



Community & Children's Services Committee

Date: THURSDAY, 7 NOVEMBER 2019

Time: *** 11.15 am *** PLEASE NOTE START TIME

Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

Members:

Randall Anderson (Chairman)	Angus Knowles-Cutler
Ruby Sayed (Deputy Chairman)	Natasha Maria Cabrera Lloyd-Owen
George Abrahams	Deputy Catherine McGuinness
Munsur Ali	Benjamin Murphy
Rehana Ameer	Deputy Joyce Nash
Matthew Bell	Barbara Newman
Peter Bennett	Dhruv Patel
Mary Durcan	Susan Pearson
John Fletcher	William Pimlott
Marianne Fredericks	Henrika Priest
Alderman John Garbutt	Jason Pritchard
Alderman Prem Goyal	James de Sausmarez
Alderman David Graves	Deputy Philip Woodhouse
Caroline Haines	
Deputy the Revd Stephen Haines	
Graeme Harrower	

Co-opted Members: Laura Jørgensen and Matt Piper

Enquiries: Julie Mayer tel. no. 020 7332 1410
julie.mayer@cityoflondon.gov.uk

Lunch will be served in Guildhall Club at the rising of the Committee
NB: Part of this meeting may be subject to audio-visual recording

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Reports

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and non-public summary of the meeting held on 9th October 2019.
For Decision
(Pages 1 - 8)
4. **OUTSTANDING ACTIONS**
Members are asked to note the Committee's Outstanding Actions List.
For Information
(Pages 9 - 10)
5. **LOCAL AUTHORITY DESIGNATED OFFICER (LADO) ANNUAL REPORT**
Report of the Director of Community and Children's Services.
For Information
(Pages 11 - 24)
6. **ACTION FOR CHILDREN ANNUAL SURVEY**
Report of the Director of Community and Children's Services.
For Information
(Pages 25 - 74)
7. **INDEPENDENT REVIEWING OFFICER - ANNUAL REPORT - 2018-19**
Report of the Director of Community and Children's Services.
For Information
(Pages 75 - 112)
8. **CITY OF LONDON CORPORATION SUFFICIENCY STRATEGY**
Report of the Director of Community and Children's Services.
For Information
(Pages 113 - 154)
9. **STRONGER COMMUNITIES AND SMALL GRANTS PROGRAMME**
Report of the Director of Community and Children's Services.
For Decision
(Pages 155 - 162)
10. **DIGITAL SKILLS STRATEGY, 2018-23 - ANNUAL REPORT**
Joint Report of the Director of Innovation and Growth and Director of Community and Children's Services.
For Information
(Pages 163 - 190)

11. **SOCIAL MOBILITY STRATEGY, 2018-28 - ANNUAL REPORT**
Joint report of the Director of City Bridge Trust and the Chief Grants Officer.
For Information
(Pages 191 - 214)
12. **HOUSING MANAGEMENT UPDATE - MISCELLANEOUS PROJECTS**
Report of the Director of Community and Children's Services.
For Information
(Pages 215 - 218)
13. **PRIMARY CARE NETWORKS AND THE NEIGHBOURHOOD MODEL**
Report of the Director of Community and Children's Services.
For Information
(Pages 219 - 224)
14. **COLPAI - INTEGRATION OF HOUSING ONTO GOLDEN LANE ESTATE**
The Assistant Director, Barbican and Property Services, to be heard.
For Information
15. **RESOLUTION FROM THE STREETS AND WALKWAYS SUB COMMITTEE**
A Resolution from the DRAFT MINUTES of the Streets and Walkways Sub Committee held on 15th October 2019.
For Decision
(Pages 225 - 226)
16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
18. **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

19. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 9th October 2019.
For Decision
(Pages 227 - 230)
20. **ISLDEN HOUSE INFILL DEVELOPMENT PROJECT - ISSUE RE EXPENDITURE**
Report of the Director of Community and Children's Services.
For Information
(Pages 231 - 240)

21. **POLICE ACCOMMODATION STRATEGY - DECANT CAR PARKING -
MIDDLESEX STREET CAR PARK - GATEWAY 5**
Report of the City Surveyor.
For Decision
(Pages 241 - 252)
22. **AVONDALE SQUARE ESTATE, GEORGE ELLISTON AND ERIC WILKINS
HOUSES - ROOFS AND WINDOWS**
Report of the Director of Community and Children's Services Committee.
For Decision
(Pages 253 - 300)
23. **REPORT OF ACTION TAKEN**
Report of the Town Clerk.
For Information
(Pages 301 - 304)
24. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
25. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND
WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE
PUBLIC ARE EXCLUDED**

COMMUNITY & CHILDREN'S SERVICES COMMITTEE

Wednesday, 9 October 2019

Minutes of the meeting held at Guildhall at 11.30 am

Present

Members:

Randall Anderson (Chairman)	Deputy the Revd Stephen Haines
Rehana Ameer	Graeme Harrower
Matthew Bell	Laura Jorgensen - Co-optee
Peter Bennett	Natasha Maria Cabrera Lloyd-Owen
Mary Durcan	Susan Pearson
Marianne Fredericks	Jason Pritchard
Alderman John Garbutt	James de Sausmarez
Alderman Prem Goyal	
Alderman David Graves	

Officers:

Julie Mayer	- Town Clerk's
Chandni Tanna	- Town Clerk's, Communications Team
Mark Jarvis	- Chamberlain's
Gerald Mehrtens	- Community & Children's Services
Paul Murtagh	- Community & Children's Services
Chris Pelham	- Community & Children's Services
Andrew Carter	- Community & Children's Services
Simon Cribbens	- Community & Children's Services
Andy Liggins	- Community & Children's Services
Claire Giraud	- Community & Children's Services
Liam Gillespie	- Community & Children's Services
William Coomber	- Community & Children's Services
Steven Chandler	- Community & Children's Services
Nicholas Sommerville	- Community & Children's Services
Mark Lowman	- Community & Children's Services

In attendance:

Dr Adi Cooper	- Independent Chair, City and Hackney Safeguarding Adults Board
Dr Roger Green	- Goldsmiths, University of London

1. APOLOGIES

Apologies were received from Ruby Sayed (Deputy Chairman), John Fletcher, Deputy Catherine McGuinness, Caroline Haines, Benjamin Murphy, Deputy Joyce Nash, Barbara Newman, Dhruv Patel, William Pimlott, Henrika Priest and Philip Woodhouse.

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

There were no declarations.

3. **MINUTES**

RESOLVED, that – the public minutes and non-public summary of the meeting held on 13th September be approved, subject to an amendment to Item 3: Responses to Resolutions from Wardmotes: Golden Lane Estate – as follows:

RESOLVED, that – the approach as set out above be agreed and the results be communicated to the Wardmote, along with the Comments from this meeting.

Matters arising

Fire Door Testing

Members expressed some confusion about the minimum burn time of doors during fire testing. Members asked if the minutes could remain in draft format until officers clarified this point, as set out below:

Officers explained that, fire doors are categorised as FD30, FD60, FD90 and FD120 doors, depending on the minimum level of fire resistance they provide. An FD30 door, for example, is constructed to provide at least 30 minutes protection against fire. For modern fire door testing methods for new fire doors, it is common for fire doors to be tested up to their point of failure. In many cases, new fire doors provide a level of fire resistance well in excess of the minimum level stated. For example, many new approved FD60 fire doors will provide at least 75 minutes protection against fire, much greater than the 60 minutes minimum protection they are required to provide.

NHS Long Term Plan

Members noted that the Chairman of the Health and Wellbeing Board and the Director of Community and Children's Services met regularly with the Neaman Practice and were able to raise Members' issues on their behalf. The Assistant Director further advised that the Neaman was subject to scrutiny by the Health and Social Care Scrutiny Committee. In respect of a recent IT issue, Members noted that this had been due to a power cut and the slow broadband at the practice was being given a high priority by the Clinical Commissioning Group (CCG).

4. **OUTSTANDING ACTIONS**

Members noted the Committee's Outstanding Actions list and those items which either appeared on today's agenda, had been raised under '*matters arising*', or scheduled for future meetings.

Members noted that the vote on holding meetings in the evening had been 10 for, 16 against with no expressions of '*no preference*'. The Chairman thanked Members for participating in the survey and noted that the trial for holding Committee Meetings on a different day of the week (to Fridays) was on-going

until the end of 2019; with today's meeting on a Wednesday; and November's on Thursday, 7th November.

5. **BREXIT IMPACT**

The Director of Community and Children's Services was heard in respect of the implications of a 'No-Deal' Brexit and Members noted:

- Chief Officer contingency planning meetings were continuing.
- The Department for Education's advice had been circulated to all schools
- The City Corporation's Registration Service were offering free support to all City Corporation staff and residents, who might be affected by the EU Settlement Scheme. No looked-after children were EU residents.
- Work was ongoing with adult social care providers to ensure their resilience and the Government's advice remained in respect of not stockpiling medical and food supplies.

6. **SOCIAL WELLBEING STRATEGY - REVIEW AND UPDATE**

Members received a presentation from Dr Roger Green in respect of community responses to the loneliness and social isolation study by Goldsmith's University. Following the presentation, Dr Green suggested that two priority areas were: (1) business engagement; and (2) community engagement; i.e. - a follow up to the recent '*Community Builders*' programme.

In respect of the various issues referenced in Dr Green's presentation, Members noted the following:

1. Consultation was underway at Windsor House for a full regeneration, and the Sydenham Hill redevelopment was on today's agenda.
2. Members of the Housing Management and Almshouses Sub Committee (HMASC) had recently approved a Five Year Community Centre Strategy, and a new Community Centre was the subject of an urgent item of business on today's agenda. The IT Department were looking at user-friendly booking systems for the City's community centres.
3. Members were reminded of the '*Allocated Members*' scheme, whereby Members championed the various City Corporation Housing Estates and reported regularly to the Housing Management and Almshouses Sub Committee (HMASC). These Members were extremely vigilant and had not recently raised any serious concerns.
4. In respect of the health and wellbeing benefits of pet ownership, Members noted that the HMASC were due to review the pet policy and would be asked to consider making it more flexible.
5. There was strong evidence that some of the City's Resident Associations were very organised and active.
6. A project was underway to repair and replace playground equipment.

7. Members had been invited to 2 business engagement sessions; i.e. - an interactive session on 29th October; and a follow-up on 14th November 2019, after the informal meeting of the Court.

In concluding, the Director suggested and Member agreed, that the Committee should receive a fact checking report, looking at some of the issues raised in Dr Green's presentation.

7. CITY & HACKNEY SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2018/19

Members received a report of the Director of Community and Children's Services in respect of the City and Hackney Safeguarding Adults Board Annual Report 2018/19. Members noted that, under the 2014 Care Act, the Board has a statutory duty to complete an annual report outlining its achievements for the previous year and priorities for the forthcoming year. Member asked if the next report could include a method for measuring delivery against priorities.

During the discussion and questions the following points were noted:

1. Transitions from child to adult safeguarding were challenging nationally as they had different approaches. Hackney had introduced contextual safeguarding and were working with the City Corporation's Safeguarding Sub Committee in respect of an 'early help' pilot. Members accepted that this work might take a while to develop and they would receive an update early in 2020.
2. The City's small data set affected patterns and trends very quickly, particularly in respect of repeat concerns. The Assistant Director confirmed that all repeats were looked at individually and learning was taken from these cases.
3. In respect of 'No First Night Out', data commenced at the point of a client presenting for housing need and then entering a pathway.
4. The effort to assess outcomes through a structured follow-up with those who had experienced safeguarding services had not been successful, as former clients often found great difficulty in relating painful past experiences. Dr Cooper would be revisiting this and considering a different approach.
5. Healthwatch Hackney had ceased the City contract following mutual agreement and the new City of London Healthwatch had recently been established. The Assistant Director explained the fundamental differences between Hackney and the City; mainly concerning numbers. There had been a slight increase in financial abuse awareness in the City and this work had been used as a model for Hackney.
6. The London Ambulance Service was not engaged on all borough boards but was a key partner and actively engaged on a Pan-London level.

7. Dr Cooper strongly emphasised that Safeguarding was everyone's responsibility and explained the training and selection process for Safeguarding 'Champions'. The positions were advertised widely; the second cohort had been very diverse and included City volunteers.

In concluding, the Chairman and Members thanked Dr Cooper for an insightful report.

RESOLVED, That – the report be noted.

8. **EQUALITY, DIVERSITY AND INCLUSION SELF ASSESSMENT IMPROVEMENT PLAN**

Members received a report of the Director of Community and Children's Services which advised Members of the Department's recent Equality, Diversity and Inclusion Self-assessment, in order to assess compliance and performance against the Public Sector Equality Duty. Members noted that the process had identified areas of strength and opportunities to improve, which were captured in an improvement plan.

In response to questions, Members noted that the 15 officers who participated were project leads and, therefore, the scope had been considerably wider. The officer advised that, once the self-assessments had been rolled out corporately, a performance measure and external verification might be considered.

RESOLVED, That – the report be noted.

9. **HOUSING REGISTER AND TEMPORARY ACCOMMODATION UPDATE**

Members received a report of the Director of Community and Children's Services in response to Members' request following a report published by the Children's Commissioner for England in August 2019. This report had highlighted the issue of thousands of homeless families living in unsuitable temporary accommodation.

The report provided comparative data regarding the number of homeless households with children, both nationally and in Greater London and the City of London. Members noted that those families on the City's list who were in moderate/severe overcrowding, and who had been waiting several years, were generally interested in a specific estate and were not entering bids in the 'choice based lettings' system for other opportunities. The officer explained that many different data sets were available to Members on request.

RESOLVED, that – the report be noted.

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

- A Member asked about offers of compensation for the infringement of rights of light caused by the COLPAI development, which had been sent to leaseholders of Basterfield House on the Golden Lane Estate earlier this year. The Member understood that some of these offers had recently been withdrawn and leaseholders might receive new, lower offers or nothing at all. The Director advised that no offers had been withdrawn

but the Member had seen correspondence to a resident stating that their offer had been suspended. The Director therefore agreed to do a further check.

- In response to a further question in respect of amending the terms of all the leases on Golden Lane Estate, to allow COLPAI to be built on part of the site, the Director advised that Members would receive a report at the next meeting of the Committee.

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

Members briefings on Corporate Parenting and the role of the Virtual Head

- Members noted that there would be an All-Member Briefing Session 24th October at 1pm in respect of Corporate Parenting and role of the Virtual Head. There would also be an informal session for Members of the Community and Children's Services Committee, directly before the next meeting of the Committee on 7th November 2019.

Integrated Commissioning Sub Committee - The Chairman explained that due to the long-term sickness of a couple of Members, there had been a difficulty in reaching a quorum for the Integrated Commissioning Sub Committee. Members were therefore asked to appoint a further Deputy.

Being the only Member willing to serve, it was RESOLVED, that - Mary Durcan be pointed as a Deputy to the Integrated Commissioning Sub Committee for 2019/20.

Tribunal Hearing: Great Arthur House – had been set for 29/30 October.

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 Part 1 (Schedule 12A) of the Local Government Act.

Item no	para no
13 – 17(a)	3
17 (b)	1, 2, 3 & 4

13. **NON-PUBLIC MINUTES**

RESOLVED, that – the non-public minutes of the meeting held on 13th September 2019 be approved.

14. **HOUSING DELIVERY PROGRAMME: PROVISION OF SOCIAL HOUSING ON THE SYDENHAM HILL ESTATE, LEWISHAM SE26 6ND**

Members considered and approved a report of the Director of Community and Children's Services, with a caveat as set out in the non-public minutes from this meeting.

14 (a) – HOUSING DELIVERY PROGRAMME – PROVISION OF SOCIAL HOUSING ON THE SYDENHAM HILL ESTATE, LEWISHAM SE26 6ND: GATEWAY 4: DETAILED OPTIONS APPRAISAL REPORT

Members considered and approved a report of the Director of Community and Children's Services, with a caveat as set out in the non-public minutes from this meeting.

15. PROGRESS REPORT OF THE PROVISION OF ADDITIONAL PRIMARY SCHOOL PLACES AND SOCIAL HOUSING ON THE FORMER RICHARD CLOUDESLEY SCHOOL SITE

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

16. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE
There were no questions.

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

The Chairman agreed to accept the following items of urgent business whilst the public were excluded.

At 1.25pm, Members agreed to waive standing orders for 15 minutes in order to conclude the business on the agenda.

17 (a) New Community Centre

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

17 (b) Future Provision of Public Health Service for the City of London

Members considered and approved a Confidential (Member only) report of the Interim Director of Public Health.

The meeting ended at 1.45 pm

Chairman

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COMMUNITY AND CHILDREN'S SERVICES COMMITTEE (CCS) OUTSTANDING ACTIONS LIST - OCTOBER 2019 UPDATE

Date added	Title	Action	Officer and target date
8-3-19	SIR JOHN CASS'S FOUNDATION PRIMARY SCHOOL	Provision of free school meals for children in Reception and Years 1 and 7	<i>Head of Service Education and Early Years</i> Report to Committee once the budget has been confirmed and impact analysed - December 2019
08-06-19	DRAFT ALCOHOL STRATEGY – Business Engagement	Director and Chairmen of Community and Children's Services and the Health and Wellbeing Board have discussed content and will arrange a date for a Members' Breakfast Briefing.	<i>Director of Community and Children's Services and Chairman of Health and Wellbeing Board.</i>
9-10-19	SOCIAL WELLBEING STRATEGY	Members to receive a fact checking report addressing the points raised during the presentation.	<i>Director of Community and Children's Services</i> November 2019 Committee
9-10-19	FIRE DOOR TESTING	Minutes of 13.9.19 to remain in draft until the explanation of burn times had been clarified. policy.	<i>Assistant Director, Barbican and Property Services/Town Clerk</i> Further clarity provided in the minutes from 9.10.19. The Policy needs be addressed separately and Members will receive a comprehensive report covering fire safety, clearly setting out the 'up to 60 minutes' position. <i>TBC</i>

COMMUNITY AND CHILDREN'S SERVICES COMMITTEE (CCS) OUTSTANDING ACTIONS LIST - OCTOBER 2019 UPDATE

9-10-19	CITY & HACKNEY SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2018/19	<p>1. Challenges nationally re transitions from child to adult safeguarding - as they have different approaches.</p> <p>2. The effort to assess outcomes with those who had experienced safeguarding services had not been successful - as former clients often found great difficulty in relating painful past experiences</p>	<p><i>Independent Chair of the City and Hackney Safeguarding Adults Board.</i></p> <p>A new approach will be considered in respect of (1) and (2) with a follow up in early 2020.</p>
9-10-19	COMPENSATION FOR THE INFRINGEMENT OF RIGHTS OF LIGHT - COLPAI DEVELOPMENT	In response a Member's question - further check on amendments to offers and whether the original ones has been withdrawn	<p><i>Director of Community and Children's Services</i></p> <p>Director responded to Member – October 2019</p>
9-10-19	COLPAI AND LEASES ON GOLDEN LANE ESTATE	Member question: <i>'When will the City Corporation seek to amend the terms of all the leases on Golden Lane Estate to allow COLPAI to be built on part of the estate?'</i>	<p><i>Director of Community and Children's Services</i></p> <p>Verbal update to November 2019 Committee</p>

Committee:	Dated:
Safeguarding Sub Committee Community & Children's Services Committee	03/10/2019 07/11/2019
Subject: Annual Local Authorities Designated Officer (LADO) Report	Public
Report of: Andrew Carter, Director of Community and Children's Services	For Information
Report author: Pat Dixon, Safeguarding and Quality Assurance Service Manager, Department of Community and Children's Services	

Summary

This report gives an overview of the Local Authorities Designated Office (LADO) activity that has taken place between April 2018 to end of March 2019. There have, in total, been six referrals to the LADO. All of these referrals met the threshold for the LADO, which indicates that there has been a 50% increase on the previous year. The six referrals have evenly fallen into three categories: two came under the category of 'sexual'; two were 'physical'; and two were related to the individual's behaviour. The report also identifies that the City of London LADO has been delivering training on the role of the LADO as part of the training for Designated Safeguarding Leads offered by the City and Hackney Safeguarding Children Partnership (CHSCP).

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

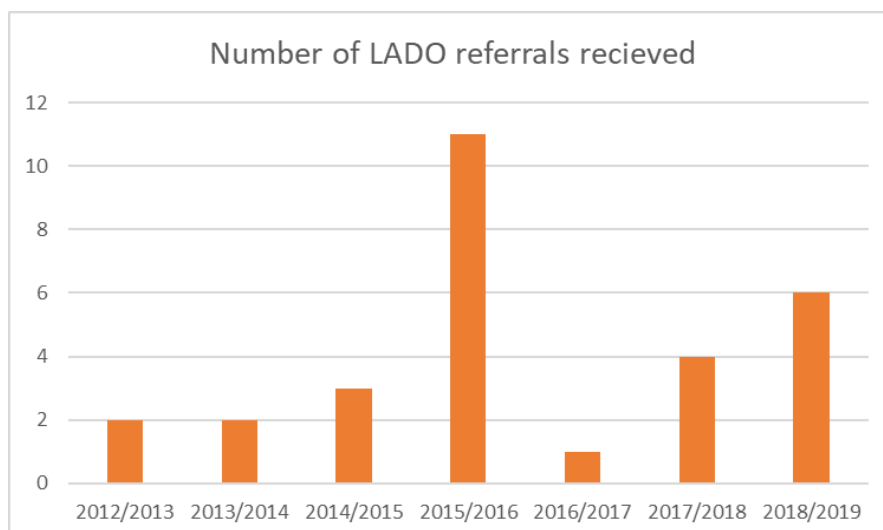
1. The responsibilities of the LADO are set out in *Working Together to Safeguard Children* (July 2018), and the *London Child Protection Procedures 5th edition* (updated 2017), Chapter 7. The LADO deals with all allegations made against staff, including volunteers, that call into question their suitability to work with, or be in a position of trust with, children – whether made about events in their private or professional life, all allegations need to be formally reported to the LADO.
2. Local authorities should, in addition, have designated a particular officer to be involved in the management and oversight of allegations against people who

work with children. Any such officer should be sufficiently qualified and experienced to be able to fulfil this role effectively – for example, qualified social workers. The City of London’s LADO role is carried out by the Safeguarding and Quality Assurance Service Manager, who is a qualified social worker, with over 15 years’ experience in dealing with professional allegations.

Current Position

3. There have been six referrals made to the LADO for 2018 to 2019. When this is compared to referrals in 2017 to 2018, there has been a 50% increase in the number of referrals. In 2017 to 2018 there was a total of four referrals, but only three met the threshold for the LADO. Out of the six referrals, two came under the category of ‘sexual’, two were related to ‘physical’ and two were ‘behavioural’. Five of the six referrals were substantiated; one of the referrals under the category of ‘sexual’ was found to be unsubstantiated.

