



Community & Children's Services Committee

Date: FRIDAY, 13 APRIL 2018
Time: 11.30 am
Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

Members:

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

Co-opted Members: Laura Jørgensen and Matt Piper

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

John Barradell
Town Clerk and Chief Executive
Part 1 - Public Reports

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

For Decision
(Pages 1 - 6)
 4. **CHILDREN AND YOUNG PEOPLE'S PLAN 2018-21**
Report of the Director of Community and Children's Services.

For Decision
(Pages 7 - 38)
 5. **INTEGRATION OF CONTINUING HEALTH CARE AND ADULT SOCIAL CARE BUDGETS**
Report of the Director of Community and Children's Services.

For Decision
(Pages 39 - 46)
 6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
 7. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
 8. **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**
9. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the previous Committee meeting.

For Decision
(Pages 47 - 50)
 10. **PROVISION OF ADDITIONAL PRIMARY SCHOOL PLACES AND SOCIAL HOUSING ON THE FORMER RICHARD CLOUDESLEY SCHOOL SITE.**
Report of the Director of Community and Children's Services.

For Information
(Pages 51 - 66)

11. **ISLINGTON ARTS FACTORY (IAF)**
Report of the Director of Community and Children's Services.

For Decision
(Pages 67 - 98)

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
13. **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

Wednesday, 7 March 2018

Minutes of the meeting of the Community & Children's Services Committee held at Committee Rooms, West Wing, Guildhall on Wednesday, 7 March 2018 at 8.30 am

Present

Members:

Randall Anderson (Deputy Chairman)	Alderman The Lord Mountevans
Tom Anderson	Deputy Joyce Nash
Matthew Bell	Dhruv Patel (Chairman)
Peter Bennett	Susan Pearson
James de Sausmarez	William Pimlott
John Fletcher	Jason Pritchard
Marianne Fredericks	Deputy Elizabeth Rogula
Alderman Robert Howard	Ruby Sayed
	George Abrahams
	Laura Jorgensen

Officers:

Andrew Carter	-	Community & Children's Services Department
Paul Murtagh	-	Community & Children's Services Department
Jacquie Campbell	-	Community & Children's Services Department
Will Norman	-	Community & Children's Services Department
Sukhjot Gill	-	Community & Children's Services Department
Carol Boswarthack	-	Community & Children's Services Department
Natasha Dogra	-	Town Clerk's Department
Chris Pelham	-	Community & Children's Services Department
Simon Cribbens	-	Community & Children's Services Department
Gerald Mehrtens	-	Community & Children's Services Department
Mike Saunders	-	Community & Children's Services Department
Mark Jarvis	-	Chamberlain's Department

1. APOLOGIES

Apologies had been received from Deputy Henry Jones, Barbara Newman, Deputy Catherine McGuinness, Mary Durcan, Deputy Philip Woodhouse, Deputy John Tomlinson, Matt Piper, Mark Bostock, Adrian Bastow, Mark Wheatley and Alderman David Graves.

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

There were no declarations.

3. MINUTES

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

4. PRESENTATION: THE ROLE OF LIBRARIES

Member received information about services provided by Barbican and Community Libraries available to City residents, City workers, students and regular visitors to the City of London.

Officers worked closely with public health on a new campaign called the “Release the pressure”. This is a pilot project testing out a new way of working with City workers to create a “mental wellbeing sanctuary” in the City, for which we have obtained a £15,000 grant from the Carnegie Enterprising Libraries Fund, one of only 14 successful applications from a field of 120. Following on from the creation of “Sanctuary Spaces” at Shoe Lane Library, loans of health and wellbeing related stock increased by 7%.

Members noted that in the latest general customer user survey, 34% of respondents stated that the libraries had helped with their general wellbeing and sense of community.

Members noted that the Officers monitored the use of community space via consultation with users. Officers said they were attempting to break down the stereotypes around libraries. Members agreed that there was a social inclusion and community aspect involved with libraries which must be publicised via newsletters and shared publications.

In response to a query regarding publicising the libraries to City workers, Officers said they were advertising through social media, visits to City firms and it could be possible to include an advertisement in the ward newsletters.

Members asked about safeguarding on internet connections in libraries. Officers said the City of London security network was utilised on all City library computers to ensure a secure connection was available to all users.

Resolved – that the Committee receive the update.

5. DEPARTMENTAL BUSINESS PLAN 2018-19

Members noted that the high-level plan was presented in draft to the Committee on 9 February 2018 for comment. Following Member feedback, the plan now included specific reference to delivery of mental health services and accessibility to housing and open space. Acronyms have been either removed or set out in full.

In addition, the plan set out in more detail the measures contained in the plan to monitor delivery of projects and programmes.

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.

Members thanked Officers for a clear and concise plan which addressed the comments made by Members at previous Committee meetings.

Resolved – that Members approved the business plan.

6. **BUSINESS PLAN: QUARTER 3 UPDATE**

The Committee noted that overall performance in Q3 showed that of the departmental performance indicators:

- 17 (57%) achieved or exceeded the target set (rated GREEN)
- 5 (17%) were performing within 10% of the target set (rated AMBER)
- 8 (27%) are more than 10% outside of their target (rated RED)
- 11 are PIs are not reported in Q3 (annual or bi-annual measures).

Members noted that in Q3, 49 long term rough sleepers were reported against a target of 43 or fewer. Although above target, the total remains constant in the City, despite a 2% increase on the last quarter London wide. Only two of the 37 new rough sleepers in the City during the quarter remained rough sleeping long enough (three weeks) to be counted as “living on the streets”. Officers said a multi-disciplinary Challenge Group focuses on this issue. It was noted that additional specialist accommodation has been secured and supported 16 rough sleepers to leave the street, including five of the City’s thirteen most entrenched rough sleepers. A plan to improve co-ordination and secure movement through our pathway of specialist accommodation has been put in place to maximise its effectiveness.

Resolved – that the Committee receive the report.

7. **WAIVER REPORT - INTERIM GAS APPLIANCE TESTING AND MAINTENANCE**

Members noted that the Housing Property Services was providing notification for the award of an Interim Gas Appliance Testing and Maintenance Service contract to TSG Building Services plc, from the 1st July 2017 - 30th September 2017. The City of London Corporation has a statutory obligation to deliver this service and therefore needs to ensure that the appropriate provision is in place to prevent any health and safety risks and potential litigation.

The scope of the service included:

- Annual servicing, safety check and maintenance of landlord’s domestic gas supply and appliances.
- Subsequent repairs required.

Resolved – that the Committee receive the report.

8. **ROUGH-SLEEPERS UPDATE**

The Committee noted the work with rough sleepers to fulfil the City’s local authority function in accordance with the policy commitments of central government and the Mayor of London. The City continued to be part of a pan-London approach to addressing rough sleeping and is represented at the Greater London Authority’s (GLA’s) operational leads meeting.

The national street count took place in November 2017 and 36 rough sleepers were recorded, a 28% reduction on the 2016 figure. Numbers of new and intermittent rough sleepers continue to rise, along with most London local authorities, but quarter 2 saw no individuals migrate into the ‘living on the

streets' cohort. In quarter 3 the proportion of rough sleepers who did not spend a second night on the street was 81%.

In response to a query Members noted that the accommodation pathway is fully operational with 16 individuals helped since the last committee report. Service level agreements are now in place with Westminster, Hackney and Tower Hamlets, while extra provision has been negotiated to complement the existing agreement with Southwark. The outreach team are carrying out weekly anti-begging patrols with newly commissioned service provider, Parkguard.

Members noted that this winter has seen the introduction of a new pilot initiative to protect the welfare of rough sleepers during adverse weather. The Severe Weather Emergency Protocol (SWEP) uses four supported beds across two settings as well as access to B&B accommodation. This creates a stronger local offer for hard-to-reach individuals and builds on partnership work already underway with voluntary sector agencies. The new SWEP provision has been running alongside the Winter Awareness Campaign seen on billboards, in stations and on phone boxes across the City. Officers thanked Members for their assistance and support during the extreme cold weather over the past week. Members said they appreciated the interim update emails from Officers regarding the situation and thanked the Outreach team for their hard work.

Members said the many churches and livery companies in the City should be engaged in an attempt to implement a long term solution to the problem of rough sleeping in the City.

In response to a query regarding the movement of rough sleepers between boroughs, it was noted that the Chain system operated across London which tracked the movement of rough sleepers across borough boundaries. Information sharing across London borough authorities was very good and an open communication network was encouraged.

Resolved – that the Committee receive the report.

9. **MENTAL HEALTH CENTRE**

Members noted the piloting of a mental health centre in the Square Mile to provide range of clinical treatments to tackle mental ill health. The centre's provision will include low cost interventions for workers and residents on low incomes. This will be enabled by provision of one rent-free shop unit from which to operate. To ensure the rent loss does not impact on the Housing Revenue Account (HRA), the department will seek funding through the Priorities Pot funding process.

