



## Community & Children's Services Committee

**Date:** FRIDAY, 9 FEBRUARY 2018

**Time:** 11.30 am

**Venue:** COMMITTEE ROOMS, WEST WING, GUILDHALL

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

**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

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. **PRESENTATION: WESTMINSTER DRUG PROJECT**
5. **THE CITY AND HACKNEY SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2016/17**  
Report of the Director of Community & Children's Services.  
  
**For Information**  
(Pages 9 - 82)
6. **SAFEGUARDING CHILDREN'S BOARD ANNUAL REPORT**  
Report of the Director of Community & Children's Services.  
  
**For Information**  
(Pages 83 - 86)
7. **CITY OF LONDON CORPORATION'S APPRENTICESHIP PROGRAMME**  
Report of the Director of Community & Children's Services.  
  
**For Information**  
(Pages 87 - 90)
8. **CITY OF LONDON AND GRESHAM ALMSHOUSES, EAST LODGE AND COMMUNAL AREAS - REFURBISHMENT WORKS**  
Report of the Director of Community & Children's Services.  
  
**For Decision**  
(Pages 91 - 106)
9. **STRONGER COMMUNITIES AND SMALL GRANTS PROGRAMME**  
Report of the Director of Community & Children's Services.  
  
**For Decision**  
(Pages 107 - 136)

10. **DRAFT DEPARTMENTAL BUSINESS PLAN 2018/19**  
Report of the Director of Community & Children's Services.

**For Information**  
(Pages 137 - 140)

11. **REVISED ELIGIBILITY CRITERIA FOR THE CITY EDUCATIONAL TRUST FUND AND THE CITY OF LONDON CORPORATION COMBINED EDUCATION CHARITY**  
Report of the Director of Community & Children's Services.

**For Decision**  
(Pages 141 - 148)

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

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

14. **EXCLUSION OF THE PUBLIC**

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

**For Decision**

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

15. **NON-PUBLIC MINUTES**

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

**For Decision**  
(Pages 149 - 152)

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

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

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## COMMUNITY & CHILDREN'S SERVICES COMMITTEE

**Friday, 12 January 2018**

Minutes of the meeting of the Community & Children's Services Committee held at Committee Rooms, West Wing, Guildhall on Friday, 12 January 2018 at 11.30 am

### **Present**

#### **Members:**

Rehana Ameer	Angus Knowles-Cutler
Randall Anderson (Deputy Chairman)	The Lord Mountevans
Tom Anderson	Deputy Joyce Nash
Matthew Bell	Barbara Newman
Peter Bennett	Susan Pearson
Ben Murphy	William Pimlott
Adrian Bastow	Deputy Elizabeth Rogula
James de Sausmarez	Ruby Sayed
Mary Durcan	Mark Wheatley
John Fletcher	Deputy Philip Woodhouse
Marianne Fredericks	George Abrahams
Prem Goyal	Mark Bostock
Alderman David Graves	Jason Pritchard
Deputy the Revd Stephen Haines	Deputy Catherine McGuinness
Caroline Haines	
Deputy Henry Jones	

#### **Officers:**

Paul Murtagh	-	Community & Children's Services Department
Chris Pelham	-	Community & Children's Department
Jacquie Campbell	-	Community & Children's Services Department
Natasha Dogra	-	Town Clerk's Department
Gerald Mehrtens	-	Community & Children's Services Department
Mark Jarvis	-	Chamberlain's Department
Kamal Giwa	-	City Surveyor's Department
Mark Lowman	-	City Surveyor's Department

#### **1. APOLOGIES**

Apologies had been received from Dhruv Patel, Mr Tomlinson and Laura Jorgensen.

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

There were no declarations of interest.

#### **3. MINUTES**

RESOLVED – That the Committee approved the minutes from the meeting of 9 November 2017.

Matters Arising:

The Director informed Members that the Aldgate Pavilion opening date was now 21<sup>st</sup> February 2018.

4. **PRESENTATION: REGISTRATION SERVICE**

The Committee received a presentation regarding the Registration Service which covered the following areas:

- Registration of key life events – births, deaths and marriages
- Register and conduct marriages and civil partnerships
- Location – Guildhall and Islington Town Hall
- Approve venues for civil marriage and civil partnership
- Issue administrative religious buildings for worship.

Members noted that the key facts from 2017 included:

- 862 death registrations, 151 marriages & civil partnerships
- 91% of deaths registered within 5 days
- Next day appointments available for deaths and statutory notices of marriage & civil partnership
- 85% of customers book appointments online
- Ceremonies marketed through Say I Do website
- Marketing exercise to attract more venues
- High assurance rating from recent audit by General Register Office
- Tell Us Once project – information on deaths to be shared with internal and external departments.

In response to a query Officers informed the Committee that information relating to figures from the East of the City could be provided by the London Borough of Tower Hamlets for Members.

RESOLVED - that Members received the presentation.

5. **CHILDREN'S CENTRE SERVICES - REVIEW 2018**

Members received a report of the Director of Community and Children's Services. Members noted the plans for a review of the City of London Children's Centre Services. The City of London has 1 Children Centre based at Sir John Cass, however, Children Centre services are commissioned and delivered across the whole of the City of London. This will be the first review of these services undertaken since the Children Centre was first designated in 2007.

The review will initially seek to identify and set out the current offer in terms of design, location, cost, impact and quality of early years services for young children and their families across the whole of the City of London.

Children and Families will be consulted on what they want and how these services meet their needs. This information will be central to the proposals that will be brought back to this Committee at the end of the review.

In response to a query it was noted that the review was not being undertaken as part of a savings exercise and whilst recommendations may emerge that

suggest a possible re-design of services, any such recommendations will be made with the purpose of improving the outcomes and the impact of the children centre services offer.

RESOLVED: That Members noted the report.

**6. FIRE SAFETY UPDATE**

Members received a report of the Director of Community and Children's Services, updating Members on the progress that has been made in relation to fire safety matters since the last update reports submitted to the various Committees in July, September and November 2017.

Frankham Risk Management Services Limited has been commissioned to carry out new FRAs for each of our residential blocks. These new FRAs will be very detailed and will cover not only those areas previously inspected, but also any further concerns raised since the Grenfell Tower fire.

Previous FRAs carried out on the City Corporation's residential blocks have been Type 1 FRAs as required by legislation. The new FRAs are Type 3 FRAs, which go beyond the requirements of the Regulatory Reform (Fire Safety) Order 2005, covering everything required for a Type 1 FRA but also providing for an assessment of the arrangements for means of escape and fire detection (that is, smoke alarms) within a sample of the flats (typically around 10%). A Type 3 FRA is non-destructive but the fire resistance of doors to rooms and compartmentation within the flat is considered. The survey work on the new FRAs for our social housing estates is now complete and will be reported to Committee in due course.

Members noted that following discussions with representatives of the London Fire Brigade (LFB), an Action Plan has been developed and implemented to ensure the safety of residents in Great Arthur House. The Action Plan includes:

- the installation of a communal fire alarm system as a temporary measure until a permanent hard-wired fire alarm system can be installed.
- the delivery, and installation where required, of individual smoke detectors to all flats in Great Arthur House.
- the introduction of a 'Waking Watch', a team of four security staff patrolling the building at all times, whose role is to alert residents in the event of a fire and to assist in any evacuation process.
- the introduction of an evacuation process for residents in the event of a fire.

In response to a query Members were informed that implementation of these measures will be sufficient to give the City Corporation time to address the compartmentation issues. Once the compartmentation issues have been rectified, it is intended that the 'stay put policy' will be reintroduced.

Officers have recently commenced a review of the estate walkabouts and checks, with a view to improving consistency and monitoring, and to introducing an automated system for recording data and follow-up actions.

Members noted that a number of draft reports were being prepared regarding various housing estates' risk assessments. These were currently being quality assessed along with actions plans being written. Officers hoped to submit these to Committees for considered in March 2018.

In response to a query regarding resources it was noted that City Corporation departments were working in coordination to avoid duplication of work and to ensure a joined up approach was being taken.

RESOLVED - that the Members noted the report.

**7. MEANS TESTED LEASEHOLDER LOANS**

Members received a verbal update regarding the means tested leaseholder loans and noted that work on the review would begin in April 2018. Officers hoped to update Members on the progress made at the May Committee meeting.

RESOLVED – that the update be noted.

**8. SIR JOHN CASS FOUNDATION PRIMARY SCHOOL AND CITY RESIDENTS EDUCATIONAL PROGRESS REPORT**

Members received a report of the Director of Community and Children's Services.

The annual report looks at how well the education service in the City of London is meeting our aspirations for children and young people's educational outcomes.

The data in the report are drawn from a range of sources. Where available, comparisons have been made between performance of City of London resident children in Islington schools, Sir John Cass's School and the inner London and national performance. The analysis covers the last full academic year, 2016/17 and includes some trends from 2011/12, where the data are available. This annual report.

Officers provided Members with an overview of learning and achievement of primary aged pupils in the City of London during the 2016/17 education year. The cohort reported on includes all the children at Sir John Cass Foundation Primary School (with the City resident pupils reported as a distinct group within this); the City residents at Prior Western Primary School and City residents attending other Islington Primary schools.

Members agreed that good progress had been made. It was noted that the figure relating to attendance and absence was not of concern and attendance at the school was exemplary; absence levels were well below London and nationwide figures. Members were informed that the relationship with Prior Western School continued to work well.

RESOLVED – That Members noted the report.



9. **INTEGRATED COMMISSIONING SUB-COMMITTEE UPDATED TERMS OF REFERENCE**

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

This paper presents updated Terms of Reference for the City of London Corporation Integrated Commissioning Sub-Committee which forms part of the governance arrangements for integrated commissioning.

The City of London Integrated Commissioning Board (ICB) provides the political decision-making for integrated commissioning in the City of London and consists of the Integrated Commissioning Sub-Committee of the Community and Children's Services Committee and a committee of City and Hackney Clinical Commissioning Group (CCG) Governing Body. These two committees meet at the same time to make decisions on the same issues – known as meeting as 'committees in common'.

In the future these meetings will also include representatives from the London Borough of Hackney who will be making their own decisions with the CCG as committees in common.

The Terms of Reference have been updated to reflect that the ICB meeting will now consist of three parties rather than the previous two. Although these three parties will meet at the same time, the City of London Corporation Integrated Commissioning Sub-Committee and the CCG will still make any decisions in relation to commissioning for health and social care in the City of London.

The Terms of Reference also reflect that three Members have to be present for the Integrated Commissioning Sub-Committee to be quorate and that appointed deputies can attend the meetings in order to ensure quoracy.

RESOLVED – That Members agreed the updated Terms of Reference for the Integrated Commissioning Sub-Committee. The Committee agreed that Ms Fredericks be appointed in place of Deputy Nash as a full Member of the Sub Committee, with Ms Sayed continuing to serve as a substitute Member.

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

A Member raised a question and began by passing on his congratulations to all those involved in the Lantern Festival organised by the Cityplay East. It was a huge success. Going forward Members asked Officers to look to making this a permanent fixture in the calendar in the same way as "Beating of the Bounds".

Officers thanked the Member for his question and his kind words. Officers said they were delighted by the success of the Lantern parade run by Aldgate Community Events (ACE) with our support. We would also be keen to make it an annual event, so will be discussing this with ACE's Management Board later this month.

Officers are very pleased to say that the Community Fair will, indeed, be run this year. The Neighbourhoods Development & Engagement Team, in Housing, will be leading on this and, it has been agreed that the location for this year's Fair will be the new Aldgate Square. We will be working with ACE, St Botolph's Church, Sir John Cass Primary School, the East London Mosque, the Bevis Marks Synagogue and other community groups to make this a truly multi-cultural event, reflecting the diversity of the east of the City.

The provisional date of the Fair is the weekend of 16-17 June, to integrate with the Aldgate Play and St Botolph's Day and create a 2 day celebration of Aldgate's community, past and present. Officers are awaiting confirmation that the Square will be completely finished before finalising the date.

A Member requested an update regarding City of London Primary Academy Islington. The Director informed Members that pupils would be located at the site by September 2019; if this was not possible a temporary site would be made available. Members noted that a planning application would be submitted by 1<sup>st</sup> March 2018 which gave Officers ample time to consider the application. Officers said rigorous fire assessments would be undertaken to ensure the planning application complied with all fire regulations. In regard to the location of the hall, Officers said that following an extensive consultation process the height of the hall had been reduced and the hall would not be moved.

Members raised a query regarding the use of personal data relating to rough sleepers. Officers said a strategy was in place to ensure that personal data was not shared with the Home Office or any other third parties. The City Corporation's policy was to not share any individual data but there could be targeted enforcement action taken when an individual is at risk. Members would receive a full rough sleeping update at their meeting in March 2018.

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**  
There was no urgent business.
12. **EXCLUSION OF THE PUBLIC**  
RESOLVED - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act.
13. **NON-PUBLIC MINUTES**  
RESOLVED – That Members approved the non-public minutes of the meeting of 17 November 2017.
14. **HOUSING DELIVERY PROGRAMME - PROGRESS REPORT**  
Members received a report of the Director of Community and Children's Services.
15. **WINDSOR HOUSE ESTATE**  
Members considered a report of the Director of Community and Children's Services.

**16. CITY OF LONDON REGISTRATION SERVICE CONTRACT**

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

**17. ANNUAL WAIVERS REPORT 2016/17**

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

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

There were no questions.

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

There was no urgent business.

**The meeting ended at 1:00pm.**

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Chairman

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

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<b>Committee(s):</b>	<b>Dated:</b>
Safeguarding Sub Committee City of London Grand Committee	06/02/2018 09/02/2018
<b>Subject:</b> The City and Hackney Safeguarding Adults Board Annual Report 2016/17 presented by Dr Adi Cooper Independent chair of the CHSAB and Melba Gomes, Interim CHSAB Manager.	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b> Melba Gomes, City and Hackney Safeguarding Adults Board Manager	

## Summary

The City and Hackney Safeguarding Adults Board is a statutory Board and Annual Report is statutory

In summary during 2016/17

- City partnership has been driving forward work on financial abuse and social isolation.
- There have been 4 Safeguarding Adult Reviews in 2016/17, none of which were for City residents
- Learning has come back into the City however via the SAR workshops.

## Recommendation

Members are asked to:

- Note the report.

## Main Report

### 1 Background

- 1.1 The London Borough of Hackney and the City of London have diverse, vibrant communities, with many organisations and individuals not only providing effective adult safeguarding, but also committed to the Safeguarding Adults Board and the partnership it represents. The City and Hackney Safeguarding Adults Board is a multi-agency partnership of statutory and non-statutory stakeholders. This report sets out an appraisal of safeguarding adults activity of those agencies across the City of London and Hackney boroughs in 2016/2017.

- 1.2 The Care Act sets out a clear statutory framework for how local authorities and other key partners, such as care providers, health services, housing providers and criminal justice agencies, should work together to protect an adult's right to live in safety, free from abuse and neglect. It introduces new safeguarding duties for local authorities including: leading a multi-agency local adult safeguarding system; making or causing enquiries to be made where there is a safeguarding concern; carrying out Safeguarding Adults Reviews; arranging for the provision of independent advocates; and hosting Safeguarding Adults Boards.
- 1.3 In setting out a statutory requirement for Safeguarding Adults Boards for the first time, the Care Act establishes three core duties for those Boards: The Board must:
- a) Publish a strategic plan for each financial year that sets out how it will meet its main objectives and what the members will do to achieve this.
  - b) Conduct any Safeguarding Adults Reviews as may be required.
  - c) Publish an annual report detailing what the SAB has done during the year to achieve our main objectives and implement its strategic plan.

This annual report is provided in line with this requirement.

## **2 Key Achievements**

In line with its strategy, key achievements for the Board in 2016/2017 include:

- 2.1 Following the presentation by Detective Inspector Phil Brewer on Modern Slavery in the previous year, each partner identified a lead for Modern Slavery. A policy was adopted which provided guidance on how to work with child and adult victims
- 2.2 Arising from findings from a SAR, the 'self-neglect policy' was reviewed and improved. A multi-agency file audit was instigated, which focused on the theme of self-neglect, and priorities for improvement identified by SARs.
- 2.3 In response to the findings of a SAR, the CHSAB commissioned a report and best practice guide for supported housing service providers on sexuality, consent and sexual relations when working with older people.
- 2.4 An escalation protocol was produced to provide a process for partner agencies to resolve, or escalate for resolution, professional disagreements regarding the actions, inactions or decisions of another partner agency in exercising its responsibilities.
- 2.5 To prevent cases that would be appropriate for consideration under the SAR protocol from slipping through the net and improve understanding, a referral process was agreed, circulated in all agencies and disseminated to staff.

- 2.6 The Board has recognised the need to identify and support safeguarding champions in the voluntary sector.
- 2.7 The CHSAB funded training to build staff competence and to increase knowledge in particular areas of practice to prevent recurrence of issues identified in the SARs.
- 2.8 In line with good practice stipulated in the Care Act 2014 and further amplified in the Multi Agency Pan London Policy and Procedures, a representative of local Housing organisations was invited to join the CHSAB.
- 2.9 In response to the absence of representation from the Care and Support services on the Board, as identified by this group themselves, members of the adult social care Provider Forum elected a representative to join the CHSAB.
- 2.10 Partners of the CHSAB and the Chair have visited community groups to engage with the wider community on safeguarding issues. It has agreed a SAR communication strategy and is working on a model for user engagement.
- 2.11 Members of Board have audited themselves to identify where they need to make improvements in adult safeguarding and have created action plans to address the deficits
- 2.12 In line with the City of London's Safeguarding Adults business plan, work has been undertaken by the City of London Financial Abuse Task and Finish Group. A Data sharing agreement is being drawn up with key partners and stakeholders, including the police, trading standards, housing and commissioned advice service. Work has also been done on social isolation, which has been reported to the subgroup.
- 2.13 City of London is represented on all SAB sub groups, with the Assistant Director chairing the SAR sub group of the Board. A new performance digest including key safeguarding performance indicators will be fully reportable in 2017-2018, due to the recent appointment of a performance strategist.

### **3 Safeguarding Adult Reviews**

During this year 4 Safeguarding Adult Reviews were completed. While each SAR has identified specific issues for learning, there are some shared themes for learning i.e. the need for:

- a) Effective working together arrangements across agencies
- b) Coordinated working together on a case with one agency taking the lead, including effective communication between all parties
- c) Thorough risk assessment and risk management
- d) Shared ownership of risk
- e) Understanding of the Mental Capacity Act and its application

All four SARs from previous years were completed during 2016/17. The Board noted that these have taken some time to complete. Various processes were used to complete the SARs and it is becoming clearer about the way forward to ensure timely completion of SARs to improve learning and impact. The Board has agreed a series of events during 2017/18 to promote learning from the SARs

#### **4 2016-17 Data**

- 4.1 Safeguarding - The number of safeguarding concerns received from April 2016 to March 2017 was 29: 25 were within the City of London and 4 were outside the City. There has been a slight decrease in alerts raised this year: in comparison there were 34 alerts raised in 2015-2016, with 3 alerts regarding residents placed outside the City. Of the 25 City of London concerns, 13 were progressed to a Section 42 enquiry. The other concerns were diverted from the formal safeguarding process but support and care was provided in all cases. The highest category of risk was neglect and omission, followed by physical abuse and closely by financial abuse. 1 person was subject to domestic abuse. All people subject to the safeguarding process had their desired outcomes met.
- 4.2 Deprivation of Liberty Safeguards - The requests for authorisations for the Deprivation of Liberty Safeguards in the City of London has continually increased following the 'Cheshire West' judgement in 2014. However, it appears that they have begun to plateau. The demand for DoLS is unpredictable as there can be an increase in the number of applications received if people are admitted to hospital.

#### **5 Priorities for 2017/18**

1. We will continue to raise awareness
2. We want to engage with service users to get feedback
3. We aim to make services personal
4. We will meet our duties to commission safeguarding adult reviews and improve services in line with learning gained including through commissioning relevant training
5. We evaluate improvements through multi-agency case file audits and self-audits
6. We will promote advocacy to support people
7. We are aiming to devise a prevention and early intervention protocol
8. We will gather appropriate data to provide reassurance and improve service

#### **6 City Specific Contribution**

##### **Case Examples**

##### **6.1 City of London Adult Social Care**



6.2 City of London Police

Partner Contributions

6.3 City of London Adult Social Care

6.4 City of London Police

6.5 Trading Standards

## **7 Corporate & Strategic Implications**

7.1 Safeguarding is a Corporate and Departmental priority.

## **8 Attachment**

8.1 CHSAB Annual Report 2016-2017

**Melba Gomes**

City and Hackney Safeguarding Adults Board

Melba.gomes@hackney.gov.uk

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# CHSAB Annual Report 2016 – 2017

People should be able to live a life free from harm in communities that are intolerant of abuse, work together to prevent abuse and know what to do when it happens





London Ambulance Service  
NHS Trust



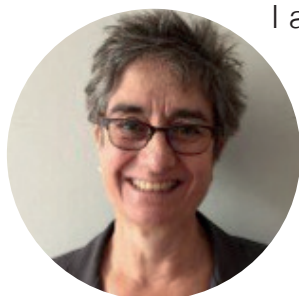
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## Message from the Independent Chair



I am very pleased to introduce the Annual Report for the City and Hackney Safeguarding Adults Board 2016/17. As the Independent Chair of the Board, I continue to be very grateful to all partners for their contributions to the Board, and their ongoing support. The partnership has continued to grow and develop, as reflected in this annual report.

We have been looking at the patterns in safeguarding activity to inform our priorities for improvement. We have looked at cases where people have died and Safeguarding Adults Reviews were undertaken to understand what happened. We want to learn from these terrible circumstances how we can work together to improve processes, systems and practice and therefore the better support and protect people who may experience abuse or neglect (see page 23).

We continue to work on raising awareness of safeguarding in City and Hackney's communities, which is so fundamental to ensuring people can protect themselves and seek help and support when needed. We continue to address the newer areas of safeguarding activity, included in the Care Act 2014, for example how we can support children and adults who might be victims of modern slavery.

This annual report is important because it shows what the Board aimed to achieve during 2016/17 and what we have been able to achieve. It shows that we have an ambitious agenda on behalf of the residents of City and Hackney. Most of the tasks were completed during the year, which shows how we are progressing. The annual report provides a picture of who is safeguarded in City and Hackney, in what circumstances and why. This helps us to know what we should be focussing on for the future. It includes the Delivery Plan for 2017/18, which says what we want to achieve during the next year. In particular I am mindful that the joint work on fire safety and vulnerable adults started with the learning from Safeguarding Adults Reviews, will be expanded in the light of recent horrific events at Grenfell Tower.

I am very mindful of the pressures on partners in terms of resources and capacity, so want to thank all partners and those who have engaged in the work of the Board, for their considerable time and effort. In this context, we understand the absence of a contribution to this annual report from the London Fire Brigade, who continue to be committed partners of the Board.

I know that there is a great deal that we need to do and want to do to reduce the risks of abuse and neglect in our communities and support people who

are most vulnerable to these risks. This is a journey that we are all making together, and I look forward to chairing the partnership in the next year to continue this journey.

**Dr Adi Cooper OBE,  
Independent Chair City and  
Hackney Safeguarding Adults Board**



# City & Hackney Safeguarding Adults Board (CHSAB)

## Who Are We?

The City & Hackney Safeguarding Adults Board (CHSAB) is the statutory board for the City and Hackney and is a partnership of statutory and non-statutory organisations, representing health, care and support providers and the people who use those services across the City of London and the London Borough of Hackney.

The work of the Board is driven by its vision, that in the City and Hackney:

**People should be able to live a life free from harm in communities that are intolerant of abuse, work together to prevent abuse and know what to do when it happens**

The main objective for the Board, to achieve this vision, is to assure itself that effective local adult safeguarding arrangements are in place and that all partners act to help and protect people with care and support needs in the City and Hackney.

The CHSAB has three core duties under the Care Act 2014 that it must fulfil in achieving its main objective:

- Develop and publish a Strategic Plan setting out how it will meet its objective and how its partners will contribute to this;
- Publish an Annual Report detailing how effective their work has been; and
- Commission Safeguarding Adults Reviews (SARS) for any cases that meet the criteria for these reviews.

This Annual Report sets out:

- How effective the CHSAB has been over the 2016/17 year;
- What we have accomplished in relation to the Boards Strategic Plan for 2016/17;
- The Boards Strategic plan for 2017/18;
- Details of the SARS that the board has commissioned; and

How its partners have contributed to the work of the Board to promote effective adult safeguarding.

## Our Principles

Public consultation, undertaken during 2015/16, agreed that four principles should underpin our 5-year strategy. These principles are:

- + All of our learning will be shared**
- + We will promote a fair and open culture**
- + We will understand the complexity of local safeguarding needs**
- + The skill base of our staff will be continuously improving**

## Governance

The CHSAB partnership consists of representation from:

- **City of London Corporation**
- **London Borough of Hackney**
- **City and Hackney Clinical Commissioning Group**
- **East London NHS Foundation Trust**
- **Homerton University Hospital NHS Foundation Trust**
- **City & Hackney Older People Reference Group**
- **Metropolitan Police Service (Hackney)**
- **London Fire Brigade**
- **London Ambulance Service**
- **Care Quality Commission**
- **Barts Health NHS Trust**
- **National Probation Service**
- **Housing Providers**
- **City of London Healthwatch**
- **Hackney Healthwatch**
- **City of London Police**
- **Hackney CVS**

Dr Adi Cooper was the independent chair of the Board during 2016-2017.

The full CHSAB partnership meets quarterly, and arranges extra meetings when required

The CHSAB Executive Group supports the work of the CHSAB. This Group consists of senior managers from some of the key partner agencies of the Board. The Executive Group meets regularly in between the full CHSAB's quarterly sessions and is also chaired by Dr Cooper. It serves as a link between the sub groups and the Board to support the CHSAB to run effectively.

The City of London Adult Safeguarding Sub-Committee consists specifically of agencies working in the Square Mile. The Sub-Committee provides a clear recognition of and focus on safeguarding arrangements in the City, enables communication with the full CHSAB and is a means of developing a City-focused adult safeguarding in line with the CHSAB's priorities. Dr Cooper who is the chair of the CHSAB also chairs this Sub-Committee.

The CHSAB has established a number of multi-agency subgroups to help it deliver on its objective and annual priorities. These are considered in more detail the '2016-2017 - What We Have Done' section below.

Our overall structure is illustrated below:



## Our Strategic Links

The CHSAB has links with partnerships and boards also working with communities in the City of London and Hackney, including: the City and Hackney Children's Safeguarding Board, Community Safety Partnerships; and Health and Wellbeing Boards. We have continued to develop our relationships with these local strategic bodies. This enables the Board to help ensure that local arrangements are working to support people with care and support needs who experience, or are at risk of, abuse and neglect.