Figure 1: Number of referrals received since 2012



4. When this data is compared to previous LADO data in 2015 to 2016, (see Figure 1) where there was a spike of 11 referrals, further scrutiny identifies that only two out of the 10 referrals were substantiated; eight were unsubstantiated. This calls into question the quality of the referrals and whether the thresholds were appropriately applied to these referrals. There is evidence to suggest that professionals have a better understanding of the role of the LADO, the CHSCP have added the role of the LADO on their safeguarding training for Designated Safeguarding Leads.
5. In 2018 to 2019, training was delivered on the LADO’s role as part of the Designated Safeguarding Lead safeguarding training for the CHSCP. Leads were able to ask questions and share experiences with other professionals at the training, which promoted a better understanding of the role. Further training was also offered to Nursery Managers through the Provider’s Forum.

The Lead for Safeguarding for Early Years settings has been integral in supporting the understanding of this role, which has generated more referrals.

Conclusion

6. There has been an increase in the number of LADO referrals received in 2018 to 2019 compared to previous years. When taking into consideration the spike in referrals in 2015 to 2016, there is evidence to suggest that thresholds for referrals to the LADO were not appropriately applied. There has been an increase in training through the CHSCP, and training delivered by the LADO which has supported professionals' understanding of the LADO role. There is evidence to suggest that, rather than this being an anomaly, referrals are set to continue to rise. Since April 2019, there has been significantly more concerns being brought to the attention of the LADO than in previous years.

Appendices

- Appendix 1 – Annual LADO report.

Background Papers

- *Working Together to Safeguard Children: A guide to inter-agency working to safeguard and promote the welfare of children* (July 2018)
- *London Child Protection Procedures 5th edition* (updated 2017), Chapter 7.

Pat Dixon

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City of London
Local Authorities Designated Officer (LADO)
Annual Report 2018 to 2019

1. Introduction

This report identifies the activity that has taken place in regard to professional allegations in the City of London between April 2018 through to March 2019. Providing the City and Hackney Safeguarding Children Partnership with an overview of the work undertaken by the City of London's Local Authorities Designated Officer (LADO). The report will review and analyse the referrals received throughout the year and the training and development opportunities that have been available for agencies in the City of London.

2. Designated Officer role

The responsibilities of the LADO are set out in Working together to safeguard children (July 2018), and the London Child Protection Procedures 5th edition (updated 2017), Chapter 7. All allegations made against staff, including volunteers, that call into question their suitability to work with or be in a position of trust with children, whether made about events in their private or professional life, need to be formally reported to the LADO.

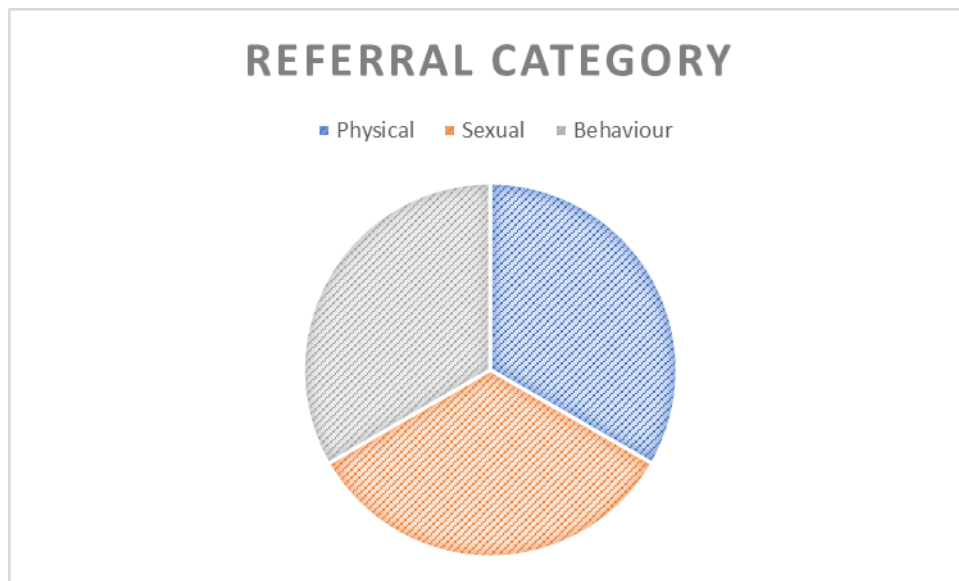
In the City of London, the LADO work is carried out by the Safeguarding and Quality Assurance Service Manager who reports directly to the Assistant Director People. Guidance and training on professional allegations are available through the City and Hackney Safeguarding Children Partnership website and agencies have access to consult with the LADO in the City of London.

3. Referrals

There have been six referrals made to the LADO for 2018/2019, Fig1 shows the source and distribution of the referrals. When this is seen in context with the previous year, where there was a total of four referrals, with three meeting the threshold for the LADO. It represents a 50% increase in the number referrals for 2018 to 2019 that met the threshold for the LADO. Fig 1 shows the distribution in regard to categories of the six referrals; two came under the category of sexual, two were physical and two came under the category of behaviour which calls into question the person's suitability to work with children.

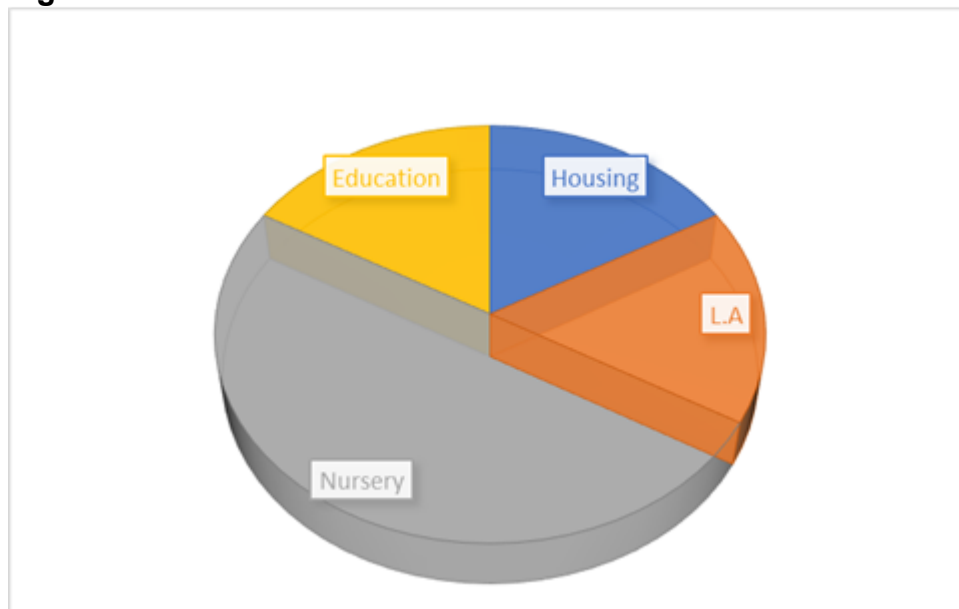
Fig 1 below identifies the source of the referrals

Fig 1



From a qualitative perspective the referrals that the LADO has received in 2018 to 2019 show that professionals have a clear understanding of the thresholds for the LADO and have applied them appropriately. Out of the six referrals, four were joint investigations with the Police, none resulted in criminal proceedings, the two that didn't require a Police investigation were related to the individual's behaviour.

Fig 2



4. Raising Awareness

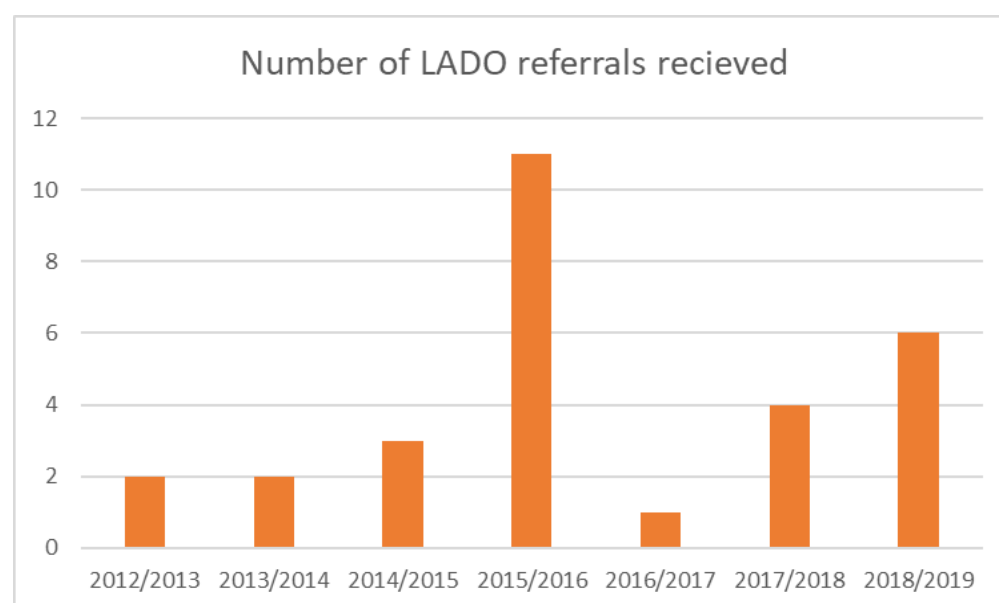
Designated Safeguarding Leads are able to access training through the City and Hackney Safeguarding Children Partnership. Part of this training focuses on the role of the LADO; the City of London LADO has been involved in delivering this training in the City. This has enabled professionals who would not necessarily meet with the LADO to gain a better understanding around the role and when they need to refer. The LADO has also delivered training to Early Years Providers Forum, which is well attended by managers from the nursery settings across the City of London.

In 2017/2018 the LADO produced a postcard which highlighted key areas around safer recruitment for parents and carers when employing nanny's and au pairs. The City and Hackney Safeguarding Children Partnership have extended this to include anybody who is providing services to children the leaflet is called; "Are you thinking of sending your child to a nursery, school, youth club or sport activity?" this guidance can be accessed on <http://www.chscb.org.uk/>.

5. Emerging themes

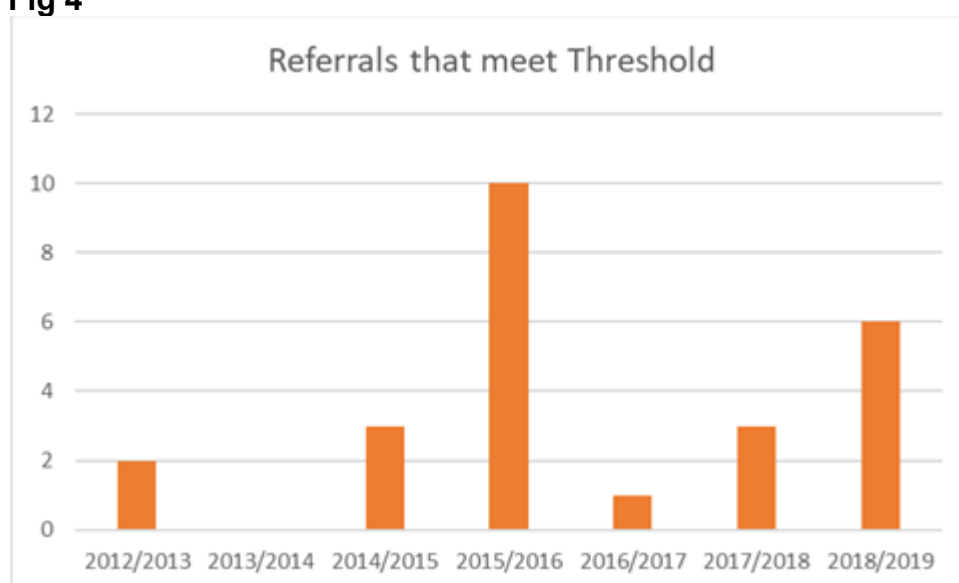
As identified within this report the number of referrals that have met the threshold for the LADO have increased, this has been achieved by professionals having a better understanding of the role and remit of the LADO and a more rigid application of the threshold when progressing referrals. Fig 3 shows the number of referrals received since 2012, as can be seen by the graph, other than a high peak of eleven referrals in 2015/2016 and a low referral rate of one in 2016/2017 the referral rate has averaged out at approximately 3.5 referrals a year.

Fig 3



When this data is scrutinised further in relation thresholds (Fig2) the two referrals in 2013/2014 have not met the threshold for the LADO. Further exploration of the data also ascertained that out of the eleven referrals received in 2015/2016, one referral did not meet the threshold, two referrals were substantiated following investigation, and eight referrals were unsubstantiated after investigation. In comparison of the six referrals received in 2018/2019 whereby only one referral was found to be unsubstantiated. This may indicate that the referrals progressed by the LADO in 2015/ 2016 may not have necessary met the threshold for the LADO and this is why they were not substantiated.

Fig 4



6. Multi-agency working

During 2018/2019 there were raising awareness sessions with partners through the Staff Induction and multi-agency forums, such as the City of London's Children's Partnership Board and Education Safeguarding Forum. The Safeguarding Lead in the Education and Early Years' Service has been integral in supporting the message around role of the LADO by briefing early years settings on the procedures in reporting professional allegations. The LADO also maintains close links with the Designated Safeguarding Leads in Schools and there is multi-agency safeguarding training available for partner agencies through the City and Hackney Safeguarding Children Partnership.

7. Links in London and nationally

The City of London LADO is a member of the pan-London LADO network, which meets on a quarterly basis. This is a sub-group of the London Safeguarding Children Board. The LADO is also a member of the City and Hackney Safeguarding Children's Partnership, and a member of the Quality Assurance subgroup and Training and Development subgroup. In

2018/ 2019 the City of London supported the National LADO network in hosting the National LADO conference in May 2019.

8. Police Notifications – Notifiable Occupational Scheme (NOS)

Between April 2018 and March 2019 there have been no direct notifications from the Police. The City of London, Public Protection Unit (PPU) have been involved in four of the investigations, none met the threshold for criminal prosecution.

Pat Dixon
Local Authority Designated Officer (LADO)
Safeguarding and Quality Assurance Service Manager

ALLEGATIONS AGAINST PEOPLE WHO WORK WITH CHILDREN IN**Date: April 2017 -March 2018**

1. Total number of referrals to the Designated Officer			
Local Authority	City of London	Number of referrals regarding allegations and matters of concern	6
2. Number of referrals from each or organisation			
Agency	Number		
1.Social Care	1- Other Local Authority		
2.Health-hospital staff	0		
3.Health-community	0		
4.Education	1- School Setting		
5.Early Years-Child-minder	0		
6.Early Years-Nursery Staff	3 Nursery Settings		
7. Foster Carer-IFA with other LA children or other LA in house carers living in City.	0		
8.Police	0		
9.Probation	0		
10.CAFCASS	0		
11.Voluntary Organisations Include sports clubs, scouts, brownies, dance clubs and charitable organisations	0		
12.Faith Groups	0		
13.Immigration/Asylum Support services	0		
14.Transport Transport provided to services through a contract	0		
15.Care Agency – Education Employment agency	0		
16.Other Dept. in City of London	0		
17 Other – Anon Youth Services	0		
18. Leisure Services	0		
19.Adult Services	0		
20.Housing Associations/ Providers	1- Housing		

3. Who made the Referral	
	Number
1.Social Care	One - Referral from another LA, workers agency in City of London
2.Health-hospital staff	0
3.Health-community	0
4.Education	One – Referral from Education Settings.
5.Early Years-Child-minder	0
6.Early Years-Nursery Staff	Three - Referrals from separate Nursery Settings
7.Foster Carer-IFA with City of London children	0
8.Police	0
9.Probation	0
10.CAFCASS	0
11.Voluntary Organisations Include sports clubs, scouts, brownies, dance clubs and charitable organisations	0
12.Immigration/Asylum Support services	0
13.Transport Transport provided to services through a contract	0
14.Care Agency- Education Employment Agency	0
15.Other Dept's City of London	0
16. Other	0
17.Leisure Services	0
18.Adult Services	0
19.Housing Associations/Housing Providers.	One- Referral Housing

Number of referrals about an adult within specific employment/volunteer sector which reached a multi-agency strategy discussion and/or meeting and primary reason(s) for referral.						
Employer	Physical <i>state whether concern arose from authorised physical intervention restraint or arrest</i>		Emotional	Sexual	Neglect	Behaviour which called into question person's suitability
	Yes	No				
Social Care						1
Health-hospital staff						
Health-community						
Education-teaching staff				1		
Education-non teaching staff						
Early Years-child-minders						
Early Years-nursery staff		2		1		
Foster Carers-IFA with City children						
Police						
Probation						
CAFCASS						
Voluntary Organisations						
Faith Groups						
Armed Forces						
Immigration/Asylum Support Services						
Care Agencies						
Transport						
Other						
Leisure Services						
Adult Services						
Housing Associations/Provider						1

4. Number of referred cases that resulted in: <i>please note there could be more than one outcome</i>	
Being Substantiated	1 behaviour, 2 sexual allegations and 2 physical allegations.
Being Unsubstantiated	1 sexual allegation
Being Unfounded	
CSM held	
Met the threshold for LADO input but not for a Complex strategy meeting	
Criminal investigation/joint work with CAIT	4 Cases had Joint investigations with the Police and LADO. One was physical and three were sexual. One of the sexual allegations was unsubstantiated, two of sexual allegations were substantiated, but there was not enough evidence for criminal prosecution in one of the cases and the other case did not meet criteria for criminal prosecution. One case of physical was dealt with through internal disciplinary procedures.
Criminal prosecution	None
Caution	
Conviction	
Acquittal	
Initial inquiries by employers	
Disciplinary investigation	4 Cases
Disciplinary meeting/hearing	
Suspension	
Dismissal	3 Dismissal
Cessation of use	
Deregistration	
Training needs identified for member of staff or the agency.	One involving another LA, identified the need for training re professional boundaries, also recommended peer support for individual.
Risk Assessment completed by Employer	
Referral to DBS	
Referral to regulatory body e.g. GMC /Ofsted etc...	
5. At the point of conclusion, the number of cases that were resolved within the following timeframes	
1 month	5
3 months	1 – Police Investigation
6 months	

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Committee:	Dated:
Safeguarding Sub Committee Community & Children's Services Committee	03/10/2019 07/11/2019
Subject: Action for Children Annual Survey	Public
Report of: Andrew Carter, Director of Community and Children's Services	For Information
Report author: Pat Dixon, Safeguarding and Quality Assurance Service Manager, Department of Community and Children's Services	

Summary

Action for Children completed a survey with children, young people and their families who were open to the Children's Social Care and Early Help Service. This survey was completed between April and July 2019. Various methodologies were used to collate the data. The survey covered children who were open to Early Help Services, and Children's Social Care, who were Children in Need, Child Protection, Looked After and Care Leavers. The survey identified that, overall, Children and Families were happy with the service they received, and young people who were looked after and care leavers had good relationships with their social workers.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. In April through to July 2019, Action for Children carried out the Annual Service User Survey among children and young people supported by the City of London Children's Social Care and Early Help Service. This included Early Help, Children in Need, Child Protection, Looked After Children and Care Leavers.
2. The survey also captured feedback from families with children under the age of five using a short questionnaire for parents/carers. The total number of children and young people eligible for the survey was 62. The total number of responses received was 39, making for a 61.2% response rate (compared with 58.7% in 2018, 68% in 2016 and 48.6% in 2015).
3. Overall, the preferred methods of responding were:
 - telephone interview: 26 (66.6%)

- postal questionnaire: 13 (33.3%)
4. Action for Children did not use Survey Monkey this year, as there has been low take-up in previous years. The Children's Social Care and Early Help Service provided contact details of children, young people and families open to the team. Children and families had been contacted prior to the survey, to ascertain their agreement for the information to be shared with Action for Children.

Current Position

Children in Need and Child Protection

5. Children and families were overwhelmingly positive about their social workers. They found their social workers accessible and approachable: both children who completed the 'Under 10s' questionnaire rated them '10 out of 10'; 87% of parents said their social worker was 'very easy' to talk to, and commented positively on their children's engagement with the social worker.

Looked After Children

6. A total of seven responses were received from this cohort this year, which makes for a 46.6% response rate (compared with 73.3% in 2018 and 72% in 2016). In the responses, 85% of the young people expressed satisfaction with their foster placements, though several young people were hoping to live independently soon. The young people had relatively high awareness of the Children in Care Council (71%) and liked this forum as a means of having fun and having their voices heard. All respondents appeared happy with their education provision (100% rating it 'very good' or 'good') and 85% felt that their educational needs are fully or mostly met.

Care Leavers

7. The response rate for this category was 47.8%, that is, 11 interviews were conducted – compared with 9 last year – out of a larger cohort of 23. By comparison, 2018 had a 52.9% response rate, and 2016 had 69%. Comparable with previous years, the great majority of respondents (90.9%; 88.8% in 2018) felt appropriately consulted and listened to; 72% said they were helped to understand the reasons for coming into care; and 81.8% were offered support in understanding their life story (100% in 2018 and 33% in 2016). The overwhelming majority (90.9%) of young people in the cohort felt well supported through the process of leaving care. They spoke positively about their educational goals and were confident in their career aspirations.

Early Help Services

8. This year saw an increased level of participation from families receiving Early Help support. Questionnaires were all completed by the adults in the families. Responses were overwhelmingly positive, with 100% finding it easy to contact their Support Worker, being appropriately consulted upon referral, and have the

service explained to them. Families liked the staff they worked with, and there was a lot of praise for the ability of staff to engage with both adults and children, the quality of their advice and the outcomes achieved.

Conclusion

9. The survey was extremely positive, especially in relation to social work staff and the support they offered to children, young people and their families. There was also positive feedback in respect of looked-after children: they presented as being positive about their education, and the majority felt safe; there was only one young person out of the cohort who did not.
10. In the care leaver cohort, there were three young people who didn't feel safe. This was due to the area, and they cited this as being a reason why they wanted to move their placements. The majority of the care leavers are placed in semi-independent living, and this may be one of the reasons they feel less safe than those young people who have been placed in foster care. Where young people are unhappy or worried about their placement, they are supported by their social worker. Where possible, issues or concerns are resolved without moving placement, but this is an option if required.

Appendices

- Appendix 1 – Action for Children, Annual Survey

Background Papers

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Action for Children

Children and Young People
supported by The City of London

Annual Survey
August 2019

Children and Young People supported by
The City of London - Survey

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Appendix 4 Early Help Questionnaires	page 43

The City of London – Survey Report

1. Introduction

During April to July 2019, Action for Children carried out the Annual Service User Survey among children and young people supported by the City of London Children's Services Teams. This included Early Help as well as Children in Need, Looked After CYP & Care Leavers, as well as CP cases. It was also decided to capture some feedback for families with children under the age of 5, so a short questionnaire for parents/carers was also utilised.

