible to local people in Portsoken. Linking the classes to other community groups, such as the Mansell Street Women's Group with its bilingual outreach workers and community volunteers will extend the reach of the classes into the harder to reach sections of the community.

9.2: Technology tuition

Dr Green's research found that a large number of older people in the City had only very basic computer skills. This was particularly evident in discussing how residents became both physically and visually separated from their families who might live in another part of the UK or abroad, and felt very isolated from them despite regularly speaking to a child or grandchild over the phone. Many people were unaware of the social benefits of using Skype with a camera to keep in closer contact with family or friends.

Providing IT training would enable more people to get online and connect with friends and family or new people who share their interests. Age Concern City of London have previously run a training scheme, ciTy Smart, at the Artizan Library and COLCEC (which also runs its own computer classes). Whilst this was successful at promoting digital inclusion amongst those who are moderately active and engaged, IT training in community venues misses those who are most isolated and unable to travel.

The training should follow the principles laid out by the Good Things Foundation, which found that using peer support, from trained volunteers who have experienced similar challenges to their trainees, and lending people devices to use in their homes was particularly effective. The training should be responsive to the person's needs and interests, but with a focus on establishing social networks both on and offline. This could include closed Facebook and WhatsApp groups for participants, linking them in to special interest groups and forums online and using Skype to keep in touch with family and friends.

The training should also be supplemented by offline events, as it is a lot easier for people to chat to one another online if they have met in person first. Regular drop in IT sessions at a local venue should be available for those who can get there, while occasional social meetings with transport provided for everyone will enable digital relationships to flourish.

An intergenerational aspect to technology training should also be explored. This is something that was piloted previously as part of cITy Smart and St Paul's Girls School in the Barbican area have expressed an interest in playing a role.

9.3 Signposting to relationship advice

Research by Relate found that around one in five couple relationships are distressed to the point where the problems are having a clinically significant impact on one or both partners' wellbeing. There are also clear links between relationship distress and depression, anxiety, increased blood pressure and heightened risk of heart attacks.

Several life events older people are likely to experience, such as retirement, children leaving the home or becoming a carer can put relationships under considerable strain. However, only 4 per cent of Relate clients are over 60. Becoming a parent, particularly for the first time, also puts people at risk of experiencing personal and relationship distress. It is estimated that 40 to 70 per cent of couples experience a decline in relationship quality in their first year of parenthood.

Providers of counselling and support services typically operate a pay-what-you-can-afford model to ensure services are as accessible as possible. However, cultural attitudes often delay people seeking support and research indicates that most people who access relationship counselling believe they left it too late. Personal relationships are widely held to be a private matter and people often feel obliged to address any issues themselves without outside help. Similarly relationship support is often perceived as a specialist activity – the preserve of specific provider organisations. Frontline practitioners may need support to identify relationship distress, value relationships as an asset, and make appropriate referrals.

City Corporation officers and partner agencies should be offered training to help them identify relationship difficulties, respond using active listening and solution-focused techniques, and make appropriate referrals to further support. Embedding relationship support in services which are already accessed and trusted by people, such as GPs, health visitors, social workers and housing officers, can achieve more widespread take up.

Greater use should also be made of the social and emotional wellbeing courses offered by the City and Hackney Wellbeing Network. Courses are available at no charge to City residents and can help individuals to change how they respond to difficult emotions and situations, build self-confidence, develop emotional resilience and take part in arts and other activities in a relaxed and therapeutic setting.

10 Evaluating the impact

Evaluating the impact of any intervention to improve social wellbeing presents a number of difficulties. The stigma associated with loneliness can lead to significant levels of under-reporting. Loneliness is a fluid and subjective state, with vastly different experiences felt between individuals and by the same individual at different times. There will also always be considerable uncertainty as to whether the most vulnerable have been reached, as the most isolated are by definition not known to services and not easily found.

10.1 Public Health Outcomes Framework

The Public Health Outcomes Framework can provide one indicator. This asks Adult Social Care service users and informal carers whether they are satisfied with their current level of social contact. Improving these scores would be an encouraging sign. However, the confidence intervals attached to the data for the City of London are high, making any change unlikely to be statistically significant. The indicator also does not attempt to measure reductions in loneliness in the general population at a stage before they begin to require care, although the Department of Health has said that it will introduce such a measure.