## Financial Arrangements

This year the CHSAB received total contributions of £164,138 from partners as listed below.

<b>Income Received from Partners:</b>	<b>£</b>
City of London Corporation	(25,000)
East London NHS Foundation Trust	(25,000)
Homerton University Hospital	(12,000)
NHS City and Hackney CCG	(11,750)
Metropolitan Police Authority	(5,000)
Barts and London NHS Trust	(5,000)
City of London Police	(3,000)
London Fire Brigade	(500)
City of London Corporation (FB)	(500)
LB Hackney	(76,388)
CHSAB Underspend 2015/16	(103,500)
<b>Total Income:</b>	<b>(267,638)</b>

<b>CHSAB Expenditure:</b>	<b>£</b>
Staff Related	97,444
External Training	12,677
Independent Chair	14,300
Misc. Expenditure	39,717
Other Planned	-
<b>Total Expenditure</b>	<b>164,138</b>
<b>Net Position</b>	<b>(103,500)</b>

Other partners were not able to make financial contributions but they have contributed with their time and commitment to the Board's work and by providing access to resources such as meeting venues, conferences, etc.

This year, the budget balanced with outgoings met by contributions. The Budget retains a reserve (including an underspend carried over from 2015/16).

## Work of the CHSAB 2016/17

The CHSAB held four meetings and a development day during 2016/17. The development day focused on 'scamming'. It convened two additional meetings to consider the findings of two Safeguarding Adult Reviews (SARs) that had been commissioned in the previous years. It had a workshop to align its priorities with Making Safeguarding Personal (MSP) and the principles for safeguarding within the Care Act 2014, and a reflective session on what it achieved during the previous year, to inform its current priorities.

During this year:

- Following the presentation by Detective Inspector Phil Brewer on Modern Slavery in the previous year, each partner identified a lead for Modern Slavery. A policy was adopted which provided guidance on how to work with child and adult victims.
- Arising from findings from a SAR, the 'self-neglect policy' was reviewed and improved. Included in this review was the review of the Community MARAC, which included recommendations to redefine it as a 'High risk panel' to avoid confusion with domestic abuse, and to lower the threshold for referral, in line with the principle of prevention of abuse and neglect. A multi-agency file audit was instigated, which focused on the theme of self-neglect, and priorities for improvement identified by SARs.
- In response to the findings of a SAR, the CHSAB commissioned a report and best practice guide for supported housing service providers on sexuality, consent and sexual relations when working with older people.
- An escalation protocol was produced to provide a process for partner agencies to resolve, or escalate for resolution, professional disagreements regarding the actions, inactions or decisions of another partner agency in exercising its responsibilities.
- To prevent cases that would be appropriate for consideration under the SAR protocol from slipping through the net and improve understanding, a referral process was agreed, circulated in all agencies and disseminated to staff.
- The CHSAB funded an assurance tool for grant giving services to ensure that the organisations that they fund have suitable adult safeguarding policies and procedures, and a toolkit to support voluntary organisations to develop safeguarding policies. Safeguarding awareness training was made available to the voluntary sector. The Board has recognised the need to identify and support safeguarding champions in the voluntary sector.
- The CHSAB funded training to build staff competence and to increase

knowledge in particular areas of practice to prevent recurrence of issues identified in the SARs.

- The collection and presentation of appropriate data on safeguarding activity and trends were reviewed and revised to inform the CHSAB works.
- In line with good practice stipulated in the Care Act 2014 and further amplified in the Multi Agency Pan London Policy and Procedures, a representative of local Housing organisations was invited to join the CHSAB.
- In response to the absence of representation from the Care and Support services on the Board, as identified by this group themselves, members of the adult social care Provider Forum elected a representative to join the CHSAB.
- Partners of the CHSAB and the Chair have visited community groups to engage with the wider community on safeguarding issues. It has agreed a SAR communication strategy and is working on a model for user engagement.

### Self-Audits

Partners of the CHSAB completed an audit of their organisations effectiveness in keeping people safe. They were candid in their self-appraisal and identified some good practice and improvements they needed to make. They demonstrated their commitment to the CHSAB and this is key to affecting change and improving safeguarding activities in the partner organisations. These organisational self-audits were used to inform the priorities for the Strategic Plan for 2017/18.

### Joint Working

The Board is supported to have an overarching view of risk across the different areas through Adult Social Care attendance at Multiagency Risk Assessment Conference (MARAC), Multiagency Public Protection Arrangements (MAPPA), Violence against Women and Girls (VAWG) and the Anti-social Behaviour Risk Assessment Panel.

The Community MARAC in the City of London has adult social care representation and the Head of Safeguarding Adults chairs the multiagency High Risk Panel in Hackney.

A representative from Children's services attends the CHSAB. In 2017-18 this arrangement will be reciprocal. The Board was made aware of the 'Think Family' approach and a briefing has been circulated to be disseminated to all staff to enable staff to work holistically.

The Board has been working with the Community Safety Partnership on the PREVENT agenda.

## Continuous Development

This year the roles and composition of the CHSAB subgroups were consolidated to ensure that they continue to support the work of the Board and deliver on its annual strategic plan. Each subgroup reviewed its Terms of Reference in line with CHSAB's strategic priorities. The subgroups benefit from multi-agency representation, with

## Subgroups

This year the roles and composition of the CHSAB subgroups were consolidated to ensure that they continue to support the work of the Board and deliver on its annual strategic plan. Each subgroup reviewed its Terms of Reference in line with CHSAB's strategic priorities. The subgroups benefit from multi-agency representation, with staff from statutory and non-statutory agencies attending and contributing to the work.

## Communication & Engagement

The Communication & Engagement subgroup was tasked with the responsibility to devise a plan to engage with the wider community, community groups and users, in order to raise awareness of safeguarding adults and communicate their views to the Board. The group is in the process of producing a User Engagement Protocol that will identify the best way to ensure peoples' views are heard.

From reaching into the community and 'hard to reach' groups, the sub-group has identified that there is a need to further raise awareness and maintain safeguarding on the communities' agenda. It has proposed the training of safeguarding champions in local community groups, which is being explored. The group also devised a SAR Communication Strategy that has been ratified by the Board. It is overseeing the development of a website for the CHSAB.

## Quality Assurance

The Quality Assurance subgroup role is to ensure that appropriate and timely quantitative data and qualitative information is available to the Board to consider and respond to where necessary. The core data includes: 1) The location of abuse; 2) groups more susceptible to abuse; 3) types of abuse; 4) timeliness of interventions by professionals; and 5) users satisfaction with interventions (MSP). This enables the Board to be informed of local adult safeguarding activity, trends and patterns that the intelligence may highlight, in order to effect early intervention or to prevent risk. As a result, during 2016/17, the City of London focussed on promoting awareness about financial abuse. Further development in data collection and presentation is expected to provide a comprehensive dashboard that has all safeguarding activity in Hackney and the City of London in one place. Activity captured is based on statutory data collection requirements, priority areas of learning from SARs, and includes data from partner organisations. The dashboard will be available to relevant



partners to access and will have up to date data at the point of logging in. The group was also tasked with creating a mechanism to assess the impact from learning from SARs on improving safeguarding practice, which it is developing. A multi-agency case file audit has commenced which will track cases through the safeguarding processes to assess practice against the themes of Making Safeguarding Personal, mental capacity, risk assessment and information sharing, focussing on self-neglect.

## Training & Development

The Training & Development subgroup is responsible to ensure that people who work to safeguard people have the knowledge and expertise commensurate with the role they perform. It recognises that each statutory partner is guided by its own training requirements in relation to safeguarding adults, and that commissioned services are required as part of their contract to provide safeguarding training to its staff. It fills the gap to provide training that stems from the strategic priorities of the CHSAB, and to improve practice in relation to findings from SARs. This year it provided training on the following topics:

Safeguarding Adults: coercion and Emotional abuse	Mental Capacity Assessment (MCA)
Safeguarding Adults: domestic violence	Deprivation of liberty safeguards (DoLS) awareness
Safeguarding Adults: modern slavery	MCA/DoLS/Safeguarding Adults for Managers
Safeguarding Adults: self neglect and hoarding	MCA/DoLS/Safeguarding Adults for staff
Safeguarding Adults Leads: non-statutory	SAR: Positive risk taking and Risk Management
SAM Training	SAR Models and Methodology
Safeguarding enquiries	

The group has submitted a request to the Board to develop competency standards for training and a training evaluation framework, which are being explored. It is also tasked with producing supervision standards regarding adult safeguarding. It has agreed to carry out an evaluation of training including content, quality, relevance and delivery, using a 'mystery shopper' process.

## SAR & Case Review

The SAR & Case Review subgroup is the primary mechanism by which the CHSAB exercises its statutory duty to arrange a SAR when someone with care and support needs within its locality dies, as a result of abuse or neglect, whether known or suspected, and there is a concern that partner agencies could have worked more effectively together to protect the person. The subgroup is well established and during the course of the year has considered a number of SAR referrals and overseen several Reviews. The subgroup makes recommendations to the CHSAB Chair on when a statutory Review is required and when an alternative approach to identify learning is appropriate. The subgroup will monitor and report to the CHSAB on the development and implementation of multi-agency action plans that may flow from SARs to ensure that the learning from the Reviews has a meaningful and lasting impact on how services work with adults with care and support needs. This year it also was responsible for creating a protocol so that understanding of referrals for SARs was increased amongst frontline staff.

## City of London Adult Safeguarding Committee

In line with the City of London's Safeguarding Adults strategic plan, work has been undertaken by the City of London Financial Abuse Task and Finish Group. A Data sharing agreement is being drawn up with key partners and stakeholders, including the police, trading standards, housing and commissioned advice service. Work has also been done on social isolation, which has been reported to the subgroup.

City of London is represented on all SAB sub groups, with the Assistant Director chairing the SAR sub group of the Board. A new performance digest including key safeguarding performance indicators will be fully reportable in 2017-2018, due to the recent appointment of a performance strategist.

## Supporting the CHSAB

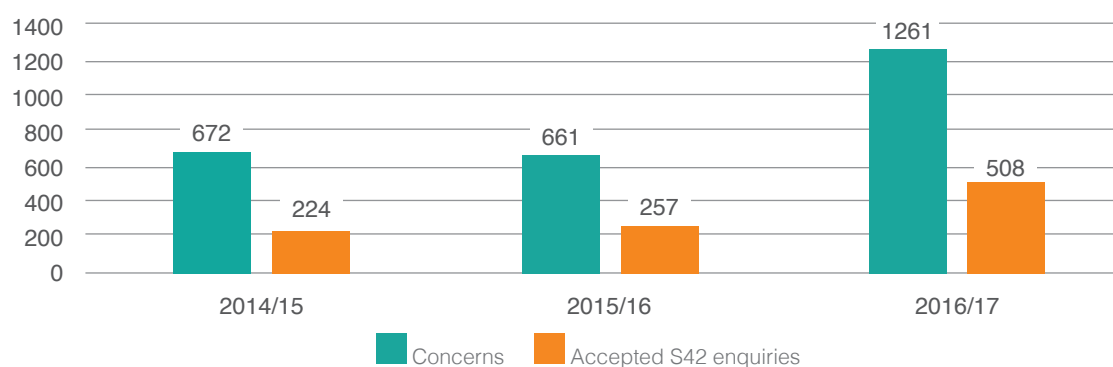
The CHSAB Business Support Team comprising of a full-time Board Manager and a full-time Business Support Officer has supported the work of the Board, ensuring that the business of the Board is managed in a timely and efficient manner.

## Safeguarding Data

The safeguarding data for the year 2016-2017 is presented separately for the two authorities. City of London and Hackney submit annual statutory returns on safeguarding activity, known as the Safeguarding Adults Collection, and this is included in the data below.

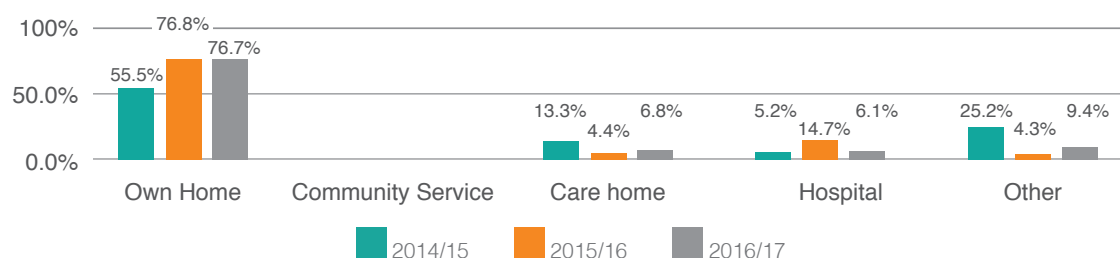
### Safeguarding Data - London Borough of Hackney

**Total number of Safeguarding concerns and  
Section 42 (S42) enquiries 2014 to 2017**



The number of safeguarding adult concerns raised almost doubled this year, compared to the previous year, 2015/16. 508 of the 1261 concerns were progressed as S42 enquiries. This increase in Section 42 enquiries relates to a consistent application of safeguarding guidance

**S42 Enquiries by type of abuse 2014 to 2017**



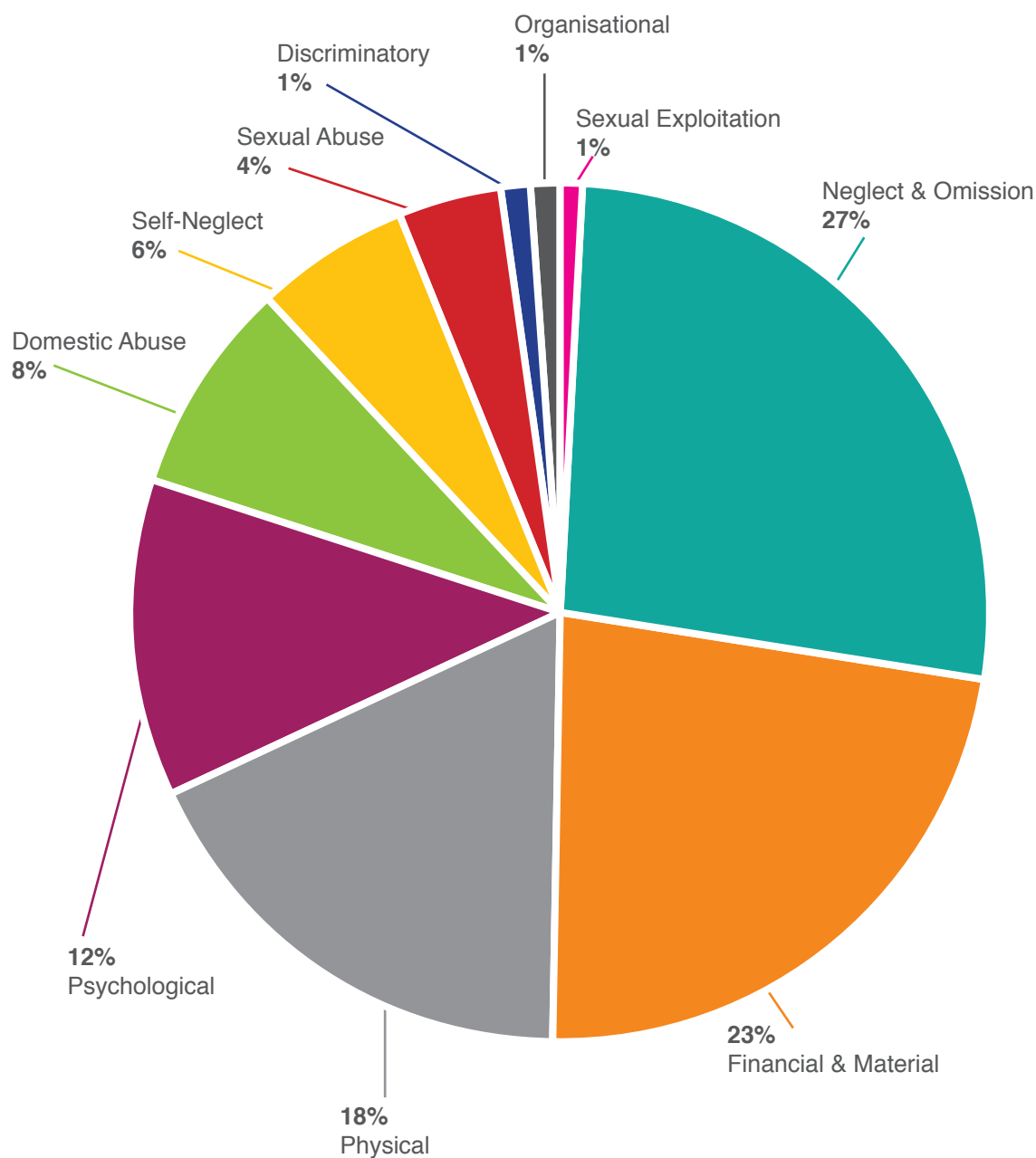
The data shows that most of the abuse happened in people's own homes. That most abuse happens in people's homes is in line with what is happening generally in similar authorities, as demonstrated by the comparator. (This comparator is a measure used by NHS Digital to report analysis data from

<sup>1</sup>A s42 enquiry is undertaken according to Chapter 14 of the Care and Support Statutory Guidance (Department of Health, updated February 2016), sometimes referred to as 'a formal safeguarding enquiry'. 'section 42' or a 's.42'.

the Safeguarding Adults Collection. Comparator groups are a selection of 15 councils considered to be similar to the chosen council. They are selected according to the Chartered Institute of Public Finance and Accountancy (CIPFA) Nearest Neighbour Model, which identifies similarities between councils based on a range of socio-economic indicators). But abuse in the

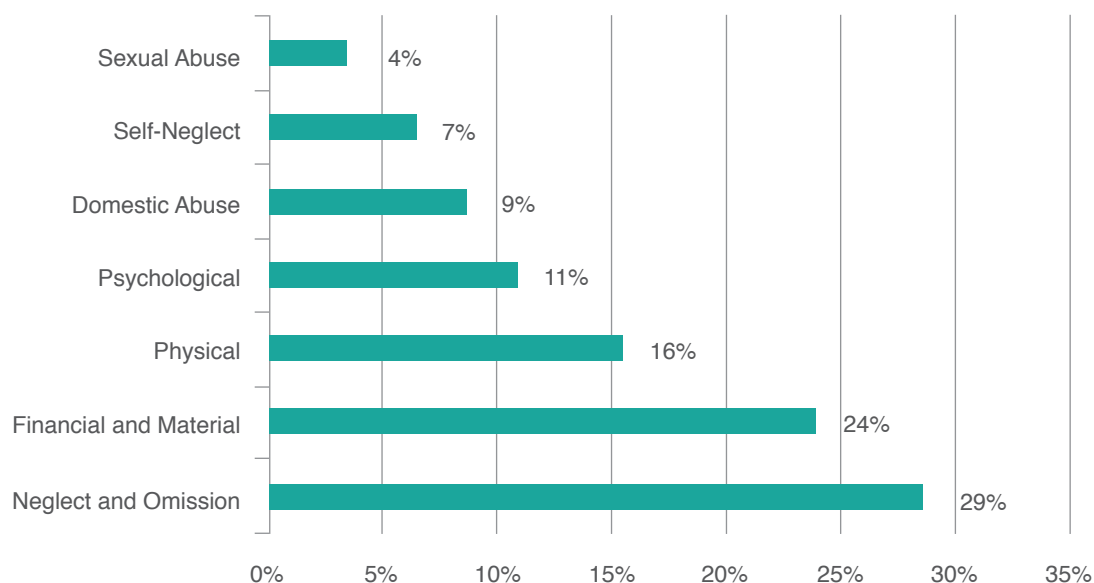
person's own home was 23% higher in Hackney than the other boroughs in the comparator in 2015/16. Whereas it looks like there has been a drop to less than 50% for enquiries in hospitals in 2016/17, the actual reduction in cases is 2. The levels of abuse in care homes is low due to the fact that there are a very small number of care homes in Hackney.

### S42 by types of abuse

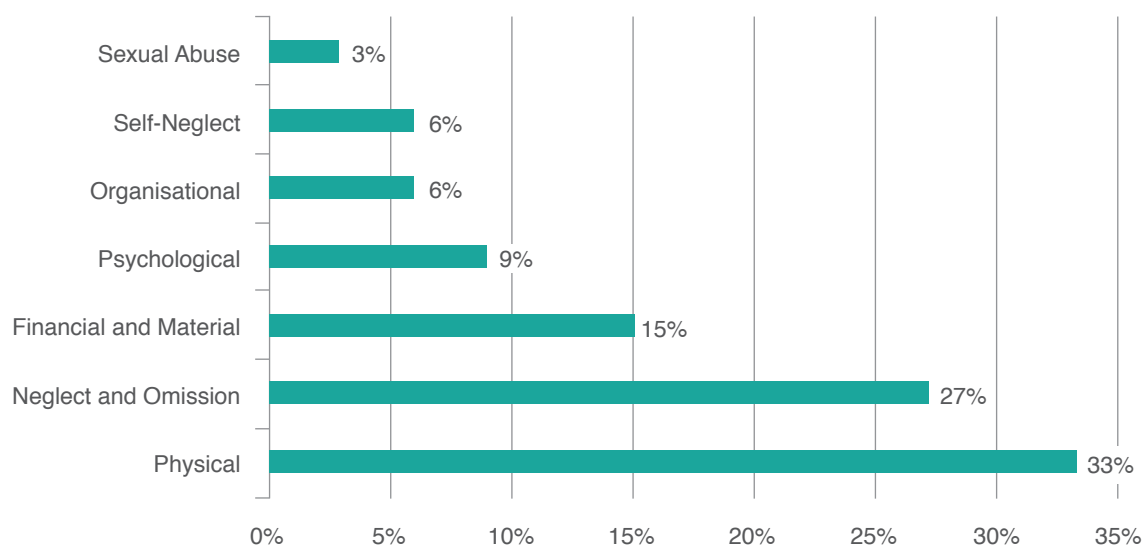


The biggest category of abuse remains neglect and acts of omission, this compares with other comparator authorities in 2015/16. This category is followed closely by financial and material abuse, then by physical abuse. Physical abuse rather than financial and material abuse was the second largest category in other comparator authorities.

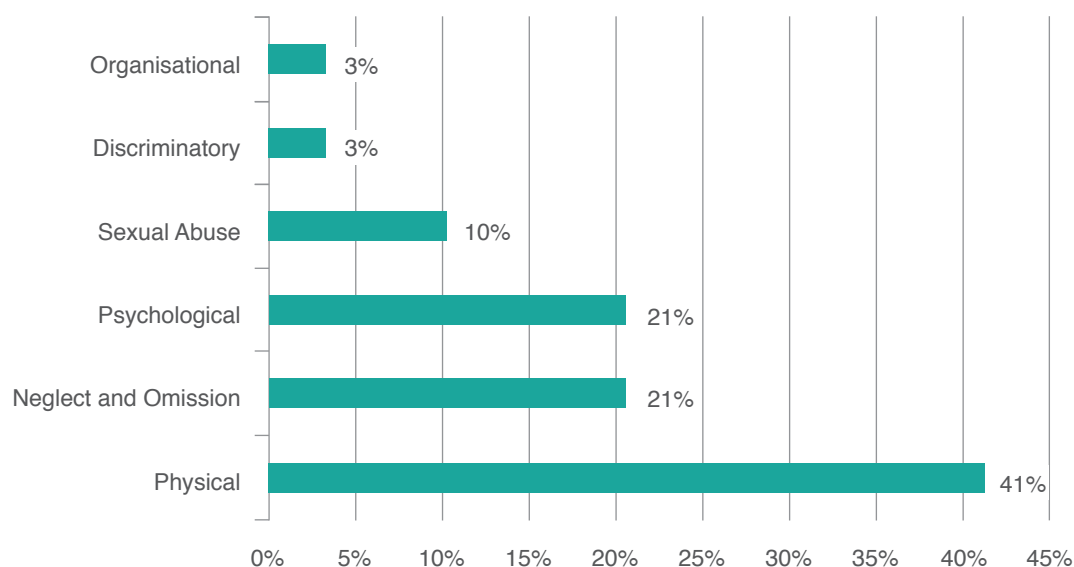
### Proportion of types of abuse in own home 2016/17



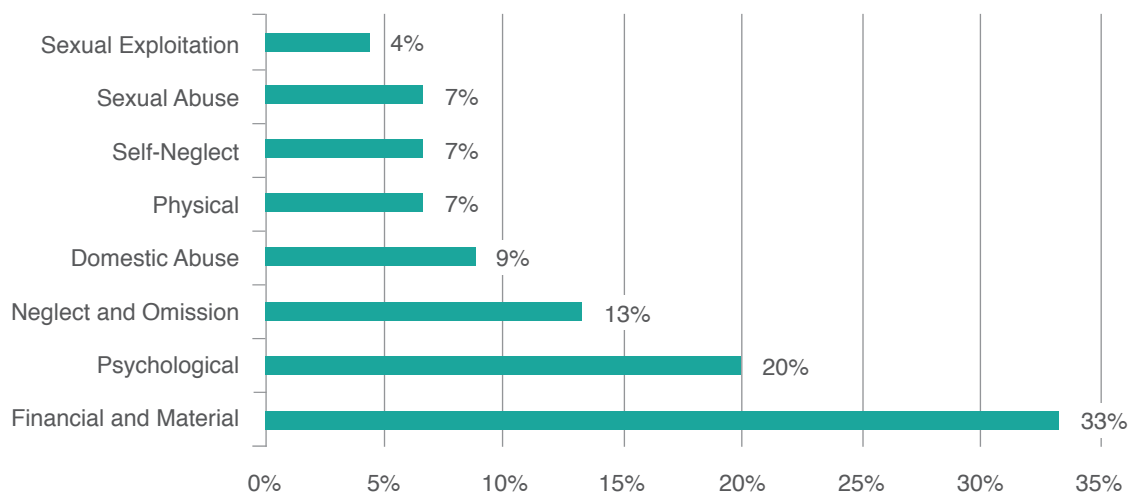
### Proportion of types of abuse in care homes 2016/17



### Proportion of types of abuse in hospitals 2016/17

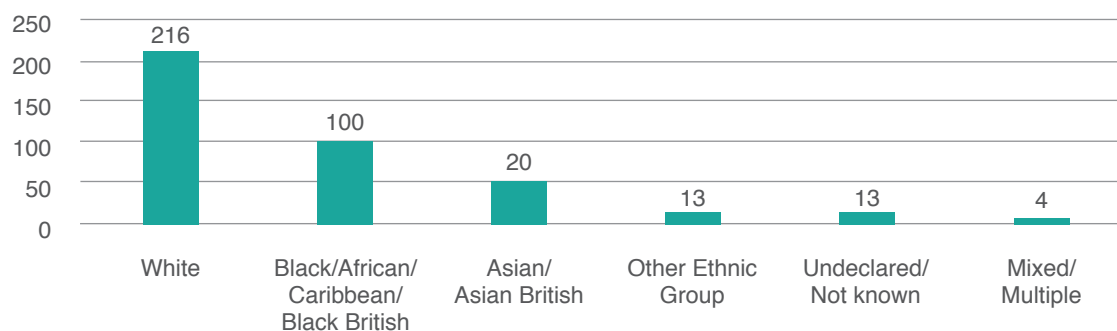


### Proportion of types of abuse in other locations 2016/17



Neglect and omission was the largest category of abuse in people's own home, while physical abuse was the highest category in hospitals and care homes. Financial and material abuse was the main category in other settings.