A Member queried rent and service change payments. Officers said that service change and rent payment would be paid by the service provider. The Committee agreed that affordable rents should be achieved on the unit. Appropriate services for tackling drug and alcohol issues were necessary in the City of London. Members said the demand for the service may require two units to deliver the service. Members welcomed a pilot scheme which could result in

several units being made available in the future depending on the take up of the provision.

Discussions ensued regarding the provision of services that could be available at the unit. Members agreed that a model would be required, and Officers must provide a detailed plan to the Committee. Members agreed that availability of space was critical to the delivery of the service.

Resolved – that Members support the piloting of the proposed mental health centre for a three-year period over two units.

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

A Member raised a query regarding the window replacement work taking place on the Golden Lane Estate. The Member asked for these window replacements to take place as quickly as possible and to immediately try and halt slippage and queried why the window replacements have taken so long to implement. Officers said that the current programme remains accurate. Committee approval had been obtained to separate the windows on the Golden Lane Estate from the rest of our housing estates. The Member said that this will mean that the complexities of the Golden Lane Estate can be managed and dealt with without impacting on delivery of other similar projects.

Officers are currently tendering for a Design Team to work on the window replacement on all our estates. However, Officers realise that Golden Lane is likely to be much more complex, and take longer than the other estates, due to its listed status and the likely conditions placed on us by Planning and English Heritage. Members were assured that the project would be completed by 2020/21. The Committee noted that the Housing Management and Almshouses Sub Committee were aware of the slippage and received update reports at their bi-monthly meeting to monitor the progress of projects.

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. PROJECT PROPOSAL - SUMNER BUILDINGS

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

14. FLOOD AT ARTIZAN STREET LIBRARY AND COMMUNITY CENTRE

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

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

There were no questions,

16. 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 10:10am.

Chairman

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Committee	Dated:
Summit – For Decision Community and Children’s Services – For Decision	27/03/2018 13/04/2018
Subject: Children and Young People’s Plan 2018–21	Public
Report of: Director of Department of Community and Children’s Services	For Decision
Report author: Tizzy Keller, Strategy Officer – Health and Children	

Summary

This report presents the final draft of the City of London Corporation’s *Children and Young People’s Plan (CYPP) 2018–21* for approval, subsequent to the public consultation period.

The *CYPP 2018–21* will provide the strategic direction and guide services and activities for children, young people and families in the City over the next three years. This report outlines the main points of the *CYPP 2018–21* and summarises how it will be delivered and governed.

Members are asked to:

- Approve the *CYPP 2018–21* set out in Appendix 1.

Main Report

Background

1. The *CYPP* is the overarching strategic document that guides services and activities for children, young people and families in the City of London. It outlines the values and principles that guide our work, our vision for children and young people, and how we intend to achieve it. This is a partnership document that enables us to deliver our services and activities in synergy and contribute to improved outcomes.

Current Position

2. The *CYPP 2018–21* outlines:
 - what the issues are for our children and young people
 - how we plan to address them
 - what we hope to achieve.
3. To develop this draft plan, we engaged with children and young people at schools and youth clubs, and with those who care and provide for young people. We used this local intelligence, together with other data, to determine the plan’s vision and priorities.

4. The draft *CYPP* was out for a six-week public consultation from 26 January until 12 March 2018. A web page was developed which included a link to the full draft plan, a summary of the plan and the link to a survey asking respondents whether the plan was clear and if they agreed with the building blocks for success. It also included a comments section on each priority. The consultation was circulated widely to stakeholders, including young people, their families, health services, the City & Hackney Safeguarding Children Board and education providers.
5. The consultation found that most respondents agreed with the building blocks to success and the five priorities. Appendix 2 (attached) summarises the consultation responses. The key changes following the consultation period are to:
 - include the importance of green space for mental health and our ambition to increase green infrastructure
 - further emphasise the importance of co-production in our service delivery
 - include information on how we work in partnership with other boroughs and our ambition to strengthen partnership working
 - mention the importance of music, arts and sports to contribute to development and achievement
 - include further information on the Culture Mile Learning team's plans for children and young people.
6. The final draft of the plan presented in this report takes into account the suggestions made by children, young people and their guardians and stakeholders during the consultation period.

CYPP 2018–21

7. Vision:

We want the City of London to be the best place possible for children and young people to grow up. We will work in partnership to provide a safe, inclusive and supportive environment where all our children and young people – regardless of background and circumstance – feel they belong. We will provide high-quality services, world-class education and excellent opportunities that enable children and young people to live healthily, develop resilience, achieve their potential and thrive.

8. Building blocks to success:

These are the principles and behaviours that guide our decisions and underpin how we deliver services:

- Collaborative partnership working
- Children and young people at the heart of everything we do
- Skilled and suitable workforce
- Open communication
- Outcomes and impact focus.

9. **Priorities:**

We have five priorities that we will deliver to achieve our vision:

- **Safe**
Our children and young people are safe and feel safe.
- **Potential**
Our children and young people have equal opportunities to enrich their lives and are well prepared to achieve in adulthood.
- **Independence, involvement and choice**
Our children and young people are co-producers of cultural and support services and they will have the resources to develop independence and the empowerment to play an active role in their communities and exercise choice over their services.
- **Health and wellbeing**
Our children and young people enjoy good health and wellbeing.
- **Community**
Our children and young people grow up with a sense of belonging as part of cohesive and resilient communities. They are able to create and participate in the cultural and creative opportunities available in the Square Mile.

Next Steps

10. The final plan will be sent for approval to the Summit group on 27 March 2018 and the Community and Children's Services Committee on 13 April 2018.
11. This *CYPP 2018–21* will be supported by a detailed delivery plan with clear and measurable actions and indicators for each priority. The plan will be governed by the Children's Executive Board (CEB) which will receive regular update reports to monitor progress and assess impact against the *CYPP's* objectives.

Corporate, Strategic and Health Implications

12. This plan contributes to the delivery of the *Corporate Plan 2018–23* by committing to delivering a safe and supportive environment where all children and young people are provided with excellent opportunities and are able to thrive. The *CYPP 2018–21* impacts on the following outcomes of the Corporate Plan:
 - Outcome 1: People are safe and feel safe
 - Outcome 2: People enjoy good health and wellbeing
 - Outcome 3: People have equal opportunities to enrich their lives and reach their full potential

- Outcome 4: Communities are cohesive and have the facilities they need.

13. This plan sits below the Department of Community and Children's Service (DCCS) business plan. It contributes to the plan's delivery by mirroring its five priorities and applying them to the specific needs of our population of children and young people.

14. This plan also supports the delivery of a number of other DCCS strategic priorities:

- Joint Health and Wellbeing Strategy – All children have the best start in life
- Education Strategy – Develop excellent employment opportunities and pathways
- Mental Health Strategy – Improve the mental health of people in the City and keep people well.

15. There is a broad range of work being delivered across the City of London Corporation to support and improve outcomes for children and young people across London and the UK. Not all of this is included within the *CYPP* which is focused on children and young people who live and learn in the Square Mile. Therefore, the Corporate Strategy and Performance Team and DCCS are in discussion about the scope and possibility of a separate corporate strategy that covers all that the City of London Corporation can do to support children and young people across the City, London and the UK.

Conclusion

16. The *CYPP* is the overarching strategic document that guides services and activities for children, young people and families in the City of London. It outlines the values and principles that guide our work, our vision for children and young people, and how we intend to achieve it. This is a partnership document that enables us to deliver our services and activities in synergy and contribute to improved outcomes. This report asks members to approve the *CYPP 2018–21*.

Appendices

- Appendix 1 – *Children and Young People's Plan 2018–21*
- Appendix 2 – Consultation Responses
- Appendix 3 – *CYPP* Equalities Test of Relevance

Tizzy Keller

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The City of London Corporation Children and Young People's Plan (2018– 2021)

DRAFT

Contents

Our Vision	3
Our building blocks to success	4
The City of London.....	4
Developing this plan.....	6
Priorities.....	7
Safe.....	7
Potential	9
Independence, involvement and choice.....	11
Health and wellbeing	13
Community	15
Delivering this vision	17
Implementation.....	17
Governance.....	17
Supporting our corporate and Divisional aims.....	18

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Our vision

We want the City of London to be the best place possible for children and young people to grow up. We will work in partnership to provide a safe, inclusive and supportive environment where all our children and young people, regardless of background and circumstance, feel they belong. We will provide high quality services, world-class education and excellent opportunities that enable them to live healthily, develop resilience, achieve their potential and thrive.

We have 5 priorities that we will deliver to achieve this vision:

1) Safe

Our children and young people are safe and feel safe.

2) Potential

Our children and young people have equal opportunities to enrich their lives and are well prepared to achieve in adulthood.

3) Independence, involvement and choice

Our children and young people are co-producers of cultural and support services and they will have the resources to develop independence and the empowerment to play an active role in their communities and exercise choice over their services.

4) Health and wellbeing

Our children and young people enjoy good health and wellbeing.