10.2 Quantitative scales

Individual interventions should be evaluated using a quantitative scale to numerically measure participants' feelings about their own level of social contact. A number of different scales are available, with varying degrees of academic rigour, sensitivity and clarity between different types of loneliness.

The Campaign to End Loneliness Measurement Tool has undergone academic tests to ensure it produces valid and reliable results, it is short enough to be used routinely by service providers and it contains positive, sensitive, non-stigmatising language. Participants are asked to answer the following three questions on a scale of strongly disagree to strongly agree:

- I am content with my friendships and relationships
- I have enough people I feel comfortable asking for help at any time
- My relationships are as satisfying as I would want them to be.

Answers are combined to place each individual on a twelve point scale, ranging from lowest social wellbeing to highest.

This can be used to evaluate a service in two stages. All new participants should be asked to answer the questions at an early stage. This will provide a baseline and will also allow the service to check whether it is engaging with participants who truly need help to improve their social wellbeing. This is not intended filter out individual participants, as the scale has explicitly not been designed or tested to work as a screening tool. However, it may provide an indication that a service needs to refocus its outreach work.

After a period of six to twelve months all participants should be asked to answer the questions again. The focus will now be on how people's scores have changed over time. If someone scores '9' at one point, and then '7' three months later (after having been matched with a befriender, for example) it is reasonable to assume that their experience of loneliness has decreased.¹⁸

¹⁸ Campaign to End Loneliness 'Measuring your impact on loneliness in later life', <http://www.campaigntoendloneliness.org/wp-content/uploads/Loneliness-Measurement-Guidance1.pdf>

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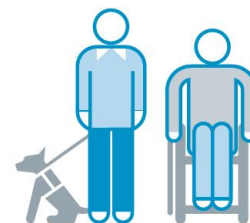
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Social Wellbeing Strategy – Public Consultation Summary

A public consultation on the Social Wellbeing Strategy was held throughout September. A total of 55 people responded.

Views on the Strategy

The consultation found wide ranging support for the Social Wellbeing Strategy:

- Four in five people agreed or strongly agreed with the Social Wellbeing Strategy overall

“I like the holistic approach that combines personal support and community building.”

However, some proposals were more popular than others:

- Three in four people agreed with Approach One (pro-actively reaching, understanding and supporting lonely individuals)

“Some people are afraid to join groups so agree that having someone to encourage participation is a good idea.”

- Four in five people agreed with Approach Two (unlocking the community's potential to respond to the challenge of loneliness)

“Important that people come together naturally and do not feel forced.”

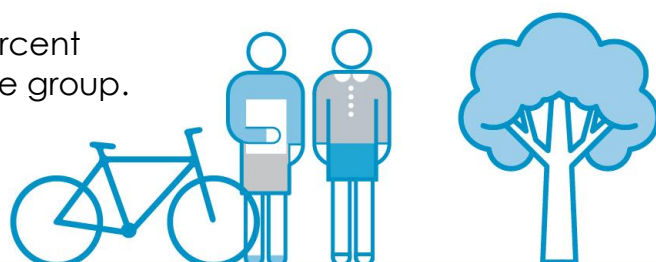
- Two in three people agreed with Approach Three (valuing personal assets and improving skills to make the most of existing relationships and enable new ones to form)

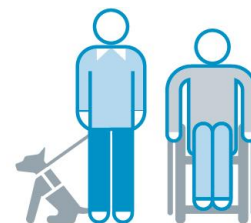
“Through IT inclusion they can communicate and perhaps even remain in contact with families via Skype.”

Views of groups known to be at risk of social isolation

We also asked certain demographic groups whether enough was being done to meet their specific needs:

- Older people were very supportive, with 83 percent saying the strategy offered enough to their age group.





"I have witnessed how elderly neighbours have suffered social isolation, so much so that they end up waiting sitting in a chair for a weekly visitor to come."

- Parents of young children were also supportive, with 69 percent saying the strategy offered enough to meet their needs. Many also said a lack of childcare would stop them getting out.