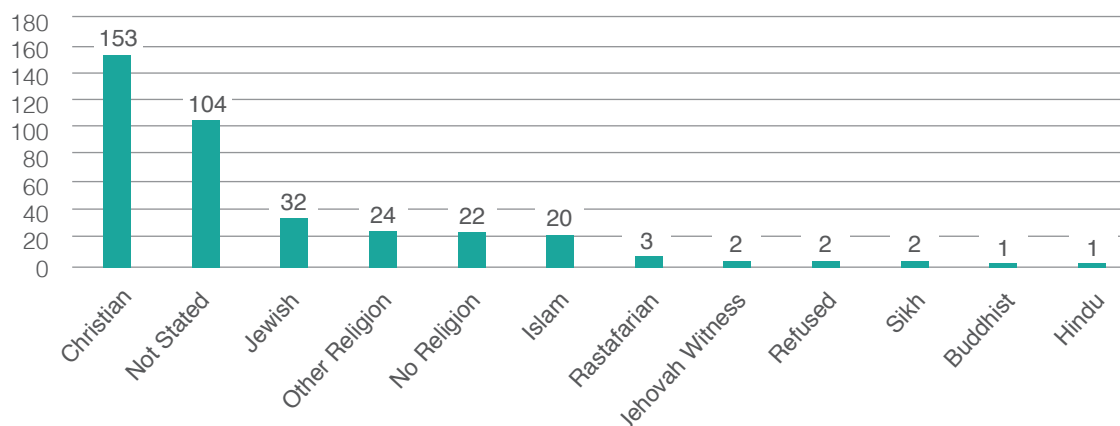
### All S42 enquiries source of risk own home by ethnicity 2016/17



	White	Black/ African/ Caribbean/ Black British	Asian/ Asian British	Other Ethnic Group	Undeclared/ Not known	Mixed/ Multiple
Source of Risk in Own Home	56%	28%	6%	4%	4%	1%
Hackney Population (ONS 2015)	55%	23%	11%	5%		6%

The table above shows the ethnicity of people who were subject to S42 enquiries. Asian/Asian British is under represented in safeguarding where cases progressed to S42 enquiries. As per the Office of National Statistics Asian/Asian British Population makes up 11% of the population of Hackney and have had 5% of cases taken forward to S42 Enquiries. In relation to all other ethnic groups, S42 enquiries have been in line or above the average as per the population profile of Hackney residents.

### All S42 enquiries source of risk own home by religion 2016/17



	Christian	Not started	Jewish	Other Religion	No Religion	Islam
Source of Risk in Own Home	42%	28%	9%	7%	6%	5%
Hackney Population (ONS 2015)	39%	10%	6%	1%	28%	14%

The tables above shows the religion, where available, of people who were involved in S42 enquiries. People of Islamic faith are under represented i.e. whereas 14% of the population of Hackney are people of this faith, only 5% of people involved in the S42 enquiries were people of Islamic faith. Taking into account that Asian/Asian British have low representation (as stated earlier), it is worth noting that there were very low level of S42 enquiries involving people of Sikh, Buddhist and Hindu faith.

### Repeated S42 Enquiries

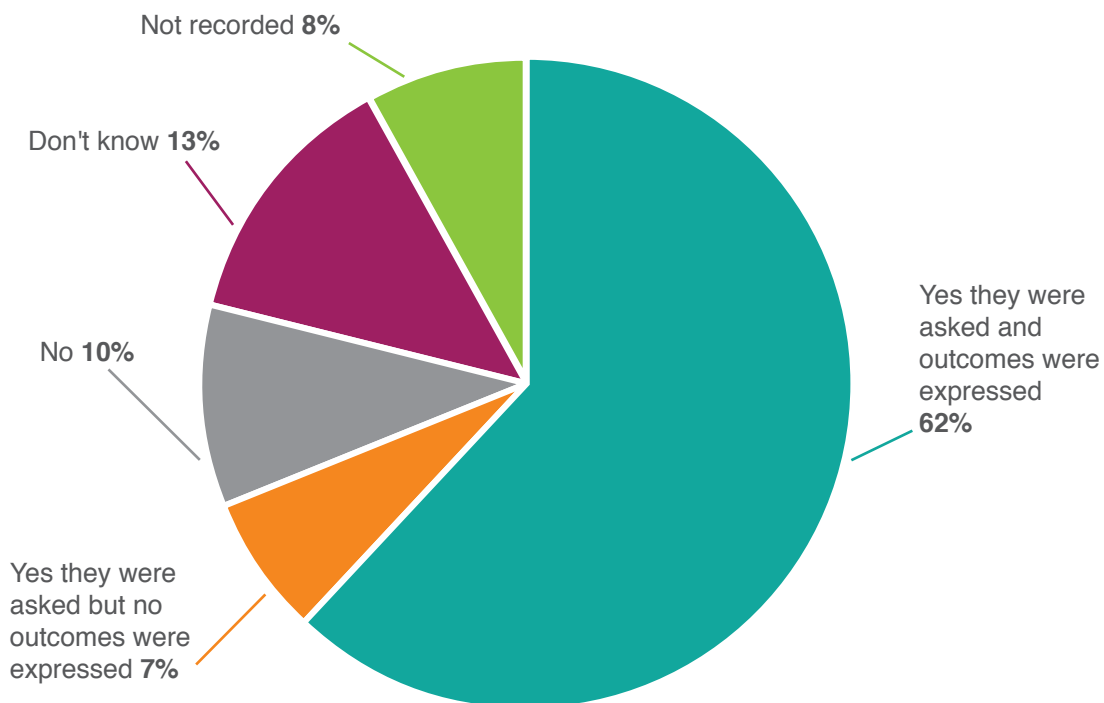
The data showed that 1 person was subject to 4 Section 42 enquiries, 13 were subject to 3 such enquiries and 45 people had had 2 Section 42 enquiries during 2016/17. This data where more than two Section 42 enquiries were pursued warrants further investigation to understand the reasons for repeat enquiries in order to refine practice and this will be undertaken.

### Making Safeguarding Personal

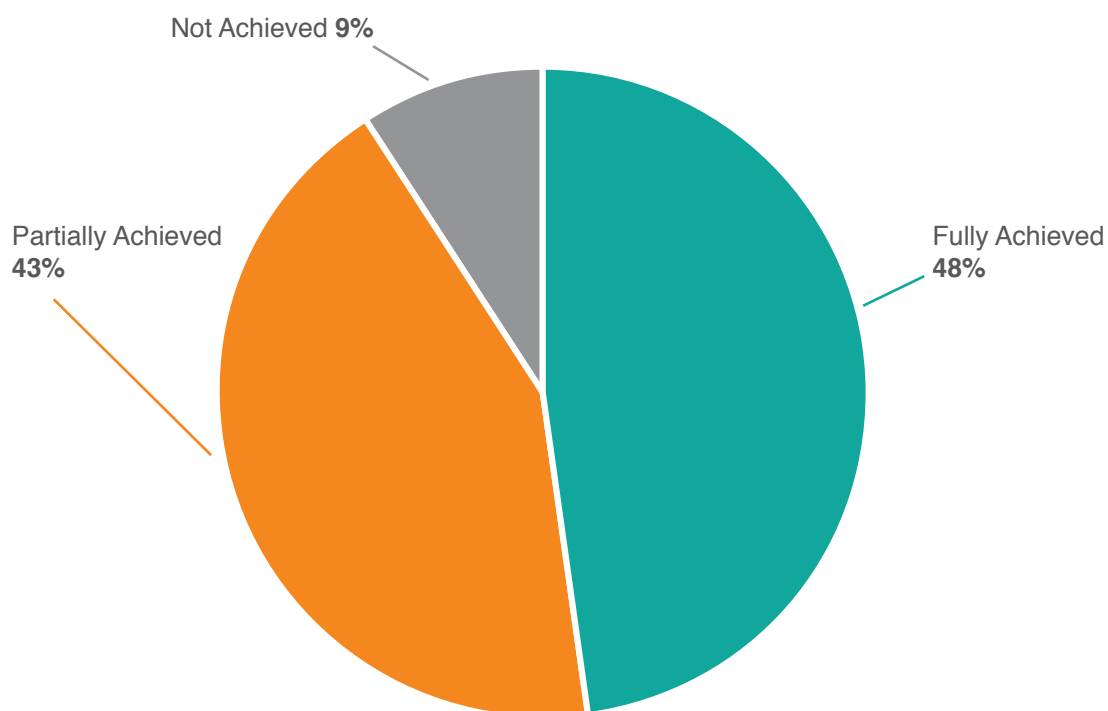
During 2016/17, 62% of people were asked about their desired outcomes and their outcomes were expressed where 'other safeguarding enquiries' were progressed. 91% of those who were asked had their outcomes achieved or partially achieved.



### Making safeguarding personal outcomes for other safeguarding enquiries

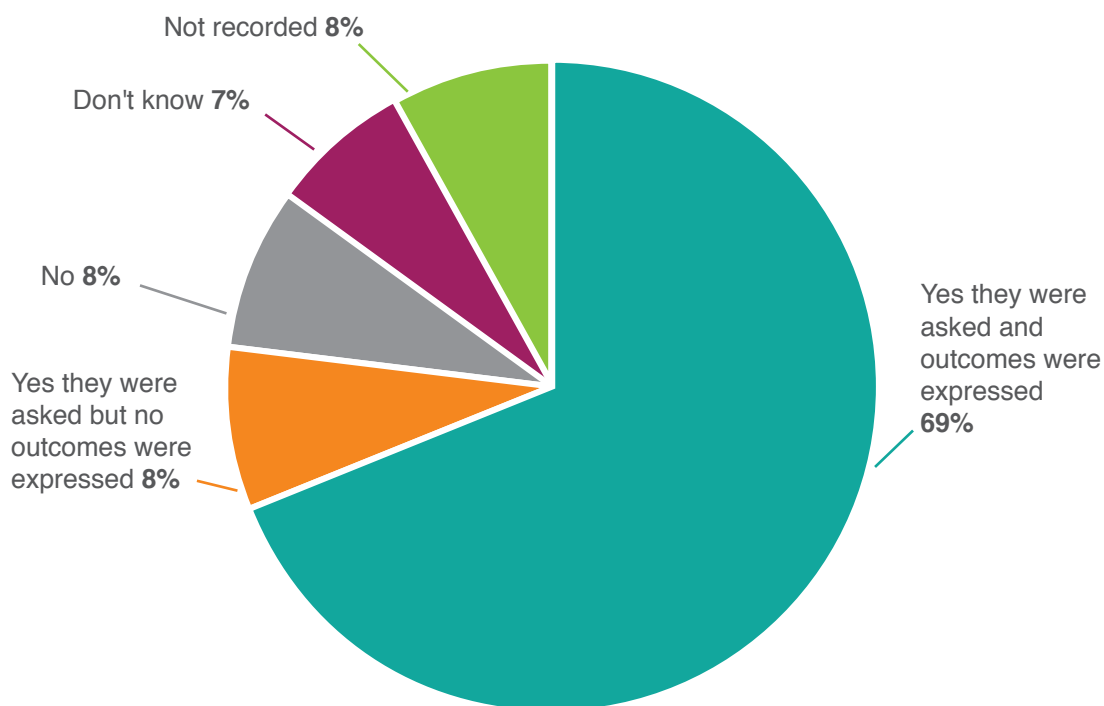


### Desired outcomes of other enquiries where outcomes were asked and achieved

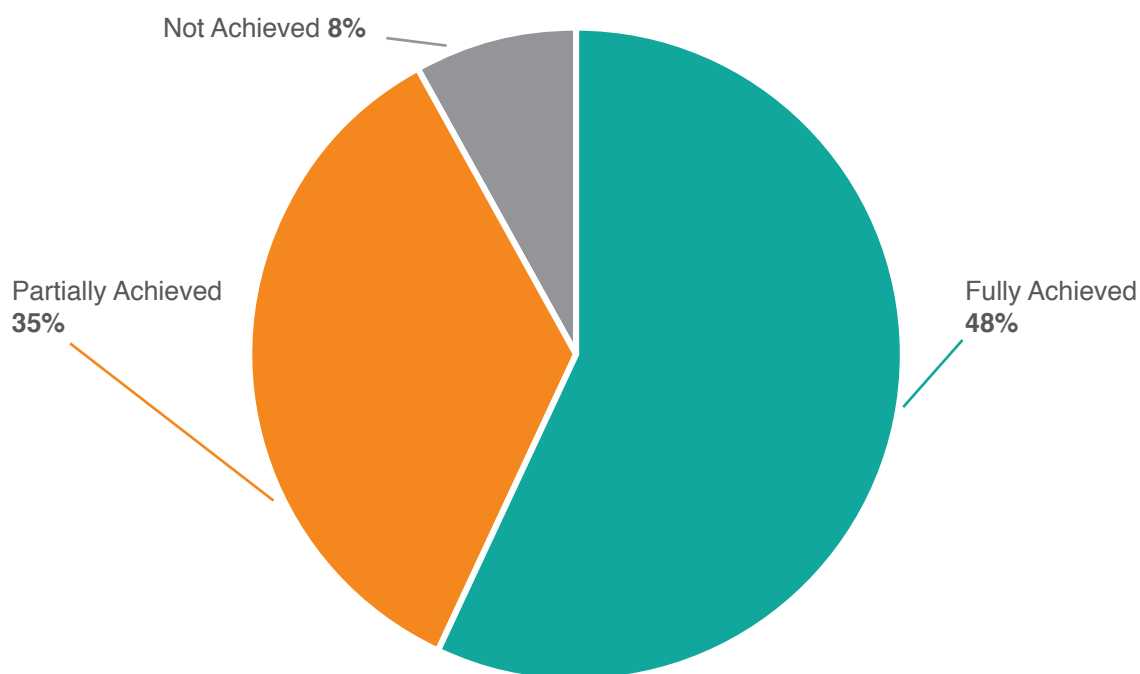


During 2016/17, 69% of people whose safeguarding concerns were progressed as S42 safeguarding enquiries were asked and expressed their desired outcomes. 92% had their outcomes fully or partially achieved.

### Making Safeguarding personal outcomes for concluded S42 Safeguarding enquiries



### Desired outcomes of concluded S42 enquiries where outcomes were asked and achieved



## Other Key Improvements

Referrers informed us that we were not getting back to them to tell them what happened to the referrals they made. Due to additions to our data recording systems we are able to report on this item. The data shows that we have got back to 80% of referrers. This issue is being audited as part of the multi-agency file audit and we will be able to report more fully in the Annual Report for 2017/18

It had been highlighted that in Hackney there was a low usage of advocacy. In an audit of 20 cases where a person lacked capacity and was subject to safeguarding procedures, in 80% of cases the person had appropriate representation. Work is being carried out to improve the forms to prompt and ensure clarity for practitioners to report appropriately on advocacy.

## Deprivation of Liberty Safeguards (DoLS)

In 2016/17 there were 804 applications for DoLS, an increase from 682 applications in 2015/16, and 344 in 2014/15. This continues the pattern of a radically increased DoLS workload each year since the Supreme Court's judgment in the "Cheshire West" case in March 2014. By comparison, there were only 23 applications for DoLS 2013/14, of which 13 were approved.

However, given the significantly broader awareness of the Deprivation of Liberty Safeguards amongst providers, including hospitals and residential homes, this is likely to be a plateau for the borough and creates the opportunity to devise a permanent approach to responding to the applications, whilst also increasing the number of applications made to the Court of Protection where a deprivation of liberty is occurring for somebody in a community setting, i.e. supported living, sheltered accommodation, shared lives, etc.

## Safeguarding Data – City of London

The number of safeguarding concerns received from April 2016 to March 2017 was 29: 25 were within the City of London and 4 were outside the City. There has been a slight decrease in alerts raised this year: in comparison there were 34 alerts raised in 2015-2016, with 3 alerts regarding residents placed outside the City. Of the 25 City of London concerns, 13 were progressed to a S42 enquiry. The other concerns were diverted from the formal safeguarding process but support and care was provided in all cases. The highest category of risk was neglect and omission, followed by physical abuse and closely followed by financial abuse. 1 person was subject to domestic abuse. All people subject to the safeguarding process had their desired outcomes met.

## Deprivation of Liberty Safeguards (DoLS)

The requests for authorisations for the Deprivation of Liberty Safeguards in the City of London has continually increased following the 'Cheshire West' judgement in 2014. However, it appears that they have begun to plateau. The

demand for DoLS is unpredictable as there can be an increase in the number of applications received if people are admitted to hospital.

There have been two DOLS cases in the Court of Protection this year, which illustrate the complexities of the Mental Capacity Act and Mental Health Act and the skilled management of rights and risks.

Reporting Period	Number of DOLS Requested	Number of DOLS Granted
2013 – 2014	Less than 5	Less than 5
2014 – 2015	13	12
2015 – 2016	34	29
2016 – 2017	39	29

# Safeguarding Adults Reviews (SARs)

The SAR & Case Review subgroup received three case referrals this year. One was deemed not to require a SAR, for another, Ms Q, a SAR was instigated and the group is waiting on further information on the third. All 4 SARs from the previous years were completed during this year and published, not always in their entirety, depending on sensitivities or wishes of family (short summaries follow below). 2 Independent Practice Reviews from the previous year were also completed during 2016/17.

## Mrs A & Mr B SAR

Mrs A and Mr B were residents in a supported housing with care complex. There were concerns that Mr B posed a fire risk to the other residents and that he allegedly sexually assaulted Mrs A in her flat. The Review has been necessarily drawn out, being mindful both of working with the families of those involved and that it was running in parallel with other reviews or investigations. The CHSAB followed the Social Care Institute for Excellence's Learning Together model for this SAR. An executive summary of the SAR has been published and is available on the CHSAB webpage to view (<http://www.hackney.gov.uk/safeguarding-adults-board#sar>).

As a result of this SAR, an independent report and guidance were commissioned on consent, sexuality and sexual relations when working with older people living in supported housing. This guidance was developed with relevant staff, and, following training, is now available to all staff. Risk assessment and risk management training has been provided to staff. The full range of improvement actions from this SAR are monitored by the SAR subgroup and reported to the Board.

## Mr BC SAR

Mr BC was an older person living in a sheltered housing scheme, who died in a fire at his home in 2014. He was a heavy smoker who routinely drank large amounts of alcohol and was using a number of services at the time of his death. This SAR adopted a more traditional approach set out by other SARs and Serious Case Reviews, establishing a SAR Panel, with an independent Panel Chair and an independent lead reviewer, which commissioned Individual Management Reports (IMRs) and further evidence from the agencies involved.

During the course of this Review, the Panel advised the CHSAB Chair that it was necessary to seek from the housing provider involved further assurance, beyond and complementary to the scope of the SAR, that it had taken sufficient

action to reduce the likelihood of serious injury due to fire to vulnerable individuals in their properties. The provider gave this assurance satisfactorily before the SAR completed. The SAR report is available on the CHSAB webpage to view (<http://www.hackney.gov.uk/safeguarding-adults-board#sar>).

Actions taken so far as a consequence of this SAR include:

- Housing services are represented on the CHSAB, and a representative of Care and Support services has been invited to join the Board.
- The Self-Neglect protocol has been reviewed and a multi-agency case file audit based on cases where self-neglect occurred, is being conducted
- Safeguarding processes have been reviewed in Hackney and new forms are being used
- An escalation policy is in place for all Board partners
- Shared ownership of risk is facilitated through the High Risk Panel
- Risk Assessment and risk management training, training on relationship based approaches and MCA training has been arranged
- Fire safety visits are recorded on the LBH dashboard. Since February 2015, 98 visits were carried out to tenancies in housing where care is also provided.

The improvement actions from this SAR are being monitored by the SAR & Case Review subgroup and are reported to the Board.

## Mr GH SAR

Mr GH was also an older person living in a sheltered housing scheme. Mr GH passed away in 2015 while experiencing a number of health issues and using a range of services. This SAR followed the same methodology as is described above for Mr BC. The CHSAB funded specific IMR training for the contributing agencies and SAR panel members involved, to help ensure that the process was well supported to deliver effective evidence-based learning. This is an example of how the CHSAB is continually working to evaluate and develop its practices. The report of this SAR is available on the CHSAB webpage to view (<http://www.hackney.gov.uk/safeguarding-adults-board#sar>).

**The action plan is being compiled and will be reported on in the annual report for 2017/18.**

## Mrs Y SAR

Mrs Y was 85-years-old at the time of her death. She was known to have a history of history of strokes, cognitive impairment and visual impairment.

She was living at home with her daughters. There are concerns that neglect may have contributed to her death and a number of different agencies had concerns about Mrs Y, but there was limited evidence on file of any concerted action to establish her needs and assess risk. The report of this SAR has been published and is available to view on the CHSAB webpage (<http://www.hackney.gov.uk/safeguarding-adults-board#sar>).

**The action plan is being updated and will be reported on in the annual report for 2017/18.**

## Key Cross-cutting Themes from the SARs

While each SAR has identified specific issues for learning, there are some shared themes for learning i.e. the need for:

- 1) Effective working together arrangements across agencies
- 2) Coordinated working together on a case with one agency taking the lead, including effective communication between all parties
- 3) Thorough risk assessment and risk management
- 4) Shared ownership of risk
- 5) Understanding of the Mental Capacity Act and its application

## SAR Learning Events

All four SARs from previous years were completed during 2016/17. The Board noted that these have taken some time to complete. Various processes were used to complete the SARs and it is becoming clearer about the way forward to ensure timely completion of SARs to improve learning and impact.

The Board has agreed a series of events during 2017/18 to promote learning from the SARs that include:

- A conference
- Workshops
- A Leaders' Symposium

A SAR Communication Plan has been produced to disseminate learning for staff and volunteers across services in the City of London and Hackney.

# Evidencing Good Practice – Case Studies

## Homerton University Hospital NHS Foundation Trust

### Case Study: Modern Slavery

The following case study describes a patient who was subject to Modern Slavery.

A patient arrived in A&E at the Homerton. He reported the following that:

- He came to the UK by “car”, driving from Poland with “friends”
- He was told he would come to work in construction in London for £6-7/hr
- He was told not to bring his own money
- He was in fact taken to an industrial area “an hour from London”
- He discovered that the job he was to be given was to sort recycling for £1.50/hour
- He was told that he had to pay them back for his travel and accommodation, and that his wages would be put towards that
- He was told he would not be paid until the end of the week
- He did not want to work under such conditions and so left by foot
- He reported he walked for 3 hours to reach London
- He went to the Polish embassy, and could not find anyone to speak to
- He had no money
- He was sleeping rough, and woke up in hospital

The ward staff contacted the Modern Slavery Helpline and the Salvation Army.

The person on the Modern Slavery helpline spoke to the patient in his own language and reassured him that steps could be taken to support him to return to Poland.

The Salvation Army reported they would be able to help. They requested a National Referral Mechanism’ form, which was completed by a social worker. The patient was picked up from the hospital by the Salvation Army and taken to a hostel in Cardiff. The Lead for Adult Safeguarding established, during a follow up conversation, that the patient has returned to Poland.



## Good practice

The ward team, particularly the junior doctor involved, pursued the case until a positive outcome was achieved for the patient. They addressed his social needs, as well as his health needs, diligently.

## Metropolitan Police Service – Hackney

### Case Study 1: Domestic Violence

Police were alerted to this situation following a victim disclosure made during a safeguarding adults meeting where the victim disclosed physical abuse to a professional by her elderly and unwell husband. The victim herself was elderly with some disabilities together with early onset of dementia. She was dependant on her husband and scared to report him but wanted the violence to stop.

Police and Adult Safeguarding staff worked closely together to implement a safeguarding strategy; it included the arrest of the perpetrator. The husband was charged with assault and remanded to court where he was convicted of assault. He was unwell himself and this impacted on the family and the victim's engagement with police as all sought to have the perpetrator released and for him to return to the family home.

Rehousing was offered but declined. Safeguarding the victim continued beyond the conviction with support from an Independent Domestic Violence Advocate and a MARAC referral was made. Follow up visits were undertaken. Re-housing was offered to the victim. The suspect had a firearms licence to hold guns at his address – by revoking a firearm licence it removes firearms from the environment and prevents them being used in anger or as part of domestic abuse.

The person's desired outcomes were met as we worked with her and it wasn't just about a criminal justice outcome. We put her at the centre of the process.

### Case Study 2: Conviction for Carer Abuse

Hackney MPS has a dedicated Vulnerable Adult team with Detectives located within our Community Safety Unit who lead on Vulnerable Adult and Carer abuse through a multi-agency approach. This is historically an investigation area where due to the vulnerability of our victims it is difficult to secure evidence to meet the thresholds required for any prosecution. We have however through our dedicated officers and our multi-agency engagement with partners recently secured a conviction in court for Adult Abuse by a Carer. In this case the victim was a 52-year-old lady with Alzheimer's with no ability to communicate pain or concerns whether by speech, sign, writing or other method. She had been scalded (21% burns) by willful negligence after being placed in a hot bath by her carer. Her family reported the incident to police. The carer was arrested and received a six month suspended prison sentence.

## London Borough of Hackney – Adult Social Care

### Case Study: Hoarding, Think Family & Making Safeguarding Personal

An older woman and her adult son, who had never lived apart came to the attention of Hackney Adult Social Care (ASC) services following a referral from a local Housing Association. The Housing Association raised safeguarding concerns about their verbally aggressive relationship that had been reported to them by neighbours, in addition to a self-neglect concern for the mother in relation to hoarding, as they were in the process of progressing eviction proceedings.

This was a complex case, as the family were initially reluctant to accept any input from the council despite both telephone calls and letters being sent. However, they had a positive relationship with the local Housing Officer, despite the threat of eviction. The Housing Officer eventually managed to negotiate an agreed time for a joint visit along with a social worker. The visit identified that there were significant hoarding issues, which had resulted in the couple using a small proportion of their available space. During the visit it became very apparent that both mother and son were extremely attached, and would often conclude each other's sentences whilst also shouting at each other. It was also clear that the mother had poor mobility and some medical concerns that required addressing, e.g. swollen legs. The son was becoming increasingly agitated at the thought of people getting involved in his and his mother's life and was not able to accept that the environment was becoming a concern.