5) Community

Our children and young people grow up with a sense of belonging as part of cohesive and resilient communities. They are able to create and participate in the cultural and creative opportunities available in the Square Mile.

In delivering our vision we will support the objectives of the Corporate Plan 2018-23 to contribute to a flourishing society, support a thriving economy and to shape outstanding environments by contributing to a number of the plans outcomes.

Our building blocks for success

The way in which we do things is just as important as what we do. These are the principles and behaviours that guide our decisions and underpin how we deliver services.

Collaborative partnership working

We will deliver our vision by working closely with our partners. This plan will be owned by all stakeholders and we will work across agencies to learn from each other, maximise our resources and create a joined-up system that can be easily navigated. We will work in close partnership with our neighbouring boroughs as many of our children, young people and families attend education and health services outside of the Square Mile.

Outcomes and impact focused

In delivering our objectives we will stay focused on the impact we want to achieve. We will use assessment, evaluation, performance management and evidence to ensure that high quality outcomes are achieved and that the impact of these outcomes is experienced by all.

Children and young people at the heart of everything we do

We will focus on the experience of children, young people and their families and ensure their voices are the first we hear in decision making. We will establish a co-production model of service development.

Our Think Family approach promotes co-ordination with adult and health services and working with whole families to understand their needs while recognising their strengths to deliver tailored solutions.

Open communication

We will provide information that is accessible, meaningful and easy to understand for our children, young people and their support networks. We will encourage feedback from them and be open and honest about what we can and cannot do.

We promote challenging and supportive conversations between all partners.

Skilled and Suitable Workforce

To deliver this vision effectively we need a sufficient, skilled and confident workforce who feel valued and well-supported. We will deliver training and encourage continued professional development opportunities, so our staff are equipped to work with and for whole families and deliver a timely and responsive service based on the Think Family approach.

The City of London

The Square Mile is the historic centre of London and is home to the 'City' – the financial and commercial heart of the UK. The residential base in the City of London is small compared to most other local authorities but has grown in the last 20 years. The latest population estimate for the City is 9,401¹. Children and young people make up a relatively small proportion (13%) of the population, with an estimated 1,215 people under the age of 19 and 1,981 people aged 0-25.

Our children mainly live in dense pockets of housing. Although the Square Mile is one of the least deprived local authorities in the country, significant disparities of wealth exist. There are some areas that experience high levels of deprivation, such as Portsoken which is in the 40% most deprived areas in England while other parts of the Square Mile, such as Barbican, are ranked in the 10% least deprived.

The Square Mile's resident population is estimated to be 78% White British; however our children and young people are more ethnically diverse and approximately 40% are from black or ethnic minority groups compared to 21% nationally. The community of Bangladeshi origin forms the second largest ethnic group in the City.

The City's only maintained school is Sir John Cass's Foundation primary school which is also home to the Square Miles's sole Children's Centre. There are four independent schools and several higher educational institutions within its boundaries. There is a cohort of students who board and travel into the Square Mile to study and the City Corporation has safeguarding responsibilities for these children.

The Square Mile has excellent transport links and is a world-class culture centre. It is home to museums, cultural institutions and heritage sites. There are a number of open and green spaces in the Square Mile but they are generally small in size. As it is a densely populated, urban area it suffers from poor air quality. Levels of nitrogen dioxide and particulate matter are both very high compared to the national average.

¹<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates>

Developing this plan

The small size of our resident population, and in particular its population of children and young people, presents challenges to strategic planning. It can be difficult to get useful data about our children and young people and their needs. Due to small sample sizes, our data can be less reliable; many reported figures are not statistically significant and determining trends is often not possible. In addition, small numbers make in-depth analysis difficult so figures from the whole area can mask variations between different parts of the Square Mile. This means it has been vital to use meaningful quantitative data, where possible, combined with qualitative data and local and community intelligence when planning this strategy and determining its priorities.

The Children's Health Needs Assessment (CHNA) pulls together local and national data from a range of sources to describe the needs of our children and young people. The CHNA has collated information from the 0-5 years and 5-19 years needs assessments, the children and young people's mental health needs assessment, disabled children's needs assessment and the child poverty needs' assessment. The findings from the CHNA form the evidence base for this strategy. To identify the priorities, we looked at the impact of different issues on our young people; how widespread they were; our ability to have an impact and improve them; and, how they impacted and interacted with disadvantage and inequality.

In the development of this plan we engaged widely with children and young people who live and learn in the City and the people whose job it is to care and provide for them. We went to youth clubs, schools and meetings and asked our children and young people what they like about living or going to school here, what their main issues are as children and young people in the City; and, what they would change about it if they could. We consulted with our partners and stakeholders at meetings and through a survey. We asked them what they thought the priorities of this plan should be; what should be done to improve the outcomes for children and young people; and, how their organisations could contribute.

Priorities

Safe

Our children and young people are safe and feel safe

Why this is a priority

We are committed to keeping all our children and young people safe and protected from harm and neglect and the damaging effect it has on their wellbeing and development². It is essential to be aware of all potential risks so we do all we can to prevent them occurring and can intervene early if they do. Children and young people exposed to higher vulnerabilities, such as those with Special Educational Needs and Disabilities (SEND), can be at greater risk of abuse and harm and need additional support to guarantee their safety. We need to give our young people the skills to explore their environment and keep themselves safe online and ensure they feel comfortable engaging in normal risk-taking behaviour so they develop resilience and independence. Safe and secure housing has a large impact on wellbeing and all children and young people should be living in well-maintained, suitably sized houses.

Our children and young people have told us that they worry about the threat of terror attacks and that bad lighting makes them feel unsafe in certain areas.

What we will achieve

Children and young people who live, learn and visit in the City will be seen, heard and helped. We will continue to employ a multi-agency approach and implement a culture of challenge, accountability and information sharing. We will ensure our procedures and training offer adapts as needs change and new threats occur. All our vulnerable children will receive tailored support to protect them from additional harm. We will work with our young people to address their safety concerns so they grow up feeling safe and able to enjoy their surroundings, including their virtual wellbeing and safety. Our ambition is to identify all potential issues to prevent problems occurring and offer early help if they do.

We will

- Continuously review our safeguarding policies and procedures to ensure they are robust, relevant and comply with best practice.
- We will support the Community Safety Team to implement the Prevent strategy to protect our communities from the threat posed by violent extremists. We will work with them to respond to concerns and increase reassurance to our children and young people during periods of heightened tensions or following major incidents.
- Work with the City and Hackney Safeguarding Children Board (CHSCB) to maintain a robust training offer.
- Work with the CHSCB and schools to improve our understanding of our young people's digital footprint and the risks they face, including from Child Sexual Exploitation. We will improve cyber safety and develop an offer that enables young people to engage safely in technology and social media and acquire digital skills to benefit their future.
- Renew the Early Help Action Plan to deliver a cohesive Early Help offer that builds protective factors and family resilience.
- Communicate the findings from the neglect linked to affluence research and train staff on how to recognise and respond to neglect in affluent families.

² https://www.childwelfare.gov/pubPDFs/long_term_consequences.pdf

- Make rigorous checks of all schools that our children with SEND attend to ensure their safeguarding practices are of the highest standards.
- Review and renew our Think Family approach and use it to develop our training, learning and development offer.
- Implement the Violence against Women and Girls (VAWG) Strategy and develop and deliver interventions for perpetrators of domestic violence to reduce the risk to our children and young people.
- Deliver maintenance, repairs and fire safety visits to homes and extend neighbourhood patrolling to ensure all our homes and estates are safe.
- We will work with the Department of Built Environment to ensure the views of our children, young people and families are represented in the implementation of the City Corporation's Lighting Strategy.

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Potential

Our children and young people have equal opportunities to enrich their lives and are well prepared to achieve in adulthood.

Why this is a priority

Childhood is a critical time. A child's experiences and relationships will have a significant impact on their cognitive and social development and ability to succeed and flourish throughout life³. This is especially true of early childhood as the most rapid development occurs from conception through to 5 years of age. To prepare our children to achieve exceptional results in adulthood and increase social mobility we need to provide top-quality early years services and support and remove the barriers to accessing them. The Square Mile's many cultural and heritage sites offer the opportunity for our children and young people to learn and develop in a fun and informal environment.

Life is more challenging for some children and young people as their home circumstances or physical, emotional or educational needs impact on their ability to achieve. These children require extra provision to ensure they can achieve the same outcomes as their peers. We will focus on the following vulnerable groups:

- Children and young people with special educational needs and disabilities (SEND). Around 300 children and young people who live or go to school in the City receive SEND support.
- Children and young people with social care needs. Most of our children in care and care leavers are unaccompanied asylum-seeking children (UASC).
- Children from low income families and/or deprived areas in the City. 10.2% of City children are living in poverty⁴.
- Children and young people who face barriers including language difficulties, mental health issues or difficult home circumstances.

Our Children in Care Council (CiCC) have told us they want more support in their asylum-seeking process and advice on coping with money. Young people with SEND have told us they find it difficult to socialise in the City and want information to be more accessible.