"Finding childcare can stop parents from getting involved. My mum can come in with notice, but for quick things it isn't worth her time or train fare. Local babysitting circles might help."

- LGBT* (Lesbian, Gay, Bisexual and Transgender) people were also positive, with 50 percent saying the strategy offered enough to meet the needs of older people from this community.

"Something has to change. Old people are proud and do not want to bother younger people but we must insist that it's our duty as we too will be there one day."

- People with disabilities were uncertain whether enough was being proposed to meet their needs, 25 percent said it was, 25 percent said it wasn't and 50 percent didn't know.

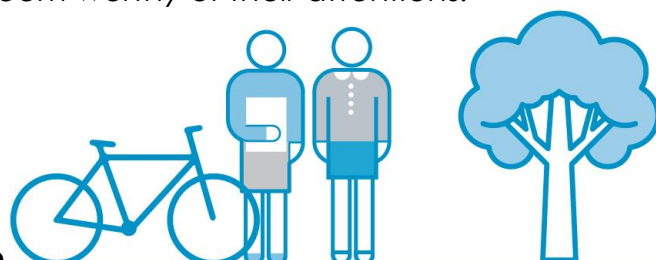
"Be careful not to make people feel like they are some kind of project as opposed to actual care. Community cohesion isn't always dependent on council involvement."

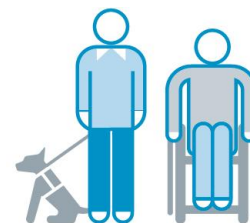
- People with caring responsibilities felt the strategy could propose more to meet their needs, 33 percent said it offered enough, 40 percent said it did not.

"Many carers are both socially isolated and lonely, but have precious little free time to engage in anything else, due to the constraints of their caring role. This is important, as it informs approaches."

- BAME (Black and Minority Ethnic) people were clear that not enough was being proposed to meet the needs of older people from these communities; only 9 percent said enough was on offer, while 46 percent disagreed.

"We have a surfeit of middle aged, upper middle class, white women who would love nothing better than getting their hands on money so that they can inefficiently and ineffectively run patronising "groups" for those they deem worthy of their attentions."





Conclusions from the Consultation

Many useful suggestions and helpful comments were received during the consultation. As a result of this we know we need to:

- Ensure that the actions in Approach One do not come across as invasive or patronising and are genuinely community and volunteer led

"The 'Community Connector' sounds like a horrific mix of interfering, middle class, busy-body / bully and City snooper."

- Look at what specialist support is available to help those with social anxiety engage with the wider community

"For many people loneliness is a consequence of social anxiety/phobia. Providing opportunities for social contact is no use to someone for whom social contact is an ordeal."

- Look again at what more we can do to support carers who have too little time for themselves

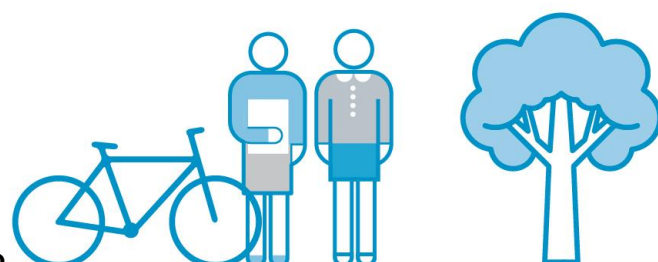
"Nothing you are suggesting will enable me to go out and build a life of my own or have a relationship with someone."

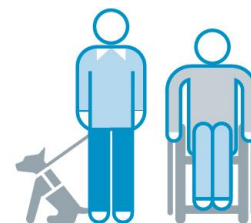
- Look at what extra support we can provide to parents, around childcare and around enabling deeper friendships to form between new parents

"So hard to make friends as an adult - as subtle as possible to the approaches to groups is needed, otherwise you will just get the normal outgoing people turning up."

- Engage in targeted consultation with BAME City residents and seek advice from other local authorities and charities that have had success working to reduce isolation amongst older BAME people

"Look at how other boroughs have established solutions for the needs and requirements of different ethnic groups, however having said that the City should not create too many sub-groups, we are all British."