The following tools were designed in collaboration with City of London:

- a. Questionnaire for Care Leavers
- b. Questionnaire for Children Looked After aged 10+
- c. Questionnaire for Children in Need aged 10+
- d. Questionnaire for Children on CP plans aged 10+
- e. A simplified pictorial questionnaire for children aged 5 – 9 (from categories b. to d.)
- f. A short questionnaire for parents/carers for children aged Under 5

The total number of children and young people eligible for the survey was 62. The total number of responses received was 39, making for a 61.2% response rate (compared with 58.7% in 2018, 68% in 2016 and 48.6% in 2015).

Overall, the preferred methods of responding were

- telephone interview 26 (66.6%)
- postal questionnaire: 13 (33.3%)

We did not offer the Survey Monkey option this year as it had extremely low take up in previous years.

By Category, the response rates (from the names supplied by City of London) were as follows

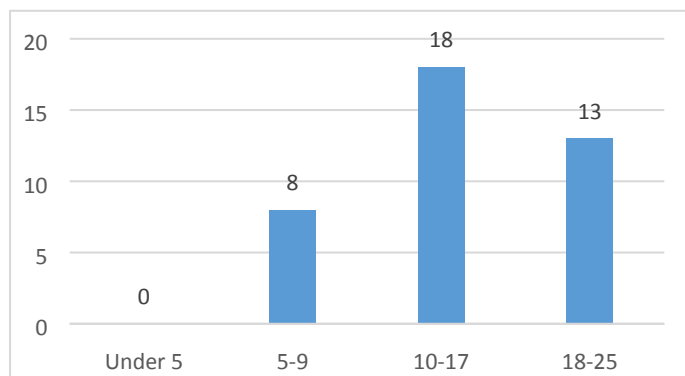
Care Leavers	Children Looked After	CiN	Early Help	Other
11/23=47.8%	7/15=46.6%	9/11=81% (parental survey 6, CYP 3)	9/10=90%	2/3= 66%

2. Summary of Results

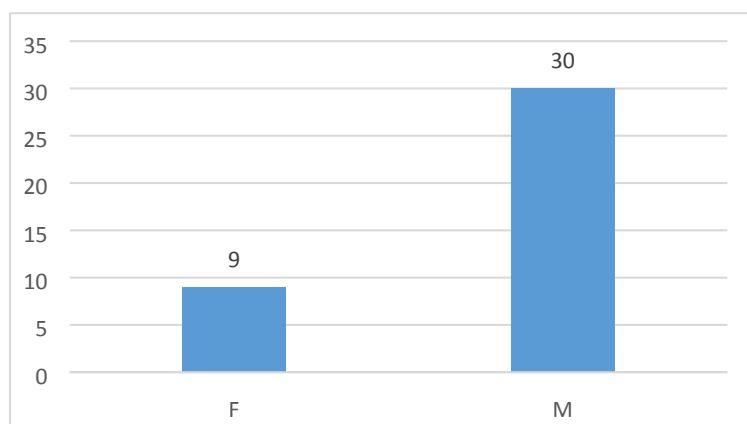
2.1 Statistics

The overall statistical information on the survey population (37 CYPs) is as follows:

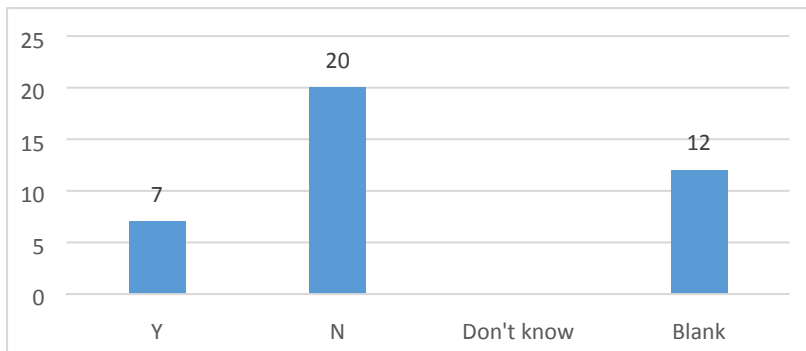
2.1.1 Age



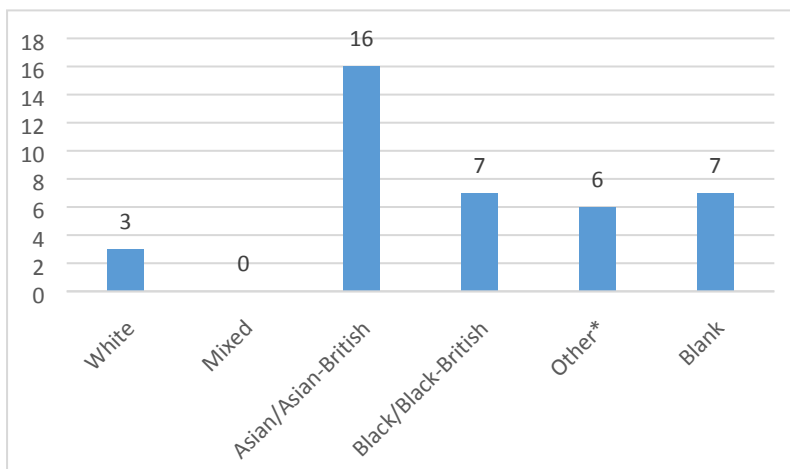
2.1.2 Gender



2.1.3 Disability

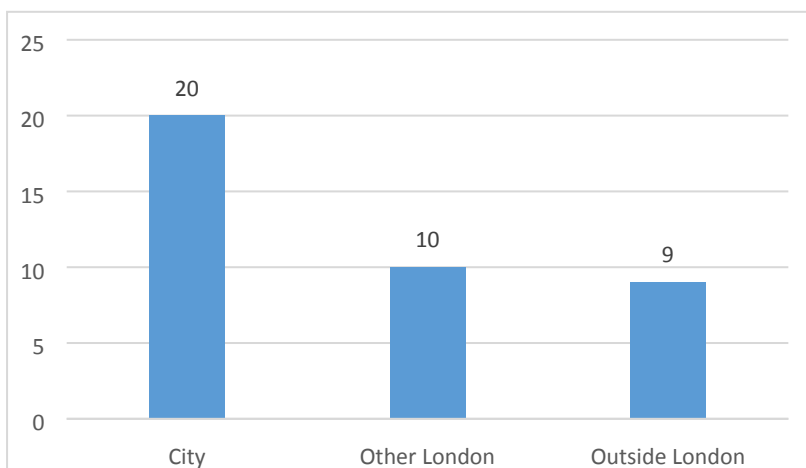


2.1.4 Ethnicity

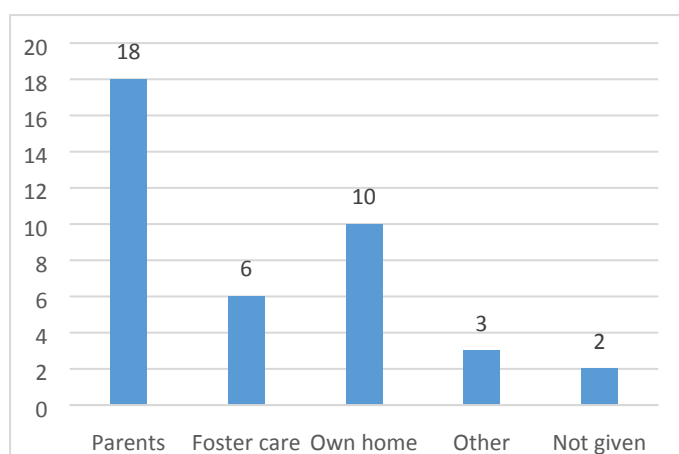


*Afghanistan, Iran, Middle Eastern, Arabic

2.1.5 Geographical placement



2.1.6 Type of placement



2.2 Summary of results by category

2.2.1 Children in Need and CP Plan (see Appendix 1, page 11)

The CiN/CP cohort was comparatively smaller this year and included a number of families whose cases had recently been closed. Feedback was received from 9 out of a small sample of 11 eligible families – a higher response rate than in previous years. All fell within the CiN category, no responses were received from families going through the CP process. From the perspective of looking back on their experience – as well as from those still involved with Children’s Services - respondents were overwhelmingly positive about their social workers. They found their social workers accessible and approachable and both children who completed the Under 10s questionnaire rated them ‘10 out of 10’. 87% of parents said their social worker was ‘very easy’ to talk to and commented positively on their children’s engagement with the social worker. This was confirmed in the 2 responses received from children; both of whom felt listened to, understood why the social worker visited them and found the contact helpful.

Several respondents stated that they did not see the need for Children’s Services’ involvement or felt slightly unsure why they were receiving it. Others commented that their cases were closed too early as they felt a continuing need for support. However, in all cases they felt engaged. 50% acknowledged receiving ‘some support’ whilst 25% said they were getting ‘a lot’ and 25% ‘very little’ support.

As in previous surveys, families were preoccupied with ongoing issues around housing and money worries but appreciated help in areas like getting children into schools, completing housing applications and parental access issues (in separated families).

2.2.2 Looked After Children (See Appendix 2, page 14)

A total of 7 responses were received from this cohort this year, which makes for a 46.6% response rate (compared with 73.3% in 2018 and 72% in 2016). The majority of respondents were in the older teenage range, from a UASC background and responded by post. The narrative part of the questionnaire – if completed - was mostly brief with little detail.

As in previous years, this category of young people expressed very high satisfaction levels with almost all aspects of their care. For example, 100% of respondents gave their social workers top marks in terms of finding their social worker easy to get in touch with/ getting a lot of help/ being consulted and being asked for their views. 100% found their social worker easy or very easy to talk to. Social workers were also the top category for people who 'celebrate life events' with them and being a source of information about health issues (joint top rating with the LAC nurse). All young people (except one) answered in the affirmative to whether they understood why they came into care as well as understanding their life story. However, there was little understanding/knowledge of their Pathway Plans, the City's Pledge, the Virtual School. This language barrier around the more technical terminology of the care system was also a feature in the Care Leavers responses where, initially, some young people (in the UASC cohort) reported not having heard of these but as soon as staff names were mentioned, replied with enthusiasm and were clearly familiar with the services.

85% expressed satisfaction with their foster placements, though (unsurprisingly given their age), several young people were hoping to live independently soon. One was clearly very unhappy, however, most young people acknowledged and appreciated the support offered by their foster carers.

As in previous years, several young people in the Care Leavers Survey reflected on their former foster placements when looked after, and commented on the very strong bonds they still had with former foster carers (e.g. celebrating their birthdays with them and remaining in regular telephone contact). This informal continuing source of support was very highly valued by them.

The young people have relatively high awareness of the Children in Care Council (71%) and liked this forum as a means of having fun and having their voices heard.

All respondents appeared happy with their education provision (100% rating it 'very good' or 'good') and 85% felt that their educational needs are fully or mostly met.

As mentioned above, awareness of the Virtual Head teacher and knowing how to access the service is not as high as 2 years ago (42.8% compared with 71.4% in 2016 and 30% in 2018). This means that they may be missing out on a resource which the older care leavers highlighted as extremely important and helpful during their school/college years.

There are reasonably high levels of awareness of the Complaints Process, how to access Advocacy and their IROs, but, obviously, access to these services needs to be facilitated further.

In terms of their perceived safety, all (except one) stated feeling safe, in striking contrast to their slightly older peers in the Care Leavers contingent. Reassuringly, the majority reported having at least one people to speak to if worried (57% had several), with one respondent

leaving the answer blank. In terms of their safety net, the majority (57%) wished they had more contact with their families and spoke of missing them (the same percentage that reported sharing special celebrations with their social workers). Optimistically, 6 out of 7 reported getting 'all the support I need' to live independently and appeared to be making future plans (e.g. university).

2.2.3. Care Leavers (see Appendix 3, page 24)

The response rate for this category was 47.8%, that is, 11 interviews were conducted – compared with 9 last year – out of a larger cohort of 23. 2018 by comparison had a 52.9% response rate and 2016 had 69%.

Compared with previous years, the satisfaction rates were comparably high and remarkably consistent. Again, 100% of the sample found it easy to contact their social worker and 81.8% stated that they got 'a lot of help' from their social worker whilst the remainder ticked 'some help'. This compares with 66.6% in 2018 and 88.8% in 2016. 90.9% found their social worker 'very easy to talk to' (compared with 77% in 2018 as well as 2016). In the examples given in the narrative part, young people often referred to their key workers too as important sources of practical support, information and problem resolution. Confirming this view, later on in the survey 90.9% stated that in terms of getting ready to leave care, they ticked 'all the support I need.'

Comparable with previous years, the great majority of respondents (90.9%; cc 88.8% in 2018)) felt appropriately consulted and listened to. 72% said they were helped to understand the reasons for coming into care and 81.8% were offered support in understanding their life story (100% in 2018 and 33% in 2016). However, their comments evidence how difficult this process was (and still is) for quite a few of them, indicating a more ongoing need.

In terms of their accommodation, 63.6% were happy where they lived and 27% (3 respondents) were not. The main reasons for wanting to move were not liking the area/feeling unsafe in their area (all 3) and the accommodation being too small. Respondents were generally much more eager to discuss safety issues this year compared with previous years.

Several young people reminisced about their time in foster care at this point, and many of them seemed to feel very positive about it. Former foster carers featured throughout the interviews as vital and effective sources of support which, for quite a few of the care leavers still continues on an informal basis (e.g. as sources of advice and social support, e.g. people to share celebrations with). 'With a good foster carer you can achieve anything' one respondent summed up.

Knowledge of their Pathway Plans (marginally higher at 54% this year) and The Pledge (slightly lower this year) remains overall low. As in previous years, this may reflect the gradual disengagement with social care for care leavers in their 20s which was also apparent in comments about the CiCC (e.g. feeling too old to attend and having other priorities such as work). One respondent commented that The Pledge should be more specific in terms of precise entitlements.

90.9% of the interview cohort were in education (college or university) and 81.8% rated the quality of their education as 'good' or 'very good (similar to last year and significantly higher than in 2016)'. Many respondents spoke about future career plans with confidence and purpose. Awareness and reported support from the Virtual Headteacher dipped this year (45% had the contact details and reported being helped) and fewer actual examples were given of interventions. Many comments related to past experiences which had been very positive.

This year, additional questions were included in the questionnaire to elicit the impact and views on the CiCC. As already pointed out, some of the terminology around the care system is not universally understood and 'CiCC' is one of those labels. However, once explained – and particularly when mentioning the organiser's name – young people responded enthusiastically. 72.7% had attended at least one meeting and the CiCC continues to be a popular forum, particularly the trips and activities. Young people were reasonably clear as to its purpose and gave a range of suggestions for development, including making it more relevant for the older care leavers to encourage their engagement. Overall, the CiCC continues to be appreciated and a valued source of peer support and making their views known.

Knowledge of the Complaints Procedure has increased significantly to 81.8%, however, awareness of the Advocacy Service has dipped slightly to 45%. Fewer young people still had IROs due to their age, but those who did valued the support.

In terms of safeguarding, there was a significant increase in the number of young people who reported feeling unsafe (from 0% to 54%) with the main reason being danger perceived in their neighbourhoods (such as people being killed/people 'doing bad things'/drug use). Unlike in previous years, young people were eager to discuss these issues and appeared much more preoccupied and worried in this respect. It was the main reason for wanting to be moved. The percentage of young people who wanted more support in this respect increased similarly.

There was an improvement in the number of young people who reported having someone to turn to if harmed or bullied (81.8% compared with 66.6% in 2018) with social workers being singled out as important persons of trust. A significant proportion of respondents (36.6%; all UASC) spoke about missing their families, feeling lonely and worrying about their families back home but a smaller percentage (18% compared with 44% in 2018) reported having no one to share celebrations with. More young people reported having friends and former foster carers remained an important safety net for quite a few.

Social workers, key workers and GPs remained the primary source of health information and most respondents seemed to feel sufficiently well informed. Access to GP services was singled out as problematic by one young person.

The overwhelming majority (90.9%) of young people in the cohort felt well supported through the process of leaving care. They spoke positively about their educational goals and confident in their career aspirations. They also recalled many incidences of struggling with independent living (especially managing their finances, navigating the benefits system, paying bills, coping with the obligations and responsibilities of their tenancies) and immigration issues (getting a passport, finding a solicitor) continued to be a source of worry. However, overall there was a great sense of pride in how far they had come and what they had achieved in terms of independence skills.

2.2.4. Early Help – Parental Questionnaire (See Appendix 4, page 43)

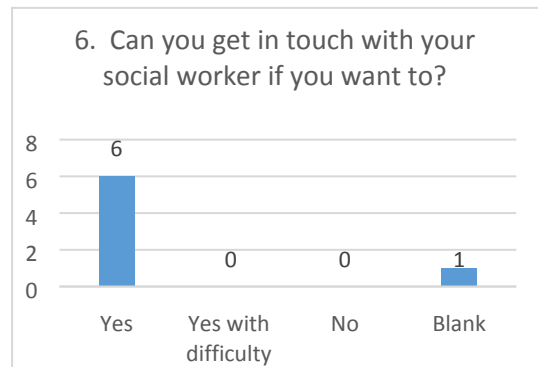
This year saw an increased level of participation from families receiving Early Help support (i.e. 9 responses out of a possible 10 – 90% - compared with 54.5% in 2018) in the survey. Questionnaires were all completed by the adults in the families. Responses were overwhelmingly positive with 100% finding it easy to contact their Support Worker/being appropriately consulted upon referral and being explained the service (though one respondent found the explanations difficult to understand). Anecdotally, they appreciated the services they were offered (play schemes, short breaks) but felt they needed more and for longer (except in one case where it went on for too long).

Families very much liked the staff they worked with and there was a lot of praise for the ability of staff to engage with both adults and children, the quality of their advice and the outcomes achieved.

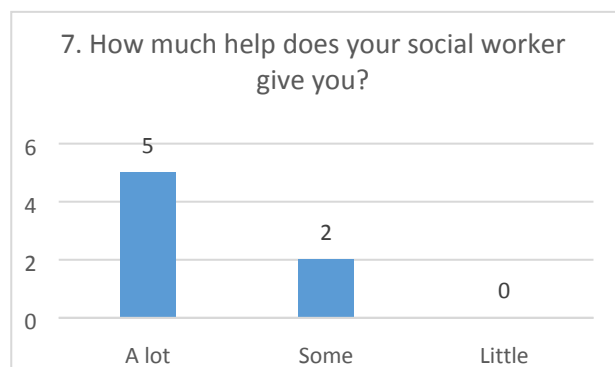
The focus of additional services requested by families was the short breaks provision, in terms of the extent, the location and the ease of access. Specific requests included a meeting hub, a clearer policy regarding entitlements and more services for older children with SEN.

APPENDIX 1 Parents of Children in Need & Young Children in Need

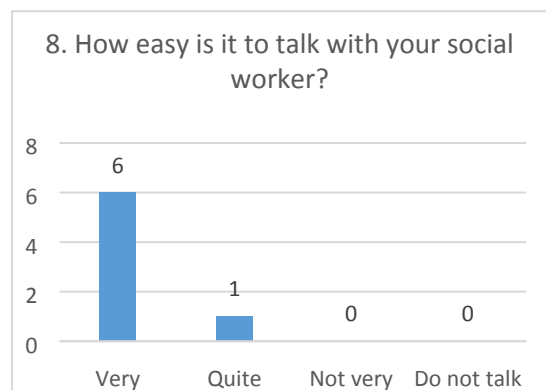
A. PARENTS OF CHILDREN IN NEED



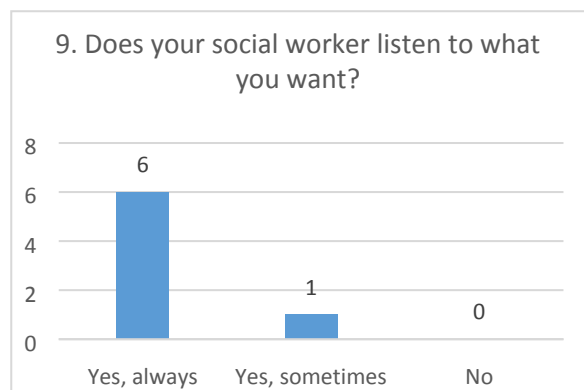
- “We’re finished now with City of London.” (x2)
- “I’m due to be signed off.”
- “S (SW) is brilliant.”
- “Always contactable”



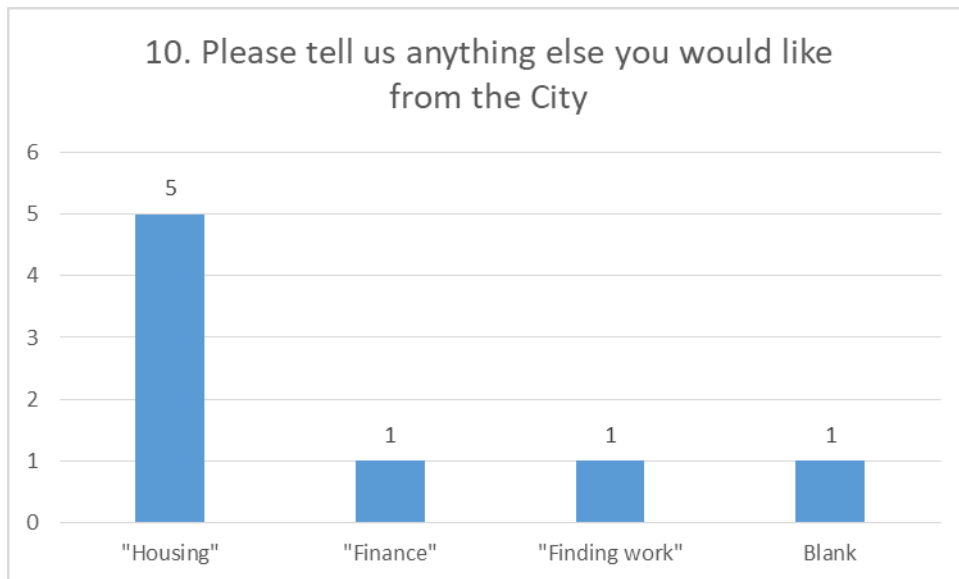
- “She helped with the school move and did routine checks.”
- “We had really good outcomes.”
- “I didn’t feel I needed a social worker but it was a very good experience.”
- “It’s been a bit too short. I would have liked visits to continue for longer [case is now closed].”
- “I’d give them 8 out of 10.”



- “She’s a really good person to talk to.”