What we will achieve

Our ambition is for every City child to have access to world-class education, creative learning opportunities and valuable work experience which enriches their lives, helps them develop resilience and achieve excellence throughout life. Sir John Cass children's centre and primary school will continue to provide exceptional early years provision, deliver an excellent sporting and arts offer and achieve outstanding outcomes in Maths, English and Science. Vulnerable children and young people will have the same opportunities to flourish and recognise their aspirations as their peers. We will break intergenerational cycles of disadvantage by providing children in difficult circumstances, and their families, with the skills and abilities to overcome the barriers they face. All our children and young people benefit from the City's cultural offer and the developmental opportunities they provide. Our children with additional needs will be identified early and provided with targeted support. We will be the best possible corporate parent to our children in care and care leavers and act as a challenge and a champion on their behalf.

We will

- Deliver an outstanding education offer at all our schools (maintained, sponsored academies and independent schools) for children and young people in the Square Mile

³ Early Child Development from Measurement to Action, Richardson, L and Young, ME, 2007

⁴ Local Health, 2015, Public Health England.

http://www.localhealth.org.uk/GC_preport.php?lang=en&s=155&view=map7&id_rep=r01&sellid0=0&nivgeo=msoa_2011

and across London. We will continue to promote and provide opportunities for collaboration, sharing of best practice, and school-to-school support within the City family of schools to achieve excellence in all our schools.

- Work with schools located outside of the City of London boundary to identify City resident children who are at risk of missing education to ensure that they have access to support services and learning opportunities. This will mean building solid relationships with the schools and local authorities where City children attend school.
- Undertake a review of our Children's Centre services and implement a new Children's Centre commissioning model to ensure services are co-ordinated, relevant and effective.
- Engage with all families who decide to electively home educate to ensure that the children are safe and receiving a suitable level of education.
- Implement the SEND Strategy to improve outcomes and services for children and young people with special educational needs and disabilities.
- Renew our Corporate Parenting Strategy and our pledge to our children and care leavers to ensure it is relevant and continues to reflect their needs, including those of our UASC.
- Use the Children in Care Council (CiCC) to prepare children in care for independence and employment and deliver a regional CiCC on behalf of London.
- Deliver an expanded corporate apprenticeship programme that provides outstanding employability, training and skills opportunities to 100 apprentices. Explore how we can exploit this apprenticeship offer to benefit the City's young people and parents of young people who are distant from the work market.
- Deliver a parental employability programme to reduce the number of children living in poverty and improve outcomes for them and their family.
- Support the Culture Mile Learning team to deliver programmes to develop the skills of disadvantaged young people to enhancing their employability.

Independence, involvement and choice

Our children and young people are co-producers of cultural and support services and they will have the resources to develop independence and the empowerment to play an active role in their communities and exercise choice over their services.

Why this is a priority

Co-production means designing and delivering services in collaboration with the people using those services⁵. Co-production has links to community and individual wellbeing⁶ and can help young people develop self-confidence, self-esteem and the ability to effectively engage with social and work contexts⁷. It also enables us to develop better and more relevant services. In the Square Mile, 40% of children are from black and ethnic minority groups. It is important that children from all ethnic groups and backgrounds feel comfortable engaging with services and empowered to be active citizens to achieve a cohesive and thriving community. There is a risk that young people from vulnerable groups can be over-protected and have their opportunities limited. We must give all our young people the space to acquire life skills and develop independence. It is essential that all our young people, including those with SEND, looked after children and those who don't have English as a first language, are involved in co-production and benefit from its positive outcomes.

Our young people have told us they feel they are not updated following consultation and do not know if and how their issues are being addressed. They said they want the City Corporation to trust young people and involve them in the decisions that impact them.

What we will achieve

Our ambition is for all our children and young people, regardless of background and circumstance, to feel valued and an integral part of the City community. We will shift our focus to view children and young people as assets and an invaluable resource in shaping services. We will enhance our advocacy and complaints processes, so that we are more accountable to them and they are empowered to bring about change. We will involve children, young people and their families in decisions that impact them and, wherever possible, give them the ability to exercise choice over their services. We will develop communication methods for our vulnerable groups that are tailored to meet their needs. Our aim is for our services to be culturally appropriate for all and for inclusion and diversity to be championed in everything we do.

We will

- Review and streamline our consultation and feedback process with children and young people.
- Improve our communication channels to our young people so they are aware of what is available to them and make it easier to contribute to consultations. We will focus on the needs of our vulnerable groups and develop innovative ways to communicate with them, such as using more visual methods, to ensure their voices are heard.
- Work with the SPICE team to consider if we can use time credits to encourage participation and create an asset-based approach to co-production.
- Work with our children with SEND and their families to give them the skills and knowledge to access services independently, make a contribution, and challenge our thinking.

⁵ http://centerforborgerdialog.dk/sites/default/files/CFB_images/bannere/The_Challenge_of_Co-production.pdf

⁶ Prilleltensky, I & O (2006) *Promoting Well Being* Hoboken, Wiley.

⁷ <http://shura.shu.ac.uk/16975/3/Gornall%20CoProduction.pdf>

- Improve the reach, relevance and quality of services through the new Youth Service and the Youth Programme Board so they cater to young people from all backgrounds and enable them to contribute to their community.
- Review the requirements of our hard to reach groups and monitor the take-up of services to ensure they reach all sections of the communities we serve.
- Increase understanding of the complaints procedure among our children and young people, and particularly to vulnerable groups, to ensure it is accessible and easy to understand.

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Health and wellbeing

Our children and young people enjoy good health and wellbeing

Why this is a priority

Health and wellbeing in the first years of a person's life, particularly from conception until 5 years of age, has a significant impact into adolescence and adulthood⁸. Giving every child the best start in life is endorsed as the most important recommendation for reducing health inequalities in the Marmot Review as it can break the links between early disadvantage and poor outcomes later in life⁹.

The data we have, together with local intelligence, indicate that babies in the Square Mile generally have a good start in life. There are low numbers of mothers who are smoking at time of birth, low numbers of underweight babies, and good breastfeeding uptake. However, there are still issues that need addressing. Child poverty is persistent in parts of the Square Mile and these children are at greater risk of many health issues. The Square Mile suffers from poor air quality and our population-attributable mortality is higher than the London average. Most City babies are born outside of City and Hackney so it is difficult to signpost them to our maternity and early years services. The Square Mile has a network of gardens, churchyards and plazas but they are often small and are intensely used. A lack of green space has come up repeatedly as a health and wellbeing issue from residents in the City. It has been demonstrated that access to green infrastructure can have positive effects on both mental and physical health. Poor mental health is one of the biggest health challenges facing our society. It is difficult to obtain reliable local data on young people and mental health but we know that nationally one in ten children suffers from mental health issues and most of adult mental health issues begin before the age of 18. Upstream investment to prevent health issues arising and intervening early when they do will keep children healthy and have far reaching positive consequences for their physical and mental health and wellbeing.

Public Health in the City of London Corporation has a strong relationship with the London Borough of Hackney as we share a Director of Public Health and a Clinical Commissioning Group. A number of public health services are also commissioned in partnership with the London Borough of Hackney. We have built relationships with Tower Hamlets CCG to ensure that the needs of City of London residents who are registered with a Tower Hamlets GP are recognised and met and that service pathways are clear

Our young people and their families have told us that they want access to better outdoor spaces including football pitches and playgrounds and cheaper access to gyms and swimming pools.

What we will achieve

We will work in partnership to improve physical and mental health and wellbeing from conception, to birth and throughout life and for every child to be prepared to be self-sufficient and have the support that enables them to live happy and healthy lives. Our ambition is that every City baby is healthy at birth, receives good nutrition and maintains a healthy weight. They will have access to open space, exposure to green infrastructure and they will engage in activities that promote mental wellbeing and integrate healthy behaviours into everyday routines. Any child or young person that develops a health issue will receive the highest quality care and be supported to make a swift recovery.

We will

- Train front line staff in Making Every Contact Count so they can identify the health needs of our children, promote healthy behaviours and signpost them to appropriate services.

⁸https://www.london.gov.uk/sites/default/files/evidence_base_for_a_healthy_early_years_programme_in_london_jan_2016.pdf

⁹ <https://www.local.gov.uk/marmot-review-report-fair-society-healthy-lives>

- Improve our knowledge of the mental health needs of our children and young people to develop our provision of mental health and wellbeing services, with a focus on those who are at greater risk of mental health issues such as LGBTQ+ young people.
- Tackle unhealthy environments by delivering improved infrastructure for safe active travel, sport and exercise and providing easy access to healthy and affordable food in the local area.
- Improve our early health data to better understand the health needs of our 0-5 population.
- Review the pathway for new mothers to access maternity and early years services and develop an integrated health promotion offer for children and families through the integrated commissioning transformation.
- Work with City and Hackney and Tower Hamlets CCGs and Public Health teams to promote City resident needs and ensure access to any emerging integrated service models for City residents.
- Co-design new health services with our children and young people so they are acceptable, accessible and relevant for the users.
- Work with Open Spaces to review and enhance the outdoor provision available for our children and young people, including those with SEND, and help residents make better use of outdoor resources both in and outside of the Square Mile. We will support open spaces' ambition to develop a greener city to improve physical and mental health.
- Explore options to increase the number of voluntary smoke-free green spaces in the City.
- Support the implementation of low emission neighbourhoods and activities to improve air quality, particularly around schools.