Through discussion and several visits, the family outlined their desired outcomes, in keeping with the principles of Making Safeguarding Personal, which initially centred upon addressing the possibility of eviction, and some support to the mother and for professionals to not become too involved in their life. In view of this they agreed to a number of actions, which included a request that the GP undertake a home visit, a full assessment of the mothers needs and a carer's assessment was completed for the son.

The GP visit a few days later led to the mother being admitted to hospital in order to address her serious health deterioration. The son became extremely anxious that his mother would not return home, although he struggled to accept that she may require space to be made in the home. His reaction to this was regarded as concerning as he was not able to acknowledge his mother's needs.

Hospital staff noted that the mother was becoming increasingly anxious about her son's wellbeing and although she was extremely keen to get back home, she was also not able to appreciate that she now had her own care needs which could not be met in the current home environment. A mental capacity assessment was completed which indicated that she did not have full capacity to make a decision about her complex health needs. However, she was very

clear in relation to wishes and feelings about where she wanted to reside, which was at home with her son.

Through negotiation with the mother and son at a number of meetings at the hospital, it was agreed that she could go home once her son was able to create a micro-environment in one room, whilst also engaging with mental health services to address his anxiety and hoarding, in order to prevent eviction.

The mother subsequently returned home with a support package and an agreement from the son to ensure the space was maintained. He attended a number of appointments with mental health services but then dis-engaged. ASC continued to maintain contact and in concluding the safeguarding work they were able to identify that the families desired outcomes had been met for the most part, in that a care package had been provided and the Housing Association had suspended any eviction proceedings. However, due to the remaining risks, it was not possible to meet their desired outcome of little involvement from Social Services, although they were less reluctant than at the onset of the safeguarding concern being instigated.

## City of London Corporation – Adult Social Care

### Case Study: Working Together

Brenda is a 75 year old woman who lives in her own flat with her son, David, and 14 year old grand-daughter, Betty. Her daughter, Sherrie lives locally but Brenda has not seen much of her recently due to a disagreement between Sherrie and David. Brenda was previously a carer to her elderly husband, Joe, who now lives in residential care. Social care became involved when the care for Joe started to break down and the family could no longer care for Joe, who has dementia. The admission had been traumatic for both husband and wife who wanted to be together. On Joe's admission it was discovered that the family were in substantial debt due to various speculative loans and that tensions remained.

The social worker described the flat as being very cluttered and unhygienic, without hot water or working lights. Every room was full of "rubbish" that David said should be kept. The social worker noted that Brenda seemed very anxious and timid.

On visiting Brenda while she was on her own Brenda said that whereas she used to like being with her family, now she would like them to leave. She felt that they placed her under financial pressure because David demanded money of her. She felt threatened by him albeit, not at serious risk. She worried that the debts would lead to her losing her home. The social worker felt she had capacity to make the decision not to refer this to the police and to keep herself safe at home until a solution could be found.

There were referrals to adult safeguarding, David was referred for a social work

assessment, and Betty was referred to children's services. A housing referral was made for David as well as benefits advice. Legal referral was made about the housing situation and Brenda was advised that she could evict them from her home. A letter was written to the son giving a time limit to leave once it was clear that a place could be found. They were supported with removal costs to ensure that they moved. Lasting power of attorney was applied for by Sherrie, the daughter, so that no more money could be given to David. Although there did appear to be financial irregularities in the account Brenda and Sherrie did not want this to be formally pursued as it would only inflame the situation.

### **Making Safeguarding Personal**

The social worker worked with Brenda to achieve the outcome that she wanted and respected her decision not to report the 'abuse' to the police.

### **Outcomes**

Brenda was pleased that the family left and, supported by her daughter, she enjoyed some months in her own home including regular visits to her husband before being moved to the same residential home as her husband when her mental state deteriorated.

## **City of London Police**

### **Case Study: Benefits of Community MARAC**

Mr G was identified by the City of London Police (COLP) as a vulnerable 55 year old man with mental health issues. He had come to the notice of police 11 times in the City since May 2016. His behaviour and mental health was deteriorating, causing him to become increasingly aggressive and unstable. He had threatened to kill officers as well as take his own life. Police attended his house following several reports of loud music and anti-social behaviour which was particularly directed towards his neighbours. He kept a screw driver, chisel and hammer by a chair and repeatedly made threats towards City of London Police. Numerous 'adult to notice' reports were submitted to the Public Protection Unit and referred to Adult Social Care as Mr G was identified as vulnerable. He previously told a Nurse that he was hearing voices to kill a City of London Police officer. Efforts had been made to engage with him but he refused support from all services and was not receiving treatment.

The Case was referred to the Community MARAC in December 2016 and a full multiagency assessment was undertaken at his premises.

As a result of multi-agency intervention:

- Mr G was assessed by a mental health team and deemed to have capacity. He was offered support.
- As a result of the MARAC, a multi-agency plan was put in to place in order

to manage his vulnerabilities whilst protecting the community from anti-social behaviour related to the presentation of his mental health issues.

As a result, Mr G was made aware that his behaviour was unacceptable and was given the opportunity to engage to change his pattern of behaviour. The pattern of calls regarding anti-social behaviour stopped immediately and a civil injunction meant that the community tensions caused by Mr G's anti-social behaviour were quelled, and the community was protected.

## Partner Contributions

In the next section CHSAB partners set out how they have contributed to the work of the CHSAB and to the ongoing improvement of local safeguarding adults arrangements.

### London Borough of Hackney – Adult Social Care

Hackney Adult Social Care (HASC) is a statutory member of the CHSAB and is represented at all relevant sub-groups. This assists in ensuring that HASC are actively involved in the majority of aspects of the strategic development of adult safeguarding in City and Hackney.

HASC participated in the completion of the annual Safeguarding Adults at Risk Self-Audit and the associated peer challenge event. The self-audit provided an opportunity to highlight good practice and identify areas for further development. The audit outcome was largely positive in that it identified a wide range of systems, policies and protocols that inform and support adult safeguarding within Hackney. There was evidence of good inter-agency working and consistent engagement with the CHSAB.

The positive examples of the promotion of adult safeguarding included the strengthened alignment of a workforce development team which has provided an opportunity to work with the CHSAB to create and implement a training programme that provides safeguarding related training to all CHSAB partners, including Making Safeguarding Personal, general safeguarding awareness, etc. This will be further developed upon for 2017/18 and will focus upon the findings from the Safeguarding Adults Reviews commissioned by the CHSAB.

Another example of good practice that seeks to promote adult safeguarding across the partnership has been the decision to create a distinct Principal Social Worker role, and separate this function from the Head of Safeguarding Adults, creating more capacity for strategic safeguarding development as well as best practice models.

The role of Principal Social Worker will build upon the quality assurance framework that has been implemented by ASC which includes quarterly audits of cases against good practice principles. Findings from the most recent audit identified that whilst most areas are of a good standard, there are some that require more focus to provide assurance that safeguarding practice is consistent in capturing the voice and desired outcomes of the adult at risk, better recording of risk analysis and how we work with the person to recognise and manage risks collaboratively.

Both of these new posts will be instrumental in progressing a 'Think Family' approach to the work that we undertake in HASC.

HASC continue to chair and co-ordinate the Community MARAC (High Risk)

panel which has led to improved outcomes for some Hackney residents whilst promoting a multi-agency approach to risk management. This has included the use of monies secured from London Fire Brigade to purchase fire prevention equipment. This is now being provided to residents who are regarded as being at a high risk of fire following Home Fire Safety Checks, i.e. poor mobility, smoker, etc.

Areas where we are seeking to develop practice includes the creation of a robust data set, which when combined with data from partners will be amalgamated to construct a “live” dashboard that assists in supporting the work of the CHSAB and demonstrating achievements, i.e. Making Safeguarding Personal outcomes, etc.

Linked to this is the need to better understand the national benchmarking data which suggests that the number of people receiving advocacy services in the borough is below the average. As the commissioner for this service, we will seek to better understand this data and locally ensure the need for advocacy is identified and available in all its forms.

The Safeguarding Adults Team continues to promote understanding of the Care Act 2014, particularly safeguarding domains of domestic harm, sexual exploitation and modern day slavery via its continued engagement with Community Safety Partnership initiatives, and has seen a steady increase in referral figures although these areas of work require further promotion.

## City of London – Adult Social Care

Top 3 successes as identified in the self-audit were:

1. The development of the multi-agency self-neglect, hoarding and fire risk panel.

The panel has met bi-monthly and continued to engage housing estate managers from all estates, environmental health, London Fire Brigade, alongside adult social care. Grant money from the Community Fire Safety investment fund will be administered through the panel. Learning from SAR Fire deaths has been fully disseminated to partners.

2. Learning from SARs within the ASC and Commissioning.

ASC and Commissioning have been briefed as to outcomes of SARs particularly where contractual matters around housing with support have been highlighted.

3. Strengthening work within MCA/DOLS and use of advocates in safeguarding adults work.

This has been a key area of strength this year with the use of advocates being fully embedded into all safeguarding work and being able to be evidenced through the reporting process.



### Top 2 things to work on:

1. Working more fully to an enhanced Making Safeguarding Personal (MSP) approach within the safeguarding process in ASC.
2. Enhancing public awareness and understanding of MSP through a communications campaign aimed at City residents.

As part of the CHSAB QA sub group and work on enhancing performance practice standards in the City, MSP outcomes are now fully reportable on in line with the CHSAB performance dashboard

There have been no safeguarding concerns raised through the complaints process this year.

Both Children's and Adults Social Care services have worked on developing a 'Think Family' approach and the cross cutting themes that arise particularly in relation to safeguarding. The City of London Domestic Abuse & Sexual Violence Forum has representation from both Adults and Children's services, and the directorate work to the Joint service protocol to meet the needs of children where adults or carers have additional needs.

There has been an Adult Safeguarding case that was investigated as a s42 enquiry and involved domestic abuse in relation to an adult with an additional needs, whose son is known to the children's team because of his physical and learning needs. A successful 'Think Family' approach was evidenced through strategy meetings that involved the Adults and Children's service as well as adhering to MSP principles.

## NHS City and Hackney Clinical Commissioning Group

### Adult safeguarding performance in 2016/17

The Clinical Commissioning Group (CCG) has continued to perform well this year with a number of actions completed following an audit by NHS England of our safeguarding arrangements in 2015/6, which gave an overall rating of "assured as good" with some areas for further development. No areas were rated as "unassured". The CCG has implemented most recommendations from the resulting action plan and will be implementing the outstanding actions in 2017/18.

Our successes for the year include: a working party looking at actions required to improve the safety, and care of patients for whom we commission continuing care support; agreeing a safeguarding through commissioning policy; and the use of a safeguarding dashboard which we have developed and agreed with Newham and Tower Hamlets CCGs and is used by all the main NHS providers from which we commission acute and mental health care.



### Key actions for 2017/18 are:

- Produce a safeguarding strategy for the CCG
- Agreeing a supervision policy
- Reviewing our adult safeguarding role and recruiting to that revised job role
- Work with our GP practices and our GP out of hours provider to support them to adopt and deliver best practice safeguarding work.

### Making Safeguarding Personal

As a commissioner of health services our role is to ensure our providers of NHS funded care deliver best practice in terms of their safeguarding duties. In 2017/18 we will be reviewing providers' annual safeguarding reports and will be asking questions about how they ensure they make safeguarding personal in a way that enhances involvement, choice and control as well as improving quality of life, wellbeing and safety.

Safeguarding concerns that have been raised with the CCG through the complaints processes. In 2016/17 the CCG did not receive any complaints that raised safeguarding issues: we do not provide any services directly to patients or carers so we don't get very many complaints.

### How we have supported the implementation of Think Family approaches locally

The CCG has been promoting the 'Think Family' approach within health services, particularly mental health, for many years including:

- In 2016/17 the CCG commissioned the Homerton hospital to improve the identification of pregnant women and new mothers with emotional and mental health needs. It aimed to bring together Homerton Community Mental Health Services and Maternity Services (along with ELFT Mental Health Services) to improve the local service offer to pregnant women and new mothers (and their partners and babies) with low-level emotional wellbeing concerns and mild, moderate and severe mental health needs. The scheme also ensured a strengthened mental health message in Homerton antenatal education for all women and partners and enhanced training for Midwives and Obstetricians on perinatal and infant mental health. New mothers and partners were also consulted about their experience including those with lived experience.
- In 2016 we provided training for GPs on safeguarding which included elements of 'Think Family', concentrating on when adults present with mental health issues and the impact on the child. This will be repeated in 2017/18.

## City of London Police

The City of London Police (COLP) has continued its' positive work to promote adults safeguarding. This can be demonstrated in a number of ways.

The development of the COLP Vulnerability Working Group, a monthly meeting between representatives of different operational units where different aspects of vulnerability and safeguarding are discussed to ensure joined up working and capture of activities across the force. The meeting is also driven by HMIC and other recommendations. The VAWG reports in to the Vulnerability Steering Group for strategic oversight.

### Inclusion of Vulnerability in the Policing Plan

There is now a specific area in the policing plan around vulnerability which utilises the 4P approach. This ensures that vulnerability (including adult safeguarding) remains on the radar at strategic level, and demonstrates the force commitment in this area. It drives the operational activity below and ensures a problem solving approach. Departments are required to report on specific areas within this plan.

### Roll out of a Vulnerability Training Package

This specifically covers mental health, suicide, adults at risk (reporting concerns and the Vulnerability Assessment framework). It covers the ideas around 'Making Safeguarding Personal' to ensure officers understand the issues of gaining consent from individuals to share information with partners and discussing with individuals the outcomes they would like. Additionally the training is delivered by an officer who talks of his own struggles with mental health and provides a first-hand perspective to staff. This training is in addition to mandatory Domestic Abuse training for officers.

### Development of Community MARAC

This has been developed with partners to consider cases of vulnerable persons in the community to deal with issues around anti-social behaviour and hate crime. It has already had success to put in place multi-agency plans and used civil injunctions to protect vulnerable persons in our force area, and take a problem solving approach to community issues. This multi-agency approach allows COL to consider both Making Safeguarding Personal, and the think family approach due to the representation from agencies.

As per the multi-agency audit, the external COLP website has been updated to include an area around Adults at Risk, to signpost individuals where to report concerns and link to the Corporation of London site for help and advice.

### Specialist Investigation and Safeguarding

The Public Protection Unit continue to promote messages around adult safeguarding, supporting national awareness weeks on Domestic Abuse, honour based violence and Stalking and Harassment. As the main referral unit,

they assess all reports of adult safeguarding concerns and work closely with adult and children's social care, along with other agencies to ensure a joined up and multi-faceted approach. Senior managers continue to engage with both the adult and children's Safeguarding Boards with a high level of attendance at meetings.

Economic Crime have begun the task of adopting Operation Signature, a National procedure, to ensure that vulnerable victims of fraud are identified and safeguarded by the City of London Police. This will be an on-going piece of work in to the next year.

### **Complaints involving Adult Safeguarding Concerns**

There have been no adult safeguarding concerns that have been raised through the complaints process within COLP. The Professional Standards Department will raise these directly with PPU if they arise.

### **Metropolitan Police Service (MPS) – Hackney**

Hackney MPS continue to work hard to ensure that Vulnerable Adults within our community are safe and protected with those who offend against them being brought to justice. We seek to ensure that our police policies and procedures are fit for purpose with escalation mechanisms and officer expectations clearly demonstrated.

Hackney MPS recognises the importance of the Hackney & City Safeguarding Adults Board and the strategic work it does. We show our commitment through our attendance at the board, sub groups and linked events where we seek to work closely and collaboratively with our partners to ensure safeguarding.

Some notable Adult Safeguarding successes this year for MPS Hackney Safeguarding include:

### **Acquisition of the first Criminal Behaviour Order for Domestic Abuse**

Hackney police sit on and work closely with MARAC and the VAWG strategic & operational groups, both of which are closely aligned to Adult Safeguarding. Our Community Safety Unit at Hackney MPS recently secured a Criminal Behaviour Order for domestic abuse against a violent DA perpetrator. The order, believed to be the first of its kind to be imposed in England and Wales requires the perpetrator to inform police if he is in a relationship for more than 14 days and it also allows police to inform the woman of his previous violence against women under the Domestic Violence Disclosure Scheme. The victim in this case was vulnerable through her immigration status and had been subjected to a horrendous ordeal by the perpetrator following a sustained campaign of domestic violence. The court heard that he banged his victim's head on the floor and strangled her, inflicting blunt force trauma injuries to her head. Following his arrest and while in custody the suspect continued

to intimidate the victim and whilst on bail before his court appearance, he assaulted another woman he was in a relationship with. The suspect admitted to two counts of actual bodily harm, perverting the course of justice and witness intimidation and on 14 February 2017, he was sentenced to 46 months in prison.

## Reflection & Improvement

Hackney MPS has been more reflective this year with regards to the role we play in adult safeguarding. Through this self-reflection, evaluation and by listening to our partners Hackney MPS has identified areas where we can change, improve and better understand our role within the adult safeguarding arena:

We recognise the need to embed Making Safeguarding Personal and Think Family into the way we work - We need to improve the confidence and satisfaction of our service users with their police interactions. We will do this through increased targeted and forward planning of attendance by front line staff at Multi-agency training and our interactions with service users will be monitored through our monthly Borough satisfaction meetings in conjunction with customer call backs and reflection.

Between March 2016 & April 2017 police generated 4349 Adult Come to Notice (ACN) Merlins for Vulnerable Adults within our community of which 49% (2107) were referred to Adult Safeguarding.

For the same period, April 2015/6 police raised 3697 ACNs with 1904 (52%) being referred to Adult Safeguarding. This has seen an overall 3% drop in police ACN referrals.

This year we are working closely with our Adult Safeguarding Partners at Hackney to ensure that our Adult Come to Notice referrals to Hackney Adult Safeguarding meet the thresholds and referral expectations of our partners. We will do this through single and joint dip sampling of those referred and those not referred together with comparison data against other Boroughs and Safeguarding Adults capacity.

We recognise the need to provide Adult Safeguarding with reassurance that our custody procedures ensure that persons who work with vulnerable adults, if arrested, are properly referred in accordance with the Notifiable Occupation Scheme. We are currently working with our internal Met Detention alongside Adult Safeguarding to ensure robust processes and pathways are in place.

## Healthwatch Hackney

Local Healthwatch services share a common purpose to ensure the voices of people who use services are listened to and responded to. We provide unique insight into people's experiences of health and social care issues across in our area of operation; we seek to be the eyes and ears on the ground telling us what matters to our local communities.

In this context our work with the City and Hackney Safeguarding Adult Board is to support its agenda by promoting safeguarding training, act as a 'critical friend' to the Board, advise on public engagement and report safeguard incidents appropriately where we come across them.

This year we have trained our board, staff and volunteers to identify safeguarding incidents and how to report them. In the last year none of the complaints we dealt with raised safeguarding issues.

## Healthwatch City of London

All Board Members, volunteers and staff have attended safeguarding training. Safeguarding is an agenda item at all Board and Team meetings. Safeguarding questions have been brought up at external meetings such as with the London Ambulance Service.

Staff have participated in the City & Hackney Safeguarding Adults Board and its sub-committee on engagement and communication. City of London Healthwatch also attends the City of London Adult Safeguarding Sub Committee.

There have been no complaints relating to safeguarding or safeguarding issues during this period.

## Homerton University Hospital NHS Foundation Trust

### Top 3 successes:

- Safeguarding Adults Levels 1 and 2 training are mandatory and emphasise staff members' responsibilities in regard to Safeguarding Adults.
- There is a Safeguarding Module on the 'Datix' clinical incident reporting system. This specifies the nature of the abuse and the desired outcomes of the adult at risk. The Homerton Safeguarding Adults Team (HSAT) review these forms weekly to check Safeguarding referrals have been sent, if appropriate, and give advice to the staff who raised the concern.
- The Lead for Adult Safeguarding chairs the MCA/DoLS group, which is attended by neuropsychologists, psychiatrists and the LBH Adult Safeguarding Lead. This acts as an expert resource for queries arising about MCA and DoLS, e.g. arranging for the MCA assessment form to be a template on the Electronic Patient Record (EPR), updating the MCA/DoLS policy and delivering training.

### Top 3 things to work on:

- Compliance with completion of Level 2 Safeguarding Adults training needs to increase from 74% to 90%.

- The terms of reference of the Homerton Safeguarding Adults Committee need to be reviewed and embedded, to check the appropriate reporting structures are in place for safeguarding issues.
- The MCA/DoLS policy and procedures need to be updated to reflect the current legal position on DoLS and the Trust responsibilities in this regard.

### **Making Safeguarding Personal**

- One of the questions in the Safeguarding Module on the 'Datix' clinical incident reporting system is, 'What outcome does the adult at risk want from the safeguarding process?'
- Safeguarding training Level's 1 and 2 make reference to Making Safeguarding Personal.

### **Adult safeguarding concerns raised through our complaints processes**

The HSAT monitor feedback from complaints in two ways:

- A member of the team attends the weekly Complaints, Litigation, Incidents and PALS (CLIP) meeting for Integrated Medicine and Rehabilitation Services (IMRS), which is the largest directorate in the Homerton. To date, none of the complaints discussed in that forum have had a safeguarding component.
- The HSAT shares an office with the Head of Patient Experience and any feedback from patients that may constitute a safeguarding issue is discussed informally, to see if further action should be taken. To date, no safeguarding referrals have arisen via this route.

### **Supporting the implementation of Think Family**

The HSAT work closely with the Homerton Children's Safeguarding Team, to ensure that the needs of children and families are considered and addressed in all safeguarding concerns, as follows:

- A joint committee meeting is held quarterly, at which issues related to adults and children are discussed.
- The lead nurse for adult safeguarding attends the Children's Team's psychosocial Meeting on a weekly basis, to oversee the transition of any children from Children's to Adult Services.
- The HSAT attended a Domestic Abuse Study Day, convened by the Children's Safeguarding Team, on 3.11.16, and uses the information gained there to refer families to appropriate services.
- The Adult and Children's Safeguarding Teams are working together on a project to highlight FGM on the Homerton's Electronic Patient Record system



## St Barts Health

### Top 3 areas of good practice

- The safeguarding principles set out in the Care Act (2014) have been incorporated into the Trust policies, processes and training materials this year. One of the most important changes to the work is the emphasis that is now placed on the needs and wishes of the person experiencing the abuse or neglect. 'Think family' has been signposted in the nursing admission assessment tool that has been implemented across the Trust this year.
- There is clear evidence that people with learning disabilities have greater levels of health need, unequal access to health care and poorer health outcomes including premature death. The Trust has undertaken a number of initiatives to meet Healthcare for All, (DH, 2008). This includes to flag all patients known to the local learning disability teams in the 3 boroughs (Newham Hospital remains an exception until IT system is merged). Reasonably adjusted care pathways in place supported by the use of the Hospital Passports and easy read materials. St Barts was part of the national pilot of the mortality review and will use early findings from this project to influence health care that improves the outcomes for people with learning disabilities.
- Initiatives undertaken to raise awareness of the Mental Capacity Act and Deprivation of Liberty Safeguards, include
  - a) A programme of face-to-face training which covered all adult in-patient and community teams across the Trust, at all levels up to and including the Trust Board. 242 training sessions on DoLS and Mental Capacity Act were held in the 12 months to August 2016, with almost 2,500 staff attending one or more of these.
  - b) An MCA / DoLS awareness week was held, with stalls, awareness raising events and circulation of relevant materials on each Trust site.
  - c) MCA-DoLS champions were recruited in all in-patient areas and have all received additional training.
  - d) An audit conducted at the beginning and end of the Commissioning for Quality and Innovation (CQuIN) period showed that by the end of the period (April 2016) there had been an increase of 52% in the number of capacity assessments undertaken across the organisation and DoLS applications were made for 97% of eligible patients.
  - e) The administrative systems have continued to be developed to meet the increased volume of DoLS applications. These will be reviewed following in light the recommendations from the Law Commission consultation

## Priorities for the next 12 months

Following a period of change and consultation we will publish our joint adult and children safeguarding strategy this year. The strategy will focus on work to develop safeguarding leadership, governance and investment in our workforce.

### The top 3 priorities will be

1. Agree a training strategy in line with the new intercollegiate document, the STP and other partners
  - To work collaboratively with the others to create multi-agency accessible training
  - To develop a range of training options including inter-professional team simulation training events, scenario based interactive learning/e-learning and attendance at multi-agency safeguarding strategy meetings and conferences.
  - To align safeguarding adult competency assessment and compliance to appraisal and clinical/case supervision
2. To agree a process to strengthen shared learning from incidents
  - Monitor's framework for governance reviews (2015) recommend that there is a culture of continuous learning so our aim for this year is that learning reviews and dissemination are integrated into the governance and assurance framework for safeguarding adults
3. To strengthen practice around personalisation and advocacy
  - We will work more closely with local authorities to ensure that the patient focussed outcomes are shared and direct the safeguarding work
  - We will establish a system to monitor IMCA and other advocacy referrals where indicated

## East London Foundation Trust

### Top 3 Successes:

- Improved involvement with the CHSAB Board and sub groups
- Last year's CQC inspection, in which the Trust achieved Outstanding, acknowledged that the Trust is good at keeping people safe
- Introduction of online Level 1 and Level 2 Adult Safeguarding

### Top 3 Things to Work on in Coming Year:

- Improving the level of Adult Safeguarding training compliance of staff throughout the City & Hackney Directorate



- Working with the LBH Adult Safeguarding Lead to clarify the threshold and improve reporting of Safeguarding concerns, especially from the inpatient wards
- To clarify and streamline reporting processes between ELFT and LBH

### **Making Safeguarding Personal (MSP) in our adult safeguarding practice**

There is work going on across the Trust with the Trust's Head of People Participation (Service User involvement) to ensure that we have systems in place that ensure that MSP is a core component for individuals who are subject to safeguarding adults process. This includes considering how we might use focus groups with service users to get feedback.

### **Report on how your agency has supported the implementation of Think Family approaches locally**

We are taking a number of steps to imbed the principles of "Think Family" into practice. It is an important element of our on-going staff training. In our local C&H level 3 Safeguarding refresher training, one of the sessions is facilitated by Tom Richardson, from Hackney CSC Troubled Families team. The title of the session is 'The Whole Family Approach.' Dr Lenny Fagan is also running a session on parental mental health and children. We will also be undertaking a local audit looking at practitioners recording of family demographics on RiO.

## **Housing Providers**

Housing providers from Hackney and City of London are represented on the CHSAB by Genesis Housing Association. This is a new arrangement that commenced during 2016/17. It does this through linking with the London Housing and Safeguarding Group, the Hackney Better Housing Partnership and City of London Housing Department.