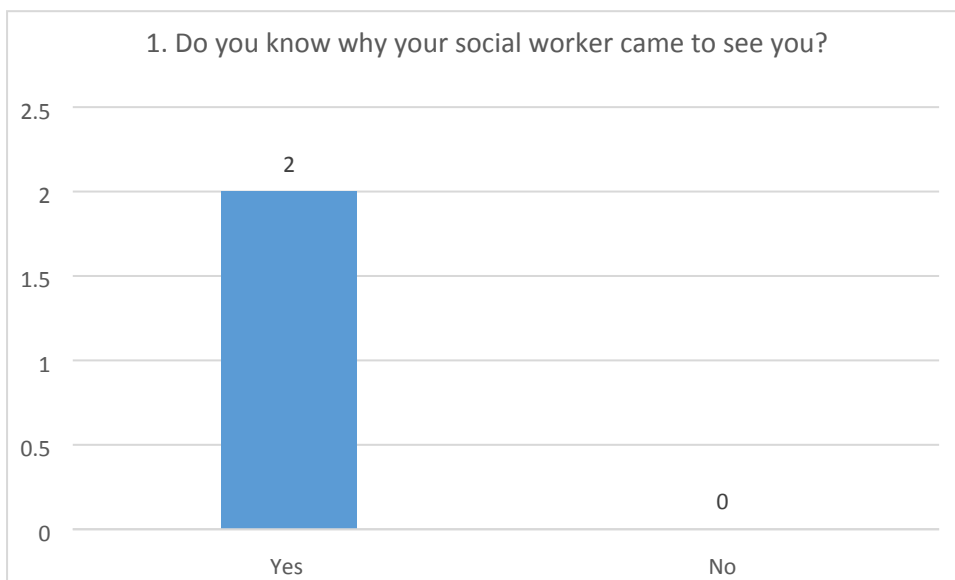
- “She’s easy to talk to...just listens and checks everything is ok.”
- “The kids love her and will miss her.”
- “She [SW] definitely listens to the children.”

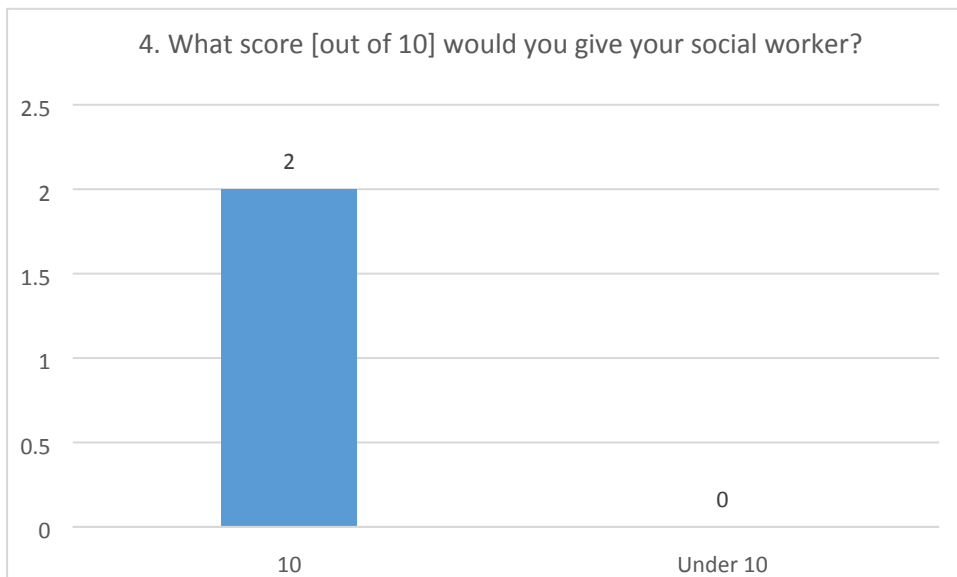
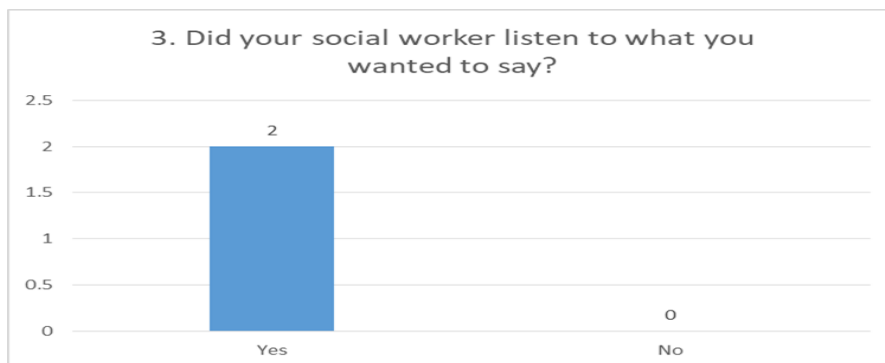
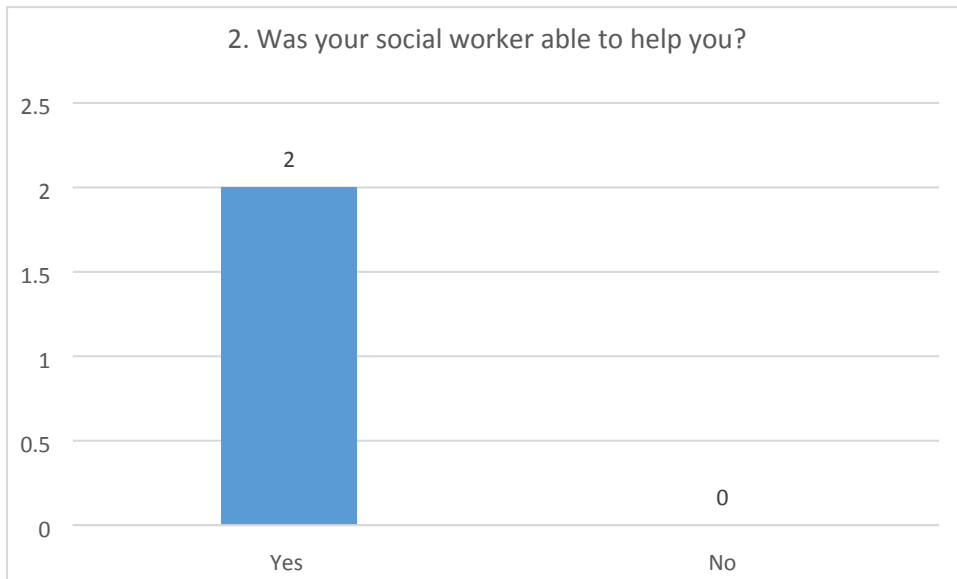


- "I hope they can help with housing."

B. YOUNG CHILDREN IN NEED

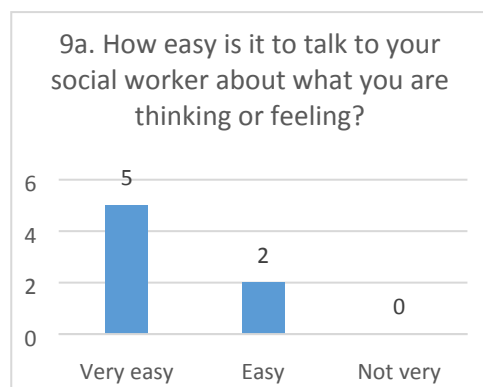
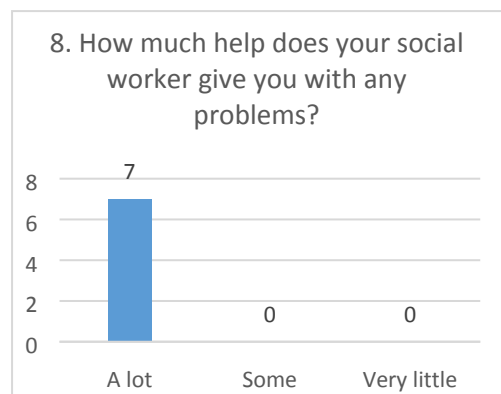
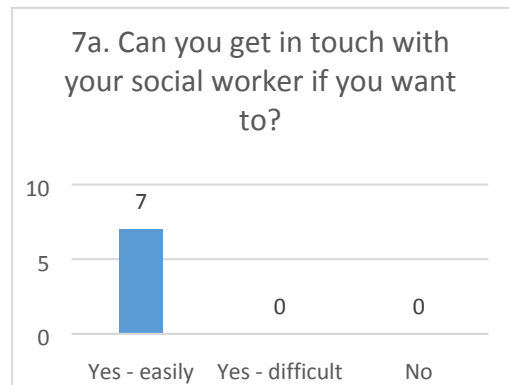
Both children answered all questions in the affirmative and gave their social worker top marks (10 out of 10).





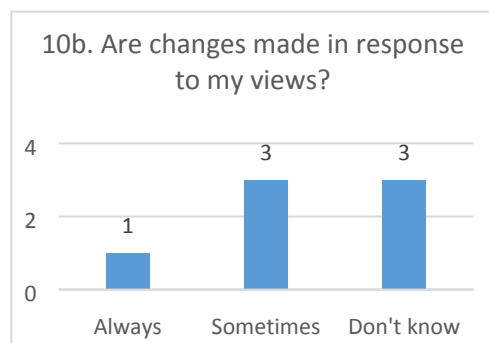
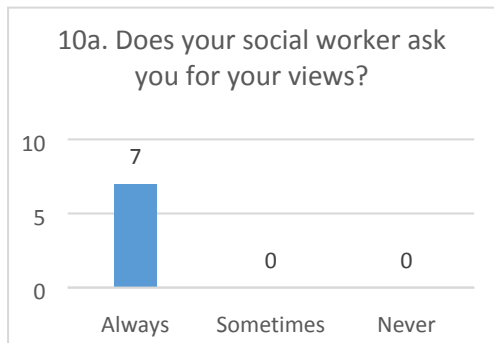
APPENDIX 2 – Looked After Children Survey

SOCIAL WORKER

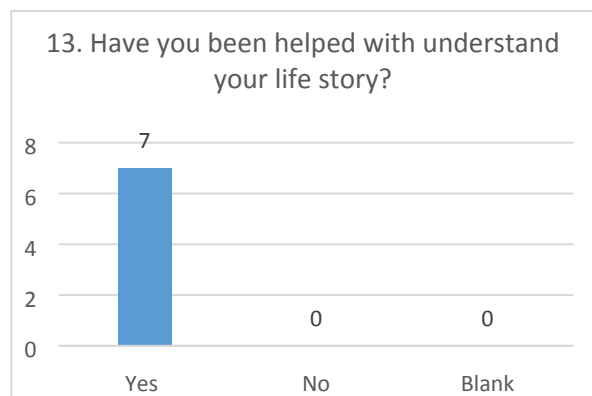
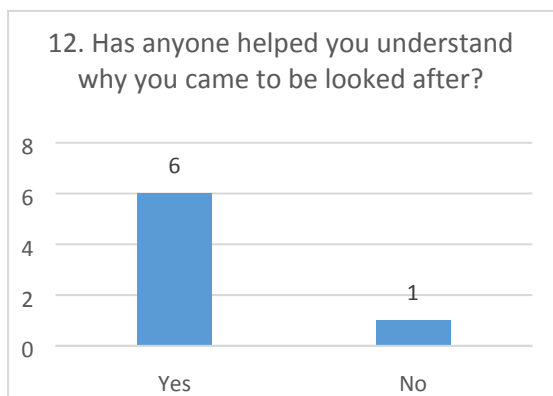


9b. What is it about your social worker that makes you feel this way? What helps you talk or stops you talking with them?

- "It really helps me to talk with my social worker."
- "She asks what help I need to be cheerful and happy."
- "I get along with him very well."
- "He listens to me and talks slowly."
- "Friendly"
- "Not much English but happy here."

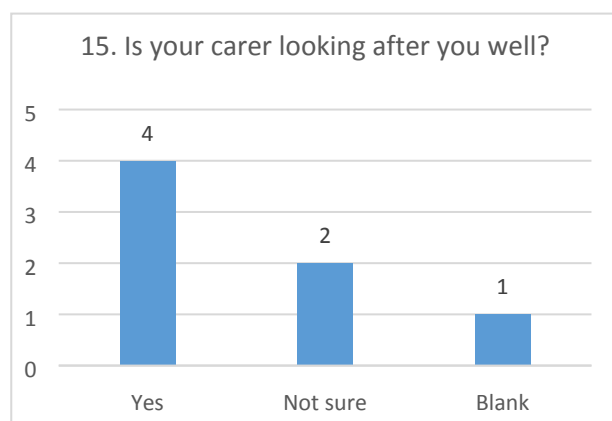
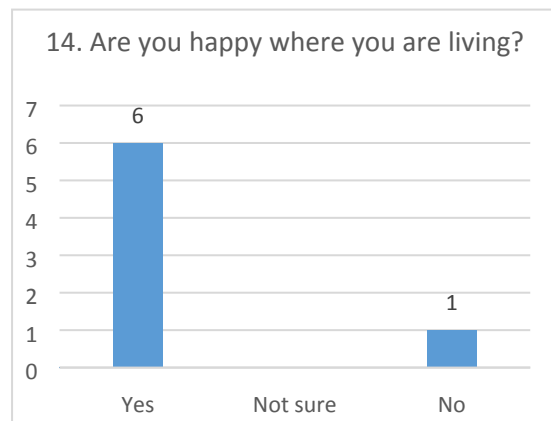


11. Reasons why Looked After

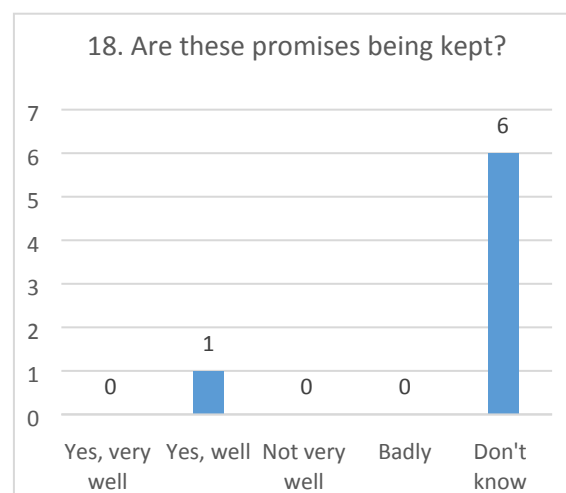
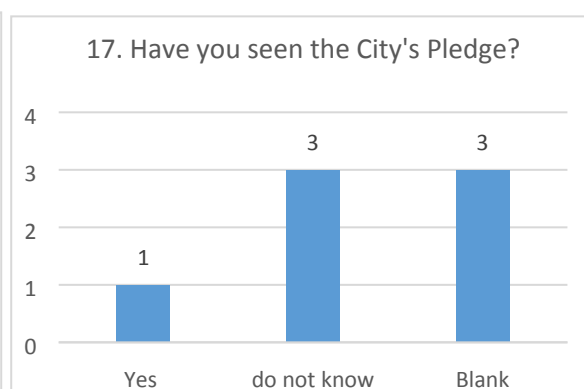
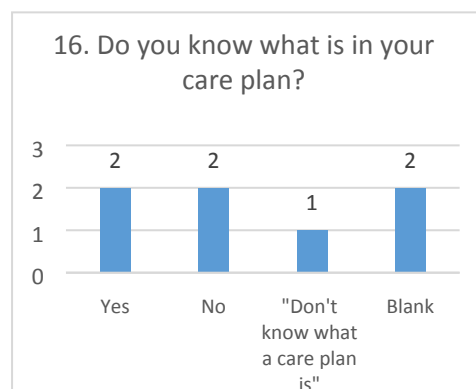


- "I know my life story."
- "I came here from Afghanistan."
- "I'm an unaccompanied minor."

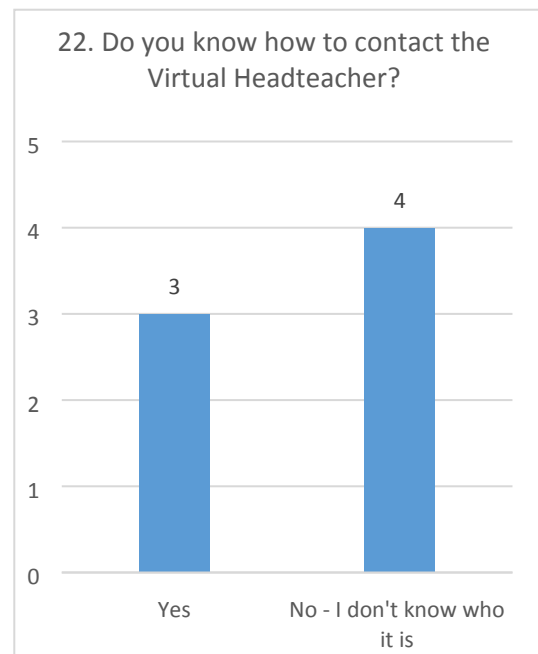
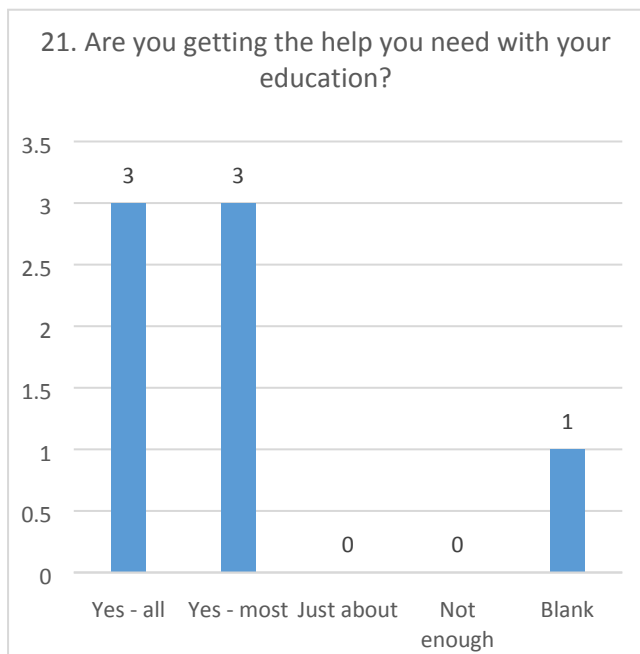
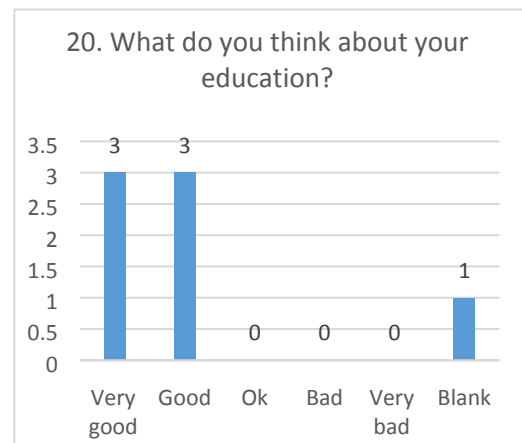
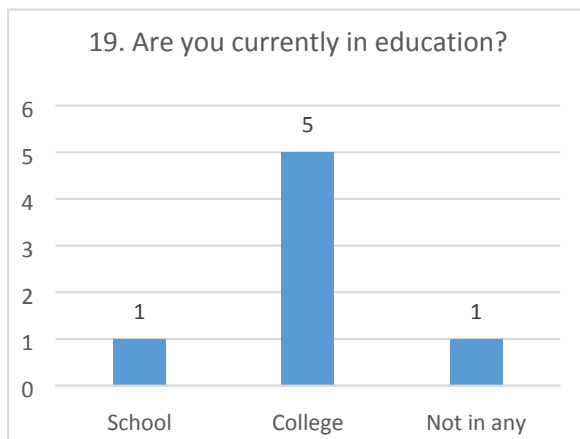
CARE

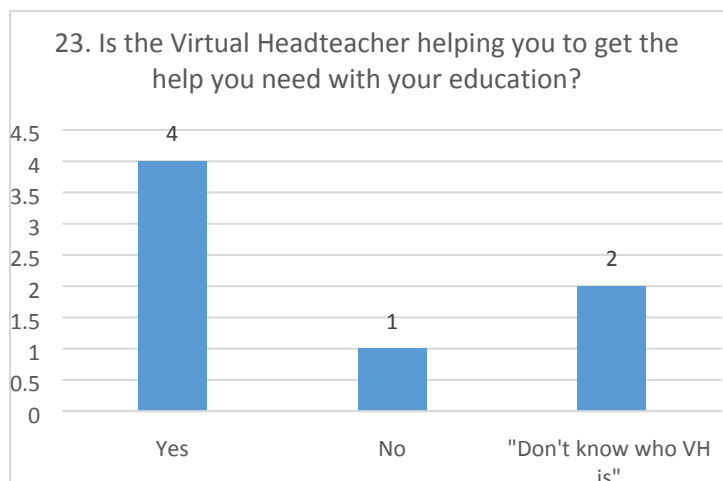


- "Yes, but I would like my own flat."
- "My foster carer is good. If problem, always helps."
- "They look after me well."
- "I have changed foster carers."
- "She constantly complains at me."
- "Foster carer helps with most things."