Community

Our children and young people grow up with a sense of belonging as part of cohesive and resilient communities. They are able to create and participate in the cultural and creative opportunities available in the Square Mile.

Why this is a priority

We want our children and young people to be active members of cohesive, resilient and thriving communities where they are supported by strong networks. High social and cultural capital is associated with better health, greater educational attainment, better employment levels and lower crime rates. This not only improves the area for everyone but provides children and young people with the foundation for a happy and successful life. Community spaces provide a place for people to come together, take part in activities and form relationships. They are integral to creating cohesive societies. We want to ensure that children and young people have access to sufficient and high-quality community spaces.

The Square Mile is a unique place to grow up with many arts, cultural and heritage activities on your doorstep. These activities are crucial to the development of imagination, self-expression and creativity and enable children and young people to gain cultural capital which can have a profound impact on life chances. Children and young people from poorer backgrounds are less likely to engage in cultural and extra-curricular activities¹⁰. We must ensure this does not happen in the Square Mile and that our wealth of cultural opportunities provide a means of increasing social mobility and reducing inequalities. Children and young people need to not only visit and participate in culture, but also to be active producers of culture through opportunities to create, exhibit, share and perform

Our young people and their families have told us they want better youth club facilities and they would like more opportunities to visit the Square Mile attractions, including better opening hours on weekends.

What we will achieve

Our ambition is for all children and young people to feel engaged with and able to shape their local communities. We will improve our community spaces and youth clubs so our young people have access to facilities they want to use. All our children, regardless of background and circumstance, are aware of, able to and feel comfortable taking advantage of the cultural activities available in the Square Mile. We will use our unique position in the heart of Capital as a vehicle to improving the life chances of all our children and reducing the gap in outcomes for young people from disadvantaged backgrounds.

We will

- Improve the facilities at Green Box and other spaces used to run youth activities.
- Maintain and increase green and open spaces in the Square Mile.
- Protect, curate and promote world-class heritage assets, cultural experiences and events for enrichment, inspiration and learning that is accessible for all our children and young people through Culture Mile and Culture Mile Learning. We will work with the Culture Mile Learning teams to ensure uptake of cultural activities from our children and young people and develop programmes of work to target and improve participation from disadvantaged groups.
- Provide opportunities for children and young people to develop the skills and confidence as art and culture creators.

¹⁰ <https://www.anewdirection.org.uk/research/cultural-capital>

- Enhance our libraries and the other community facilities on our estates to provide for community programmes and activities with partners.
- Explore options for developing more multi-purpose spaces in the Square Mile that can be used by families as well as workers.
- Reach out to children and young people at risk to provide and facilitate activities that support social wellbeing and cohesion.
- We will raise awareness of our young population and their needs across the whole City community to increase understanding and positive perceptions of this group.

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Delivering this vision

Implementation

This is an overarching plan that provides a summary of intentions and the strategic framework to guide thinking and decision-making for all services affecting children and young people over the next three years. We have kept this plan simple and focused, concentrating on five priorities and setting out manageable actions and objectives for each one. This plan will be supported by a detailed delivery plan with clear and measurable actions and indicators for each priority.

There are a number of strategies and policy documents that sit underneath this strategy, as shown in diagram below. These inform service level planning, driving activity that is overseen by different teams within the Children and Young People Service, and will contribute to the delivery of this plan.

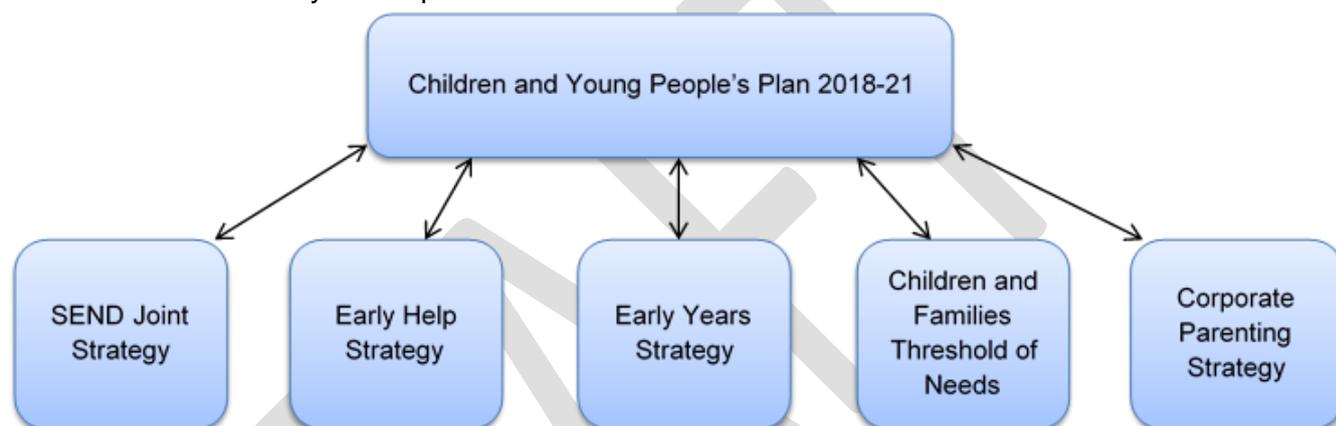


Figure 1. Strategies and documents that sit under the CYPP

Governance

This plan will be governed by the Children's Executive Board (CEB) who will receive regular update reports to monitor its progress and assess the plan's impact against its objectives. The CEB will champion the vision and priorities of the plan, provide action focused leadership, hold partners to account and provide challenge to work being delivered across the system. Membership of the CEB currently includes:

- CoL Children Social Care team
- CoL Early Years and Education team
- CoL Public Health team
- CoL commissioning team
- CHSCB
- City of London Police
- City and Hackney Clinical Commissioning Group
- Tower Hamlets Clinical Commissioning Group
- Health service providers
- The City of London Multi-Academy Trust
- Partnership for Young London
- City Schools Representation

Supporting our Corporate and Divisional aims

This strategy has been shaped by the Corporate Plan 2018-23 and the Department of Community and Children Services (DCCS) business plan 2017-22. This plan directly impacts a number of the Corporate Plan's outcomes:

Outcome 1: People are safe and feel safe.

Outcome 2: People enjoy good health and wellbeing.

Outcome 3: People have equal opportunities to enrich their lives and reach their full potential.

Outcome 4: Communities are cohesive and have the facilities they need.

This plan will also contribute to the delivery of other corporate strategies and Corporate Plan outcomes as follows:

Outcome 8: We have access to the skills and talent. This plan will help deliver a skills pipeline for the City, London and UK.

Outcome 10: We inspire enterprise, excellence, creativity and collaboration. Through this plan we aim to inspire more children and young people to greater things by involving them in the design of the City's inspiring places and activities.

The CYPP 2018-21 sits below the DCCS business plan and contributes to its delivery by mirroring its five priorities and applying them to the specific needs of our children and young people population.

This plan also supports and is supported by the delivery of other DCCS strategic priorities:

Joint Health and Wellbeing Strategy

-All children have the best start in life

Education Strategy

-Develop excellent employment opportunities and pathways

Mental Health Strategy

-Improve the mental health of people in the City and keep people well

Appendix 2- CYPP consultation

A public consultation on the City of London's draft Children and Young People's Plan 2018-21 ran from 26th January to the 12th March 2018. A web page was developed which included a link to the full draft plan, a summary of the plan and the link to a survey which asked them whether the plan was clear and whether they agreed with the building blocks for success and each priority and included a comments section on each priority. The consultation was circulated widely to stakeholders, including:

- The Children Executive Board
- SEND programme Board
- The Education Safeguarding Forum
- The City and Hackney Safeguarding Children's Forum
- The City and Hackney CCG
- The Children, Young People and Maternity Services transformation workstream

We also advertised the consultation in our estates, in our libraries, to our schools and attended sessions at youth clubs and libraries to talk to parents and young people about the draft plan.

Results of survey

- All respondents said that the content and layout of the strategy was clear or very clear
- 94% agreed with the building blocks to success.
- 100% agreed with priority 1: Safe.
- 100% agreed with priority 2: Potential.
- 95% agreed with priority 3: Independence, Involvement and Choice.
- 100% agreed with priority 4: Health and Wellbeing.
- 100% agreed with priority 5: Community.

This table lists the comments that were received during the consultation and the response.