Our Next Steps

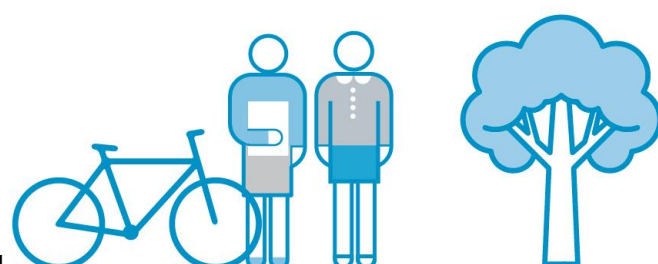
While the Social Wellbeing Strategy was well received in the public consultation, it is also clear we could do more to meet the needs of a number of specific groups.

The Chairman of Community and Children's Services Grand Committee has convened a Social Wellbeing Panel.

The Panel will hear from a range of expert witness from national charities, other local authorities and projects working directly to improve social wellbeing. It will look specifically at:

- the experiences of BAME older people
- the experiences of people with physical and mental health problems
- the experiences of parents of young children
- the experiences of City residents who do not live on the main estates
- promising approaches to improving social wellbeing.

The Panel will report in the new year and its conclusions, along with the feedback gained through the public consultation, will be used to shape the final draft of the Social Wellbeing Strategy.



TEST OF RELEVANCE: EQUALITY ANALYSIS (EA)

The screening process of using the Test of Relevance template aims to assist in determining whether a full Equality Analysis (EA) is required. The EA template and guidance plus information on the Equality Act and the Public Sector Equality Duty (PSED) can be found on Colnet at: <http://colnet/Departments/Pages/News/Equality-and-Diversity.aspx>

Introduction

The Public Sector Equality Duty (PSED) is set out in the Equality Act 2010 (s.149). This requires public authorities, in the exercise of their functions, to have ‘due regard’ to the need to:

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity between people who share a protected characteristic and those who do not, and
- Foster good relations between people who share a protected characteristic and those who do not

The characteristics protected by the Equality Act 2010 are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership.
- Pregnancy and maternity
- Race
- Religion or belief
- Sex (gender)
- Sexual orientation

What is due regard?

Page 195

- It involves considering the aims of the duty in a way that is proportionate to the issue at hand
- Ensuring that real consideration is given to the aims and the impact of policies with rigour and with an open mind in such a way that it influences the final decision
- Due regard should be given before and during policy formation and when a decision is taken including cross cutting ones as the impact can be cumulative.

The general equality duty does not specify how public authorities should analyse the effect of their business activities on different groups of people. However, case law has established that equality analysis is an important way public authorities can demonstrate that they are meeting the requirements.

Even in cases where it is considered that there are no implications of proposed policy and decision making on the PSED it is good practice to record the reasons why and to include these in reports to committees where decisions are being taken.

It is also good practice to consider the duty in relation to current policies, services and procedures, even if there is no plan to change them.

How to demonstrate compliance

Case law has established the following principles apply to the PSED:

- **Knowledge** – the need to be aware of the requirements of the Equality Duty with a conscious approach and state of mind.
- **Sufficient Information** – must be made available to the decision maker
- **Timeliness** – the Duty must be complied with before and at the time that a particular policy is under consideration or decision is taken not after it has been taken.
- **Real consideration** – consideration must form an integral part of the decision-making process. It is not a matter of box-ticking; it must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- **Sufficient information** – the decision maker must consider what information he or she has and what further information may be needed in order to give proper consideration to the Equality Duty
- **No delegation** - public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the Equality Duty, are required to comply with it, and that they do so in practice. It is a duty that cannot be delegated.
- **Review** – the duty is continuing applying when a policy is developed and decided upon, but also when it is implemented and reviewed.

However there is no requirement to:

- Produce equality analysis or an equality impact assessment
- Indiscriminately collect diversity data where equalities issues are not significant

- Publish lengthy documents to show compliance
- Treat everyone the same. Rather, it requires public bodies to think about people's different needs and how these can be met
- Make services homogeneous or to try to remove or ignore differences between people.

The key points about demonstrating compliance with the duty are to:

- Collate sufficient evidence to determine whether changes being considered will have a potential impact on different groups
- Ensure decision makers are aware of the analysis that has been undertaken and what conclusions have been reached on the possible implications
- Keep adequate records of the full decision making process

Test of Relevance screening

The Test of Relevance screening is a short exercise that involves looking at the overall proposal and deciding if it is relevant to the PSED.