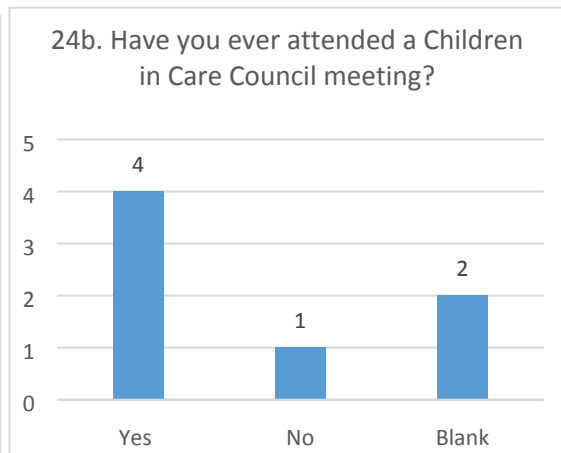
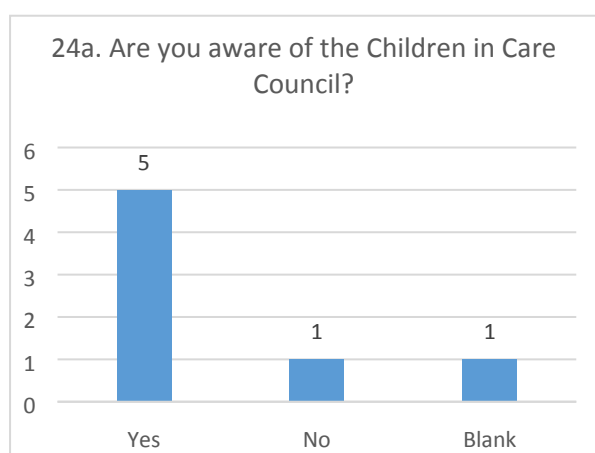


EDUCATION

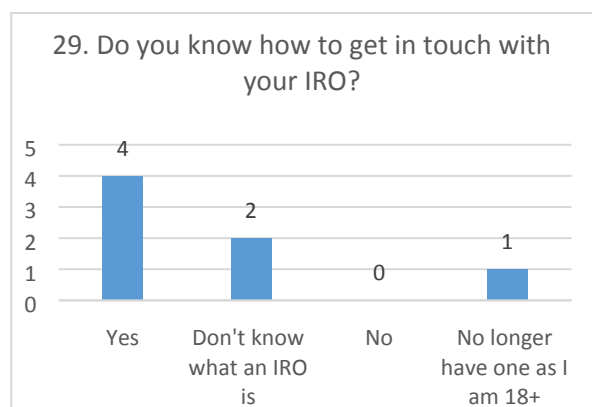
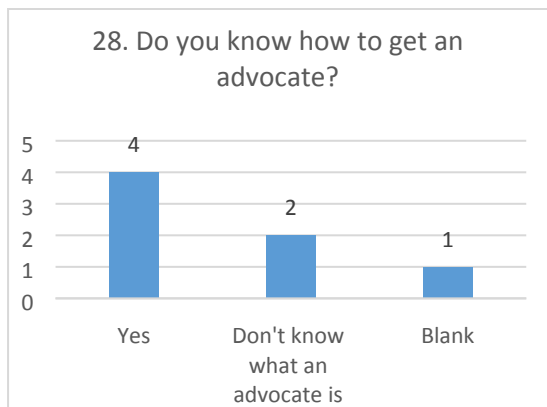
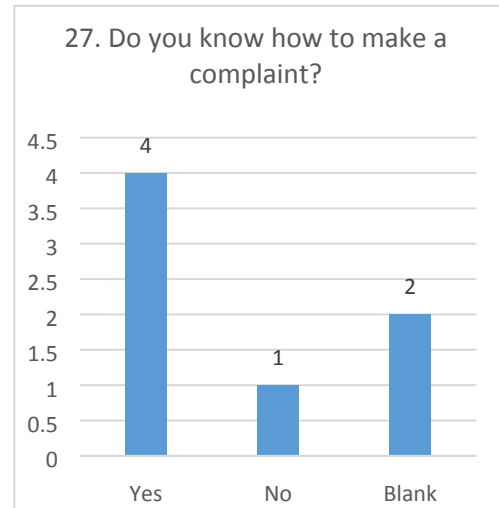
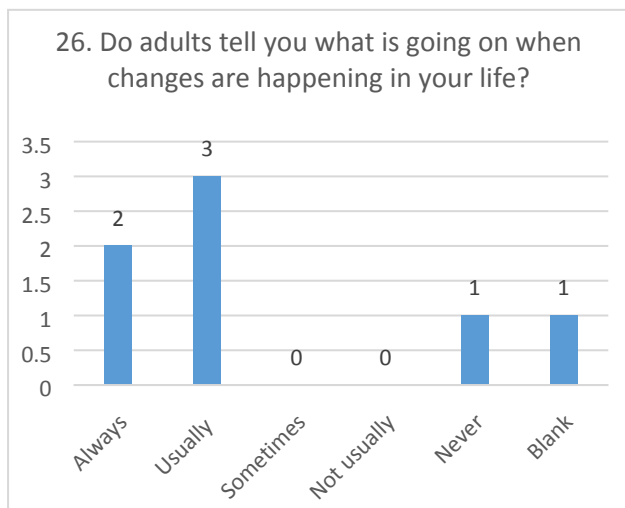
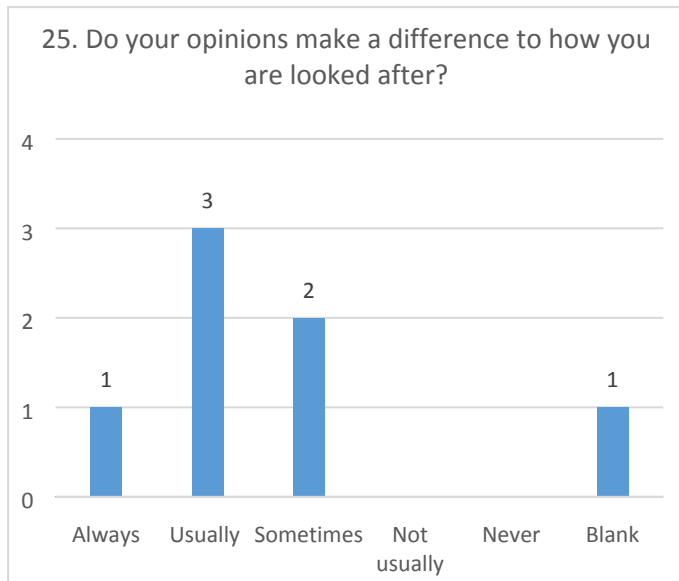


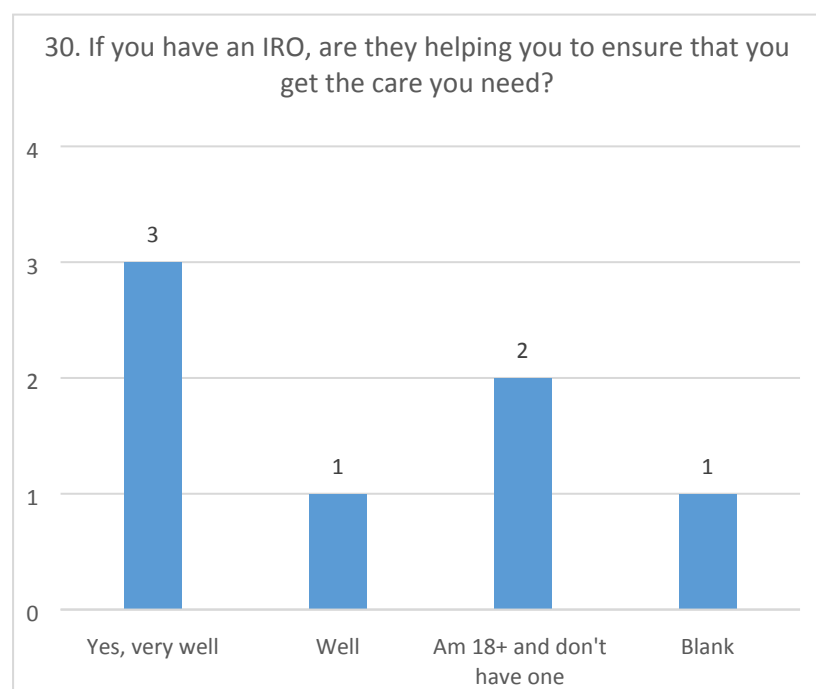


INVOLVEMENT

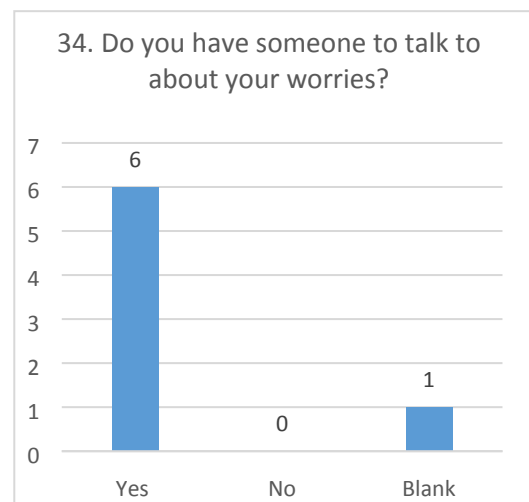
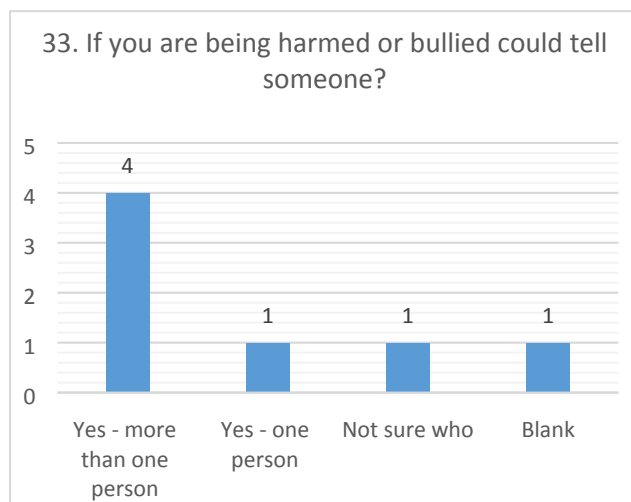
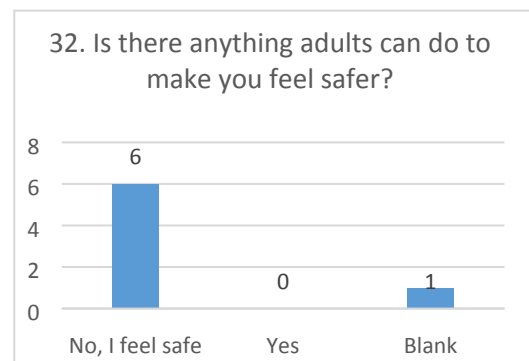
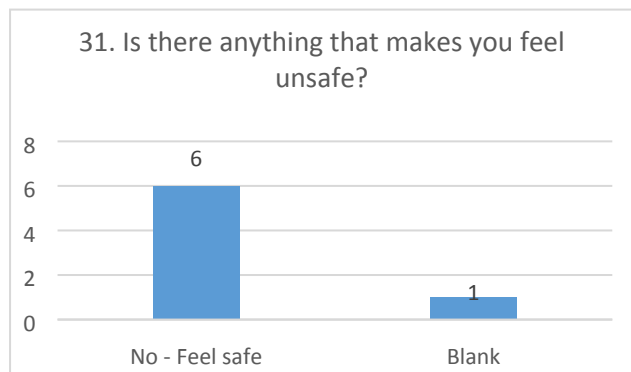


- "They are perfect."
- "People's views are always heard."
- "I don't understand."
- "It's for information."
- "To have a good future."
- "I like the fun days."

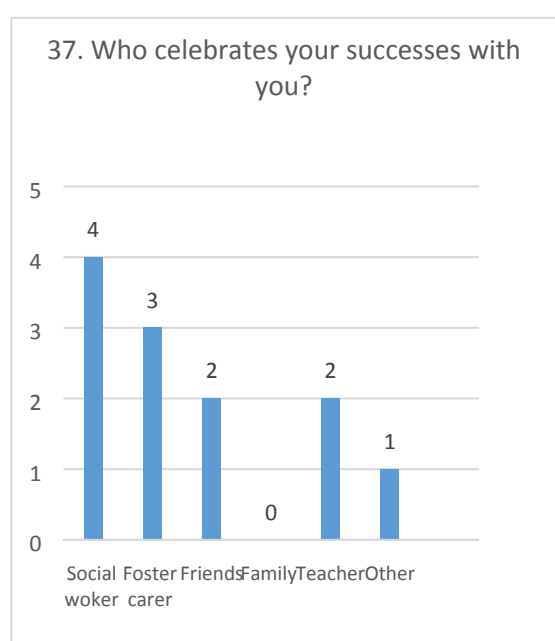
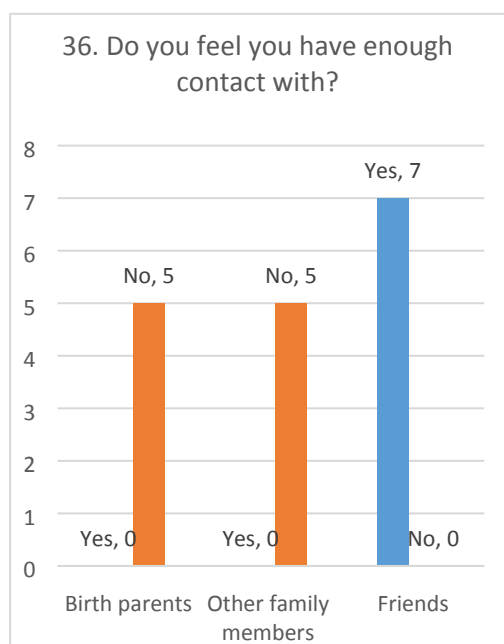




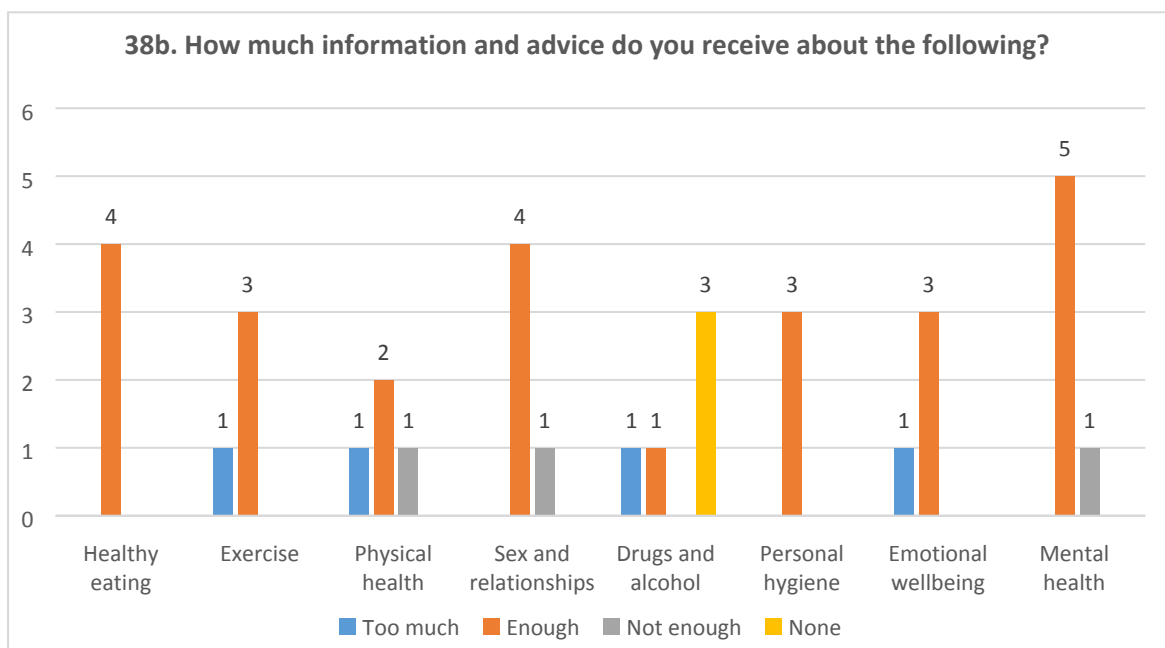
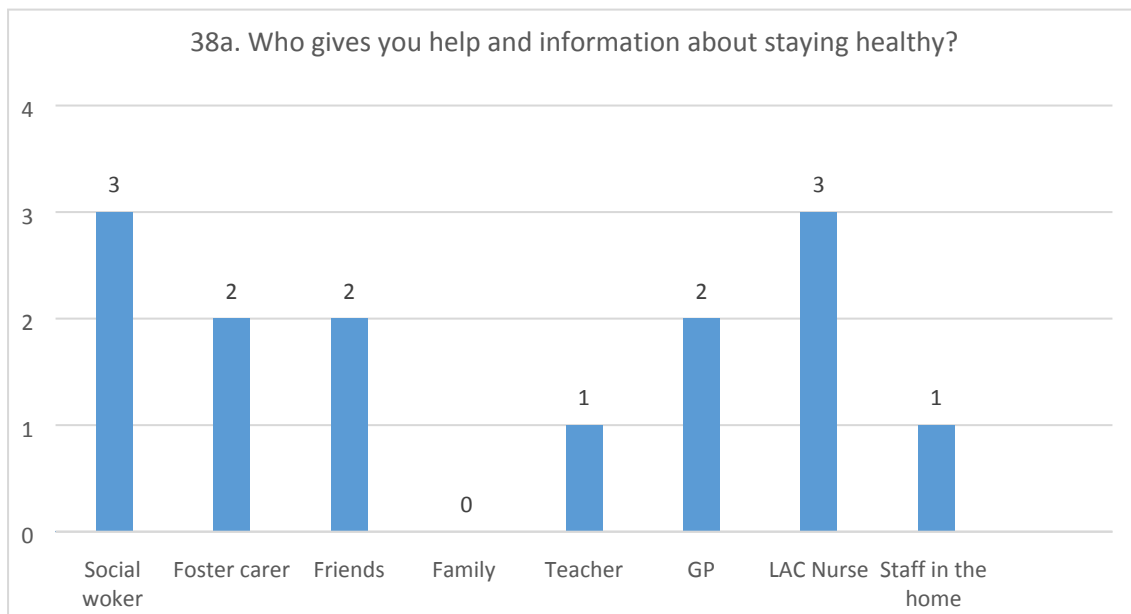
SAFETY



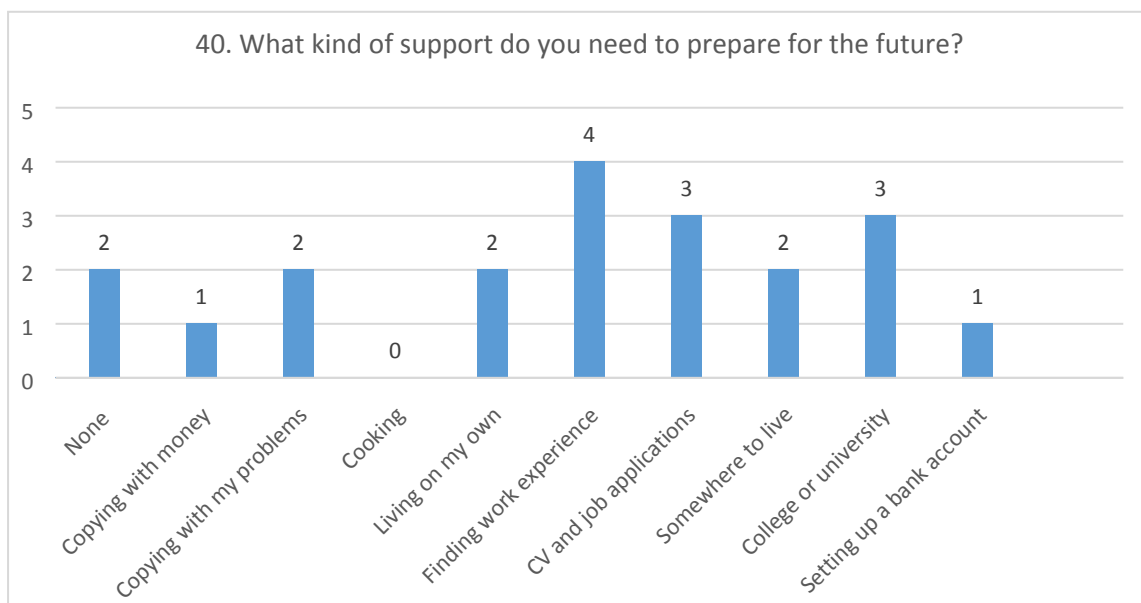
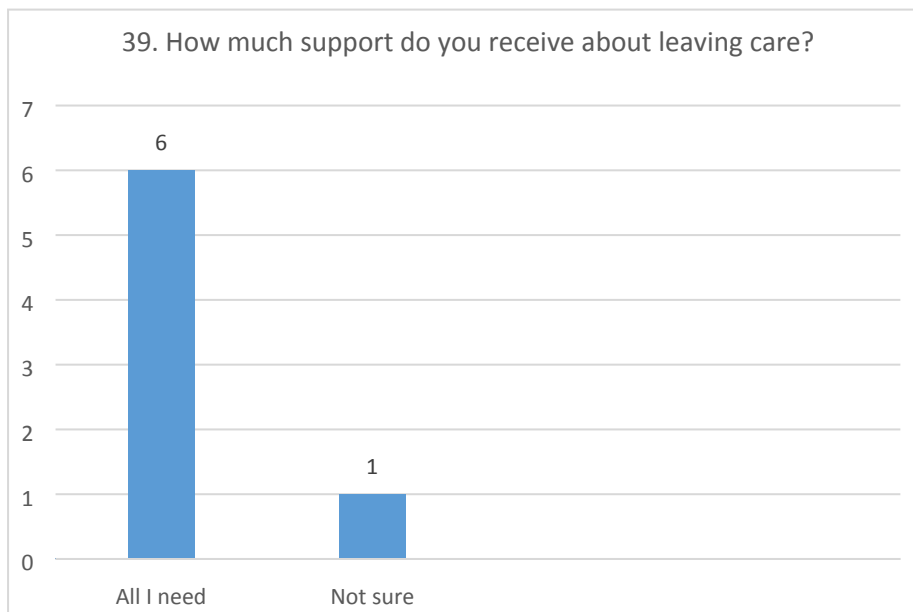
SOCIAL CONTACTS



HEALTH



FUTURE

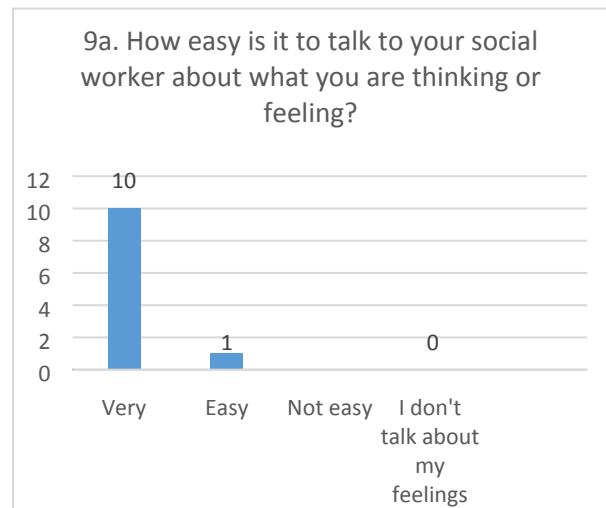
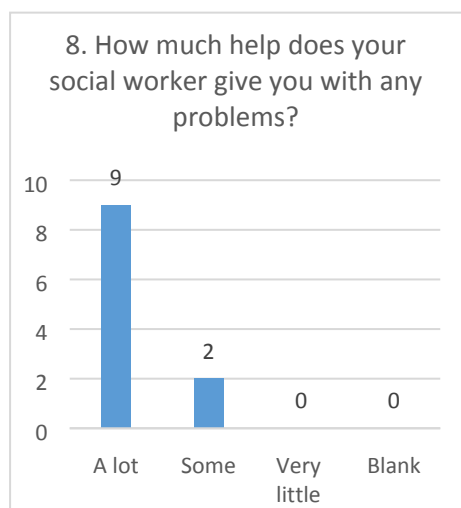
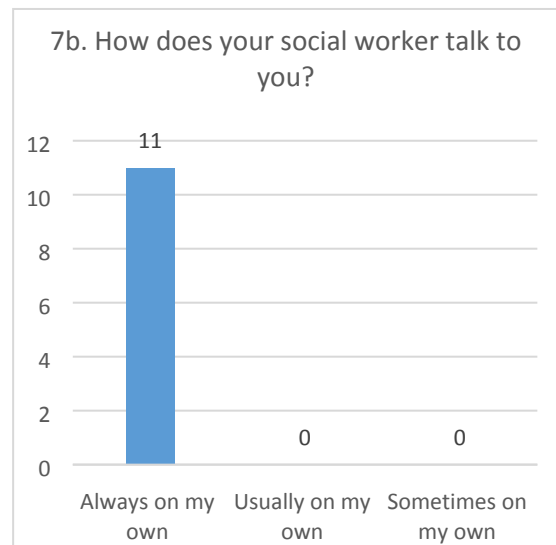
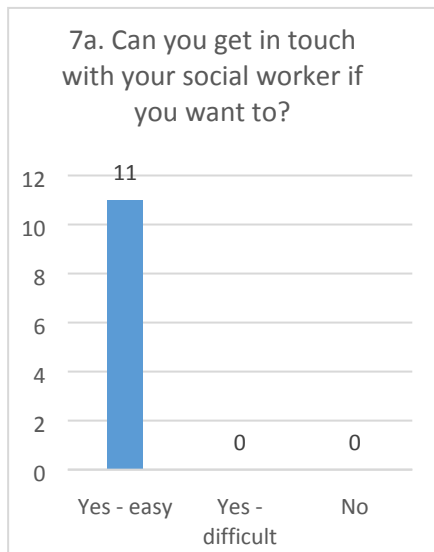


41. Please tell us about other help you would like from the City

- "I want to be put in a university."
- "I would like to live independently."
- "Starting college in September."
- "Thanks for reading."