From	Comment	Response
Open Spaces- City gardens manager	Include a reference to green infrastructure, its positive effect on mental and physical health and the City's intention to increase it within the Square Mile. Include our aim to increase the number of open and green spaces in the city (not just protect them).	This has been added to Priority 4: Health and Wellbeing: <ul style="list-style-type: none"> • <i>Work with Open Spaces to review and enhance the outdoor provision available for our children and young people, including those with SEND, and help residents make better use of outdoor resources both in and outside of the Square Mile. We will support open spaces' ambition to develop a greener city to improve physical and mental health.</i>
Museum of London	The Culture Mile Learning does feature strongly in the 5th priority (Community), but our plans to develop the fusion skills of disadvantaged young people, so enhancing their employability and promoting social mobility, could be referenced under Potential on page 8/9.	The Culture Mile has been referenced in the potential section as well as the community section as follows: <ul style="list-style-type: none"> • <i>Support the Culture Mile Learning team to deliver programmes to develop the fusion skills of disadvantaged young people to enhancing their employability.</i>
	The City's cultural offer could be mentioned more fully in the final paragraph of the introduction to the City of London on page 5.	Information on the City's cultural offer has been expanded in the introduction to the City of London
	'Learning' in Culture Mile Learning should have an upper-case L.	Amended
Corporate Strategy Team	The strategy could be more ambitious in its value of putting children and young people at the heart of everything we do and include co-production as one of our guiding behaviours.	Co-production has been included in the building blocks to success.
	Consistency in use of City Corporation for the organisation and Square Mile for the geographic area.	Noted and Amended
Parents	Want to see more playgrounds that are dedicated to young people e.g. not full of smokers.	The following has been included in Priority 4: <i>Explore options to increase the number of smoke free green spaces in the City has been included in the plan</i>

	<p>Make the City more family friendly as it feels completely worker focused. Include how we could make better use of City buildings and spaces for families on weekends when many of them are unused.</p>	<p>The following has been included under the community priority: <i>Explore options for developing more multi-purpose spaces in the Square Mile that can be used by families as well as workers.</i></p>
	<p>Better publicity of all the activities available in one place e.g. a full list in libraries.</p>	<p>Noted and this will be included in the action plan.</p>
Parent of SEND child	<p>Good to see the focus on SEND in the plan and particularly with regards to increasing activities. It would be good to mention the aim to build a sensory garden in the City.</p>	<p>Noted. Details of how we will increase activities that are suitable for children with SEND e.g. sensory gardens will be expanded on in the action plan.</p>
	<p>There is an issue with cigarette butts littering in the City, especially in green spaces, which are particularly problematic for children with SEND. It would be good to tackle this in the plan</p>	<p>The following has been included in Priority 4: <i>Explore options to increase the number of smoke free green spaces in the City has been included in the plan</i></p>
Young People	<p>Use Social media to communicate with Young People</p>	<p>Noted and will be addressed in the action plan</p>
Youth Forum and youth clubs	<p>Youth service should take us on more trips e.g. theme parks and put on more residentials</p>	<p>In the action plan we will include plans to work with our youth service to develop a programme of activities that is feasible and reflects young people's wishes.</p>
	<p>Build things that we have been asking for e.g. football pitches and an outdoor gym</p>	<p>We have included an action to enhance outdoor space for young people in the Square Mile in the plan and we will outline details of this in the action plan.</p>
	<p>Keep your word- if you say you will do something you should do it.</p>	<p>One of our building blocks to success is the principle of open communication, which includes the ambition to be more realistic about what is and isn't possible and communicate this to our young people and be more accountable to them. The action plan will include details of how we will do this.</p>
Education and Early Years Team	<p>Include plans to write a strategy that covers our statutory education duties as these are not included in any of the current strategies that sit under the CYPP</p>	<p>The following action has been added to the potential strand: <ul style="list-style-type: none"> <i>We will develop an Education Services Strategy that outlines what our statutory education duties are and how we intend to deliver them</i> </p>
Sir John Cass School	<p>I think the achievement and aims for every child to be able to do well in English, Maths, Sport and Arts is</p>	<p>Achievement is included as a substantial part of priority 2: potential. A specific reference to achievement in English,</p>

	important to say early on.	Maths, Sport and Arts in all City schools has now been included in this section.
	I think it's a shame that the cultural and sporting offer is not fuller in the potential section. The commitment to excellent music for example is a key feature of many city schools. I also think we should be explicit about the family of schools here. Don't we share the view that a collaboration of maintained, independent and academy sector schools is important to all our schools success?	<ul style="list-style-type: none"> • A reference to all our schools commitment to sports and music/ arts has now been included in priority 2. • The following action has been added to priority 2: <i>We will continue to promote and provide opportunities for collaboration, sharing of best practice, and school-to-school support within the City family of schools to achieve excellence in all our schools.</i>
	On Priority 3- Independence, Involvement and Choice: Choice is a little light on actual parental choice. - Surely for the investment in independent school (guaranteed income from scholarships) we might expect a little more from them for City schools in particular. - nothing on Primary and secondary choice. Secondary school availability is a big issue for our parents for example	<p>In the 'What we will achieve' section of priority 3- <i>We will involve children and young people in decisions that impact them.</i></p> <p>has been changed to: <i>We will involve children, young people and their families in decisions that impact them and, wherever possible, give them the ability to exercise choice over their services.</i></p> <p>Details of if this can be applied to parental choice over schools will be explored in the action plan development.</p>
Common Councilman	I think the "open communication" block could be removed as it appears to be duplicating. The communication with young people aspect of it could be included in "children and young people at the heart of everything we do"; and the communication between partners aspect of it could be included in "collaborative partnership working" block.	The Open Communication is a critical behaviour and occurred as a result of feedback we received from our young people so has remained a building block to ensure there is a continued focus on this. However it has been made more concise and specific to avoid duplication with other building blocks.
Common Councilman	I think it is essential that we work closely with surrounding boroughs where it makes sense for the children and young people. This does not come out strongly in the plan.	Working closely with other boroughs has been included in the building blocks to success of the plan
Town Clerk Department	Many people don't consider children and young people to be part of the City community and perceive them in a negative light. It would be good to address this in the	The following has been included in priority 5-community: We will raise awareness of our young population and their needs across the whole City community to increase

	plan	understanding and positive perceptions of this group.
Corporate Strategy and Performance Team	Across the Corporation there is lots going on for children and young people (not just residents) which could be included in the plan e.g. Tower Bridge have a range of activities they are delivering for CYP and Children with SEND.	The primary focus of the CYPP is children and young people who live and learn in the City and the activities that DCCS are responsible for. We will work with other departments who are delivering services for children and young people to ensure they benefit our residents and students and will outline how we will do this in our delivery plan.
CHSCB	Change workforce development to Workforce. This isn't just about the development of the workforce and will help emphasise the City's aim to have a "sufficient" workforce – i.e. enough people to keep caseloads and workloads at manageable levels	I have changed the Building Block from Workforce Development to Skilled and Suitable Workforce. This will encapsulate both aspects of the behaviour.
	Under the safe section- not sure about Review and renew our Think Family approach. We have a think family approach. Isn't this more about promoting what's there?	This has not been changed as the DCCS workforce development team do plan to renew the Think Family approach. Details of how this will be done in conjunction with the CHSCB will be ascertained when developing the action plan.
City of London Employee-Librarian	Achieving all these objectives is very important and we all need to work closely to reach our goals. The libraries continue to offer opportunities for children to learn and develop their potential while also having fun	Noted
Public Health Hackney	You could mention a bit about the relationship with Hackney - shared services etc	This has been added to priority 4: health and wellbeing.
Public Health (DCCS)	It's good to see the reiteration of the importance of co-production and getting the buy-in of CYP throughout the plan	Noted

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TEST OF RELEVANCE: EQUALITY ANALYSIS (EA)

The screening process of using the Test of Relevance template aims to assist in determining whether a full Equality Analysis (EA) is required. The EA template and guidance plus information on the Equality Act and the Public Sector Equality Duty (PSED) can be found on Colnet at: <http://colnet/Departments/Pages/News/Equality-and-Diversity.aspx>

Introduction

The Public Sector Equality Duty (PSED) is set out in the Equality Act 2010 (s.149). This requires public authorities, in the exercise of their functions, to have ‘due regard’ to the need to:

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity between people who share a protected characteristic and those who do not, and
- Foster good relations between people who share a protected characteristic and those who do not

The characteristics protected by the Equality Act 2010 are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership.
- Pregnancy and maternity
- Race
- Religion or belief
- Sex (gender)
- Sexual orientation

What is due regard?

Page 35

- It involves considering the aims of the duty in a way that is proportionate to the issue at hand
- Ensuring that real consideration is given to the aims and the impact of policies with rigour and with an open mind in such a way that it influences the final decision
- Due regard should be given before and during policy formation and when a decision is taken including cross cutting ones as the impact can be cumulative.

The general equality duty does not specify how public authorities should analyse the effect of their business activities on different groups of people. However, case law has established that equality analysis is an important way public authorities can demonstrate that they are meeting the requirements.