The role of Housing Providers in safeguarding was formalised by the Care Act 2014. Since these changes came into force in April 2015. Housing Providers operating across Hackney and City of London have been implementing changes to strengthen their approach to safeguarding

**Key achievements have included:**

#### **Training:**

- Classroom-based training focussed on ensuring staff gain skills and awareness appropriate to their role. For example, Genesis has sessions for Operatives, all staff in Look Ahead have received classroom-based training on safeguarding adults in the last 2 years
- E learning on Adult Safeguarding. For example all staff at Genesis have completed this

- Housing providers have engaged with the training provided by the Board and found this a useful forum to engage with partners as well as develop understanding, skills and awareness.

### Governance:

Housing Associations have developed robust governance structures ensuring there is appropriate scrutiny and assurance around safeguarding. Examples include:

- Genesis has a Safeguarding Committee chaired by the Director of Care and Support, a Safeguarding Operational Group and an internal case review group to ensure that all learning is embedded and processes are improved to avoid cases escalating and a situation arising in which a customer is harmed. Regular reports are provided to these groups, managers, the Executive and the Board.
- Look Ahead have a Safeguarding and Serious Incident Group which is led by the Director of Care and Director of Quality & Performance. This group provides assurance and ensures compliance; including but not limited to commissioning deep dives into serious incidents, reviewing KPIs, monitoring data and identifying trends and ensuring an appropriate culture is in place to support effective safeguarding.

### Leadership commitment to Safeguarding. Examples include:

- A Head of Safeguarding post in Genesis to lead the safeguarding agenda.
- Training for the Genesis Board, Executive, Directors and Heads of Service.
- Southern Housing Group has delivered safeguarding adults training to their Directors and Heads of Service.

This work will continue throughout 2017/18 with Housing Providers continuing to strengthen their approach to safeguarding adults. Examples of work to be delivered include: Southern Housing Group rolling out a new training programme to all staff; and Genesis developing a new safeguarding system to support better quality case management. There will also be continuing work to establish better links between the Board and Housing Providers, ensuring that learning is shared with and embedded within organisations.

## Hackney Council for Voluntary Services

### Top 10 highlights to Safeguard Adults 2016-2017

1. Enabled the VCS to directly contribute to the CHSAB strategic plan 2017 - 2018

2. Over 252 members of the VCS accessed learning opportunities on adult safeguarding
3. Facilitated a discussion about hidden challenges when making referrals with Adult Social Care Team Managers. This led to revising the referrals systems
4. Assisted user stakeholders to share their views on the style and content of the new City and Hackney website
5. Participated in the Training and Development Sub Group and Serious Adult Review (SAR) Sub groups
6. Improved safeguarding awareness amongst LBH grant applicant and grant holders supported the grants team to roll out the safeguarding tool kit
7. Proactively supported work to eliminate violence against women and girls and FGM at policy level and at community level with a range of communities
8. Embedded Safeguarding in Hackney CVS and continued to host the Training teams safeguarding offer at Hackney CVS
9. Delivered a key training session with the Social Care Institute for Excellence - Writing a Better Safeguarding Adults policy
10. Adopted a new networks based approach to embed safeguarding in key networks such as Hackney Refugee Forum and updated the adult safeguarding Health check

Over the last year Hackney CVS has played an ambassador role in safeguarding adults' key safeguarding messages across the Community and Voluntary sector in City and Hackney. The following is a summary of our top 10 highlights for the year. The adult VCS workforce comprises funded and commissioned organisations that provide a range of services to adults aged 18 years and over in Hackney. Overall many more VCs organisations and residents talk about safeguarding and understand its relevance to their service users, staff and volunteers.

### **The following achievements stand out**

- Participation in policy and planning of CHSAB
- Our safeguarding focus with organisations that support migrant and refugee communities
- Awareness of the safeguarding needs affecting older people.
- Work with LBH Grants Team to meet the Adult Safeguarding Audit and compliance requirements

## Participation in Subgroups

- Communication and Engagement Hackney CVS actively contributed to the strategic plan and actively encouraged VCS organisations and their service users to share their views on the ideal CHSAB website.
- Jackie Brett has attended the SAR sub groups and gained an insight to key messages for professionals and practitioners within health and social care.
- Kristine Wellington attended the Training and Development Subgroup. The learning and development courses have been identified that will boost VCS workforce skills. Safeguarding Leads training, Advocacy and in-house courses on Mental Capacity Act 2005

Being on the CHSAB has been very informative for the wider transformation work that we are involved in as it highlights the issues that recur. It has been good that the Board now has a Housing Association representative on the board.

During this period we have engaged Hackney Refugee Forum, a network comprising of migrant and refugee organisations in Hackney. The members add one hour of safeguarding to their network meeting and address key concerns such as; violence and domestic abuse, Mental capacity issues, the role of advocates, making referrals, increased awareness of financial abuse and promotion of the CHSSB Adult workforce training. We have also engaged with more organisations that raise concerns about the threshold requirement and needs of older people, particularly VCS organisations that do not speak English as their first language or groups that have less understanding of their safeguarding rights and hesitate to blow the whistle.

Hackney CVS has worked closely with the CHSAB to support the VCS to understand and meet its safeguarding compliance requirement. In particular to ensure the sector has a working knowledge of the principles outlined in the Care Act 2014. Particularly frontline organisations working with refugee and migrant communities, faith, tenants groups, and family support organisations.

This year we worked closely with the Council officers to ensure that grant holders met the safeguarding requirements outlined by the Place for Everyone Grants Team. In addition we have supported organisations in how to meet key public sector stakeholders that work on safeguarding.

## Conclusion

We look forward to the development of a website that can be accessible to the people of Hackney as well as professionals. I would like to acknowledge key community stakeholders. Safeguarding leads from the VCS, Health Watch City and Hackney, One Hackney, Connect Hackney, Hive / POhWER, User Led training team and the Health and Social Care Forum members.

## City of London - Trading Standards

The City of London Trading Standards Service receives around 2000 complaints and enquiries from consumers living in the City and across the UK every year. These relate to problems with businesses primarily linked to the Square Mile that may have treated consumers unfairly, supplied unsafe goods, failed to provide services using reasonable care and skill or simply defrauded them of money. There is a particular emphasis on investment fraud within the City and Trading Standards are a key partner of Operation Broadway. This is a multi-agency project that has been operational since 2014 and partners include the City of London Police, Metropolitan Police, the Financial Conduct Authority, Action Fraud and HMRC. The Trading Standards team speak to many victims of investment fraud and make safeguarding referrals to Adults Services where vulnerability is an issue. The team also offer to talk to local resident groups with a view to target hardening and preventing financial abuse in the future.

## London Borough of Hackney - Trading Standards

Hackney Trading Standards treat doorstep crime and scams as a service priority. We refer any victim of financial abuse to Adult Care Services. We will liaise with the Adult Safeguarding Section together with other agencies such as The Police, Age Concern and London Fire Brigade to put together action plans and to carry out joint visits. Hackney Trading Standards cannot prevent every resident from becoming a victim of doorstep crime or scams but we are working towards the elimination of repeat victimisation.

In the first quarter of 2017 we carried out two direct interventions as a result of live doorstep crime reports that resulted in saving the two residents in question a combined total of £22,000. Both residents were extremely vulnerable with one suffering from dementia and the other suffering from mobility problems and anxiety. We subsequently identified evidence of further cross border offending and associated money laundering. The case is still under investigation but the residents have had substantial support and target hardening from Trained Officers and referrals have been made to safeguarding in order to get them the support they require.

## Plans for 2017/18

We will build on what we did in 2016-2017, **under the 4 agreed aims of the CHSAB strategy:**

**Our aim is** to raise awareness of adult safeguarding and together learn from experience

- We want to be in a place where we have identified the gaps where safeguarding adults needs should be promoted and raise awareness of safeguarding adults in the community
- We want to engage with people who use safeguarding services and include their feedback into our plans
- We want to promote safeguarding either through a conference or themed week/month so that we reach the widest audience
- We will ascertain whether staff and volunteers have learnt from the SARs, that actions from the SARs are delivered, and the impact of learning is evaluated
- We will continue to evaluate everyday practice through multi-agency audit of individual cases

**Our aim is** to promote an open culture

- We want to ensure that people who need advocacy during safeguarding activity receive it
- We want to be proactive in preventing risks to socially isolated residents
- We will keep abreast of the impact of resource reductions and service redesign in the public sector on vulnerable adults in respect of adult safeguarding i.e. Local authorities, Police, CCG etc.
- Members of the CHSAB regularly will demonstrate that they hold each other to account

**Our aim is** to improve the competency of all those involved in safeguarding activity

- We will continue to work to embed the Making Safeguarding Personal approach to safeguarding adults in practice across the partnership
- Common principles for supervision of safeguarding adults practice will be agreed and adopted across the partnership
- We want the CHSAB to have a set of shared resources/tools to use in training and briefings that supports consistency in the approach to and practice of adult safeguarding

- We will continue to learn about new themes/emerging concerns/ issues in adult safeguarding in order to be effective as a CHSAB partnership (including cross cutting issues with the City and Hackney Safeguarding Children's Board and local Community Partnerships)

**Our aim is** to understand how effective adult safeguarding is across the communities we work with

- We will agree a set of safeguarding data, in order to inform and improve services
- We will establish an agreed format for presenting this data which is understandable to all agencies and is regularly reported/ presented to the CHSAB
- We want to improve communication between those involved in safeguarding adults and improve the appropriateness and proportionality of referrals (concerns)
- The data set, which will include data from partners will be a 'live' dashboard that assists in supporting the work of the CHSAB and demonstrating achievements i.e. Making Safeguarding Personal outcomes etc.
- We will benchmark safeguarding data against similar boroughs

(For Full Information of our plan for 2017-2018 – Please see Appendix A





# Appendix A:

## **CHSAB Annual Strategic Plan 2017-2018**





The CHSAB Plan addresses the Six Principles of Adult Safeguarding: Empowerment, Protection, Prevention, Partnership, Proportionality and Accountability.

Partner	Lead
London Fire Brigade Hackney (LFBH)	Stephen Dudeney
City of London Corporation (CoL)	Chris Pelham
Homerton Hospital (HUHFT)	Lesley Rogers
City & Hackney CCG (CHCCG)	Jenny Singleton
Hackney CVS (HCVS)	Kristine Wellington
Hackney Met. Police (HMPS)	Catherine Edgington
City of London Police (CoLP)	Alexander Hayman
Barts Health NHS Trust (BHHNST)	Jane Callaghan
London Borough of Hackney (LBH)	Simon Galczynski

Partner	Lead
London Fire Brigade City of London (LFBCoL)	Jon Simpson
London Ambulance Service (LAS)	tbc
East London NHS Trust (ELFT)	Dean Henderson
Public Health (PH)	Nicole Klynman
Healthwatch City of London (HWCOL)	Lynn Strother
Healthwatch Hackney (HWH)	Jon Williams
National Probationary Service (NPS)	Stuart Webber
Care Quality Commission (CQC)	Paula Eaton
City & Hackney Safeguarding Children Board (CHSCB)	Rory McCullum

Sub-group	Chair
Quality Assurance	Dean Henderson
SAR & Case Review	Chris Pelham
Training & Development	Simon Richardson
Communication & Engagement	Kristine Wellington

Sub-Committee	Chair
City of London	Dr Adi Cooper

Principle 1 : We will raise awareness of adult safeguarding and together will learn from experience				
Priority	Action	Lead Individual, sub-group chair, or agencies	Outcome(s)	Target Date
<b>1. Awareness Raising</b> Ensure awareness of adult safeguarding is raised across all communities in City and Hackney, particularly to reach 'hard to hear' / 'hard to reach' communities, groups and individuals	1. Identify and report on where there are gaps in awareness of 1 safeguarding from demographic data, based upon referral data / benchmarking, in order to target awareness raising.	QA sub group	Clear and helpful information and communication channels so that awareness of adult safeguarding is increased across all communities in Hackney and feedback encouraged on experience of adult safeguarding	Dec 2017
	1.2 Identify support for communicating messages (e.g. through Advocacy and Hospital Patient Representatives) and co-produce/develop appropriate forms of communication	C & E subgroup	VCS groups are able to raise awareness of adult safeguarding, support people to prevent risks of abuse or neglect and inform the CHSAB how satisfied people are with the safeguarding services they receive in order to improve services	Dec 2017
	1.3 Collate a SA Lead toolkit / resource list / training access support for VCS.	C&E Subgroup	VCS groups are able to raise awareness of adult safeguarding, support people to prevent risks of abuse or neglect and inform the CHSAB how satisfied people are with the safeguarding services they receive in order to improve services	Jan 2018
	1.4 Foster capacity building initiatives to support community groups to extend awareness of adult safeguarding and provide feedback to CHSAB on experience of adult safeguarding	SG/HASC	Communicate key messages through Working Together Adult Safeguarding Conference 2017 (Carried forward from previous plan) or, alternatively through a safeguarding themed week / month with agreed messages, themes, venues, etc.	Feb 2018
	1.5 Consider an approach of a "safeguarding week / month" with a series of events / awareness raising opportunities, with CHSAB partners highlighting what they are able to offer	Task & Finish Group to be convened	That the CHSAB is able to populate a week / month of safeguarding awareness raising across the borough which seeks to include input from all partner agencies. For the CHSAB to monitor increases in	Feb 2018

	to promote this within the timeframe.		safeguarding concerns being generated in focused areas.	
<b>2. Service user feedback</b> Develop and establish a model for ongoing service user and carer feedback on safeguarding services to, and engagement with the CHSAB (includes service user feedback about the safeguarding service informs the work of the CHSAB)	2.1 Set up a reference group of people who have experience of safeguarding or input into the CHSAB ('experts by experience'), nominated by Members of the CHSAB, to regularly provide feedback to the CHSAB  2.2 Consider how service user feedback could be incorporated into the safeguarding process, recommend to the CHSAB if feasible/achievable (e.g. use survey monkey for commissioned services), and report to the CHSAB  2.3 Produce an options paper on service user feedback for the CHSAB which outlines the pros & cons of each option, whilst capturing an overview of all current forums.	Adult safeguarding leads in HASC & CoL  QA sub group  John Binding / Chris Pelham / Cynthia Davies (LBH Commissioning)	CHAB is informed about service user experience of safeguarding and their satisfaction in order to improve services  People who have experienced safeguarding processes influence improvement in practice and identify areas for co-production  The CHSAB has a clear strategy for ensuring that the user experience is gathered and is reflected in its work and subsequent business plan.	Jan 2018  Jan 2018  Jan 2018
	3.1 The Communication Plan regarding lessons from SARs is implemented (includes feedback to staff, volunteers and community on lessons from the SARs bitesize learning, bespoke events, presentations, targeted training)  3.2 Delivery of Action Plans monitored and organisations held to account by the SAR & CR sub group on behalf of the CHSAB	SAR & CR L & D C & E sub groups  SAR & CR subgroup	Staff and volunteers know the lessons from the SARs Actions arising from SARs are delivered Impact of the learning the lessons from SARs in understood (through an evaluation framework) Safeguarding risks are mitigated because recommendations from SARs for improvement and development are addressed	Dec 2017 March 2018 Dec 2017 March 18
	<b>3. Safeguarding Adult Reviews (SARs)</b> SAR action plans are implemented, the learning disseminated and the CHSAB monitors the impact of learning, with a view towards this being an integral "business as usual" approach amongst partners.			

Principle 1: We will raise awareness of adult safeguarding and together will learn from experience					
Priority	Action	Lead Individual, sub-group chair, or agencies	Outcome(s)	Target Date	
	3.3. Develop mechanisms to assess the impact of learning from SARs on improving safeguarding practice	SAR & CR subgroup	As above		
<b>4. Multi - Agency Case File Audit (MACFA)</b> Promote learning from everyday practice through multi-agency review of individual cases	4.1. Develop and test a model of Multi-Agency Case File audit  4.2 Establish a programme for MACFA audit to assess multi-agency safeguarding practice, and identify areas for improvement, (including core elements – MSP; plus issues agreed by the CHSAB – e.g. lessons from SARs, and focus on key themes e.g. self-neglect)	CHSAB Chair & Task & Finish group	The CHSAB is assured that practice is improving, people are receiving appropriate help and support that prevents harm, lessons from SARs are having an impact, and areas for further improvement are identified	Completed and ongoing	
Progress and Impact					

## Principle 2: “We will promote a fair and open culture”

Priority	Action	Lead Individual, sub-group chair, or agencies	Outcome(s)	Target Date
<b>5. Advocacy</b> Ensure that access to advocacy is supported for those who need it	5.1 Analyse current low take up of advocacy in Hackney, based upon benchmarking data, and provide narrative and action plan if appropriate to address.	QA Sub-group	The CHSAB is able to evidence that advocacy services are being appropriately promoted to and accessed by Hackney / City of London residents.	Nov 2017
	5.2 Improve recording and monitoring of use of advocates in safeguarding cases through promotion of appropriate use of advocates to front line staff across relevant service areas (include in safeguarding training and briefings)	HASC T & D Subgroup	Increased use of advocates (Hackney) 90% of service users who lack capacity have an IMCA	
	5.3 HASC ensures that sufficient advocacy services are commissioned to meet demand (LBH) and report to CHSAB on use of advocacy	HASC	To see an increase in the Hackney / City of London residents receiving Care Act advocacy in safeguarding cases	Nov 2017
	5.4 Connect the ‘informal’ and registered advocates with front line staff in statutory services to improve sign posting and communication	C & E sub group	Professionals and safeguarding champions in the CVS know how to access advocates for service users who need them	Completed
<b>6. Prevention and Early Intervention</b> Develop proactive prevention approaches for socially isolated residents	6.1. Develop a local “Early Help” protocol and overview of services to support socially isolated individuals who lack support and may be at risk of safeguarding concerns, e.g. ‘silent patients’ in Barts, and provide sign posting to find support	Task and Finish Group	Socially isolated residents are supported via a range of statutory and voluntary services and provision of information in order to maintain and develop self-esteem so that safeguarding risks are prevented.	March 2017
		Barts lead City sub-group		

Principle 2: “We will promote a fair and open culture”					
Priority	Action	Lead Individual, sub-group chair, or agencies	Outcome(s)	Target Date	
	6.2 Consider development of a “safer places scheme” where people are able to inform “trusted partners” of concerns in a safe environment, and are helped to make contact with respective agencies for support.	Task and Finish Group (JIB)	Agencies, including social and private housing, are able to identify support from their respective infrastructures to establish what their support “offer” is and what ability there is to identify socially isolated residents.		
	6.3 Identify the safeguarding issues for those people who don't have s.42 enquiries to see how their safeguarding risks and needs can be prevented	C&E sub group	CHSAB partners are able to demonstrate knowledge of signposting options.		
<b>7. Impact of change</b> Understand the impact of resource reductions and service re-design in the public sector on vulnerable adults in respect of adult safeguarding, ie Local Authorities, Police, CCG, etc.	7.1. Provide the CHSAB with information about plans, risks mitigated and the controls put in place. These would acknowledge the impact of resource reductions and service re-design in the public sector on vulnerable adults in respect of adult safeguarding. Consider updating as required, with contributions from CHSAB partners to highlight areas of concern.	HASC / CoL/CCG/ Police	Assurance to the CHSAB that mitigation of negative risks effectively reduces any potential for adult safeguarding activity	Ongoing	
<b>8. CHSAB assurance</b> Members of the CHSAB regularly hold each other to account and review progress	8.1 Share annual self-audits of safeguarding responsibilities (to review at an Awayday)  8.2 Regular Agency updates to the CHSAB to provide assurance that		CHSAB can demonstrate ongoing improvement in the Annual Report  Poor quality issues are being addressed to prevent escalation to safeguarding	April 2018  April 2018	



Progress and Impact	adult safeguarding is embedded in contracting and monitoring arrangement; quality is managed to prevent safeguarding risks; and that provider concerns are being addressed.			concerns and safeguarding issues are addressed by commissioners in provider services	

Principle 3: “We want to improve the competency of all those involved in adult safeguarding activities”					
Priority	Action	Lead Individual, sub-group chair, or agencies	Outcome(s)	Target Date	
<b>9. Making Safeguarding Personal (MSP)</b> Ensure that the MSP approach to safeguarding is embedded in practice across the partnership	9.1 Each partner organisation assures the CHSAB of the measures it is taking to adopt the MSP approach to safeguarding through updates to the CHSAB.	All	Making Safeguarding Personal is embedded in front line practice across all partners: adult safeguarding services are person led and outcome focused because people are supported to make their own decisions about their safety and wellbeing		
	9.2. Gap analysis of MSP training needs undertaken to inform the annual training programme – and targeted workshops are delivered for each sector on what MSP means in practice (Care Providers, Housing Providers, VCS, Health, LA, Police etc) e.g. practice workshops rerun by Ripfa to support front line staff to change their practice and implement MSP	T&D sub group	70% of service users express their desired outcomes from safeguarding (included in CHSAB Dashboard)		
	9.3 Assess the current key safeguarding forms and linked data capture to ensure this is fit for purpose and performance is regularly reported to the CHSAB.	ASC	To ensure that respective SA forms / processes are able to provide required assurance of MSP approach and performance on achieving outcomes.		
	9.4 Safeguarding leads and champions in the CVS promote an MSP approach and MSP is embedded in their policies and practice	QA Sub-group C&E sub-group	CVS consistently promotes person centred and outcome focused approach in safeguarding practice		
<b>10. Supervision</b> Good practice principles of supervision of	10.1 Commission (Bournemouth University) to develop and provide proposal alongside the BU competency standards)		Staff are supported by effective supervision in delivering adult safeguarding services which enhances their confidence and competence in working with risk and		

safeguarding practice are agreed and adopted across the partnership (including debriefing and support from complex/traumatic cases)	10.2 Newly appointed Hackney Principal Social Worker to liaise with PSW network to establish if this proposal has been progressed in other places	H PSW	decision making  Learn from other areas applied in City and Hackney	
<b>11. Training &amp; communication resources</b>  CHSAB has a set of shared resources / tools to use in training and briefings that supports consistency in the approach to and practice of adult safeguarding.	11. 1. Collate and disseminate shared resources etc including: simulation exercises; YouTube videos; table top exercises (MDS)	T & D sub-Group C&E Sub-group	Staff across the partnership have a shared understanding and approach to adult safeguarding	
	11.2 Identify and share / promote good practice, e.g. on Mental Capacity Act (MCA)	T & D Sub-group	Communication is varied in approach and appropriate for different audiences and staff groups  CHSAB partners are familiar with resources promoted via the MCA Forum, including the MCA Competencies.	
<b>12. CHSAB Learning</b>  Improve understanding of new themes/ emerging concerns/ issues in adult safeguarding in order to be effective as a CHSAB partnership (including cross cutting issues with the City and Hackney Safeguarding Children's Board and local Community Safety Partnerships	12.1 CHSAB seeks to keep itself aware of key subject areas via other general agencies and identifies areas where it could assist in the promotion of good practice, via briefings and presentations to the CHSAB on: Law Commission Review; Child Sexual Exploitation County Lines Modern Day Slavery (with annual review of CHSAB protocol) Homelessness/ Rough Sleepers Sex Working Domestic Violence Financial abuse, including scamming	ALL  AS Leads C&F leads Police  Chris Pelham	Increase awareness of CHSAB Members on new themes/ emerging concerns/ issues in order to identify any areas of shared development and planning  Increased referrals linked to subject areas.	
<b>Progress and Impact</b>				

Principle 4: “We will understand how effective adult safeguarding is across the communities we work with”					
Priority	Action	Lead Individual, sub-group chair, or agencies	Outcome(s)	Target Date	
<b>13. Dashboard development</b>  Collect agreed safeguarding data, including a reflection of the service user's journey, in order to inform and improve services.  Establish an agreed format for presenting this data which is understandable to all agencies and is regularly reported / presented to the CHSAB	13.1 Clarify and agree a consistency of reporting and responses to safeguarding concerns across the partnership	QA Sub-group	CHSAB is provided with adult safeguarding data that can inform development priorities and show the impact of changes in practice		
	13.2 Agree how vulnerability is recognised and managed within the respective CHSAB partner services.	QA Sub-group	Consistency of approach to delivering adult safeguarding services across the partnership		
<b>14. Feedback mechanisms</b>  Improve communication between those involved in safeguarding adults and improve the appropriateness and proportionality of referrals (concerns)	14.1 Agree a protocol for feedback/communication between partners	QA Sub-group	Improve communication between partners		
	14.2 Report/monitor the response rates back to referrers and analyse by source, feedback on appropriateness and actions taken	QA Sub0group	Improve appropriateness of referrals for safeguarding enquiries		
Progress and Impact					



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<b>Committee(s):</b>	<b>Dated:</b>
Safeguarding Sub Committee Community and Children Services	06/02/2018 09/02/2018
<b>Subject:</b> Safeguarding Children's Board Annual Report	Public
<b>Report of:</b> Jim Gamble, Independent Chair of The City & Hackney Safeguarding Board	For Information
<b>Report author:</b> Rory McCullum, Senior Professional Advisor	

## Summary

The City & Hackney Safeguarding Board (CHSCB) annual report for 2016/17 is 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.

- The report describes the **governance and accountability** arrangements for the CHSCB, outlining the structures in place that support the CHSCB to do its work effectively.
- It sets the **context for safeguarding children and young people** in the City of London, highlighting the **progress made by the City partnership** and the challenges going forward.
- It sets out the lessons that the CHSCB has identified through its **Learning & Improvement Framework** and the actions taken to improve child safeguarding.
- The report also describes the range and impact of the **multi-agency safeguarding training** delivered by the CHSCB and a brief account of the single agency training delivered by partners.
- It sets out the **priorities going forward** and the **key messages** from the Independent Chair of the CHSCB to key people involved in the safeguarding of children and young people.

## Recommendation(s)

Members are asked to:

- Note the report and the conclusions set out in this cover report.

## Main Report

### Background

The publication of an annual report by the CHSCB is a requirement set out in the statutory guidance Working Together 2015.

Its purpose is to provide a transparent account of the strength and weaknesses of local child safeguarding practice – as determined by the Independent Chair and the Board itself.

## **Current Position**

The report sets the context for child safeguarding activity over 2016/17. During this time period both the City of London Corporation and the CHSCB were subject to external scrutiny by Ofsted.

The City of London Corporation was judged to be Good overall, with Outstanding leadership and management. The CHSCB was the first local safeguarding children board in the country to receive an Outstanding grading.

***‘This is an outstanding LSCB. It is a dual board covering both the City of London and Hackney. The board demonstrates an unwavering determination to safeguard children, with a firm commitment to sustaining and improving partnerships.’ Ofsted 2016***

The report reflects many of the strengths identified through this inspection process and can be read in full here. (*hyperlink to be circulated separately once report formatted*)

## **Conclusion**

In terms of past performance, the City of London Corporation has a strong and positive story to tell – as reflected in previous CHSCB annual reports.