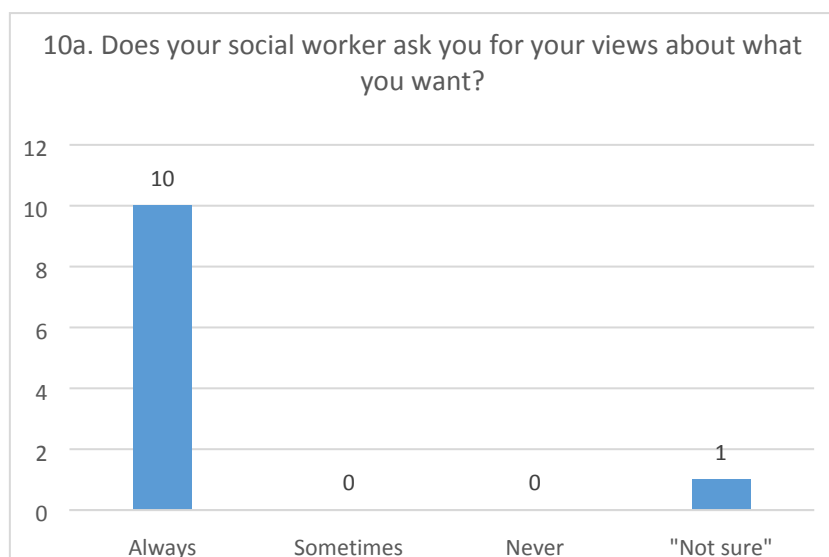
APPENDIX 3 – Care Leavers Survey

SOCIAL WORKER

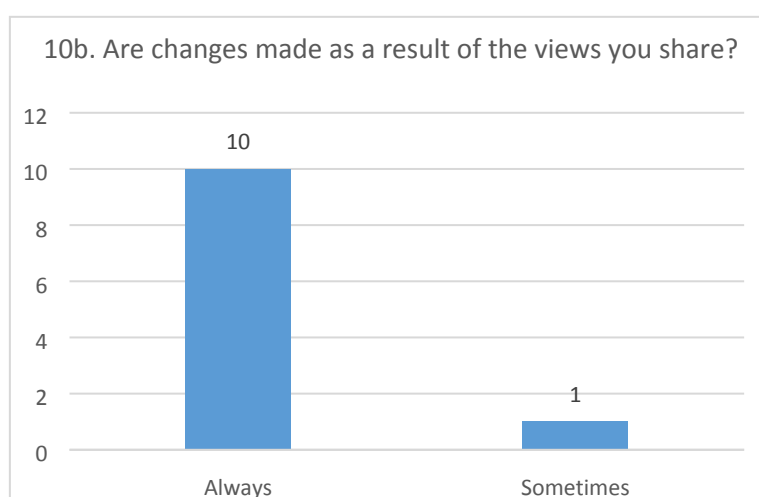


9b. What is it about your social worker that makes you feel this way?

- "She's new but she's good...always there."
- "She's friendly. Before I had J. She was brilliant."
- "She understands me. She's the same age as my big sister."
- "She's a nice lady, always answers the phone or messages me. All my social workers have been very good."
- "She replies quickly and we meet every 6 weeks. I'm happy with that."
- "I trust her."
- "Everything I like, she says 'ok, we'll do that.'"
- "I know him long time. Always listen to me."
- "They are so friendly, so helpful."
- "She's kind. But she's leaving in July."
- "Any problem I have, I ask for help. The keyworker sorts it out, mostly, not my social worker."

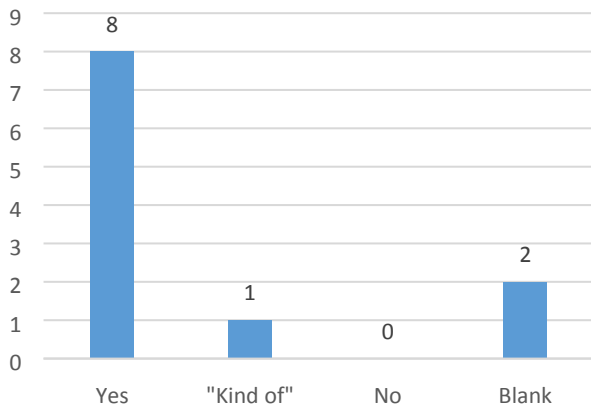


- “They care about my life and what I do.”
- “Any problem, they help...the keyworker too.”
- “I can ask my social worker and keyworker anything. We know each other well. Once I have a job we’ll have less contact.”
- “He always allows me to give my opinion.”



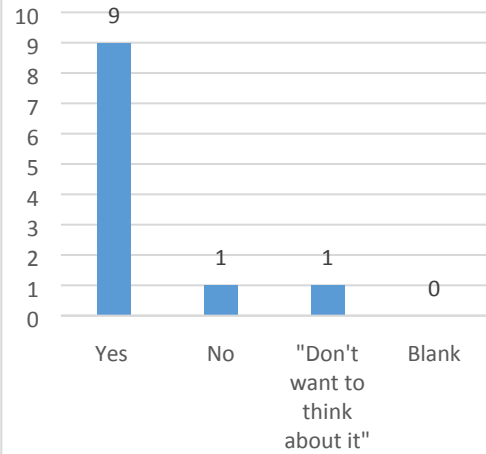
- For example, I needed a solicitor quickly. She called a lot of people. She chased them and then they helped.”
- I want to change my house. They said they’d find somewhere different, but that was too small. They’re looking but I’m still waiting.”
- “They helped me change college so I could do the course I wanted to do.”
- “What she (SW) can’t do, she goes and asks. She always tries.”
- “When I don’t like something I make an appointment. Then they do exactly what I like.”
- “She’s honest with me. That’s good for me.”
- “The company that fixes things in my flat is bad. I complained and my social worker stepped in. She’s quick.”
- “Some time ago I was struggling. The (social work) manager was a bit funny with me. I had a hospital appointment and job seekers appointment at the same time. So they sanctioned me and I got into debt. I had to walk on foot to pick up food vouchers. But my old foster family supported me.”

11. Has anyone worked with you to help you understand the reasons why you came to be looked after?



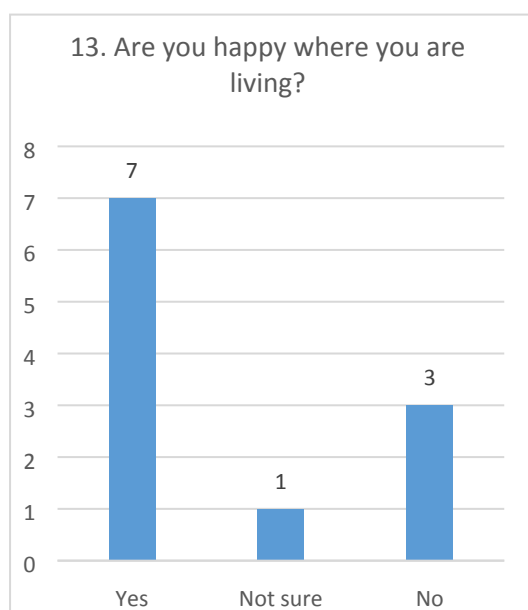
- "I got a stack of papers when I left foster care. I read it, it was so emotional. I got offered counselling in secondary school."
- "I was very young. I don't like to discuss it. It reminds me and I get upset."
- "I've been in this country so long, I don't want to talk about it."

12. Have you been helped with understand your life story?

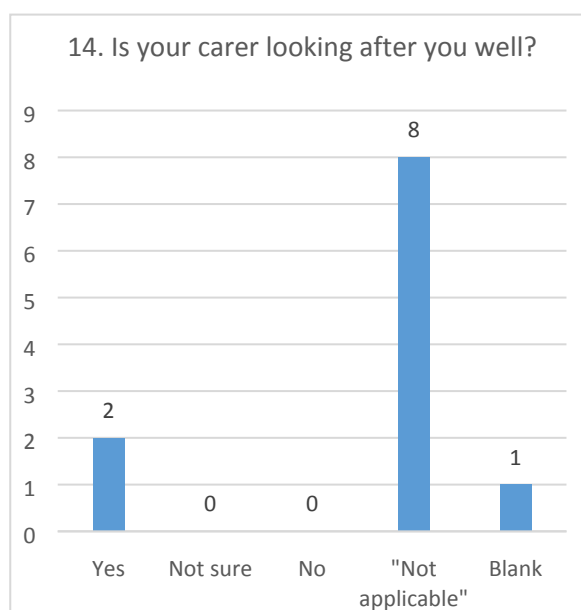


- Yes, at the beginning, when I came into care."
- "It's about the present now. I don't want the emotions to come back."
- "I have a very bad story. I don't want to go to the past. I think about life now."
- "I have Leave to Remain. I'm like an English boy now."
- "We talk about my family and background and they give me £5 every week to talk with my family."
- "I would have liked more support. I worked through it by myself."

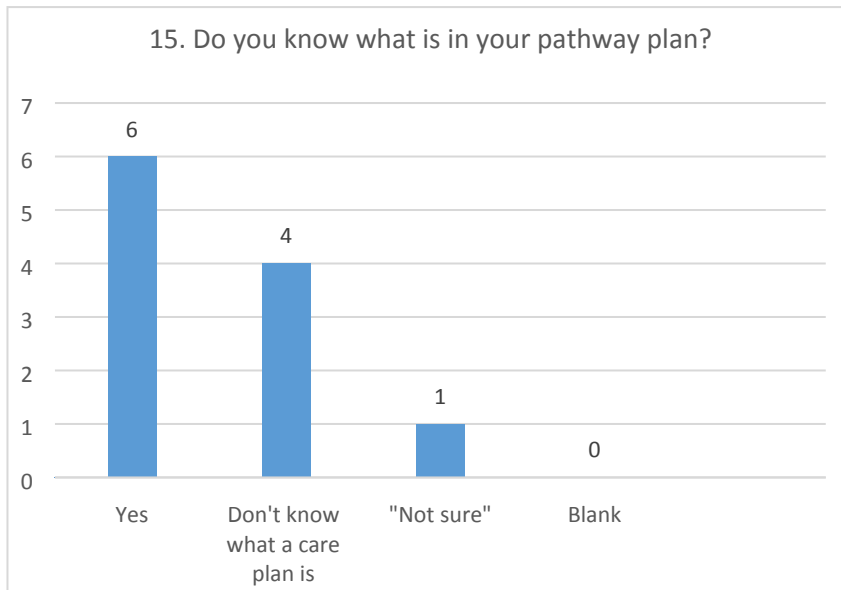
CARE



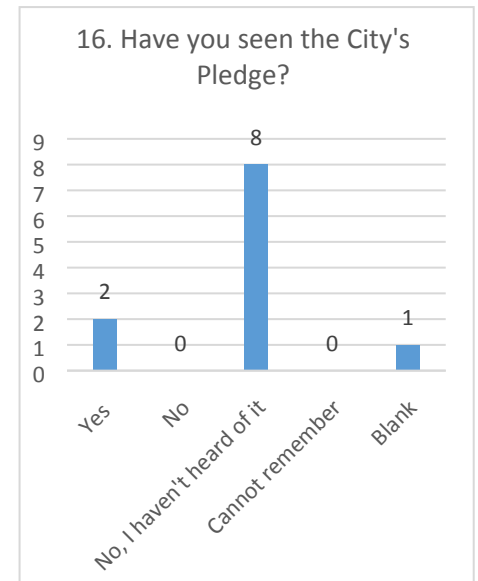
- "Quiet place and good neighbours."
- "I like it, a small room with kitchen. And I don't have to share. Like a student hostel."
- "It's a bit falling down but its good. I don't ask for much."
- "Its on the ground floor and I'm sometimes scared. I asked to move but the social worker said they can't do anything. So I stay. It's ok."
- "Very happy. I have everything now."
- "No, I want to move."
- "It's fine. CoL helped a lot and I feel settled here."
- "I'm having problems with my neighbour. The landlord is not happy with me."



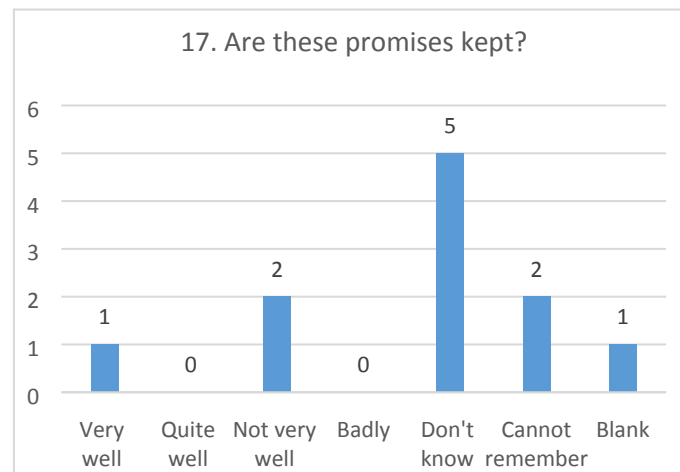
- "Always listen to me."
- "I liked being in foster care. They helped me a lot and told me everything I needed to know."
- "When I came into foster care, I was too shy to open the fridge for 3 months. I'd never lived in someone else's home before. It's a strange experience, in a strange house."



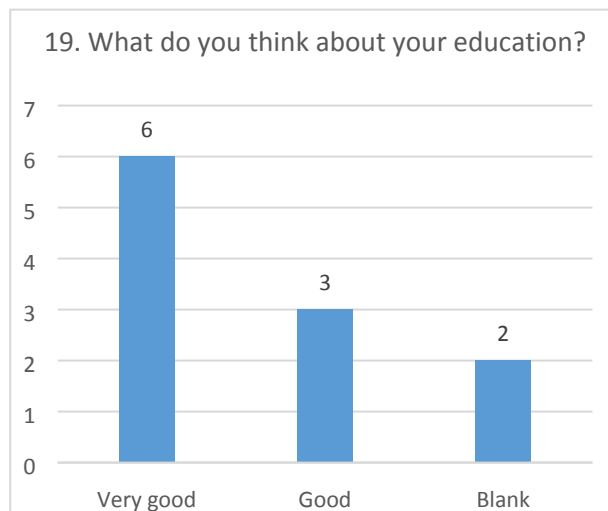
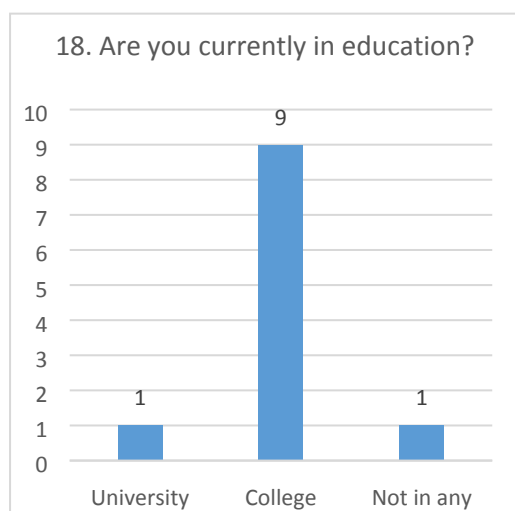
- "Not sure."
- "Yes, I want to be a barber."
- "Every 6 months I received a booklet."
- "I went over it with my social worker. At the beginning I was confused, not sure what to include. I asked a lot of questions, she always answered."
- "Yes, I want to finish my studies. I want to work hard and try and buy a flat, later."
- "Yes, we talked about how I can have a good future."



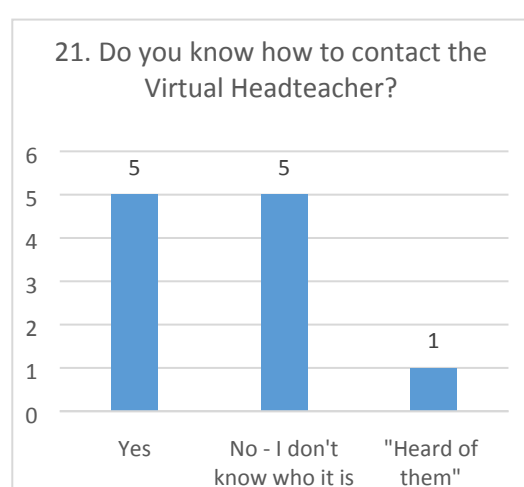
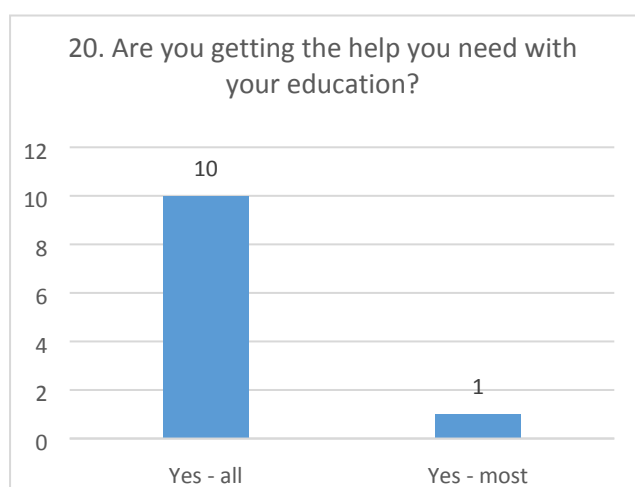
- "Not sure."
- "They are vague on what they can do for you. You're on your own. They should be much clearer on what you can get."



EDUCATION

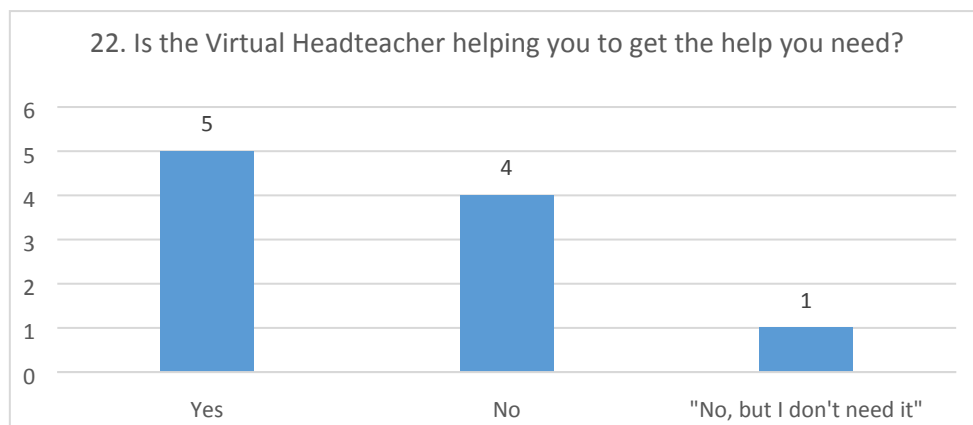


- “I’m doing jewellery making and design. I love it. I found it myself when I went on apprenticeship websites.”
- “I’m starting my proper degree [after a Foundation year] in Mechanical Engineering. I’m really excited.”



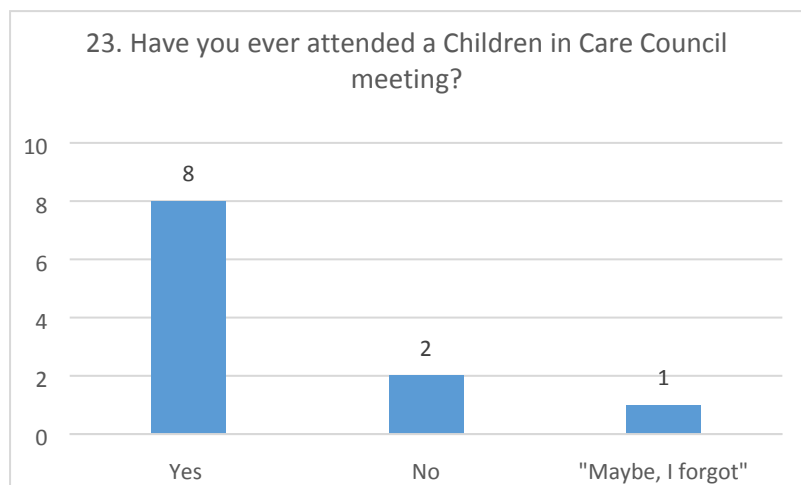
- “They provide me with lots. I got a laptop, it broke. I got another one.”
- “My old social worker really explored my interests with me. It helped a lot.”
- “I’m looking forward to my course in Business Studies. My keyworker helps with everything.”
- “You can get a bursary if you’re looked after. I got £2000.”

- “We had a few meetings.”
- “No one explained this to me.”



- "I didn't ask her for anything. My social worker is doing everything. She's very helpful."
- "Two years ago J helped me a lot. I haven't seen them since. I want to do Plumbing and Engineering. I will ask my social worker for help."
- They helped with my A levels. I got Chemistry tuition."
- "Kim helps if I need anything. She's fantastic."
- "The Education Department is fantastic. The meetings were really really helpful. What I'm now is due to them. I passed my Car Mechanic level3 and am ready to go to work."

INVOLVEMENT



- "Maybe, I forget."
- "Lots of guys from my country go that I don't want to meet, so I don't go."
- "I don't go but I do like it."
- "I would like to go but don't have the time."
- "I would have liked to go to Scotland."
- "I get the letters but I'm too old to go now."
- "I don't go to the meetings but I come on the holidays."
- "I speak with Rose outside."
- "I always attend, they are good meetings."