Even in cases where it is considered that there are no implications of proposed policy and decision making on the PSED it is good practice to record the reasons why and to include these in reports to committees where decisions are being taken.

It is also good practice to consider the duty in relation to current policies, services and procedures, even if there is no plan to change them.

How to demonstrate compliance

Case law has established the following principles apply to the PSED:

- **Knowledge** – the need to be aware of the requirements of the Equality Duty with a conscious approach and state of mind.
- **Sufficient Information** – must be made available to the decision maker
- **Timeliness** – the Duty must be complied with before and at the time that a particular policy is under consideration or decision is taken not after it has been taken.
- **Real consideration** – consideration must form an integral part of the decision-making process. It is not a matter of box-ticking; it must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- **Sufficient information** – the decision maker must consider what information he or she has and what further information may be needed in order to give proper consideration to the Equality Duty
- **No delegation** - public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the Equality Duty, are required to comply with it, and that they do so in practice. It is a duty that cannot be delegated.
- **Review** – the duty is continuing applying when a policy is developed and decided upon, but also when it is implemented and reviewed.

However there is no requirement to:

- Produce equality analysis or an equality impact assessment
- Indiscriminately collect diversity data where equalities issues are not significant

- Publish lengthy documents to show compliance
- Treat everyone the same. Rather, it requires public bodies to think about people's different needs and how these can be met
- Make services homogeneous or to try to remove or ignore differences between people.

The key points about demonstrating compliance with the duty are to:

- Collate sufficient evidence to determine whether changes being considered will have a potential impact on different groups
- Ensure decision makers are aware of the analysis that has been undertaken and what conclusions have been reached on the possible implications
- Keep adequate records of the full decision making process

Test of Relevance screening

The Test of Relevance screening is a short exercise that involves looking at the overall proposal and deciding if it is relevant to the PSED.

Note: If the proposal is of a significant nature and it is apparent from the outset that a full equality analysis will be required, then it is not necessary to complete the Test of Relevance screening template and the full equality analysis and be completed.

The questions in the Test of Relevance Screening Template to help decide if the proposal is equality relevant and whether a detailed equality analysis is required. The key question is whether the proposal is likely to be relevant to any of the protected characteristics.

Quite often, the answer may not be so obvious and service-user or provider information will need to be considered to make a preliminary judgment. For example, in considering licensing arrangements, the location of the premises in question and the demographics of the area could affect whether section 149 considerations come into play.

There is no one size fits all approach but the screening process is designed to help fully consider the circumstances.

What to do

In general, the following questions all feed into whether an equality analysis is required:

- How many people is the proposal likely to affect?
- How significant is its impact?
- Does it relate to an area where there are known inequalities?

At this initial screening stage, the point is to try to assess obvious negative or positive impact.

If a negative/adverse impact has been identified (actual or potential) during completion of the screening tool, a full equality analysis must be undertaken.

If no negative / adverse impacts arising from the proposal it is not necessary to undertake a full equality analysis.

On completion of the Test of Relevance screening, officers should:

- Ensure they have fully completed and the Director has signed off the Test of Relevance Screening Template.
- Store the screening template safely so that it can be retrieved if for example, Members request to see it, or there is a freedom of information request or there is a legal challenge.
- If the outcome of the Test of Relevance Screening identifies no or minimal impact refer to it in the Implications section of the report and include reference to it in Background Papers when reporting to Committee or other decision making process.

1. Proposal / Project Title: Children and Young People’s Plan 2018-2021

2. Brief summary (include main aims, proposed outcomes, recommendations / decisions sought):

The CYPP is the single, overarching strategic plan for services affecting children and young people over the next 3 years. The aim of the CYPP is to provide more integrated and effective services to secure the outcomes for children. It identifies children and young people whose outcomes need to be improved and explains how this will be achieved.

3. Considering the equality aims (eliminate unlawful discrimination; advance equality of opportunity; foster good relations), indicate for each protected group whether there may be a positive impact, negative (adverse) impact or no impact arising from the proposal:

Protected Characteristic (Equality Group) <input checked="" type="checkbox"/>	Positive Impact	Negative Impact	No Impact	Briefly explain your answer. Consider evidence, data and any consultation.
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The plan relates to children, young people (aged 0–25) and their families and aims to improve their outcomes. We have consulted with young people in the City and stakeholders who work with them and used data from the Child Health Needs Assessment to determine what the needs are of this group and what we can do to improve their outcomes. Therefore this plan should have a positive effect on advancing equality of opportunity for this group.
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The plan considers the specific service and development barriers faced by children and young people with health problems and disabilities, such as their additional risk of harm and abuse, and highlights the need to provide extra provision for these young people. This will have a positive effect in advancing equality of opportunity for people with disabilities.
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The plan promotes equality of opportunity for children, young people and their families irrespective of whether they are the same gender they were at birth or not. The data shows that transgender young people are at greater risk of mental health issues but this has not been identified as a particular issue locally. It is likely that young transgender people will benefit from the universal actions outlined in this plan however it does not include any actions targeting transgender people specifically.
Marriage and Civil Partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The plan relates to children, young people (0-25) and their families but does not outline any plans that relate to those who are married or in a civil partnership.
Pregnancy and Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The plan considers a whole lifetime approach from conception through to young adulthood. It aims to improve the services and information that pregnant women and new mothers receive so will improve outcomes for this group.
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The plan also focuses on particularly vulnerable communities and the barriers to children’s development in these communities. The data shows that 40% of children and young people in the City are from BAME groups and we know these young people can be hard-to-reach. This plan promotes inclusivity and celebrating diversity. It plans to review the requirements of hard to reach groups and monitor

				the take up of services to ensure they reach all sections of the communities we serve. This will have a positive impact on people with this protected characteristic by fostering good relations and advancing equality of opportunity.
Religion or Belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The plan promotes equality of opportunity for children, young people and their families irrespective of faith or religion. It
Sex (i.e gender)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The plan promotes equality of opportunity for children, young people and their families irrespective of sex or gender.
Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The Plan promotes equality of opportunity for children, young people and their families irrespective of sexual orientation. It highlights the increased risk of LGBTQ young people of developing mental health issues and aims to improve our provision for this group.
4. There are no negative/adverse impact(s) Please briefly explain and provide evidence to support this decision:	This plan outlines how to improve the lives of all children and young people in the City and their families. It promotes equality of opportunity for all irrespective of any of any of the protected characteristics and therefore there should be no negative impacts on these groups. In addition, this promotes targeted actions to mitigate against the effects of disadvantages for vulnerable groups who have one or numerous protected characteristics and improve their life chances. This should guarantee that any possible negative impacts are avoided and inequality is decreased.			
5. Are there positive impacts of the proposal on any equality groups? Please briefly explain how these are in line with the equality aims:	This plan puts an emphasis on inclusiveness and equality and the removal of any discrimination that may exist for people in protected groups. It aims to remove any barriers to inclusion that exist for people with protected characteristics and to ensure that services and activities are appropriate for all. It targets vulnerable groups who have worse outcomes, such as children with disabilities and from ethnic minority groups and from disadvantaged backgrounds. By targeting these groups this plan should reduce longstanding inequality between those with protected characteristics and those without.			
6. As a result of this screening, is a full EA necessary? (Please check appropriate box using <input type="checkbox"/>)	Yes	No	Briefly explain your answer: No negative impacts on any protect characteristics have been identified.	
	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
7. Name of Lead Officer: Tizzy Keller	Job title: Strategy Officer, Health and Children		Date of completion: 04 January 2018	

Signed off by Department Director :

Andrew Carter

Name: Andrew Carter

Date: 9/3/18

Committee	Dated:
Community and Children’s Services	13 April 2018
Subject: Integration of Continuing Health Care and Adult Social Care Budgets	Public
Report of: Andrew Carter, Director of Community and Children’s Services	For Decision
Report author: Ellie Ward, Community and Children’s Services	

Summary

The City of London Corporation entered into integrated commissioning arrangements with City and Hackney Clinical Commissioning Group to commission together across health, public health and social care. These arrangements began in April 2017.

The original proposals were built on a pooled budget of all funding across these three areas. However, at the direction of NHS England, the partners have agreed an incremental approach to the pooling of budgets.

This report seeks Member agreement to this new approach and sets out a proposal for the pooling of budgets on a specific area of work - Continuing Health Care Funding and adult social care funding for residential and home care packages. The pooling of budgets will be accompanied by changes to supporting processes to improve efficiency. To progress the approach, Members are further asked to delegate the agreement of detailed financial arrangements for 2018/19 to the Chamberlain.