The UK as a whole has one of the most sophisticated safeguarding systems in the world and whilst there will always be lessons to learn and practice to improve, it is important to reflect the enormous efforts made by front-line staff from a variety of different agencies. Staff who come to work every day with the intention of helping people and making them safer.

It is also important to reflect the inherent risks that are evident in the national system right now.

- Workload – CP investigations up 60% over 10 years
- £2 billion funding gap by 2020
- 5 million children in poverty by 2020
- Austerity – More in need & fewer getting help
- Mental health and emotional resilience for children and YP
- Threats of exploitation and abuse
- Organisational Change

In addition to the above, the Children & Social Work Act 2017 has led the way for the abolition of LSCBs and revised statutory guidance – Working Together 2018. This is seen by both the Independent Chair and the Senior Professional Advisor to the CHSCB as one of the most significant risks facing safeguarding partners given its permissive approach.



Experience in this field would evidence that such an approach will not work. Lord Laming was not wrong. Multi-agency working does not happen by itself or even via the good will of dedicated staff. Multi-agency work needs to be harnessed and driven and must at its heart be open to independent and continuous challenge to do better.

A framework that encourages constructive ambiguity won't help us improve. Left to their own devices and steered by a 'permissive' framework (if any framework at all), partners will delegate responsibility, but not authority. We will be left with no guarantee that important issues will be identified and addressed at the right strategic level or with the appropriate expertise or experience set.

Building on what has worked well, strengthening the independent insight and challenge provided by boards as well as enhancing their relationship with and between Inspectorates would have had a far greater positive impact. A framework is necessary to ensure compliance with the basics and it is the basics that often go wrong.

If the answer to this criticism and concern is that a new arrangement will deliver the same singular child centric focus in a new and similar format - why change? Why introduce a dangerous level of ambiguity and the potential for post code confusion in future safeguarding arrangements? – particularly in the context of the demands set out above.

Given the permissive nature of the new approach, many LSCBs will change in name only and whilst the CHSCB will always continue to seek ways to improve and enhance our partnerships to deliver better outcomes for children; all partners have agreed locally to retain our current systems and approach (*notwithstanding those areas where statute will drive explicit and non-negotiable change* (i.e. SCR and CDOP))

After years of experience we have learnt that to be effective, safeguarding must be everyone's business. That statement is not and never should be treated as mere rhetoric.

## **Appendices**

None

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<b>Committee(s):</b>	<b>Dated:</b>
Community and Children's Services Education Board	09/02/2018 08/03/2018
<b>Subject:</b> City of London Corporation's Apprenticeship Programme	Public
<b>Report of:</b> Andrew Carter, Director of Community and Children's Services	For Information
<b>Report author:</b> Barbara Hamilton, Community and Children's Services	

## Summary

The City of London Corporation (COL) confirmed its commitment to delivering the first 100 apprentices across its departments in 2017/18. This level would be maintained each year. This report provides an update on progress towards achieving the target.

The recruitment targets to date have been achieved. The recruitment activities for the third and fourth cohort are currently underway.

The ongoing marketing and recruitment campaigns for apprentice cohorts one, two and three have proved to be successful. The number of enquiries from departments for apprentice vacancies continues to increase. There is also an increase in the number of older candidates and university graduates who are successful in responding to COL apprentice vacancies. The results of the mandatory initial assessments are showing a need for the service to provide additional learning support in areas such as functional skills for apprentices between the ages of 16 and 19 years, and some specialist support for apprentices with disabilities such as hearing impairment.

## Recommendation

Members are asked to:

- note the report.

## Main Report

### Background

1. The second and third cohorts of apprentices were mainly recruited to areas such as Open Spaces, City of London Police and Libraries. A total of 56 apprentices started the programme and have completed the HR onboarding process. These apprentices are fully registered with the Education and Skills Funding Agency's digital systems. A further 21 apprentices have been selected by managers for recruitment and are currently at various stages within the HR onboarding process. Between January and February 2018, a further 16 apprentices will be

interviewed and recruited. During February/March, the final seven interviews will take place with recruiting managers. The table below shows details of apprentice recruitment planned for January/February 2018.

<b>Qualification</b>	<b>Department</b>	<b>Apprentice numbers</b>
Hampstead Conservation	Open Spaces	2
Hampstead Arborist	Open Spaces	1
Heath Ranger	Open Spaces	2
Business Administration	City's Remembrances Office	1
Business Administration	Department of Built Environment	1
Property Technician	City Surveyors	1
Transport Planning Technician	Department of Built Environment	2
Business Administration	Public Health (DCCS)	1
Business Administration	DCCS	1
Groundsman/Sports Turf	Open Spaces	1
Customer Services	City Surveyors	1
Business Administrator	DCCS	1
Business Administrator (Education Policy Team)	DCCS	1
	<b>TOTAL</b>	16

2. An additional three apprentices have changed their apprenticeship status. One apprentice has successfully secured a full-time position within a COL department. Another apprentice has changed her specialist training area, from a Level 3 in Business Administration to a Level 3 in Human Resources Management. The final apprentice has decided to pursue a different career pathway, and has withdrawn from the programme.
3. The apprenticeship training standards or framework in all areas have also been confirmed and, where needed, managers have agreed the offsite training arrangements. There are a small number of skills areas where the qualifications or standards are not yet available. Under these circumstances, managers may need to reconsider their choice of qualification and examine if the service is supporting these managers in locating appropriate training options.
4. The changes in the process for recruiting apprentices for the third and fourth cohort has increased managers' interest and understanding of the apprenticeship programme. The new approach is based around greater use of standardised processes and batched recruitment and long listing. This has also meant that department managers are able to benefit from pre-apprentice recruitment and a face-to-face discussion with the service team. This ensures that managers better understand the recruitment process.
5. The quarterly monitoring of apprentice performance to date has shown that apprentices are progressing well. All internal classroom-based training sessions have been quality assured through classroom observations. Each classroom session is evaluated by apprentices and the feedback to date shows positive levels of learner satisfaction.

6. Every eight weeks a workplace visit is carried out by the classroom tutor, and a discussion regarding progress is held with the apprentice, the line manager and the tutor. An electronic tracking system monitors the progress and performance of each apprentice. Any apprentice falling behind in their progress and attainment is identified and additional learning and pastoral support is provided to bring them in line with expected progress.
7. The second of two managers' workshops have taken place. This workshop provided managers with a better understanding of expectations of the programme and the apprentices. An online questionnaire is circulated termly to managers to gauge their views on the recruitment, selection and training services provided and modifications are made based on this feedback.
8. The third and fourth cohort of apprentices will include a number of apprentices who are progressing from Level 2 to 3. Some apprentices are keen to progress to Level 4. Progress routes will be considered after March 2018.
9. The target number of recruits for this fourth cohort will be seven apprentices. The vacancy opportunities for this recruitment cohort have already been agreed.
10. The fourth cohort of apprentices will be taken from departments such as Chamberlain's, Comptrollers and City Solicitors, City of London School for Boys and Markets and Consumer Protection.
11. The process for recruiting, selecting and appointing apprentices is firmly in place. The team have recently introduced a more direct method of promoting the City of London Apprenticeship programme. Face-to-face conversations are taking place with potential candidates and those wishing to discuss progression routes.
12. Direct links have been made with the City family of schools to support careers information day. The apprenticeship offer will be included in the upcoming careers day, which will take place in the City of London Guildhall/Old Library.
13. Members of the team are also working with parents who are making enquiries on behalf of their children.
14. The increase in levels of additional learning support needed for apprentices continues to grow. There is also a need for further support with basic skills and for apprentices who have been diagnosed with Special Educational Needs and Disability (SEND), including attention deficit hyperactivity disorder (ADHD), dyslexia, hearing impairment and anorexia.

### **Corporate & Strategic Implications**

15. The approach that has been taken to deliver the COL apprenticeships continues to be consistent with the Corporate Plan, Education Strategy and the Children and Young People's Plan. It is also integral to the Employability Framework.

### **Conclusion**

16. This report provides an update of the progress towards achieving and maintaining the COL annual target of 100 apprentices. The recruitment target for the first delivery year is on track and, by the end of February 2018, 93 apprentices will have been recruited. The remaining seven apprentices will be recruited by no later than March 2018.

## **Appendices**

- None

### **Barbara Hamilton**

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<b>Committees:</b>	<b>Dates:</b>	
Community and Children's Services Projects Sub Committee Gresham City Side Committee	09 February 2018 14 February 2018 23 February 2018	
<b>Subject:</b> City of London and Gresham Almshouses, East Lodge and Communal areas – Refurbishment Works	<b>Gateway 3/4 Options Appraisal(Regular)</b>	<b>Public</b>
<b>Report of:</b> Director of Community & Children's Services <b>Report Author:</b> Lochlan MacDonald Community and Children's Services		<b>For Decision</b>

## Summary

### Recommendations -Project Sub Committee

1. Note total estimated programme cost of £1,600,600 which includes fees and staff costs of £56,600 for internal, external and common parts refurbishment works including East Lodge, at the City of London and Gresham Almshouses.
2. That approval is given for Option Two - authority is given for the Director of Community and Children's services to use in house staff and Mooney Kelly quantity surveyors to develop the specification and carry out procurement of a works contractor to then proceed to Gateway 5, at an estimated cost of £37,300

### Recommendations – Community and Children's Services Committee

1. Note total estimated programme cost of £1,344,504 which includes fees and staff costs of £47,544 for internal, external and common parts refurbishment works at the City of London Almshouses.
2. That approval is given for Option Two - authority is given for the Director of Community and Children's services to use in house staff and Mooney Kelly quantity surveyors to develop the specification and carry out procurement of a works contractor to then proceed to Gateway 5, at an estimated cost of £31,332

### Recommendations – Gresham Cityside Committee

1. Note total estimated programme cost of £256,096 which includes fees and staff costs of £9,056 for internal, external and common parts refurbishment works at the Gresham Almshouses.
2. That approval is given for Option Two - authority is given for the Director of Community and Children's services to use in house staff and Mooney Kelly quantity surveyors to develop the specification and carry out procurement of a works contractor to then proceed to Gateway 5, at an estimated cost of £5,968, from funds of £51,000 in 2017/18 already approved for these works.
3. That further funds of £205,096 may be sought from City Cash Contingency accounts which will, along with £51,000 approved for 2018/19, allow refurbishment works to proceed.

## **Dashboard**

Project status	Amber
Timeline	Gateway 3/4 – February 2018 Specification completed – May 2018 Tender exercise – June 2018 Gateway 5 – September 2018 Works start – Autumn 2018 Works complete – Spring 2019
Programme status	Pending approval of Gateway 3/4 – Options Appraisal (Regular)
Latest estimated total costs (Inc. fees)	£1,600,000
Expenditure to date	Staff fees of approx. £2000, and £16,350 for installation of property surveys, drainage inspection and pre-planning application drawings for window refurbishment.

### **Progress to date (including resources expended including any changes since previous gateway)**

At Gateway 2, approval of fees of £3,000 for a consultant to be appointed to carry out a detailed condition survey of the Almshouses site facilities, and provide costed options on the refurbishment of these, was granted. It was originally envisaged that Harman Close and Isleden House, sheltered units within the housing department, would be looked at with the Almshouses. However, Harman Close has now been separated into a distinct project, and Isleden House is deemed to be satisfactory at present, following works carried out there previously. There has been slippage since the Gateway two but recent additions to staff within Property Services has now enabled the project to proceed. Local budgets were approved to appoint a consultant to carry out a more in-depth survey. A qualified quantity surveyor was appointed to carry out an initial assessment of what may be needed in each dwelling, as well as general external works. This was beyond what was originally envisaged that Gateway 2.

Part of the increased scope of work was to undertake a drainage survey, given concerns raised by estate staff as to the condition of below ground services. Architects have also been commissioned to work on pre-planning drawings for the works required to bring the windows up to standard. As the Almshouses are in a conservation area and are listed, replacement of the existing wooden frames and sashes may not be approved, and listed building consent will be required for any overhauling works.

The detailed expenditure so far is:

Item	Cost
Detailed Quantity Surveyor survey of all properties	£7000
Drainage Survey	£4950



Window Pre-Planning Drawings	£4400
Staff fees (Estimated)	£2000
<b>Total Expenditure</b>	<b>£18,350</b>

The above costs have not been included within the current estimated cost of works as these have been funded from local resources.

### **Overview of Options**

The options appraisal report below details two possible options:

Option 1 – Do not carry out a project to update facilities and instead address any replacement and repair works via the response repairs and voids procedure.

Option 2 – Carry out replacement and refurbishment of internal and external facilities within flats and across the whole site, as identified by Mooney Kelly's cost estimate of September 2017 and associated extra works as determined by the City officers.

The previous Gateway report indicated that the future of the City's sheltered schemes was under review and alternative methods of delivery may be looked at. Whilst this is currently the case with the dedicated sheltered schemes, the Almshouses differ in that the properties on the site are listed and the scope for possible change of use are limited. Given these restrictions, the City as trustees has an obligation to ensure the current facilities are modern and fit for purpose within the confines of listed building consent.

When properties have become void in the past, they have been individually assessed, with facilities replaced or not as required. It is not possible to give an indicative cost per property as this depends on the amount of work needed in each and variations within individual properties in terms of condition and size. Whilst there is an advantage of being able to carry out works within empty properties, this does not give the incoming resident any choice on finishes and has led to some residents having far better facilities than others. This option would not achieve the stated aim of bringing all homes up to standard so is not recommended.

The external and common parts works are overdue as the sheltered housing review precluded carrying out such works. It makes sense to undertake these works at the same time as works to individual properties to minimise disruption to residents and achieve economies of scale for works.

The survey carried out by Mooney Kelly in the summer of 2017 included individual assessments of dwellings where access was available. Assumptions, based on findings at similar properties and information from the scheme manager, have been made about properties where no access was available.

Option two will achieve the aim of ensuring all homes are up to standard. Residents will be given a degree of choice on the internal finishes and possibly design (although this is limited by space restrictions). The works will probably have to be carried out with residents remaining in their homes, but this will be discussed with Support Staff to try and ensure this causes minimal disturbance.

### **Proposed Way Forward**

We are recommending that Option Two is approved. If this approved, it is proposed that Mooney Kelly, who undertook the initial surveys, will be appointed to draw up a detailed specification of interior, exterior and common parts works and develop the tender documents. The existing Decent Homes specification, that is being used at similar projects at other blocks, may be made available to them to ensure consistency across estates for internal finishes. If some residents indicate that they want walk in bathrooms rather than standard bathrooms, this will be addressed on an

individual basis with support staff and included in the specification.

### **Procurement Approach**

City Procurement have been approached for advice on the tender process, a part of which will be quality questions for examples of working within occupied premises and with older, more vulnerable people. Consideration may be given to using existing decent homes contractors, depending on assessment of current performance.

### **Table with Financial Implications**

<b>Description</b>	<b>Option 2</b>
Works Costs	£1,544,000
Fees (Specification, tender documents by Quantity Surveyor)	£18,000
Staff Costs (2.5%)	£38,600
<b>Total</b>	<b>£1,600,600</b>
Source	City of London Almshouses Trust and Gresham Almshouses Trust

Appendix Two shows the breakdown of costs between City of London and Gresham Almshouses.

This is the total estimated budget to carry out the works. This report is seeking budget approval for £37,300 to reach the next gateway as per the recommendations below:

1. To note the total estimated programme cost of £1,600,600 which includes fees and staff costs of £56,600 for internal, external and common parts refurbishment works at the City of London and Gresham Almshouses
2. That approval is given for Option Two - authority is given for the Director of Community and Children's services to use in house staff and Mooney Kelly quantity surveyors to develop the specification and tender documents and carry out procurement of a works contractor to then proceed to Gateway 5, at an estimated overall cost cost of £37,300 (£31,332 for City of London Almshouses and £5,968 for Gresham Almshouses).
3. That further funds of £205,096 may be sought from City Cash Contingency accounts which will, along with £51,000 approved for 2018/19, allow refurbishment works to proceed at Gresham Almshouses.

### **Options Appraisal Matrix**

See attached.

### **Appendices**

<b>Appendix 1</b>	PT4
<b>Appendix 2</b>	Estimated costs split

### **Contact**

<b>Report Author</b>	Lochlan MacDonald
<b>Email Address</b>	Lochlan.macdonald@cityoflondon.gov.uk
<b>Telephone Number</b>	020 7332 3939

### Options Appraisal Matrix

	<i><b>Option 1</b></i>	<i><b>Option 2</b></i>
<b>1. Brief description</b>	Carry out replacement and repair works through repairs and voids procedure	Renew internal facilities in identified flats and carry out programme of exterior and common parts works.
<b>2. Scope and exclusions</b>	<p>Scope</p> <ul style="list-style-type: none"> <li>Kitchens, bathroom and heating replaced as and when voids become available.</li> <li>External works as reported</li> </ul> <p>Exclusions</p> <ul style="list-style-type: none"> <li>Properties that have already had elements replaced or do not report repairs required</li> <li>All other properties</li> </ul>	<p>Scope</p> <ul style="list-style-type: none"> <li>Kitchens, bathroom and heating replaced as identified and required.</li> <li>Programme of external works</li> </ul> <p>Exclusions</p> <ul style="list-style-type: none"> <li>Almshouses which have already had elements replaced</li> <li>All other properties</li> </ul>
<i><b>Project Planning</b></i>		
<b>3. Programme and key dates</b>	<ul style="list-style-type: none"> <li>Gateway 3/4 – February 2018</li> <li>Works will then proceed as required when individual properties become vacant</li> </ul>	<ul style="list-style-type: none"> <li>Gateway 3/4 – February 2018</li> <li>Specification complete – May 2018</li> <li>Procurement of contractor – May/June 2018</li> <li>Authority to proceed/Gateway 5 – July 2018</li> <li>Works commence – Summer 2018</li> <li>Complete – May 2019</li> </ul>
<b>4. Risk implications</b>	<ul style="list-style-type: none"> <li>Not all properties will be necessarily modernised.</li> </ul>	<ul style="list-style-type: none"> <li>Works may have to take place during winter months which may distress residents.</li> </ul>

	<ul style="list-style-type: none"> <li>Some residents left with non standard facilities.</li> <li>Possible reputational damage to City for failing to provide adequate accommodation to vulnerable residents.</li> </ul>	<ul style="list-style-type: none"> <li>Resident refusal to have works done, may mean some properties remain non decent.</li> </ul>
<b>5. Benefits and disbenefits</b>	<p>Benefits</p> <ul style="list-style-type: none"> <li>Lower initial outlay than other option.</li> </ul> <p>Disbenefits</p> <ul style="list-style-type: none"> <li>Not all properties brought to standard.</li> <li>No choice for residents in choosing finishes</li> </ul>	<p>Benefits</p> <ul style="list-style-type: none"> <li>All properties given opportunity to be brought to standard</li> <li>Residents given chance to choose finishes.</li> <li>Less response repair costs for future voids and external repairs</li> </ul> <p>Disbenefits</p> <ul style="list-style-type: none"> <li>Potentially high initial expenditure</li> </ul>
<b>6. Stakeholders and Consultees</b>	Tenants of City of London and Gresham Almshouses, Members, Trustees of the City of London Almshouses and Gresham Almshouses Trusts, Department of Community and Children's Services Staff. This being a sheltered scheme, there are no long leaseholders so no Statutory Section 20 consultations with lessees are necessary.	
<b>Resource Implications</b>		
<b>7. Total Estimated cost</b>	Unknown as this will depend on void turnover	£1,600,600 including fees and staff costs of £56,600.
<b>8. Funding strategy</b>	City of London Almshouses Trust	City of London Almshouses Trust – Total unrestricted reserves of £1,601,904 as at 31 March

	Gresham Almshouses Trust	<p>2017, held mainly as Charities Pool Units that would need to be realised in order to fund the the work. This would mean the loss of annual investment income (£42,000 in 2017) and some reduction in income on cash balances (£1,000 in 2017)</p> <p>Gresham Almshouses Trust, pending approval;from City Cash Contingency fund or from unallocated resources.</p>
<b>9. Estimated capital value/return</b>	Not applicable	
<b>10. Ongoing revenue implications</b>	The works will continue to expend the response repairs and void budgets, though the extent is unknown.	<p>Any repairs required on the first year will be covered by defects liability, after which any necessary repair or maintenance will come for the response repairs budget. This should be reduced as new facilities should not require as many repairs in the short term. The new facilities will need replacement within 25- 30 years, depending on decisions made regarding the future of The Almshouses and sheltered housing in general.</p> <p>City of London Almshouses Trust realisation of Charity Pool investments and reduction in cash balances would mean the loss of annual investment income (£42,000 in 2017) and some reduction in income on cash balances (£1,000 in</p>

		2017).
<b>11. Investment appraisal</b>	The options are all costed within the department's 5 year asset management plan and the 30 year business plan for the City and Gresham Almshouses	
<b>12. Affordability</b>	The works will be funded from existing agreed budgets for void and response repairs.	The works costs have been estimated and form part of the funded 5 year and 30 year Asset Management Plans.
<b>13. Legal implications</b>	<ul style="list-style-type: none"> <li>A failure to meet Decent Homes Standard may result in reputational risk to the City.</li> </ul>	
<b>14. Corporate property implications</b>	It is important that assets which the City is responsible for remain in good, safe and statutory compliant condition. Therefore, all necessary action should be taken to ensure that assets are kept as such throughout their lifetime.	
<b>15. Traffic implications</b>	Access will be granted as per the normal procedures for repairs contractors.	Access will be required for contractors at the Almshouses and local arrangements will be made with the estate staff.
<b>16. Sustainability and energy implications</b>	The planned works to the windows and the radiators within flats and roof repairs and improved loft insulation will help to further prevent heat loss.	
<b>17. IS implications</b>	Not applicable	
<b>18. Equality Impact Assessment</b>	Not applicable	An Equality Analysis will be carried out and a Design Risk Assessment will be stipulated as part of the design/specification process. The delivery phase of the works will be carefully planned and

		implemented in conjunction with residents to ensure positive effects are realised and adverse impacts are minimised.		
<b>19. Recommendation</b>	Not recommended	Recommended		
<b>20. Next Gateway</b>	Choose an item. N/a	Gateway 5 - Authority to Start Work		
<b>21. Resource requirements to reach next Gateway</b>	Unknown as this will depend on amount of repairs		Option 2	
		QS Fees	£18,000	
		Staff Fees (1.25%)	£19,300	
		Totals	£37,300	



## PT4 - Committee Procurement Report

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

### Introduction

Author:	Michael Harrington		
Project Title:	Refurbishment Works Gresham Almshouses, East Lodge and Communal areas –		
<b>Summary of Goods or Services to be sourced</b> Carry out replacement and refurbishment of internal and external facilities within flats and across the whole site, as identified by Mooney Kelly’s cost estimate of September 2017 and associated extra works as determined by the City officers.			
Contract Duration:	9 months	Contract Value:	£1,600,000
<b>Stakeholder information</b>			
Project Lead & Contract Manager: Lochlan Macdonald	Category Manager: Michael Harrington		Lead Department: DCCS - Housing
Other Contact		Department	

### Specification Overview

<b>Summary of the Specification:</b> Renew internal facilities in identified flats and carry out programme of exterior and common parts works. <b>Scope</b> <ul style="list-style-type: none"> <li>Kitchens, bathroom and heating replaced as identified and required.</li> <li>Programme of external works</li> </ul> <b>Technical and Pricing evaluation ratio</b> <b>60% (Technical) / 40% (Price)</b>
<b>Is the contract likely to require financial uplifts? (Please describe what method will be used to calculate the uplift and whether this will be capped)</b>
<b>Project Objectives:</b> To ensure that the works carried out in void properties is ready to hand into the new tenants moving to a standard in which meets decent home standards.

### Customer Requirements

<b>Target completion date</b>	May 2019	<b>Target Contract award date</b>	July 2018
<b>Are there any time constraints which need to be taken into consideration?</b> There are no time constraints associated with this project.			
<b>Efficiencies Target with supporting information</b>			
To ensure that the best price is provided for the best quality of work available.			

### City of London Initiatives

<b>How will the Project meet the City of London's Obligation to</b>
<b>Adhere to the Corporation Social Responsibility:</b> Yes
<b>Take into account the London Living Wage (LLW):</b> Yes
<b>Consideration for Small to Medium Enterprises (SME):</b> Yes
<b>Other:</b>

## Procurement Strategy Options

### **Option 1: Traditional – Client Led (Single Stage)**

#### **Advantages to this Option:**

- Client control over the quality of the design
- Key objectives can be clearly identified and met during the early stages of the project.
- Change management is more straight forward
- Risks of issues with any existing buildings remains with the client
- Design responsibility for specific areas can be transferred to the contractor

#### **Disadvantages to this Option:**

- Design must be complete prior to tendering
- Areas of unknown design would need to be dealt with as a provisional sum which can allow the contractor to seek additional cost and programme duration; this must be managed
- Risk of design coordination remains with the client

#### **Please highlight any possible risks associated with this option:**

- Providing a design that can be delivered may require additional works or surveys which may not be available within the programme or the budget.
- No contingency included in the budget, programme and design if unforeseen issues appear.
- Supplier may not have the capability to include design elements within their structure, if additional works require it

## Procurement Strategy Recommendation

### **City Procurement team recommended option**

- Traditional Client Led method - For the required works, this is the most appropriate option.
- The Design is a very small amount overall, but there is a lot of repetition of work on a large scale.
- A completed design is available to share with the Tenderers.
- No additional design fees required
- Design & Build is not considered an appropriate procurement method

## Procurement Route Options

### **Option 1: Below OJEU Tender**

#### **Advantages to this Option:**

- Allows us to engage with the market as a whole.
- Allows the City to build the specification it requires and work to the timescales it requires.
- Allows us to engage with SME's as opposed to using a framework, which stereotypically have larger suppliers appointed to them.

#### **Disadvantages to this Option:**

- Will take longer to engage with the market.
- Tender may be seen as too much of a strain on resources for parties to participate.

#### **Please highlight any possible risks associated with this option:**

- No guarantee of the quality of responses returned.
- Responses could possibly be over OJEU threshold.

### **Option 2: Appoint via a framework supplier**

#### **Advantages to this Option:**

- Quicker engagement with the market.
- Pre-vetted suppliers on the framework.

#### **Disadvantages to this Option:**

- Less engagement with SME's
- Larger Suppliers will subcontract the work as opposed to having employees working directly on the project.

#### **Please highlight any possible risks associated with this option:**

- The quality of the service and works carried out could be lower than expected.

## Procurement Route Recommendation

### **City Procurement team recommended option**

**Option 1: Below OJEU Tender** – The City has a robust procurement code for projects below EU threshold. This ensures that we approach the market appropriately, engaging with the market. Ensure that the Most Economically Advantageous Tender is

awarded, and the Corporation is confident Value for Money has been reached.