23B. What's its purpose

- "It's for younger kids."
- "To help people decide what to do with their lives."
- "It helps with everything."
- "It's about how children are doing in their lives."
- "To hear our voice."
- "To share problems with each other."

23 C. What to achieve?

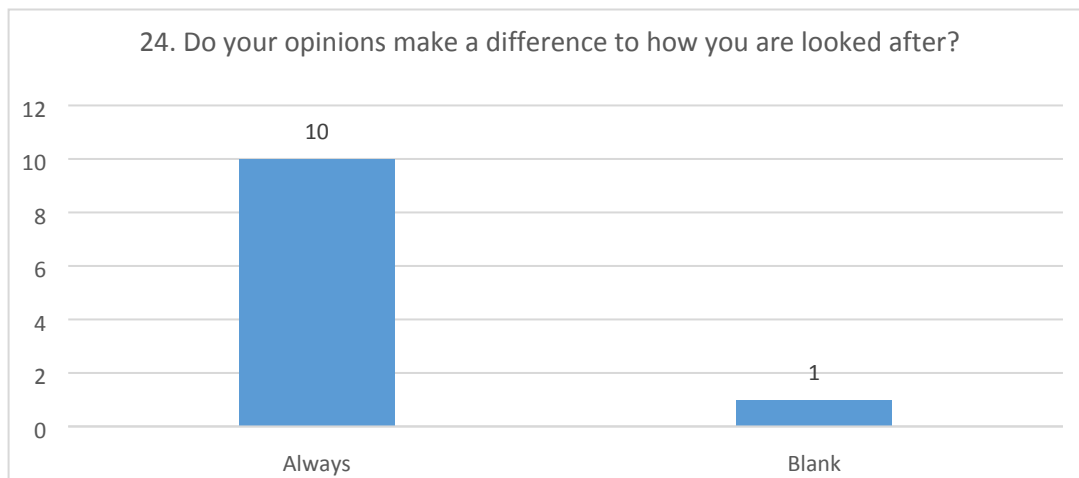
- "To listen."
- "We talk about life. How to be safe, secure, healthy, study, find support..."

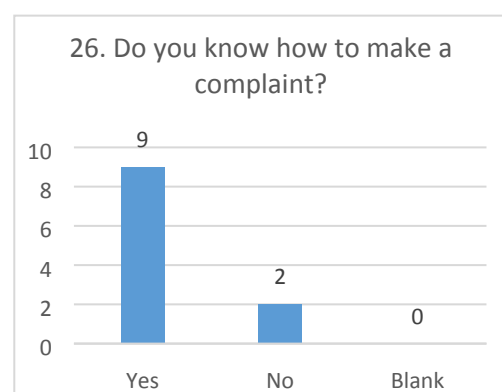
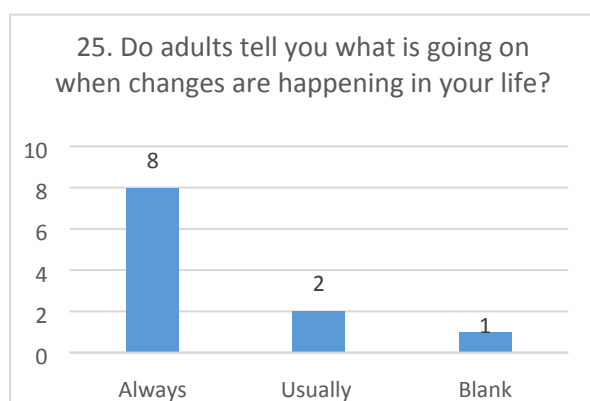
23 D. What do better?

- "Have more fun."
- "Do more online activities."
- "Make other provision for people who can't attend."
- "They are good as they are."
- "Have more stuff for older people."
- "More trips and longer trips, not just Monday to Friday, 2 weeks."
- "They are doing very well."

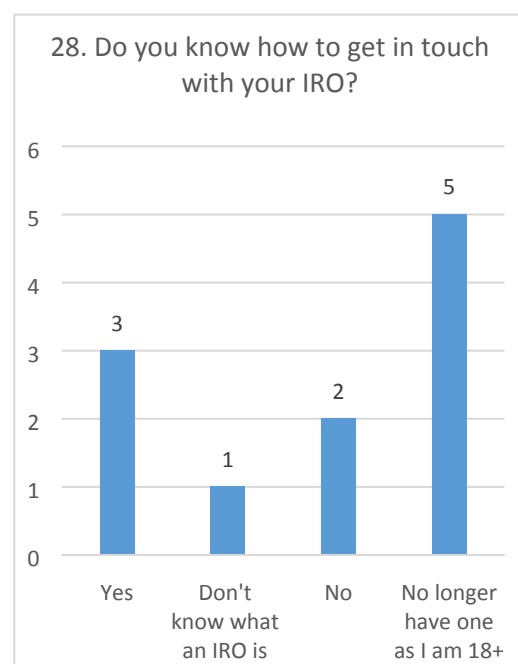
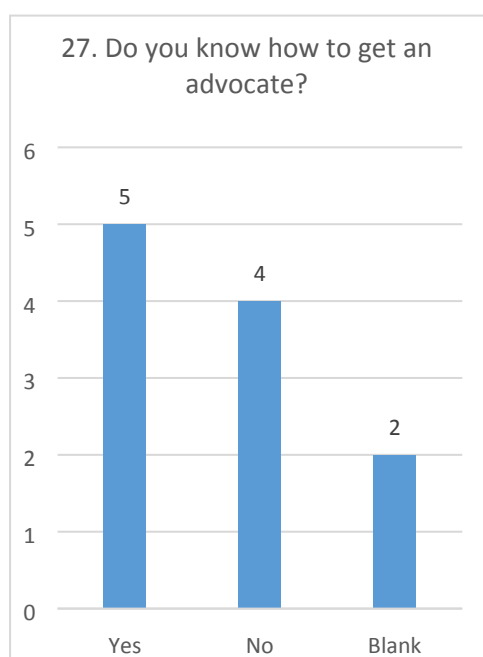
23 E. What do you like about CiCC?

- "I liked the Wales trip. I want to go again."
- "We did a programme at the CiCC 'How to cope with difficulties on your own.'"
- "They ask for my input. I like to have my say."
- "It's really good. My opinions are heard."
- "Rose is very good. She's always trying to help everybody."
- "We chose what we want to do."
- "I like it a lot."
- "This year I can't come [on the trip] because of work. Rose said, 'We will miss you.'"
- "It's really good. It invites managers to talk to us."
- "Rose is kind and helpful. I'd like to help City of London too."



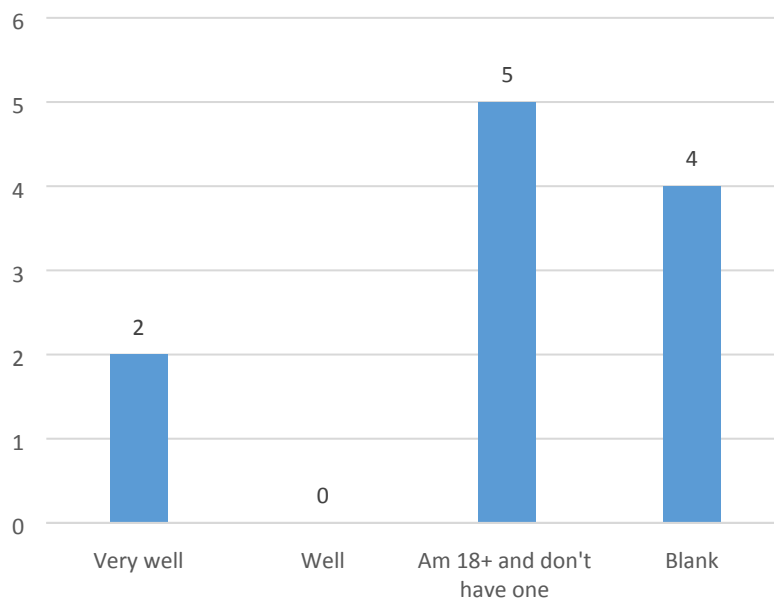


- “If I have a problem, I ask for the manager.”
- “There is no reason to complain, everything is good.”
- “I never have any problems.”
- “If I’d known I would have made a complaint when I was younger.”



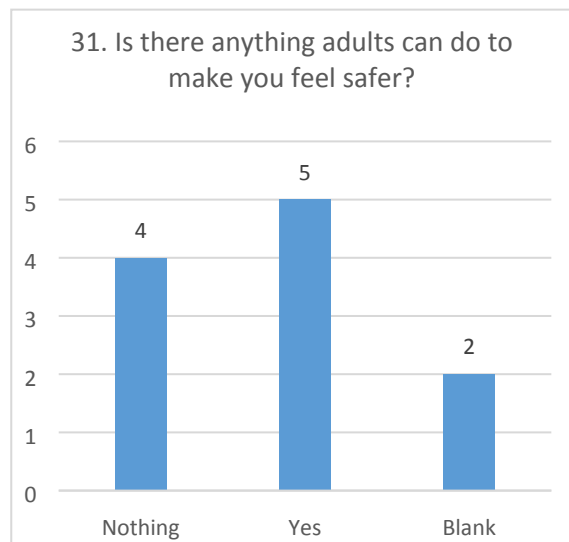
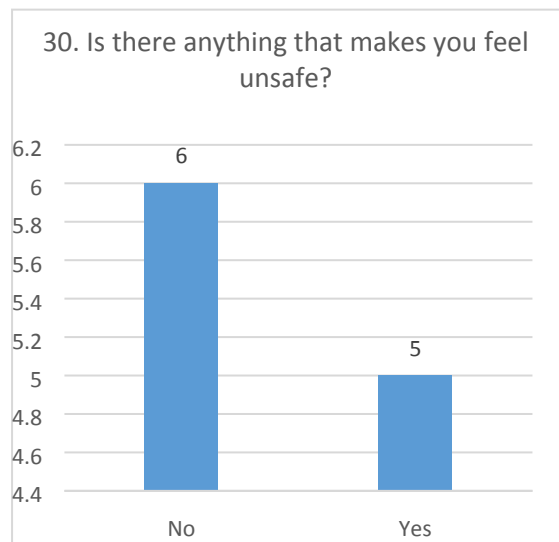
- “My social worker sorts everything out.”
- “I didn’t get on so well with my first social worker. We had a meeting with the advocate. It helped getting it off my chest and it improved.”
- “I have their email and telephone number.”

29. If you have an IRO, are they helping you to ensure that you get the care you need?

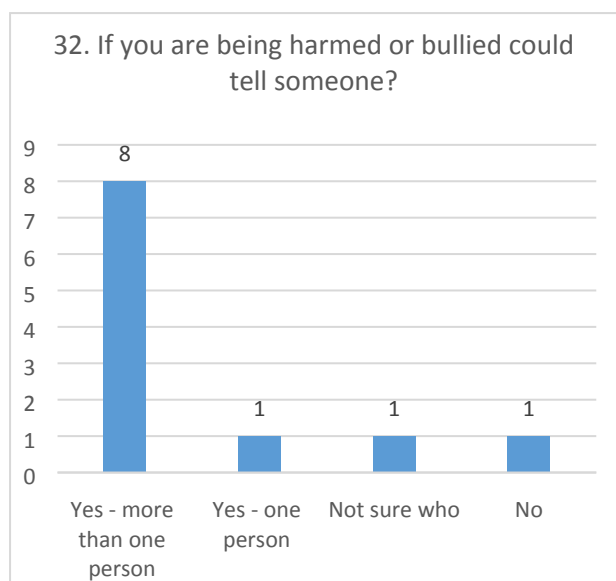


"Used to, when I was younger."

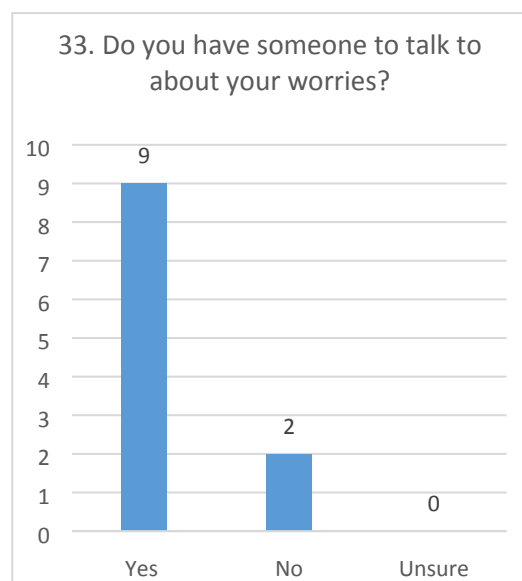
SAFETY



- "I don't like where I live. Many people are killed here."
- "It's 100% safe where I live."
- "It depends how you are. Don't go to trouble, go somewhere different."
- "My neighbourhood is safe."
- "I'm happy with things."
- "I've seen many people doing bad things. It's not safe here."
- "I don't feel safe in my flat. I came home one evening and someone was smoking hashish outside my door, inside the building."
- "I live on the ground floor and worry that someone might break the windows and get in. There is nothing to protect the windows. I'm scared."
- "There have been a couple of incidents. There are drug addicts in my block, it's everywhere."
- "Move me out of this area."
- "The police could patrol more."
- "Move me to the first floor."

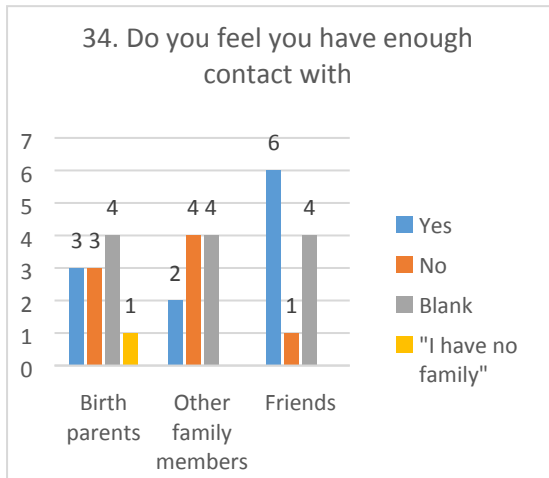


- "I'd talk to my social worker and my tutor."
- "My keyworker and my friend."
- "I was bullied when I was younger, not now. I have good friendships."
- "I would go to my old foster family. I'm still really close with them."
- "My social worker. I have no friends, I'm all alone."

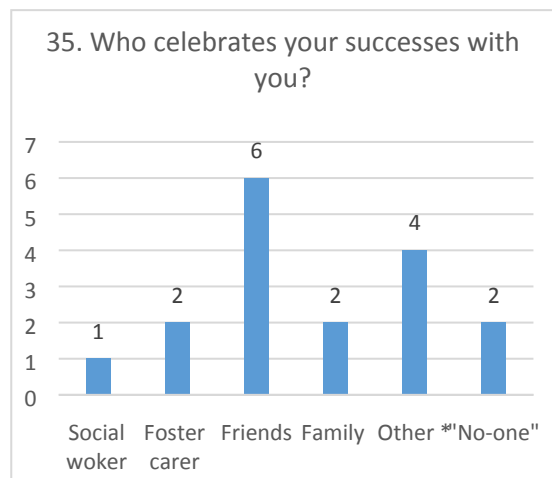


- "My social worker says 'You worry too much.'"

- SOCIAL CONTACTS**

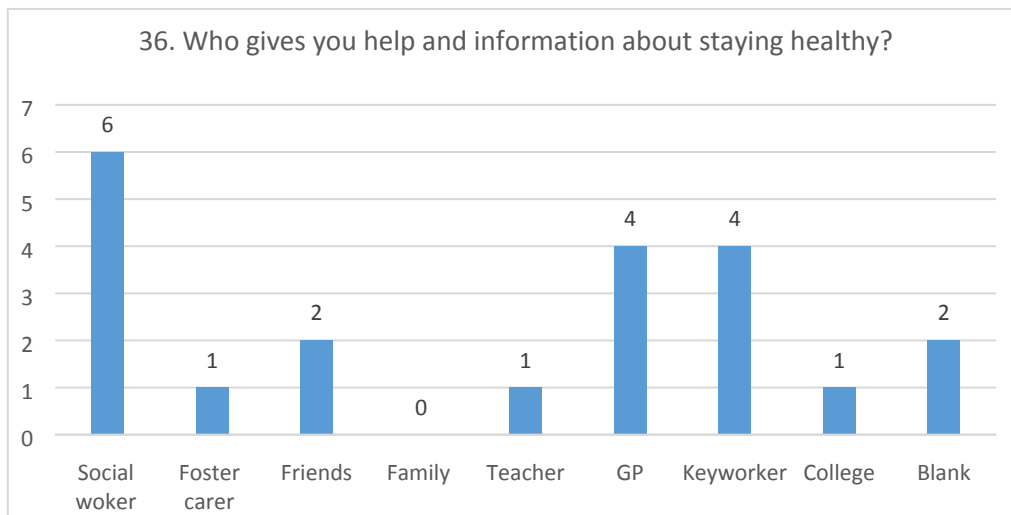


- "I have no one. If I did, I wouldn't be here."
- "I miss my Mum."
- "My Mum still has issues. She's homeless"
- "I have no family, but I have some friends."

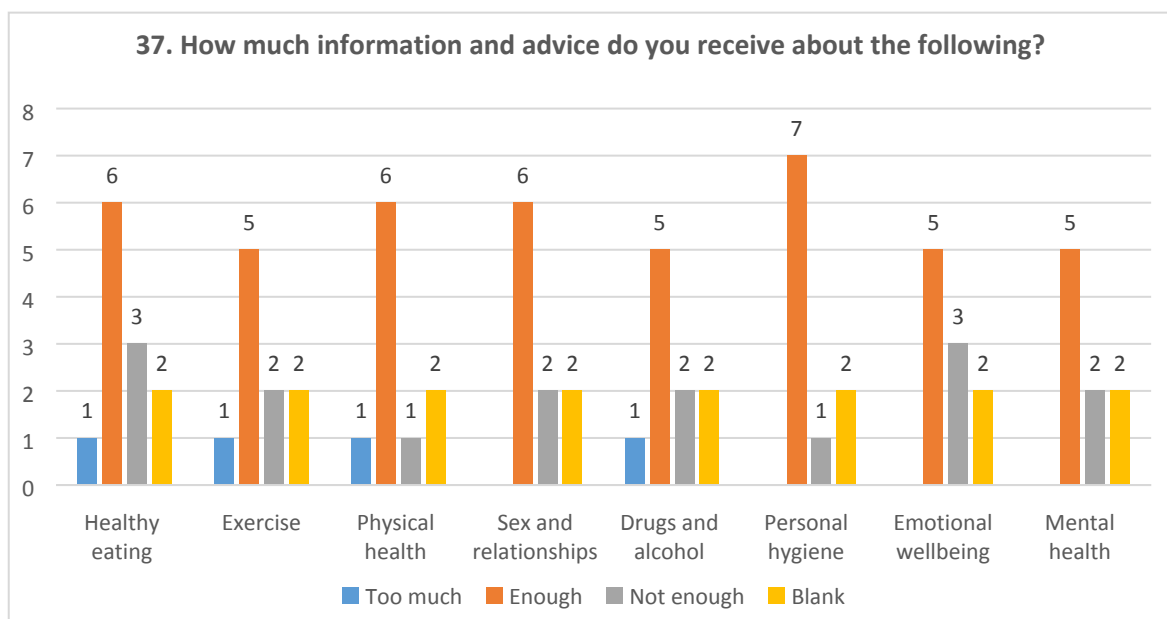


- "I don't celebrate. I don't do anything on my birthday."
- "My foster family and my mates."
- "Family and friends."
- "I don't have many friends."
- "Just my boyfriend."
- "I don't celebrate. Last Eid was a very bad situation in Sudan. I just worry."

HEALTH

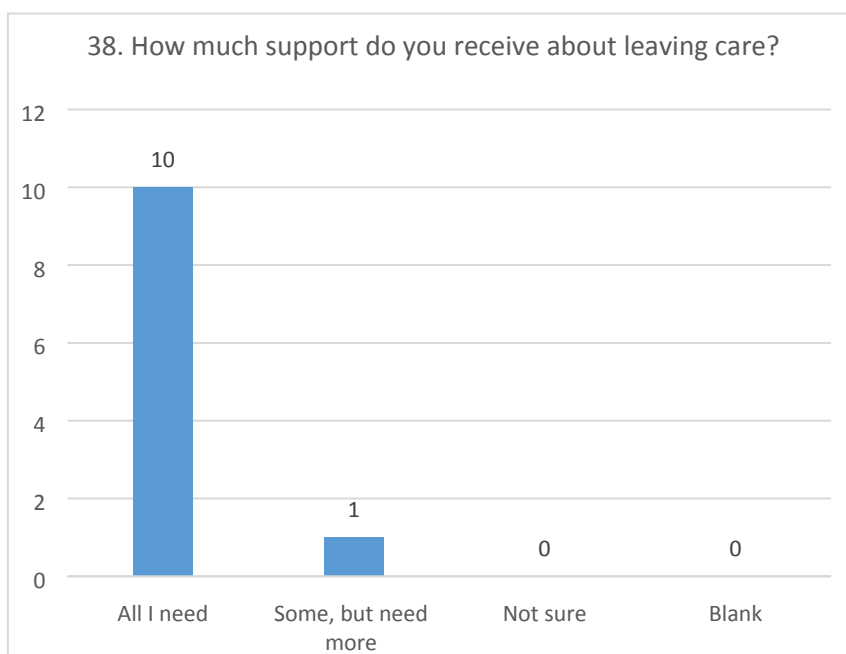


- "I can't get an appointment with my GP. Last week I felt dizzy. They said ring at 8 in the morning. When I called no one answered. I called later they didn't have appointments. I give up."

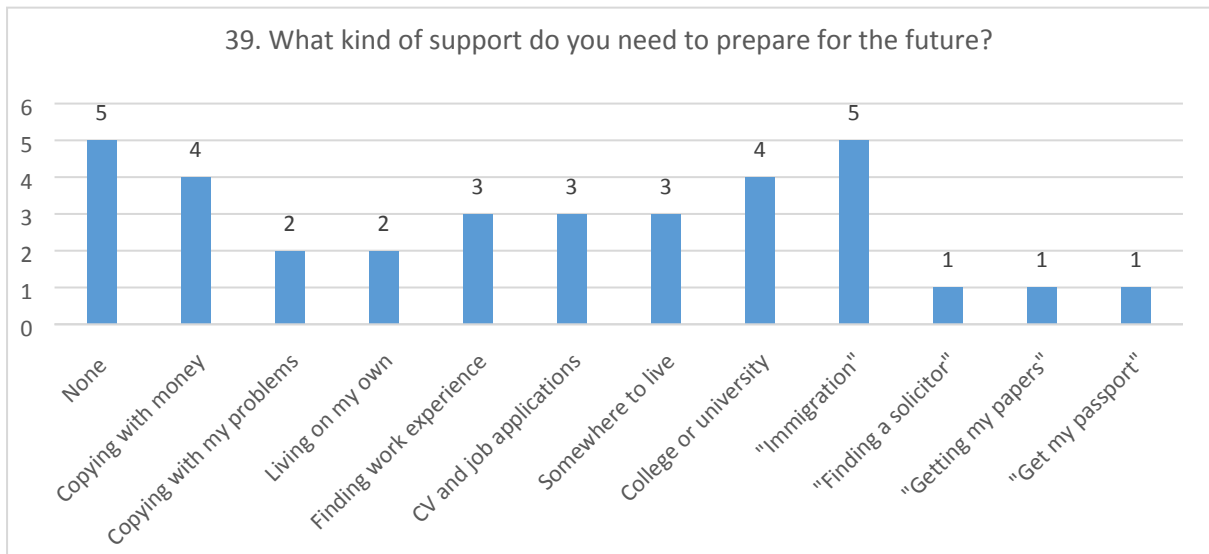


- “My keyworker always talks to me about all these things.”