Note: If the proposal is of a significant nature and it is apparent from the outset that a full equality analysis will be required, then it is not necessary to complete the Test of Relevance screening template and the full equality analysis and be completed.

The questions in the Test of Relevance Screening Template to help decide if the proposal is equality relevant and whether a detailed equality analysis is required. The key question is whether the proposal is likely to be relevant to any of the protected characteristics.

Quite often, the answer may not be so obvious and service-user or provider information will need to be considered to make a preliminary judgment. For example, in considering licensing arrangements, the location of the premises in question and the demographics of the area could affect whether section 149 considerations come into play.

There is no one size fits all approach but the screening process is designed to help fully consider the circumstances.

What to do

In general, the following questions all feed into whether an equality analysis is required:

- How many people is the proposal likely to affect?
- How significant is its impact?
- Does it relate to an area where there are known inequalities?

At this initial screening stage, the point is to try to assess obvious negative or positive impact.

If a negative/adverse impact has been identified (actual or potential) during completion of the screening tool, a full equality analysis must be undertaken.

If no negative / adverse impacts arising from the proposal it is not necessary to undertake a full equality analysis.

On completion of the Test of Relevance screening, officers should:

- Ensure they have fully completed and the Director has signed off the Test of Relevance Screening Template.
- Store the screening template safely so that it can be retrieved if for example, Members request to see it, or there is a freedom of information request or there is a legal challenge.
- If the outcome of the Test of Relevance Screening identifies no or minimal impact refer to it in the Implications section of the report and include reference to it in Background Papers when reporting to Committee or other decision making process.

1. Proposal / Project Title: Social Wellbeing Strategy

2. Brief summary (include main aims, proposed outcomes, recommendations / decisions sought):

The strategy aims to reduce social isolation and loneliness amongst City of London residents. This is an important part of wellbeing and has an impact on physical and mental health and adult safeguarding. The strategy proposes a range of actions to identify and support lonely people, strengthen community responses to loneliness and offer skills training to at risk individuals to guard against loneliness.

3. Considering the equality aims (eliminate unlawful discrimination; advance equality of opportunity; foster good relations), indicate for each protected group whether there may be a positive impact, negative (adverse) impact or no impact arising from the proposal:

Protected Characteristic (Equality Group) <input checked="" type="checkbox"/>	Positive Impact	Negative Impact	No Impact	Briefly explain your answer. Consider evidence, data and any consultation.
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Loneliness is particularly prevalent amongst older people. A recent report by Age UK found that 7% of over 65s said they were always lonely and 33% were often. Those in later old age (75+) are more likely to be affected. There are reasons to believe that this is a particular issue in the City, due to its older population and the prevalence of single person households. Greater London has an average of 11% of residents over 65, while the City has 14%, and 51% of these older people live alone, compared to a national average of 33%. The strategy is written with older people in mind and successful efforts to reduce loneliness will have a positive impact on this group.
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Having a mobility, cognitive or sensory impairment puts an individual at greater risk of experiencing loneliness. The Public Health Outcomes Framework states that 57.5% of people receiving long term support from ASC in the City are dissatisfied with their current level of social contact. Reductions in loneliness will have a positive impact on this group and sections of the strategy on social prescribing, partnering with the Fire Service Home Visit program and use of IT skills training are written with this group in mind.
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Transgender individuals are also generally at greater risk of experiencing loneliness. However, the research the City Corporation commissioned did not raise this as a particular local issue and this has not been a focus of the strategy. While lonely transgender people should be positively impacted by the actions the strategy outlines and would be welcomed at the proposed City of London LGBT* group, there is not enough evidence of need or specific targeting to suggest there would be group-wide positive impact.
Marriage and Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	While having a partner and feeling close to them is a strong protective factor against loneliness, not feeling close to them is more of a loneliness risk factor than being single. Those who are separated, divorced or widowed are also at greater risk of isolation. The strategy targets both groups. It aims to provide relationship counselling at an earlier stage to those in partnerships experiencing problems.