### Price Mechanism

#### **Option 1: Lump sum fixed price**

##### **Advantages to this Option:**

- Once price paid for the delivery of the specification and schedule.
- A contractual arrangement where the fee is capped, and the supplier accepts the risk.
- Gives a clear cost, which aids reporting and budget management.

##### **Disadvantages to this Option:**

- The Supplier will be looking to make efficiencies in their supply chain where they can to maximise their profit.
- Contract variations can be costly.
- Their price may contain added on cost due to the risk.

##### **Please highlight benefits and possible risks associated with this option relative to the specifics of the project:**

- Variations to the amount of locations and requirements, maybe amended and would cause issues when variant the contract.

#### **Option 2: Fixed price - schedule of rates**

##### **Advantages to this Option:**

- This give a more granular overview on each element, identifying how much each install is for a sized property.
- It allows easier calculations for variation if additional properties require work or unforeseen requests.
- Variations require less administration to action.

##### **Disadvantages to this Option:**

- Easier for the project team to become relied on the variations and add additional work to the contact.
- Does not allow for works outside of the specification to be completed even in emergency situations.

##### **Please highlight benefits and possible risks associated with this option relative to the specifics of the project:**

- Compliancy can set in for variation and the ease in which the contract can be amended.

### Pricing Mechanism Recommendation

#### **City Procurement team recommended option**

**Option 2: Fixed price - schedule of rates/bill of quantities** – The specification is set and the proposed works have been agreed for each property, this should not change and give us the opportunity to have a clear breakdown on spend per property.

### Form of Contract

#### **Option 1: Col Standard amendments to JCT**

##### **Advantages to this Option:**

- Commonly used form of contract with suppliers
- Claims are dealt with retrospectively.

##### **Disadvantages to this Option:**

- SME's may not have experience dealing with these terms.
- Does not support collaborative working.

##### **Please highlight benefits and possible risks associated with this option relative to the specifics of the project :**

- There is a lack of understanding of the terms that will cause delay and increased resources to solve issues.

#### **Option 2: Col Standard amendments to NEC3**

##### **Advantages to this Option:**

- Pro-Active approach to delivery.
- Using the spirit of mutual trust

##### **Disadvantages to this Option:**

- SME's may not have experience dealing with these terms.
- Terms favour the Supplier.

##### **Please highlight benefits and possible risks associated with this option relative to the specifics of the project:**

- There is a lack of understanding of the terms that will cause delay and increased resources to solve issues.

#### **Option 4: Other CC&S standard form**

##### **Advantages to this Option:**

- These are well known to the Contractors and we receive minimal objections to their usage.
- The terms are designed for low value work, this is suited to the project and the delivery.

##### **Disadvantages to this Option:**

- None seen at this time.

**Please highlight benefits and possible risks associated with this option relative to the specifics of the project:**

- The Supplier may propose their own terms and conditions.

**Sign Off**

<b>Date of Report:</b>	23/01/2018
<b>Reviewed By:</b>	Lochlan MacDonald
<b>Department:</b>	DCCS - Housing
<b>Reviewed By:</b>	Adrian Moody
<b>Department:</b>	<b>Chamberlain's Department</b>

## APPENDIX TWO

### Split of Costs

#### Total Number of Almshouses

	<i>Total Number</i>	<i>% of Almshouses</i>
<i>City of London</i>	43	84
<i>Gresham</i>	8	16

**Estimated costs Below are based on an overall split of 84% of costs for COLA and 16% of costs for Greasham**

#### TOTAL ESTIMATED BUDGET

Block	Estimated Works Costs (A)	QS Fees(B)	Staff Fees 2.5% (C)	QS plus Staff Fees (B+C)	Totals (A+B+C)
City of London Almshouses	£1,296,960	£15,120	£32,424	£47,544	£1,344,504
Gresham Almshouses	£247,040	£2,880	£6,176	£9,056	£256,096
<b>Sub Totals</b>	<b>£1,544,000</b>	<b>£18,000</b>	<b>£38,600</b>	<b>£56,600</b>	<b>£1,600,600</b>
<b>TOTAL ESTIMATED COST (WORKS AND FEES)</b>					<b>£1,600,600</b>

#### Gateway 3 Cost Required (full amount for Quantity Surveyor, and half of estimated staff costs)

	Works	QS fees	Staff Fees (1.25%)	Total
City of London Almshouses	N/a	£15,120	£16,212	£31,332
Gresham Almshouses	N/a	£2,880	£3,088	£5,968
<b>TOTAL REQUIRED AT GATEWAY 3/4</b>				<b>£37,300</b>

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<b>Committee:</b>	<b>Dated:</b>
Community and Children's Services	09/02/2018
<b>Subject:</b> Stronger Communities and Small Grants Programme	Public
<b>Report of:</b> Andrew Carter, Director of Community and Children's Services	For decision
<b>Report Author:</b> Simon Cribbens, Assistant Director of Commissioning and Partnerships	

## Summary

The Stronger Communities grant funding round - part of the Central Grants Programme (CGP) - closed to applications on 3 November 2017. Applications were assessed by an officer panel and recommended to the Director in consultation with the Chairman and Deputy Chairman for approval. Seven projects were successful and have together received just under £57,000 in grant funding. It is proposed that Members commit a further £30,000 to support a new "crowdfunding" project that aims to lever in additional contributions to fund community based schemes.

The Small Grants programme – funded by the Department - has allocated just over £9,000 in 2017/18 to support seven small community initiatives. This programme will be combined into a single Stronger Communities fund in 2018/19 that will provide opportunities for both smaller and larger projects.

## Recommendations

Members are asked:

- to note the grants approved for Stronger Communities funding
- to commit £30,000 from the unallocated Stronger Communities fund to trial a crowdfunding grant initiative
- to note the grants approved for the Small Grants Programme and its merger into the Stronger Communities fund for future years.

## 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. It is funded from City's Cash and the City of London Corporation Combined Relief of Poverty Charity.

2. 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.
3. The grant assessment process for this and other themes in the programme is overseen by Central Grants Unit (CGU) and draws on the Unit's expertise in the field of grant-making and demonstrates good practice.
4. Grant applications were subject to a series of due diligence checks by the CGU to ensure compliance with the established eligibility criteria and that they passed a financial assessment by the Head of Charity and Social Investment Finance (Chamberlain's Department). All eligible applications were then considered by a panel of expert officers.
5. Alongside this programme, the Department also ran a small grants bidding round awarding up to £2,000 for smaller projects funded and administered by the departmental.

## **Stronger Communities**

### *Grant allocation*

6. For this application round the overall funding pot available was £109,645 for which the CGU received 16 applications totalling £144,511.
7. Applications to this round were assessed by a panel of officers representing a range of Community and Children's Services functions and the CGU, chaired by the Assistant Director of Housing and Neighbourhoods.
8. The officer led grants panel proposed seven grants totalling £56,999 be awarded. The recommendations were put to and agreed by the Chairman and Deputy Chairman.
9. Summary assessment reports of the all recommended applications to the Stronger Communities grant scheme are given in the appendices along with all the applications that were recommended for rejection. The successful applications are:

<b>Organisation</b>	<b>Approved</b>
Age Concern	£9,940
Aldgate Community	£9,300
All Hallows	£10,000
GLERA	£3,100
Goldsmiths	£9,885
Mint Street Music	£4,884
Opening Doors London	£9,890
<b>Total</b>	<b>£56,999</b>



### *Crowdfunding initiative*

10. The Community and Children's Services Department is leading a pilot project to explore the use of crowdfunding as a way of allocating grants, encouraging and supporting community organisations to put forward ideas and leveraging in additional funding from businesses, individuals and funding bodies.
11. Crowdfunding uses an internet based platform to seek funding or investment for promoted projects.
12. Following discussions with senior colleagues, other departments and the Town Clerk's Summit Group, a procurement exercise was undertaken, and the organisation Spacehive has been appointed to work with the City Corporation on a crowdfunding project which will be piloted initially in the Aldgate area.
13. Spacehive is a crowdfunding specialist supporting community and civic projects that has raised over £8m for community projects. The organisation uses its expertise and platform to attract new funders to support community activity. They will promote the crowdfunding platform in the community, running workshops and events to inspire and encourage groups to come forward with ideas that they can be supported to develop into projects.
14. The aim is to bring forward projects that meet the criteria Members have agreed for the Stronger Communities theme, and that also deliver to corporate and departmental objectives.
15. To support the projects, and leverage additional funding, it is proposed that £30,000 of the unallocated 2017/18 Stronger Communities funding pot (£52,646) is committed to provide a match funding pot for new initiatives. Spacehive will then work with businesses and funding bodies to promote the campaigns and attract further funding to reach the targets needed. The target is to attract an additional £2 in other funding for every £1 invested by the City Corporation from the match funding pot.
16. The focus on Aldgate reflects not only the higher levels of need and diversity in that part of the City, but also a desire to encourage community activity to balance the very high level of business development in the area, and to promote the new Aldgate Square as a community hub.
17. Potential projects will be subject to assessment by the CGU and be subject to the same due diligence checks as all applicants to the Central Grants Programme.
18. The pilot will be assessed after the first six months of operating and, if successful, proposals will be developed to extend it into future years and to the rest of the City.

19. Apart from officer time handling enquiries, all resource implications are budgeted for within the Stronger Communities grant fund.

#### *Unallocated funds*

20. Subject to Members approval of the crowdfunding commitment, there remains £22,646 unallocated from this year's Stronger Communities pot. The CGU will request that the Chamberlain, in conjunction with the Chairman of Resource Allocation Sub-Committee, approves the carry forward of this funding for allocation in 2018/19.

#### **Small Grants programme**

21. The Small Grants programme is funded and administered by the Department to provide grants of up to £2,000 for community groups and activities within the Square Mile.

22. For 2017/18 the following awards have been made:

<b>Organisation</b>	<b>Approved</b>
Wingate Golden Oldies	£1,600
Three score club	£1,600
Portsoken chess club	£410
Barbican Tuesday Club	£1,600
Craft and conversion group	£1,000
Strictly Stylish Sequence Dancers	£1,600
Golden Lane Baggers	£1,600
	<b>£9,410</b>

23. The maximum amount awarded was reduced to £1,600 to support as many projects within the budget available.
24. The funding and administration have been subject to budgetary and resource pressures within the Department. To mitigate these issues, the Small Grants programme will be absorbed into the Stronger Communities programme in 2018/19. A lighter touch process will remain in place for grant applications up to £2,000. The advantages of this are:
- a significantly increased pot of funding available to support smaller projects
  - eligibility criteria that will allow projects on City Corporation housing estates outside of the Square Mile to apply (they are not eligible for the current Small Grants programme)
  - a single scheme
  - an improved administration and assessment process led by the dedicated resources of the Central Grants Unit.

25. A proportion of the Stronger Communities pot will be allocated to smaller projects. If the carry forward of the unallocated 2017/18 funds is approved, it is proposed that this amount is targeted for allocation to small grants.

## **Corporate & Strategic Implications**

26. The CGP Stronger Communities funding stream was created to promote a fair system of grant giving by the City Corporation.
27. The recommendations of the panel support the funding criteria and, in turn, the CoLC's Corporate Plan.

## **Conclusion**

28. The Stronger Communities and Small Grants allocations will support fourteen diverse projects working in the City's communities. Further opportunity and innovation are offered by the commitment to crowdfunding.

## **Appendices**

- Appendix 1 – *Stronger Communities*: criteria for funding
- Appendix 2 – *Stronger Communities*: project outlines and grants awarded.
- Appendix 3 - *Stronger Communities*: table of grants declined, deferred or withdrawn

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Community and Children's Services

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# 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 25 August 2017 and the closing dates have been set as 27 October 2017.

### **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:**

<b>Minimum and maximum grant allowed</b>	<b>Opening dates for applications</b>	<b>Closing dates for applications</b>	<b>Decision timeframe</b>
	<b>2016-2018</b>	<b>2016-2018</b>	
£500 min  £10,000 max	25 August 2017	27 October 2017	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 3712, email us at [grants@cityoflondon.gov.uk](mailto:grants@cityoflondon.gov.uk), or visit our website [www.cityoflondon.gov.uk/centralgrantsprogramme](http://www.cityoflondon.gov.uk/centralgrantsprogramme) to find out more.





# Stronger Communities

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## Assessment Reports

Joslin, Jack

## **CENTRAL GRANTS PROGRAMME**

### **ASSESSMENT CATEGORY – Stronger Communities**

**Age Concern City of London (Ref: 14349)**

**Amount requested: £9,940**

**Amount recommended: £9,940**

**Purpose of grant request:** To develop a community outreach programme, regular meetings and the setup of a new community group targeting older Bengali women that reside in the Mansell Street estate and surrounding areas.

#### **The Charity**

Age Concern City of London (ACCL) is an independent Charity that is linked to Age Concern London who have 'deemed' control as they share 3 out of 5 directors. ACCL is a separate company, limited by guarantee that produces separate company accounts and has its own bank account. Both Charities are linked on the Charity Commission website and therefore come under the same Charity number.

#### **Background and detail of proposal**

Over the last 12 months ACCL have been building and developing relationships with older women from the Bengali community on the Mansell Street estate. Through running a monthly coffee morning, they have been consulting on the needs of this specific community and looking at what opportunities they may be able to provide. This application looks to develop on this consultation work and employ a bi-lingual outreach worker to work two days a month. The worker will work with older women in the Bengali community and establish volunteering opportunities around setting up the Mansell Street Women's Group. Through this work and the setup of the group work will be done to promote healthy lifestyles within the community. Access to ESOL classes will be promoted, trips to local libraries, and a range of volunteering opportunities to develop and encourage active citizenship.

The project plans to start, if funding is agreed, in February 2018 with a programme of work taking place throughout the year. The target at the end of the 12 months is to ensure that the Mansell Street Women's Group has been set up and established by the volunteers. ACCL anticipate that they will work with at least 40 older women from the Bengali community but believe there could be scope for more once the volunteering programme gets off the ground.

### Financial Information

The Charity is majority funded by the City of London through its Health Watch, Care Navigators and Befriending programmes. This makes up over 80% of their income. Although the organisation has low free reserves the organisation has ongoing income from the City of London Corporation contracts it delivers.

<b>Year Ended 31 March</b>	<b>2017 Independently Examined Accounts</b>	<b>2018 Forecast Accounts</b>
Income	198,948	192,000
Expenditure	190,366	193,000
Surplus/deficit	(8,582)	(1,000)

### Free Reserves

At 31 <sup>st</sup> March (number of month's expenditure)	13,351 (0.8)	11,300 (0.7)
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### Recommendation

Age Concern City of London provide services to Older people in the City of London. They are majority funded by the City of London for a variety of programmes and are administratively joined to Age UK London. This project is well targeted and based on a year's consultation with the Bengali community on the Mansell Street estate in the City. The budget is well reasoned and the project will be well managed and sympathetic to the needs of this specific community. The setup of a volunteer run Women's group at the end of the 12 months is a particularly positive outcome of this work. This project fits with the programme outcomes as it will promote health and wellbeing outcomes for older Bengali women while also finding avenues for them to engage in the development of community activities through volunteering. Funding is therefore recommended as follows:

**£9,940 over a 12 month period to develop a community outreach programme, regular meetings and the setup of a new community group targeting older Bengali women that reside in the Mansell Street estate and surrounding areas.**

## **CENTRAL GRANTS PROGRAMME**

### **ASSESSMENT CATEGORY – Stronger Communities**

#### **Aldgate Community Events (Ref: 14353)**

**Amount requested: £9,300**

**Amount recommended: £9,300**

**Purpose of grant request:** ACE seek support for the Aldgate Community Play, to improve community cohesion and celebrate the areas rich heritage.

#### **The Charity**

Aldgate Community Events (ACE) formed in October 2014 as a Constituted Voluntary Organisation. The purpose of ACE is to bring people in Aldgate and the surrounding area together, combat social isolation and promote unity, friendship and a strong sense of community through organising arts, culture and learning activities, as well as information exchange between all groups connected to, and by, the Aldgate area. Run primarily by volunteers that are passionate about their community ACE produces events to celebrate the past, present and future of the Aldgate area and the people who live work and play there.

#### **Background and detail of proposal**

ACE's primary project for 2017-18 is The Aldgate Play and Heritage Project, which is being built in partnership with Claque Theatre and the City of London. The project is open to community members, groups, organisations and businesses from around the area, and for people passing through; offering a fantastic programme of free activities for people of all ages, abilities and backgrounds. This programme looks to support the regeneration of the Aldgate area allowing residents the opportunity to assist in the design and planning of a community play.

A contribution is being sought towards the artistic engagement programme that will operate alongside the design and delivery of the play. The play will take place over 3 nights in June 2018 with the rehearsals starting in May 2018. The final performances are expected to take place on the new square in Aldgate and bring communities from all the local City and Tower Hamlets estates together. The total project cost is £87,700 with ACE expecting to be raise the balance from match funding and in-kind donations. The artistic engagement that will run in parallel to the play will cost £12,450 for which £9,300 is being requested with this proposal. The artistic engagement elements will be doing outreach in the communities, encouraging local people to be involved in the design and delivery of the play.

### Financial Information

The organisation has been dormant for several years as they save for the major project in 2018. In December 2016, they received a grant from the City of London (Community Development) of £30,000 to seed fund the community play and work of the artistic director. The play is set to be developed and put on in 2018/19 when they expect to have significant expenditure and will spend down all the seed funding they have received. The Treasurer has supported by an accountant to set up appropriate financial systems and management accounts are reported to the management board monthly. A bank statement was provided at assessment that supports the financial information provided.

<b>Year Ended 31 March</b>	<b>2017 Income &amp; Expenditure Accounts</b>	<b>2018 Income and Expenditure Accounts</b>
Income	30,000	661
Expenditure	0	254
Surplus/deficit	30,000	407

### Free Reserves

At 31 <sup>st</sup> March	35,000	35,407
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### Recommendation

ACE are planning to run a community play on the new square in Aldgate in June 2018. The play will showcase the diversity and history of the area. Funding is being sought for the artistic engagement that will work directly with the local community on the various City housing estates. The programme will provide workshops and development in the build up to the performance in June 2018. This application fits well with the Stronger Communities programme as it will celebrate and bring together the community in and around the new Aldgate Square development. Funding is recommended as follows:

**£9,300 towards the artistic engagement programme, workshops, venue hire and associated performance costs that will run in conjunction of the main Aldgate Community Play programme.**

## **CENTRAL GRANTS PROGRAMME**

### **ASSESSMENT CATEGORY – Stronger Communities**

**All Hallows by the Tower Church (Ref: 14341)**

**Amount requested: £10,000**

**Amount recommended: £10,000**

**Purpose of grant request:** A building project at All Hallows Church to provide a self-contained space for community and charity activities with a kitchen and toilet.

#### **The Charity**

All Hallows by the Tower is the oldest Church in the City of London and was founded by the Abbey off Barking in 675AD, 300 years before the Tower of London was built. A registered charity the church is located next to the Tower of London on Byward street. In the crypt beneath the church is a second century Roman pavement, discovered in 1926, evidence of life on the site for nearly two thousand years.

#### **Background and detail of proposal**

The Church has a long history of delivering community activity within the City and to surrounding areas. This project is looking to build on that rich history by refurbishing some of its existing space to open it up to more community use. The Church is already used by a range of local organisations for community use but they would like to extend this further with this refurbishment. A number of organisations have been in touch who are looking to use the space for meetings or to deliver counselling sessions. The work is planned to begin in June and a feasibility study has already been undertaken.

The total project cost will be £67,500 including VAT and a range of funding has already been secured for the refurbishment from the Northcott Foundation, Tower Hill trust and through local fundraising. Although the £10,000 contribution being requested will not complete the funding for the work it will take them very close to the total required. Funding is sought for a contribution to the total cost of the work.

This application to refurbish the upstairs space at the Church to make sure that it is in good condition to allow for more community use. The room will be refurbished with additional toilets, an upgraded kitchen space as well as a partition for more discreet meetings to take place. This room will be on the first floor and therefore not fully accessible. Other parts of the Church are accessible however and services can use other spaces within the Church to cater to their client's needs where necessary.

### Financial Information

The budget forecast for 2017 demonstrates an overspend, however the actuals are looking like there will be a surplus by the end of the year.

<b>Year Ended 31 December</b>	<b>2016 Independently Examined Accounts</b>	<b>2017 Management Accounts</b>	<b>2018 Forecast Accounts</b>
Income	397,639	324,950	331,775
Expenditure	346,753	335,370	328,570
Surplus/deficit	50,886	(10,420)	3,205
Free reserves (number of month's expenditure)	99,724 (3.4)	89,304 (3.2)	92,509 (3.4)

### Free Reserves

At 31 <sup>st</sup> December (number of month's expenditure)	99,724 (3.4)	89,304 (3.2)	92,509 (3.4)
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### Recommendation

This application is looking to improve some already actively used community space in the oldest church in the City. The refurbishment will allow for one of the upstairs rooms to be used more actively and privately for counselling sessions, debt and legal advice services and other community use. This project meets the criteria as it will promote a higher take up of services and broaden the scope of how the space can be offered. As this is an upstairs space it will not be fully accessible which should be considered within the decision making. Funding is recommended as follows:

**£10,000 contribution to the refurbishment of community space at the All Hallows by the Tower Church to make it more accessible for community use.**

## **CENTRAL GRANTS PROGRAMME**

### **ASSESSMENT CATEGORY – Stronger Communities**

**Golden Lane Residents Association (Ref: 14340)**

**Amount requested: £10,000**

**Amount recommended: £3,100**

**Purpose of grant request:** To support the cost of setting up, establishing and training the new management structure of 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. Although this application is to set up a new legal entity to manage the Community Centre GLERA will manage the funds in the initial stages.

#### **Background and detail of proposal**

The Golden Lane Community Centre is owned by the City of London Corporation and is undergoing refurbishment. 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.

A feasibility study was carried out by Locality with support from this programme. The recommendations of the feasibility study outlined that the steering group of GLERA should set up as a new independent community organisation in order to oversee the running of the newly refurbished community centre. This application is looking for funding towards the set up and training costs that will be required to set up this new organisation. Costs included in the budget are for training of management committee members, purchase of equipment, website development and safeguarding training. It is anticipated that all of this work will take place in the first 4 months of 2018 with most training delivered by Locality.

#### **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.

<b>Year Ended 31 March</b>	<b>2016 Independently Examined accounts</b>
Income	0
Expenditure	221
Surplus/deficit	(221)
Free reserves (number of month's expenditure)	4,939 (268)

### **Recommendation**

This application is to support the cost of training and set up of a new community led management structure to oversee the running 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. At the Officer Panel it was decided that funding should be provided for the initial training and skills audit for Trustees as a new organisation is established. Other aspects of the request have not been approved due to equipment and a website should be applied for once a new organisation has been set up and Safeguarding training can be accessed for free through the Safeguarding Board. Funding is therefore recommended as follows:

**£3,100 for the cost of training in governance, skills development and peer visits to develop the capacity of a new organisation to manage the Golden Lane Community Centre. Funding is conditional on confirmation that GLERA will manage all funds and that no transfer will take place once the new organisation has been established.**

## **CENTRAL GRANTS PROGRAMME**

### **ASSESSMENT CATEGORY – Stronger Communities**

**Goldsmiths, University of London (Ref: 14347)**

**Amount requested: £9,885**

**Amount recommended: £9,885**

**Purpose of grant request:** £9,885 over a 9 month period towards the cost of the Project Lead, Research Assistant and associated delivery costs of a social action research project looking at social cohesion amongst isolated communities in the City of London and its housing estates.

#### **The Applicant**

Goldsmiths, an exempt Charity, is based in New Cross and has been delivering education on its site for the past 200 years. In 1792 the Counter Hill Academy opened in a house built by Deptford distiller, William Goodhew. The Worshipful Company of Goldsmiths acquired the school and reopened it in 1891 as The Goldsmiths' Company Technical and Recreative Institute. At the turn of the twentieth Century the Company handed the institute to the University of London who re-named it Goldsmiths College.

#### **Background and detail of proposal**

In 2015 the Centre for Community Engagement Research at Goldsmiths undertook a study in partnership with the City of London investigating social isolation and loneliness in the City of London. This proposal aims to further extend this work by looking at other groups and residents in the City and its Housing estates. The project will look at young people, LGBTQI communities, single parents, BAME groups among others. The purpose of the work would be to produce a social action research report that would inform ways that the City could implement programmes that promote social cohesion both within the City and its housing estates.

In practical terms the project would look to start in February and work over a 6 to 9-month period. Overseen by a project lead and Research assistant the work will target specific estates and work in collaboration with the relevant officers in the Community and Children's Services department. Peer interviewers will be sourced and trained from the different areas who have an interest in their local communities. These peer interviewers will then conduct street based interviews in the City and its housing estates to collect data on resident's perceptions of the area and how community cohesion could be promoted. The project will focus on an Assets Community Development Approach which will focus on the principle of identifying and mobilising individual and community assets rather than community's problems and needs. The project will culminate in a report being produced which will provide recommendations and propose solutions to how social cohesion can be achieved within the communities that exist in the City and its housing estates.

### **Financial Information**

As a university the organisation has very large turnover and requires significant cash flow to support the running of operations. Funding for specific projects like this one still need to be sought from grant making bodies for them to take place. As noted a contribution towards this project has been made by the University.

<b>Year Ended 31 July</b>	<b>2016 Audited accounts</b>
Income	103,969,000
Expenditure	104,399,000
Surplus/deficit	(6,198)

### **Free Reserves**

At 31 <sup>st</sup> July	22,498,000
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### **Recommendation**

Goldsmith's are a well-established academic institution in London. They have had previous experience working with the City of London on this type of research and this programme fits with the outcomes as it will provide research into how stronger neighbourhoods and communities can be developed within the City and its housing estates. Funding is recommended in full as follows:

**£9,885 over a 9 month period towards the cost of the Project Lead, Research Assistant and associated delivery costs of a social action research project looking at social cohesion amongst isolated communities in the City of London and its housing estates.**

## **CENTRAL GRANTS PROGRAMME**

### **ASSESSMENT CATEGORY – Stronger Communities**

**Mint Street Music Festival (Ref: 14338)**

**Amount requested: £4,884**

**Amount recommended: £4,884**

**Purpose of grant request:** To deliver a Mardi Gras community celebration in February and Mint Street Music Festival in July, both free, plus supporting arts activities.

#### **The Charity**

Mint Street Music Festival (MSMF) is a constituted voluntary organisation, with three Trustees who meet 4 times a year or when necessary depending on their festival schedule. The Trustees are all residents of City of London owned housing estates. The Charity's objects are to provide music, dance displays and activities for all members of the community, specifically residents of Southwark and the surrounding area. They have been running the Mint Street Music Festival and Mardi Gras festivals in Borough and Bankside for the past 2 years.