Recommendation

Members are asked to:

- Note and agree the new approach to pooling of budgets based on smaller specific projects rather than one large pooled budget
- Agree the proposal to pool funding for Continuing Health Care and adult social care packages and to establish a new single process for commissioning and funding these care packages
- Agree delegated authority to the Chamberlain to finalise and agree the detailed financial arrangements for 2018/19 as part of the agreement of 2018/19 budgets subject to normal approval processes

Main Report

Background

1. Members agreed to enter into integrated commissioning arrangements with City and Hackney Clinical Commissioning Group (CCG) to commission services together across health, social care and public health. These arrangements began in April 2017 and are part of a local model that includes the London Borough of Hackney.
2. The integrated commissioning arrangements are set within a wider national policy context of health and social care reform and integration. This includes the implementation of 44 Sustainability and Transformation Partnerships, of which one - the seven borough East London Health and Care Partnership (ELHCP) – includes the City Corporation. The City and Hackney arrangements are recognised by the ELHCP as a local model within its footprint. For the City Corporation, the success of this local model, and our collaboration with Hackney, is important in making sure that City of London needs are recognised, considered and met.
3. The vision for the integrated commissioning arrangements is to work as a single system, improving health and wellbeing outcomes across City and Hackney and making best use of resources given increasing demand and decreasing funding.
4. The original proposal included the pooling of all relevant budgets across these three areas into one budget. NHS England indicated that they would prefer to see smaller pooled budgets relating to specific projects or areas of work rather than one large pooled budget.
5. To deliver integrated commissioning, an Integrated Commissioning Board (ICB) consisting of Members of the City of London Corporation (as a sub-committee of the Community and Children's Services Committee), along with Members of the Clinical Commissioning Group Governing Body has been established. This is supported by a Transformation Board, which is an officer level board with representatives from Hackney, the City Corporation, the CCG and providers.
6. There are four workstreams which are the delivery arm of integrated commissioning - planned care, unplanned care, prevention and children, young people and maternity services. The proposal to pool funding for Continuing Health Care (CHC) and adult social care packages comes forward from the planned care workstream.
7. The legal mechanism for pooling funding between the NHS and local authorities is known as a Section 75 (S75) agreement. There is already a S75 agreement in place between the City of London Corporation and City and Hackney CCG which pools the budgets for the Better Care Fund (BCF) with remaining budgets aligned but not pooled. Any additional pooled funding will be transferred from the aligned element of this S75 agreement by way of a Deed of Variation being entered into between the parties.

Current Position

8. CHC provides residential care or care within the home for adults aged 18 or over which is arranged and funded solely by the NHS. In order to receive CHC funding individuals have to be assessed by CCGs according to a legally prescribed decision making process to determine whether the individual has a 'primary health need'. CHC is not means tested.
9. Adult Social Care services also include home care and residential care to support individuals to maintain their independence. Eligibility for adult social care services is determined by a national eligibility criteria and is means tested.
10. Across the health and social care system, partners have experienced financial pressures in these areas for a number of reasons including population growth, increased demand for services and increasing costs of provision.
11. CHC and adult social care services are funded and administered separately and this has raised a number of issues:
 - There is often lengthy dialogue between health and social care about responsibility for meeting the individual's needs which causes delays in decision making and service provision. There are also cases where joint funding can be used to meet an individual's need and again this can take time to agree
 - The two organisations use different mechanisms to assess need and eligibility for funding which can result in individuals being assessed twice, especially where joint funding is required
 - Both organisations are using similar resources to find services and provision to meet the need
 - In some cases both organisations will be using the same providers but will be paying different rates for this
 - Commissioners are competing against each other within the same market
12. In order to address these issues, it is proposed to pool the budgets for CHC and for adult social care packages and to establish a new commissioning and funding process around it.
13. Pooling budgets means that the budgets become part of an overall partnership fund rather than owned by individual entities such as the CCG or the City Corporation. Under these proposals there would be separate pools for Hackney and the CCG and for the City of London Corporation and the CCG. Currently, the City of London Corporation budgets for social care packages are around £3m. The total CCG budget across City and Hackney is around £11m. In any pooled budget for the City of London Corporation, a proportion of this CHC budget would be allocated.
14. This proposal was endorsed by the ICB in February 2018 but Members are asked to agree the new approach to pooling and this specific proposal.

15. The benefits of adopting this approach include:

- Better patient experience through a single consistent commissioning and funding process
- A joint brokerage function (brokerage is the process of identifying an appropriate provider to meet the care and support needs of an individual and then negotiating and agreeing the cost of care)
- Greater efficiency and better utilisation of resources with increased flexibility to share funding of care packages across care groups particularly to prevent an escalation of care needs
- Greater market influence, control and development opportunities
- Improved planning and commissioning of care
- Better cost control
- Economy of scale
- Reduced duplication of effort
- Cultural and organisational change

Options

16. The business case for the proposal sets out three main options as follows:

- Do nothing
- Pool the budgets and implement a new commissioning and funding process to maximise the benefits of the new service model
- Pool the budgets but not create a new commissioning and funding process

Do nothing

17. A do nothing option would result in the continuation of some of the issues raised in para 11 above, limited impact on other outcomes in the health and social care system such as hospital discharge and increasing costs of providing care packages over time. It also means that change could be imposed upon the City of London Corporation with limited influence.

Pool the budgets and implement a new commissioning and funding process to maximise the benefits of the new service model

18. In order to maximise the benefit of a pooled budget for CHC and adult social care packages it is proposed to set up a new service model to manage the pooled budget including the following:

- A joint process for agreeing care packages. Decisions would be multi-disciplinary and have independent clinical/practitioner advice to ensure transparency regarding decision making. A regular audit of decision making would be embedded
- Joint funding in appropriate cases. Various tools would be considered for use which will help define health need within care packages
- Joint brokerage to source provision and services to meet need
- Joint commissioning, procurement and spot purchasing

- Integrated health and social care assessment
- Agreed risk share model that safeguards as far as possible the City's financial exposure

19. Adopting this approach would deliver the following benefits:

- Services would be managed in an integrated way and would be focused on joint delivery rather than the current divisions between health and social care. As a result, efficiency in the process would be improved as staff time would not be taken up in managing conflicting processes
- Greater emphasis will be placed on prevention through timely and proactive reviews of care in order to prevent deterioration in an individual's condition before additional support can be accessed
- Services will be able to respond more promptly to the needs of other parts of the system for example, facilitating discharge from hospital or avoiding hospital admission

Pool the budgets but not create a new commissioning and funding process

20. Pooling the budgets without the associated service model would not realise the benefits noted above.

Proposals

21. The ICB endorsed the second model as the preferred option and Members are asked to agree this.

22. For the City of London Corporation, this would mean the following:

- Pooling our adult social care packages with the budget for CHC (a proportion of the total CHC budget) through an existing s75 arrangement
- Working with the CCG to develop a single approach that works for both parties
- Considering how commissioning staff and social workers would integrate into the new approach

23. Pooling budgets means that the budgets become part of an overall partnership fund rather than owned by individual entities such as the CCG or the City. The allocation of any potential overspend on the partnership pooled budget would be governed by the risk share element of the s75 partnership agreement between the CCG and the City.

Corporate & Strategic Implications

24. One of the key priorities of the Corporate Plan 2018-2023 is to contribute to a flourishing society with people enjoying good health and wellbeing.

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

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

Implications

Legal implications

27. The Comptroller & City Solicitor has been consulted, and his comments have been duly incorporated into this report

Financial implications

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

29. Within the terms of the current s75 agreement the City Corporation is responsible for overspends accruing to services it commissions. Members will retain oversight through monthly financial reporting to the ICB. Internal financial management controls will also remain in place within the City Corporation to support oversight and risk management. Future changes to the terms of the s75 will be presented to Members for approval.

30. The ICB is only able to operate within the scheme of delegation agreed by the City of London Corporation and the CCG, as both would retain ultimate statutory responsibilities.

Procurement implications

31. The Procurement Team were consulted previously on the proposals for integrated commissioning. The detail of a new single funding and commissioning approach as set out in this paper is to be developed and agreed. Procurement will be involved in these discussions.

32. The Terms of Reference for the Department of Community and Children's Services Category Board are to be updated to reflect the ICB and the S75 Agreement.

Health Implications

33. One of the key objectives of the integrated commissioning arrangements is to improve health and wellbeing outcomes for the residents of the City of London and Hackney.

Equalities Implications

34. An Equalities Impact Assessment was carried out as part of the development of the Business Case and did not identify any negative impacts on any particular protected characteristic under the Equality Act 2010.

Conclusion

35. Further to the agreement to enter into integrated commissioning arrangements and the original proposal to pool all funding across health, public health and social care, a new approach to pooling is now being adopted and Members are asked to note and agree this.

36. In line with this approach, Members are also asked to agree a proposal to pool funding across CHC and adult social care packages and the development of a new commissioning and funding model around it.

37. Funding will be pooled through an existing S75 agreement which will include a new risk sharing agreement.

38. Members are also asked to delegate authority to the Chamberlain to finalise and agree the detailed financial arrangements for this for 2018/19.

Appendices

- None

Background Papers

<http://democracy.cityoflondon.gov.uk/documents/s71405/Integrated%20Commissioning%20Model%20Grand%20Committee%20Report%20FINAL%20AM.pdf>

<http://democracy.cityoflondon.gov.uk/documents/s76006/Integrated%20Commissioning%20-%20FINAL.pdf>

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