				Services like the Community Connectors and Neighbour Networks aim to give single people meaningful social contact outside of their own households.
Pregnancy and Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Becoming a parent is a significant risk factor for loneliness. A recent survey for Family Action found 20% of new mothers lack adequate support networks. This rises to 30% in low-income households. We believe the problem is especially severe in the City due to the transient nature of part of the high-income population and anecdotal evidence from Children's Social Care and Early Years staff. The strategy aims to provide for this group by expanding social prescribing to new parents, suggesting advice and counselling to those who find having a baby puts their relationship under strain, and aiming to build supportive networks in communities and between neighbours.
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Nationally, loneliness is worse amongst BAME groups. In the UK, 24% to 50% of older people born in China, Africa, the Caribbean, Pakistan and Bangladesh report that they are lonely. Research commissioned by the City Corporation found that ethnicity was a driver of loneliness in the Portsoken area, where 28% of the population are of Asian origin. The Bangladeshi population here has been historically 'hard to reach' and the loneliness interventions proposed will need carefully targeting to adequately engage this group. Several residents speaking to the researchers commented that there was no 'bridge' that allowed people from different groups to mix. Enhanced community development work will help with this. A third of Portsoken households contain at least one person with little or no English and these people are likely to originate from outside the UK. Providing additional ESOL classes will assist those whose language skills contribute to their isolation.
Religion or Belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Religion is not thought to act on an individual's risk of loneliness independently of race. Being an active member of a faith group can be a protective factor against loneliness. The loneliness strategy seeks to work with faith groups to utilise their ability to reach lonely people who share their beliefs. This will not be done to the detriment of people of no religion or belief and most actions proposed by the strategy have no religious aspect.
Sex (i.e gender)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	It is hard to quantify the prevalence of loneliness by gender. Women are more likely to report being lonely. However, when viewed objectively women will have a far greater number of social connections than men who report the same level of loneliness. For this reason, there is thought to be significant under-reporting amongst men. The strategy targets both groups equally.
Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Loneliness is known to be an issue for older LGB people – caught between a LGB social scene that focuses on younger people and traditional community groups where they may feel unable to be themselves. The research the City Corporation

commissioned found this to be a pressing issue amongst older gay men in the Barbican Estate. The strategy seeks to address this and the City Corporation will work with Opening Doors London, a part of Age UK dedicated to supporting this group. An informal, local and supportive social group will be provided by ODL and supported by their volunteers and befrienders. Ultimately it is envisaged that the group will be run by City of London volunteers as they grow in skills and confidence.

4. There are no negative/adverse impact(s) Please briefly explain and provide evidence to support this decision:	Loneliness can affect anyone, but it is especially prevalent amongst people who have a number of the protected characteristics; older age, disability, pregnancy/maternity, BAME people and LGBT people. Because of their more at risk status, efforts to target loneliness in general terms will have a more positive impact on people who share these characteristics than on the average person. Targeted efforts to reach and support people with a particular 'at risk' protected characteristic will enhance this affect. Efforts to target loneliness will not have a negative impact on any group of people who share a protected characteristic, although the interventions proposed will need to be kept under review to ensure that no one at risk group is left behind.		
5. Are there positive impacts of the proposal on any equality groups? Please briefly explain how these are in line with the equality aims:	Targeted efforts to tackle loneliness amongst older people, people with disabilities, new parents, BAME and LGB people should reduce longstanding inequality of opportunity between people who share these protected characteristics and those who do not. Examples such as an LGBT* social group, community development work aiming to build bridges between neighbours of different ethnicities and relationship counselling and support for new parents will provide enhanced positive impacts on specific at risk groups. Efforts to support isolated individuals to join community activities and encourage new community groups to form will provide an opportunity to foster good relations between those who share these protected characteristics and those who do not.		
As a result of this screening, is a full EA necessary? (Please check appropriate box using <input type="checkbox"/>)	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	Briefly explain your answer: No negative impacts on any of the protected characteristics groups have been identified.
7. Name of Lead Officer: Adam Johnstone		Job title: Strategy Officer	Date of completion: 20 July 2016

Signed off by Department Director :

Ade Adetosoye

Name: Ade Adetosoye

Date: 29/09/16

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