#### **Background and detail of proposal**

This application is looking for funding towards the 2018 Mardi Gras event in February and the Mint Street Music Festival in July. The event targets residents of local housing estates and the wider community. Residents of Collinson Court, Great Suffolk Street, Sumner Buildings and Pakeham House are all involved in the set up and delivery of both festivals.

The Mardi Gras festival will take place in February with rehearsals for the musicians commencing in early January. The Mardi Gras will bring together a Pancake day celebration, Latin American Mardi Gras and Italian Carnivale traditions. Music, food, dance and activities for all ages will be available for all the community. The Mint Street Music Festival is a larger and more established festival that will take place in July 2018. The festival usually attracts around 3000 people and has a stage with a variety of music and dance that reflects the cultures of the local residents and communities. Both festivals will bring together local residents from the City of London owned housing estates and wider community. Connections have also been established with other City owned housing estates such as Avondale Estate, with volunteering opportunities being planned.

The budget breakdown outlines the specific elements that are being requested for funding. This will cover a lot of the volunteer coordination, set up and associated costs of the two events.

### Financial Information

MSMF have a small turnover and depend on grant income and the funds they raise delivering the festival events. At assessment the organisation confirmed that they were currently looking at formerly registering as a Charity or a Charitable Incorporated Organisation. At assessment your officer was clear that the organisation had appropriate financial systems in place and oversight of budgets for both festival events.

<b>Year Ended 31 March</b>	<b>2016 Income &amp; Expenditure Accounts</b>	<b>2017 Income &amp; Expenditure Accounts</b>	<b>2018 Budget Accounts</b>
Income	3,590	21,834	14,519
Expenditure	4,164	14,819	18,038
Surplus/deficit	(574)	7,015	(3,519)

### Free Reserves

At March 31st (number of month's expenditure)	426 (1.2)	7,441 (6)	3,922 (2.6)
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### Recommendation

This application fits very closely to the sub-theme of the Stronger Communities programme as it will develop stronger neighbourhoods and communities in the City of London Housing estates. This project has a focus on all the Southwark estates that are maintained by the City of London. It will provide two celebration events for a modest budget that will have a great benefit and legacy for the local community. Funding is recommended as follows:

**£4884 to support the rehearsal, coordination, publicity and other associated costs of a Mardi Gras festival in February and the Mint Street Music festival in July 2018.**

## **CENTRAL GRANTS PROGRAMME**

### **ASSESSMENT CATEGORY – Stronger Communities**

**Opening Doors London (Ref: 14350)**

**Amount requested: £9,890**

**Amount recommended: £9,890**

**Purpose of grant request:** To provide fortnightly social opportunities for older City of London LGBTQI residents to tackle social isolation and develop social networks.

#### **The Charity**

Opening Doors London (ODL) registered as a Company Limited by Guarantee in April 2016 and registered as a Charity in June of the same year. It is a subsidiary of Age UK Camden and was set up as it was established that by being independent it could maximise fundraising potential while remaining part of the Age UK family. Three of the serving board of Trustees are independent and two have been co-opted from Age UK Camden. The objects of the charity are to promote the welfare of older people identifying as LGBTQI throughout the UK with a specific focus on the greater London area. The Charity deliver a range of social opportunities, befriending, training and representation which aims to reduce social isolation and develop social networks within this specific community.

#### **Background and detail of proposal**

ODL are one of the largest providers of services to older people from the LGBTQI community in the UK. Many older people from this community fear discrimination and are at risk of social isolation. ODL provide services that ensure that their beneficiaries can live happy, confident and independent lives. This application is looking to develop an existing pilot project that is seeking to increase estate opportunities for the City of London's older LGBTQI residents. The project will provide opportunities for residents to get more involved in their community while providing training for mainstream organisations to encourage a broader understanding of the diverse needs of these communities.

ODL currently run a monthly social activity programme at the Barbican once a month for 20 older LGBTQI residents. With this funding they would like to expand this provision to once a fortnight and increase the scope of the activities and outings they can offer. ODL will develop their outreach for this programme and anticipate increasing the numbers of beneficiaries to 80 older people over the course of this grant. Starting in March 2018 the project will provide group cultural opportunities to a variety of the City of London's cultural institutions and museums. An inter-generational project will be scoped and established, creating links with a local youth led project. The workers will also provide two half-day workshops to mainstream organisations like leisure centres and libraries about the specific needs of the older LGBTQI community. Funding is being sought to cover the staff costs, management, volunteer recruitment, marketing and evaluation.

### Financial Information

The Charity set up in April 2017 so the Independently Examined accounts show the turnover for an 11-and-a-half-month period. Unrestricted reserves remain low across the forecast and budget. They anticipate there to be a small deficit in their unrestricted reserves in 2018 which is why their unrestricted free reserves do not change in the table below. The charity has a fundraising plan in place and has already secured 94% of its income for year ending 31st March 2019. They anticipate that they will have developed healthier unrestricted reserves by 2019 but wanted to emphasise the security of their grants and contract income.

<b>Year Ended 31 March</b>	<b>2017 Independently Examined Accounts</b>	<b>2018 Forecast Accounts</b>	<b>2019 Budget</b>
Income	218,491	317,596	360,000
Expenditure	203,421	319,103	360,000
Surplus/deficit	15,070	(1,507)	0

### Free Reserves

At March 31st (number of month's expenditure)	5,400 (0.3)	5,400 (0.2)	5,400 (0.2)
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### Recommendation

ODL are a well-run organisation that understands the needs of the community they serve. At assessment it was clear that this programme will have significant benefit to the older beneficiaries it will work with while also having a wider benefit through its training programme. This project encourages a broader understanding of the diversity of local communities and their needs. Funding is recommended as follows:

**£9,890 over 12 months for the sessional staff, management and associated costs of a fortnightly activity programme targeting the older LGBTQI resident in the City of London.**

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Stronger Communities					
Applications Recommended for Rejection					
ID	Request Date	Organisation Name	Status	Request Amount	Rejection Reason
14355	14/09/2017	Rain Trust	Recommended for Rejection	9,850	This application is looking for funding to support Children and Young People who were victims of the Grenfell Tower. The applicant has not clearly read criteria for the Stronger Communities programme and has sent a speculative application. Advice will be provided to the applicant about the other ways they can access funding for victims of the Grenfell Tower.
14354	17/10/2017	Islington Boat Club	Recommended for Rejection	8,615	This application is looking for a contribution to the total funding of the Islington Boat Clubs Older People's programme the 'Upperdeckers'. The programme will work with older people from across Islington. During assessment it was clear that no specific targeting would be done of City residents or communities living in the City run housing estates in Islington. Feedback will be provided about how a targeted programme may be looked at favorably in the future.
14352	23/10/2017	The Corporation of the Cathedral Church of St Paul's in London	Recommended for Rejection	£10,000	This application does not fit with the outcomes of this programme as it is unclear how it will specifically target City residents or residents of City of London run housing estates. This application may well be successful if it were to apply under the Education and Employment programme of the Central Grants Programme. Feedback will be provided.

14351	25/10/2017	ZSV Trust	Recommended for Rejection	10,000	This application is looking for a contribution towards the cost of providing food parcels to the Jewish Community in Hackney and Haringey during Passover and other religious holidays. During assessment it was clear that this service did not target and of City residents or those living in the City run housing estates therefore falling out of scope of this programme.
14348	27/10/2017	Crisis UK	Recommended for Rejection	10,000	This application is requesting a £10,000 contribution to the total appeal cost for Crisis at Christmas in London. At assessment it was clear that none of your funding would be targeted at any City locations and would be a general contribution to the overall programme which costs £1.3 million annually.
14346	30/10/2017	Get Set Girls	Recommended for Rejection	9,845	This application is to provide an employability and volunteering project for young women in Clapton. The application will not be targeting any City residents of City run housing estates and has not provided sufficient information on how it meets the programmes outcomes. This is a speculative funding application.
14342	02/11/2017	Personal Support Unit	Recommended for Rejection	10,000	This application is looking for a contribution towards the Salary Costs of the London Family Regional Manager to allow for more Capacity in the organisation to cater to increased demand on their service from Family Courts across London. Although a worthy cause it falls out of scope of this programme. Feedback will be provided on other funding sources they may look to access for this service.

14343	02/11/2017	Toynbee Hall	Recommended for Rejection	£3,686	This application is to top up an underfunded service that will cater to residents of Tower Hamlets, Hackney, Newham and the City. This is not a targeted project and does not fit with the criteria of the Stronger Communities programme. The City of London already commissions Toynbee Hall for an Advice service. It was agreed at Officer panel not to support this application.
14339	03/11/2017	ValueYou	Recommended for Rejection	£8,616	This application aligned with the outcomes of the Stronger Communities Programme. At the Officer Panel it was felt that this project would overlap with the SPICE Time credits programme that is currently commissioned by the City. Feedback will be provided.

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<b>Committee:</b>	<b>Date:</b>
Community and Children's Services	9 February 2018
<b>Subject:</b>	<b>Public</b>
Draft Departmental Business Plan 2018/19	
<b>Report of:</b>	<b>For Information</b>
Andrew Carter, Director of Community and Children's Services	
<b>Report author:</b>	
Simon Cribbens, Assistant Director of Commissioning and Partnerships	

## Summary

This report presents the draft high-level business plan for 2018/19 for the Department of Community and Children's Services (DCCS) for comment by Members. The final business plan will be brought to Committee for approval in March 2018.

## Recommendation

Members are asked to:

- note the report and comment on the draft business plan.

## Main Report

### Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side business plans for the first time in 2017/18. The DCCS high level plan for 2017/18 was approved by this Committee on 11 May 2017. Members generally welcomed the high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2018/19, departments have been asked to renew their high-level plans. This report presents the draft version of the DCCS plan to this Committee. Members are invited to comment on the draft.
3. The renewed plan aligns more clearly to the draft Corporate Plan, particularly to its strategic objective to "contribute to a flourishing society" and the four corporate objectives that sit below it.
4. It retains the Department's agreed objectives – set out in its five-year business plan (2017-22). The programmes and projects it commits to include longer term programmes for education, housing and public health that continue from 2017/18. It adds emerging priorities including the integration of health and social care services, addressing fire safety and promoting inclusion.

5. The Corporate Plan will be presented at the Court of Common Council in March 2018.
6. The departmental plan will contribute to an overarching corporate performance management process that will ensure departmental activities deliver to corporate priorities.
7. A high-level plan for Barbican and Community Libraries was presented to the Culture, Heritage and Libraries Committee on 18 December 2017.

## **Conclusion**

8. This report presents at Appendix 1 the draft high-level plan for 2018/19 for the Department of Community and Children's Services. This has been developed in consultation with departmental senior managers and their teams. Members are asked for feedback on this item. A final version of the DCCS high-level plan will come back to this Committee in March.

## **Appendices - Draft high-level business plans 2018/19**

- Appendix 1: Department of Community and Children's Services draft high-level business plan.

## **Simon Cribbens**

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## We provide care, support and guidance to our diverse communities

### The corporate outcomes we aim to impact on are:

- **Contribute to a flourishing society** – supporting our communities so they feel safe, have good health, have opportunities to enrich their lives and reach their potential and develop our communities.
- **Support a thriving economy** – support our communities to nurture their skills and achieve their potential.
- **Shape outstanding environments** – ensure our homes and community spaces are well-maintained.

### 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 and neighbourhoods

- Community Development, Housing Benefits, Housing Estate Management and Sheltered Accommodation, Tenancy Support

#### Barbican and Property Services

- 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 2018/19 is:

(£,000)	Local risk	Central risk
People	7,276	474
Commissioning & Partnerships	1,875	(111)
Housing Revenue Account (HRA)*	(1,697)	(450)
Housing (non - HRA)	813	67
Barbican Estate	(2,063)	(1,035)
Education	764	800
Community Libraries	1,647	334

\*HRA total income is £15,092,000  
Public Health grant = £1,614,000

### Our top line objectives / outcomes are:

**Safe** - People of all ages live in safe communities, our homes are safe and well maintained and our estates 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.

### What we'll measure:

A departmental Outcomes Framework provides a basis for outcomes-based commissioning and delivery

KPIs have been identified for each of the departmental objectives to support the monitoring and tracking of progress.

### To contribute to corporate programmes and projects – this includes:

1. Delivering an outstanding education offer through the City of London family of schools
2. Securing efficiencies and better outcomes through the integration of health and social care commissioning across the City of London and Hackney (and with other partners)
3. Promoting effective transitions and progression through education and fulfilling employment
4. Promoting equality in health through outreach to all the City communities
5. Increasing access to and effectiveness of pan-London sexual health services through the mobilisation of e-healthcare services
6. Delivering more homes and better meet social housing needs.

### What we'll measure:

1. Ofsted ratings and attainment scores
2. Delayed transfer of care; placement costs; effectiveness of reablement
3. Apprenticeship and adult skills performance
4. "Health in all policies" impact
5. Service take up and outcomes
6. Consents; starts; completions

### To deliver departmental programmes and projects – this includes:

7. Improving outcomes and services for children and young people with special education needs and disabilities
8. Improving the breadth and quality of youth services, and developing our children and young people's access to our open spaces and cultural offering
9. Improving outcomes and experience for adult social care users
10. Safeguarding children, young people and adults at risk
11. Delivering and enhancing "accommodation pathways" and health services for rough sleepers
12. Delivering a programme of major works to maintain and improve our existing homes
13. Maintaining safe homes that comply with advances in fire safety requirements
14. Supporting City businesses and the Corporation to improve their employee's health and wellbeing and participation in health and wellbeing activities
15. Supporting the development of skills and learning for all ages in the community through a range of activities, resources and support and enhance the art and culture offer in the City.
16. Promote and champion inclusion, diversity and social mobility for all of the communities we support.

### What we'll measure:

7. SEND dashboard indicators
8. Participation and reach of service; reduced NEET young people.
9. % of adult care users / carers having as much social contact as they would like
10. Making Safeguarding Personal satisfaction levels
11. Level of long term rough sleeping
12. % non-decency; residents satisfied with their neighbourhood as a place to live
13. % compliance
14. Number of participants in the exercise on referral programme
15. Courses completed / passed
16. Adult learning enrolments / completions

### How we plan to develop our capabilities this year

- Developing commissioning capabilities and strengthening relationships with partners
- Development of internal recording, monitoring systems and processes to ensure robust departmental risk mitigation
- Delivering needs assessment and analysis, and strengthening performance monitoring to inform service design and delivery
- Identifying options for departmental cross working across key projects and programmes

### What we're planning to do in the future:

- Respond to the impacts of devolution and public sector reform, developing more efficient partnership and system based approach
- Identify options to further increase housing supply within the City and across London
- Expand the range and level of cultural and education opportunities offered through our apprenticeships programmes and the City family of schools
- Enhance and improve the range of services delivered through our community libraries to increase efficiency and effectiveness



<b>Committee</b>	<b>Dated:</b>
Community and Children's Services Committee Education Board	9/02/2018 and 8/03/2018
<b>Subject:</b> Revised Eligibility Criteria for the City Educational Trust Fund and the City of London Corporation Combined Education Charity	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Decision</b>
<b>Report author:</b> Jack Joslin, Senior Grants Officer	

## Summary

The Education Charity Sub-Committee has revised the eligibility criteria for the City Educational Trust Fund (charity number 290840) and the City of London Corporation Combined Education Charity (charity number 312836) (the Charities). The revised eligibility criteria for the two charities are attached at Appendix 1. The new eligibility criteria for the charities aims to streamline the assessment process, reduce costs of charity administration and maximise expenditure of funds to further the purposes for which each charity was established.

## Recommendations

Members of the Community and Children's Services Committee are asked to:

- consider the amended eligibility criteria for the Charities.

Members of the Education Board are asked to:

- approve the amended eligibility criteria for the Charities
- approve the dates for the next deadline of the Education and Employment theme of the Central Grants Programme.

## Main Report

### Background

1. At the Education Charity Sub-Committee meeting on 21 November 2017, Members met to make decisions on applications received by the City of London Corporation Combined Education Charity and the City Educational Trust Fund. At the meeting, Members decided that the criteria were too restrictive and provided input to officers on how amendments could be made.
2. Officers drafted revised eligibility criteria for the two charities to incorporate the comments made by members of the Sub-Committee who were subsequently consulted on the revised wording. These revised criteria are now attached at Appendix 1 for consideration by the Community and Children's Services Committee and for approval by the Education Board.

## **Proposal**

3. To approve the revised eligibility criteria for the Education and Employment programme of the Central Grants Programme, subject to being noted by the Community and Children's Services Committee.
4. To approve the new grant round to open in April 2018.

## **Legal and Strategic implications**

5. As a charity trustee of each charity, the City Corporation (acting by the relevant Common Council Committees with delegated authority to exercise the trustee functions and discharge the relevant duties) must ensure that it takes active steps to comply with the relevant charity's governing document. It must also administer the charity effectively so that it achieves the purposes for which the charity was established. Therefore, in adopting any policy to help direct the application of a charity's funds to further its objects, the policy must operate effectively and should not be overly restrictive. It should also be kept under review.
6. Once new eligibility criteria are in place, it will be important to review how effectively they operate for each charity, and whether savings are being made in administration and management of the grants such that as much of the charity's available funds as possible are directed to charitable activities.
7. The criteria will be reviewed after one full round of grant-making and on a regular basis thereafter.

## **Conclusion**

8. This report asks Members of the Community and Children's Services Committee to consider this report and Members of the Education Board to approve the revised eligibility criteria for the City of London Corporation Combined Education Charity and the City Educational Trust Fund attached at Appendix 1. These revised eligibility criteria aim to streamline the assessment process, reduce costs of charity administration and maximise expenditure of funds to further the Charities' aims.

## **Appendices**

- Appendix 1 – Revised Eligibility Criteria for the City of London Corporation Combined Education Charity and the City Educational Trust Fund.

## **Background Papers**

- Education Charity Sub-Committee Minutes: 21 November 2017

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# **The City of London Corporation Combined Education Charity (312836)**

## **Grants Policy and Funding Eligibility Criteria**

### **Charitable objects**

The objects of the Charity are for the public benefit:

1. To further the education of persons (including persons born or resident in the City of London and those attending educational institutions in the City of London or the other London Boroughs) attending or proposing to attend secondary, further or higher educational institutions by the provision of grants or financial assistance and by arranging or supporting education and training to extend or complement courses provided by such institutions.
2. To provide grants for staff at maintained schools and Academies in the City of London and the other boroughs of London to undertake studies either at educational institutions or at other establishments provided that such study furthers their development as teachers.

The City of London Corporation Combined Education Charity is a small charity and operates by making grants. In normal years approximately £30,000 is available for distribution. Grants will be made twice a year. The charity makes grants ranging between £2,500 and £10,000 per grant as per the following criteria:

Smaller grants (up to £5,000) will need to be spent within 1 year of being awarded. Larger grants (from £5,000 to £10,000) will need to be spent within 2 years of being awarded.

### **Eligibility**

Grants will be given to organisations. Grants may also be given directly to individuals in exceptional circumstances.

Organisations include, but are not limited to, the following:

- Education Charity
- Education Establishment

Beneficiaries must be (1) resident and studying at secondary, further or higher educational institutions in the City of London or London Boroughs or (2) teaching at a maintained or academy school in the City of London or London Boroughs.

Grants will be primarily given to organisations, and organisations applying on behalf of individuals or groups of individuals. Applicants will need to provide proof of financial need, and to demonstrate how the grant, if awarded, will achieve the desired educational outcomes for the beneficiary/ies.

In exceptional circumstances applications from individuals may also be considered at the trustee's discretion and such applications should be supported by proof that the individual applicant has unsuccessfully made determined efforts to access sufficient funds from elsewhere to enable them to attend or continue to attend secondary, further or higher educational institutions to further their education.

Applications that benefit groups of individuals will be given priority over applications that benefit one individual.

The trustee always retains the discretion to award funding outside the policy criteria in accordance with the charity's objects where it is considered to be in the best interests of the charity.

### **Funded activities**

The Charity will fund:

- Applications that deliver education in Cultural Arts and Science and Technology subjects to the first group of beneficiaries or enable the first group of beneficiaries to access education and training opportunities in cultural arts and Science and Technology subjects which extend or complement courses provided by secondary, further or higher educational institutions. This may include course costs and necessary expenses such as travel, equipment, material and maintenance costs.
- Applications for courses and study for the purposes of professional development of the second group of beneficiaries.

### **Application Guidelines**

#### **1. How do you apply for a grant?**

To apply for a City of London Corporation ("CoLC") grant, applicants need to complete an online application form by the corresponding deadline and submit this electronically with supporting documents to the Central Grants Unit. Applications should be sent to the Central Grants unit ahead of the stated deadline to allow applications to be processed in time. Only one application from an organisation or individual (in exceptional circumstances) will be considered 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 are available to applicants by special request.

#### **2. How are applications assessed?**

All completed applications will be assessed by one of the CoLC's Grant Officers. As part of this process, applicants may be contacted for more information. Receipt of applications will be acknowledged within 10 working days of it being received. Incomplete applications will be returned, and applicants will have a further 10 working days to send the missing information to the CoLC. After being assessed, applications are referred to the decision-making



Committee. The timescale to process applications will vary; however, The CoLC endeavours to ensure applications are assessed within 12 weeks of the closing date.

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

Grant recipients will be requested to complete an end of grant online monitoring report to confirm how the grant has been spent and what was achieved. Please make sure receipts are kept for all the items or services bought with the grant as we may ask for them to be provided. Please keep The CoLC up to date if contact details change at any stage during the period of the grant.

**4. If your grant application is successful**

Successful applicants will be sent an initial offer letter detailing the level of grant awarded. 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.

**5. If your grant application is unsuccessful**

Unfortunately, due to the limited budget available and the number of applications for funding we receive, the CoLC cannot provide funding to every applicant that applies for a grant and no further correspondence will be entered into in respect of unsuccessful grants. Grants are therefore awarded on a discretionary basis, there is no appeal process and the decision of the CoLC is final.

**6. Support with your application**

We urge all applicants that are unsure about whether to submit an application to read all available eligibility criteria on the CoLC 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 Grants Unit directly, who will be able provide answers to general queries regarding the application process.

**7. Can you reapply for funding?**

Individuals who are awarded a grant from the Charity (which may be directly or through an organisation) will not be eligible for further funding within 5 (five) years of the decision to award the grant. Organisations applying on behalf of groups, individuals and groups of individuals are not subject to this restriction, although these organisations should note that the individuals benefiting from the grant are.

**8. Further information**

If you have questions about how to apply or about the status of an application, you can contact us on 020 7332 3712, email us at [grants@cityoflondon.gov.uk](mailto:grants@cityoflondon.gov.uk), or visit our website [www.cityoflondon.gov.uk/centralgrantsprogramme](http://www.cityoflondon.gov.uk/centralgrantsprogramme) to find out more.



# City Educational Trust Fund (290840)

## Charitable Purposes

The purposes of the charity are for the advancement of education for the public benefit by:

1. The advancement of the objects of The City University or for other educational purposes connected with or related to the University; and
2. The advancement of: -
  - (i) education in science and technology, business management and commerce by the promotion of research, study, teaching and training in any of them; or
  - (ii) the study and teaching of biology and ecology; or
  - (iii) research, study and teaching in the cultural arts.

The City Educational Trust Fund is a small charity and operates by making grants. In normal years approximately £130,000 is available for distribution. Grants will be made twice a year. The charity makes grants up to £25,000 per grant which must be spent within 2 years of the grant being awarded.

## Eligibility

Grants will be given to organisations rather than individuals (however, please note organisations can apply on behalf of individuals, or groups of individuals).

Organisations include, but are not limited to, the following:

- Educational Charities'
- Educational Establishment's

Beneficiaries must be resident and studying in the City of London or London Boroughs.

Applicants will need to provide proof of financial need, and to demonstrate how the grant, if awarded, will achieve the desired educational outcomes for the beneficiary/ies.

Applications that benefit groups of individuals will be given priority over applications that benefit one individual.

The trustee always retains the discretion to award funding outside the policy criteria in accordance with the charity's objects where it is considered to be in the best interests of the charity.

## Funded activities

The Charity will fund:

Applications that advance education in the cultural arts or Science and Technology subjects. This may include course costs and necessary expenses such as travel, equipment, material and maintenance costs.

## **Application Guidelines**

### **1. How do you apply for a grant?**

To apply for a City of London Corporation (“CoLC”) grant, applicants need to complete an online application form by the corresponding deadline and submit this electronically with supporting documents to the Central Grants Unit. Applications should be sent to the Central Grants Unit ahead of the stated deadline to allow applications to be processed in time. Only one application from an organisation or individual (in exceptional circumstances will be considered 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 are available to applicants by special request.

### **2. How are applications assessed?**

All completed applications will be assessed by one of the CoLC’s Grant Officers. As part of this process, applicants may be contacted for more information. Receipt of applications will be acknowledged within 10 working days of it being received. Incomplete applications will be returned, and applicants will have a further 10 working days to send the missing information to the CoLC. After being assessed, applications are referred to the decision-making Committee. The timescale to process applications will vary; however, The CoLC endeavours to ensure applications are assessed within 12 weeks of the closing date.

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

Grant recipients will be requested to complete an end of grant monitoring report to confirm how the grant has been spent and what was achieved. Please make sure receipts are kept for all the items or services bought with the grant as we may ask for them to be provided. Please keep The CoLC up to date if contact details change at any stage during the period of the grant.

### **4. If your grant application is successful**

Successful applicants will be sent an initial offer letter detailing the level of grant awarded. 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.

### **5. If your grant application is unsuccessful**

Unfortunately, due to the limited budget available and the number of applications for funding we receive, the CoLC cannot provide funding to every applicant that applies for a grant and no further correspondence will be entered into in respect of unsuccessful grants. Grants are therefore awarded on a discretionary basis, there is no appeal process and the decision of the CoLC is final.

## **6. Support with your application**

We urge all applicants that are unsure about whether to submit an application to read all available eligibility criteria on the CoLC 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 Grants Unit directly, who will be able provide answers to general queries regarding the application process.

## **7. Can you reapply for funding?**

Those who are awarded a grant from the Charity will be required to take a one-year break after a maximum two years of consecutive funding. Further applications for support will be considered after one year from the date the Trust receives a satisfactory monitoring report.

Further information

If you have questions about how to apply or about the status of an application, you can contact us on 020 7332 3712, email us at [grants@cityoflondon.gov.uk](mailto:grants@cityoflondon.gov.uk), or visit our website [www.cityoflondon.gov.uk/centralgrantsprogramme](http://www.cityoflondon.gov.uk/centralgrantsprogramme) to find out more.



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