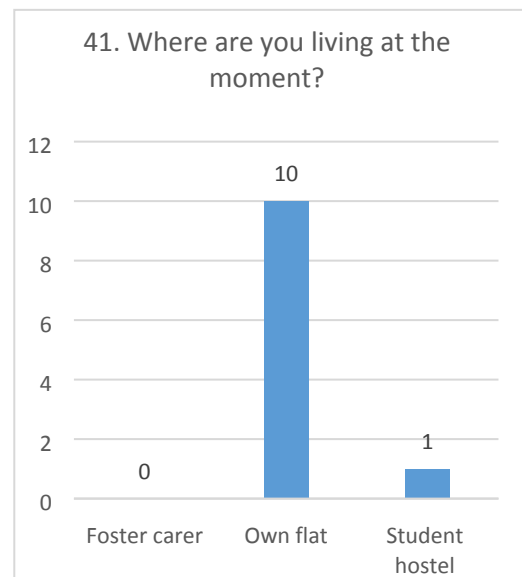
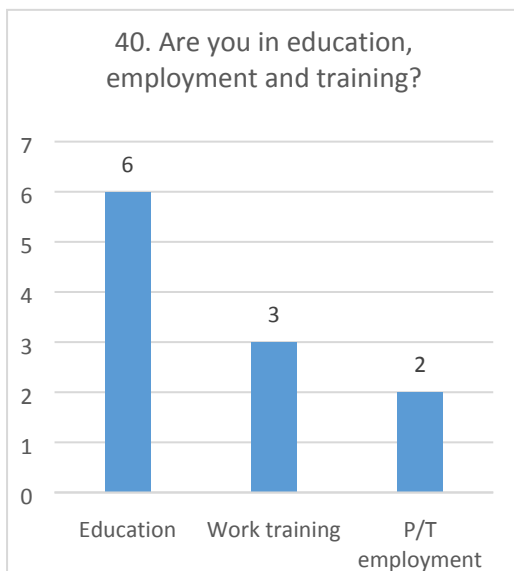
FUTURE

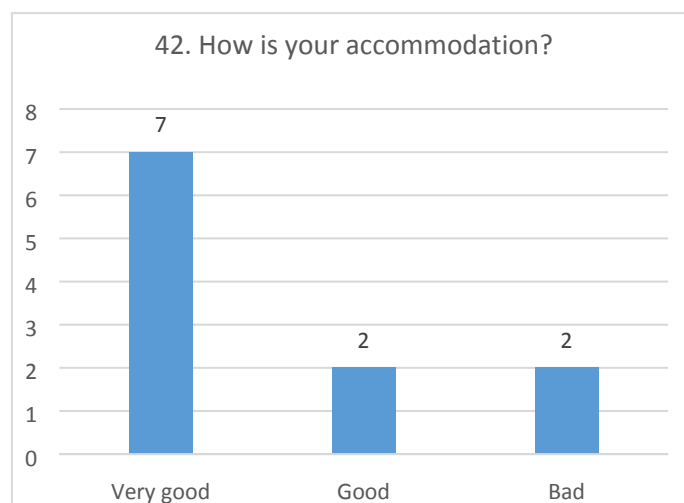


- “I feel ready.”



- "I had lots of help with budgeting. We made a budget together and listed all my expenses."
- "I taught myself to cook."
- "I know all those things."
- "My tenancy support worker was so helpful."
- "It was difficult to begin with but my tenancy support worker helped me with buying all appliances and stuff. I'm ok now."
- "I needed a lot of help with moving to my own place."
- "I get support every month."
- "My social worker did all those things with me."





- "I'm bored. I have no tv, no wifi, no friends."

43. If you are living independently, what support have you received with this?

- "I got travel money."
- "I can cook rice, chicken, vegetables, everything. Come round, I'll cook for you."
- "If they hadn't helped, I'd be on the streets."
- "When I left foster care, I'd never lived by myself. Paying electricity, water, food, travel...it's hard."
- "I would have liked to stay in foster care. It's an easier life. You have everything, they take you on holidays. You have no money worries."

44. How well do you feel you have been supported to develop the skills to live independently?

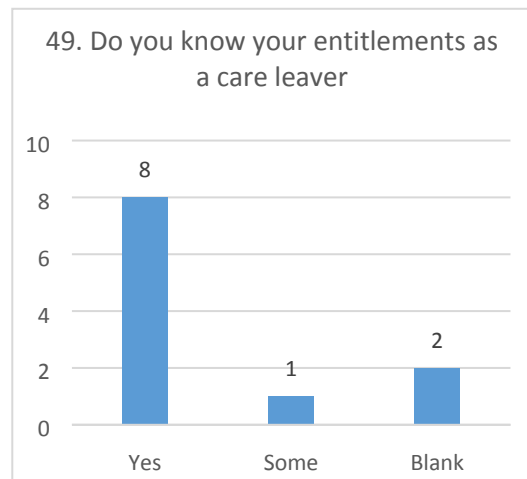
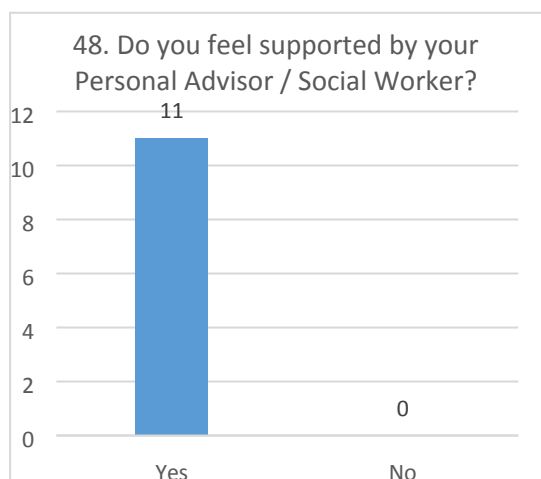
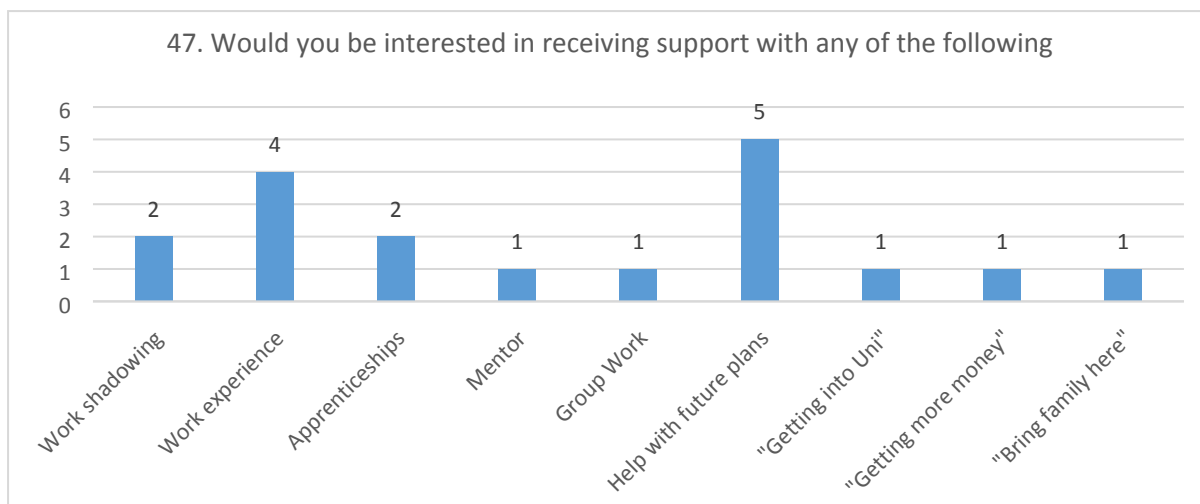
- "They so care about me."
- "When I got my flat I had no idea, for example, about Council Tax."

45. What support do you get with education, employment or training?

- "That doesn't really apply to me anymore now."
- "I got help with my lifestyle, how to be healthy and safe. And also to learn the language."
- "I did English, Maths and IT. Now I want to do an Apprenticeship, level 2."
- "My uni has someone for care leavers who gives a lot of support."
- "I get money from the job centre. I get help with a driving license. I have everything."
- "I got driving lessons."

46. Have you had any contact with Prospects?

- "Not sure"



- "I had to find everything out myself. My social worker should have known."
- "I know"

50. What are your aspirations or dreams for the future?

- "Live happily. Have a kid, maybe. Not too soon. Enjoy my job."
- "Buy a car and a house and travel to China."
- "Finish my degree and work as an engineer."
- "Become a barber. Have work, money, holidays."
- "Be a business man."
- "Become an engineer. Move out of Croydon."
- "Move to my own place."
- "I want a passport."
- "I want to be a professional cricketer and play at county level."
- "Definitely going to uni."
- "Finish my qualifications and earn money. My parents are old. I will look after everybody."

- “Study medicine and become a doctor.”

51. For you what is the best thing about being a care leaver?

- “I feel safe and get help.”
- “You grow up and know a lot of things.”
- “The independence.”
- “They so care about me.”
- “I like it. I’m happy with City of London.”
- “Before I didn’t know anything...cooking, cleaning, washing....now I know everything.”
- “They are like parents.”
- “I’m so happy to have driving lessons.”
- “I can’t explain how much I like City of London. They gave me so many experiences. I can’t forget all the things they did. I know how to live my life now.”

52. For you, what is the worst thing about being a care leaver

- “The reasons for coming into care to begin with. The emotional side and having no family ties.”
- “You’re alone. Have to care for yourself.”
- “Worrying about immigration.”
- “I need a holiday but can’t afford it.”
- “Not having a passport. I’ve waited for 9 years. It makes me angry, frustrated and worried. I’m waiting, waiting, waiting. There are many things I can’t do, for example, have driving lessons.”
- “So much responsibility. Always worrying about money, the cost of food, bills.”
- “When you come home, there is no one to ask for help.”
- “Every year from September to December I feel sad. I don’t like the dark and cold. I can’t sleep but I have to manage.”
- “When I became a care leaver they stopped my travel money.”
- “Bring my family here. I haven’t seen my Mum for 8 years.”

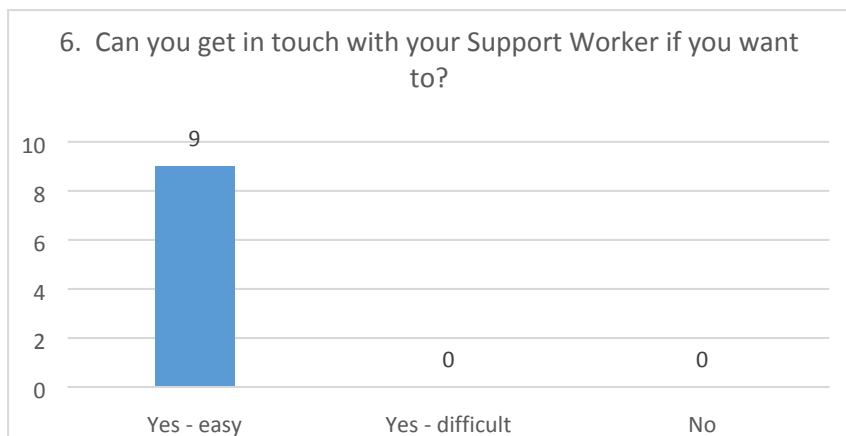
53. What are your top three suggestions about what the City should change for care leavers?

- “Make the advice clearer”
- “More help in a crisis, not say ‘You’re an adult now.’”
- “More financial advice for starting uni. Clear information on entitlements.”
- “They’re doing everything to help all of us. They care.”
- “City of London are doing well. Thank you to them.”
- “More money. £7 a day is difficult.”
- “There should be a travel budget. For things like going to church.”
- “More support with immigration.”
- “Listen to us.”

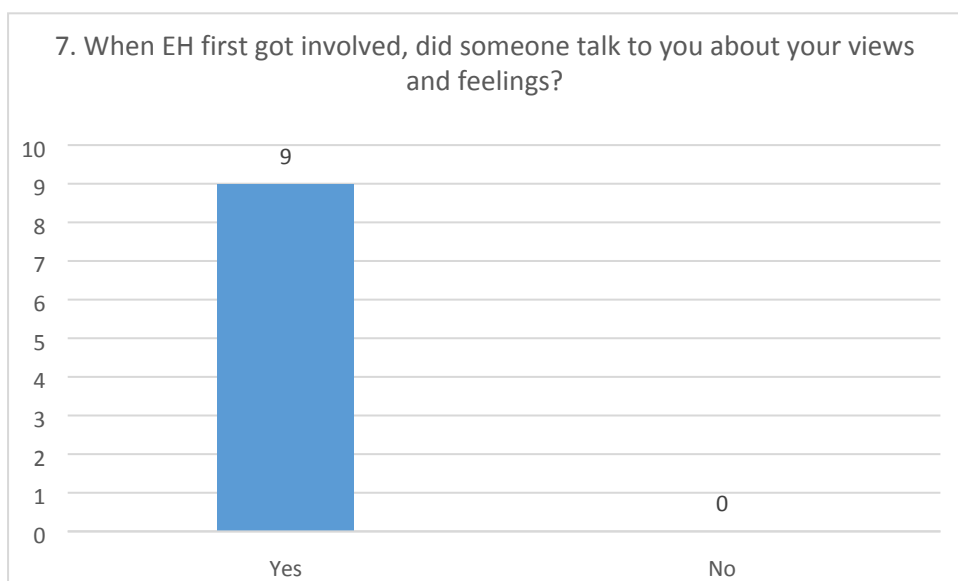
54. Please tell us anything else you would like from the City?

- “When someone looks after you, you have to look after them too. I want to thank them.”
- “I’m finished with City of London soon. They helped me with everything.”

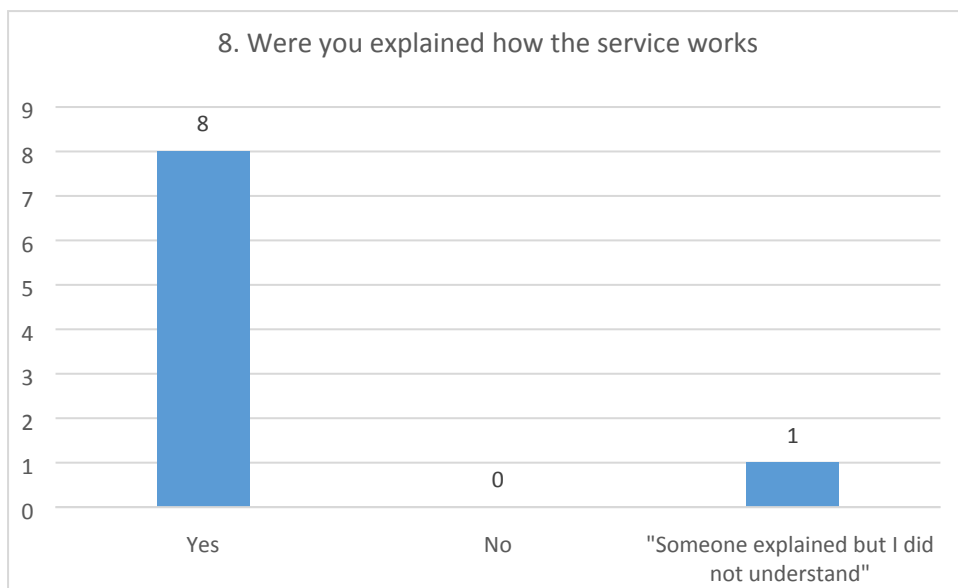
APPENDIX 4 – EARLY HELP - SURVEY OF PARENTS



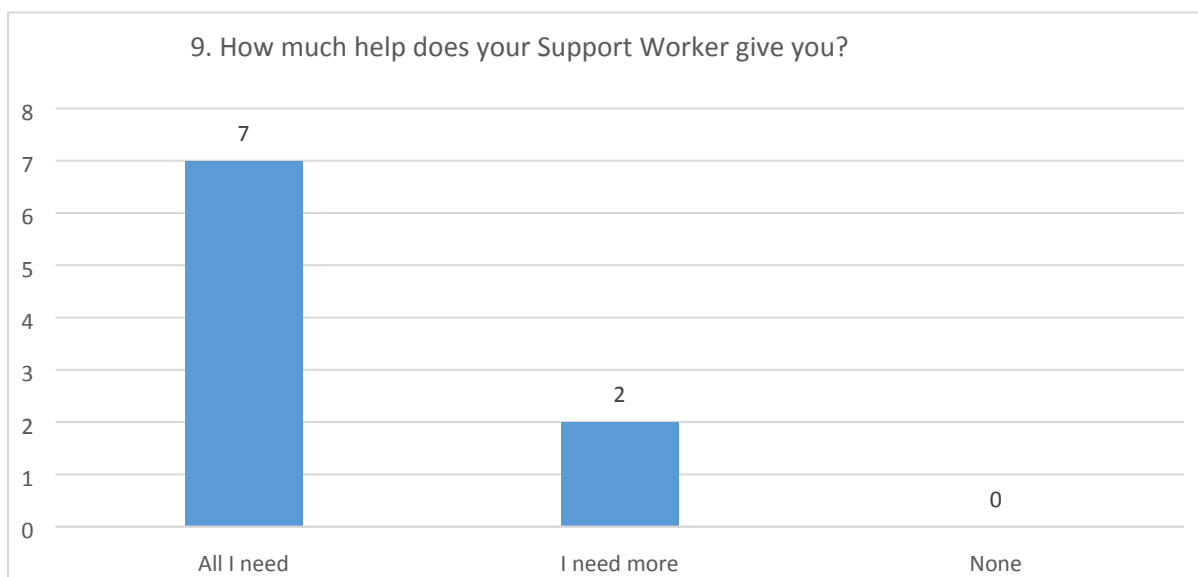
- A [Supp W] always responds. The SW is helpful but slow in response, maybe due to workload or budget
- They are really helpful and always there for us (x3)
- I never contacted them. She always contacted us. Not coming any more now.



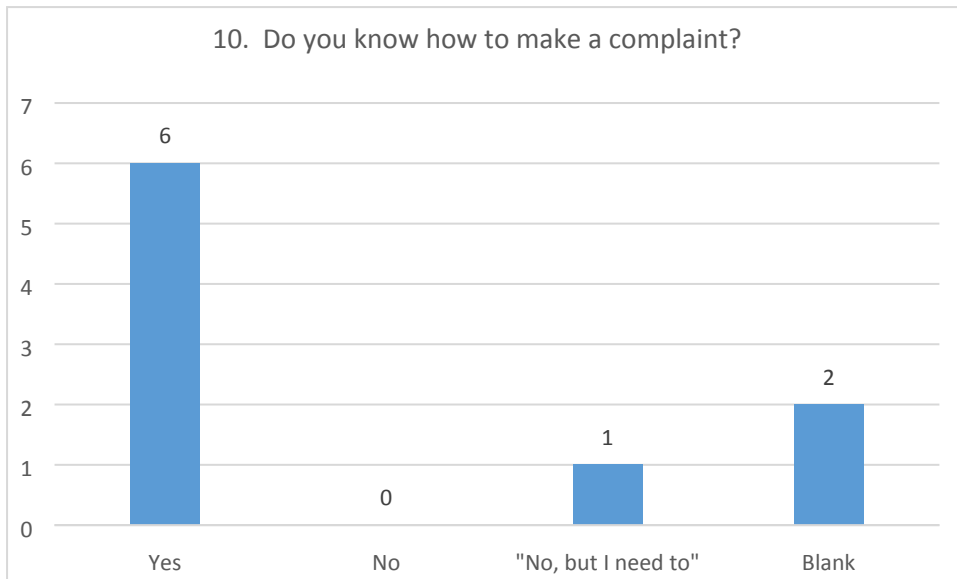
- We started 6 months ago. I'm so happy. They are 10 out of 10
- She was very helpful. She came to school meetings with me and spoke to the teachers.



- A [SuppW] visited my son in the play scheme. She always understands his needs.
- I was invited to quite a few meetings and attended
- I would have liked to understand better their role. They should have explained better why they were coming.
- Our application to have short breaks took much longer than expected. If you have an EHCP, you should be entitled automatically.



- A [Supp W] is exceptional and efficient and understands the needs of the family
- They got us youth activities [for one child] like going to parliament and a play scheme [for another]. They also helped us apply for re-housing.
- When you have problems, you need a friendly face and she is perfect.
- It was a good experience but when you have a troubled child you need longer [family now discharged]
- She helped us set rules and boundaries
- We have an excellent relationship with the team
- She [Supp Worker] is now like part of my family
- She came to check if everything was ok, but we didn't need it.



11. Please tell us anything else you would like from The City

- More short breaks activities and more respite and overnight care
- Transparency of what is available and not
- Faster response from social worker
- More flexibility, for example, give us more time and stay involved until problems are resolved
- Close our case when we are ready
- They should hold events where parents can give feedback
- We get our short breaks through Tower Hamlets and Hackney. There should be more in City so we don't have to travel so far afield, for example, with wheelchairs.
- We need a hub, a place where families can come together. People who work in The City could also come there. It would help with isolation.
- It would be good to have a clear policy, some written guidelines on who can access short breaks.
- We need more support for children with SEN but without an EHCP, also older children with SEN. They just started a youth project, let us see how it goes.

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Committee	Dated:
Safeguarding Sub Committee Community & Children's Services Committee	03/10/2019 07/11/2019
Subject: Independent Reviewing Officer (IRO), Annual Report for 2018 to 2019	Public
Report of: Andrew Carter, Director of Community and Children's Services	For Information
Report author: Ria Lane, Independent Reviewing Officer and Child Protection Chair	

Summary

This report gives Members an overview of the independent reviewing service in the City of London covered in the IRO annual report for 2018 to 2019.

The report summaries the statutory requirements of the IRO service and how the City of London has performed in this regard. There is an overview of the IRO role and their performance in ensuring children's key needs is met. Strengths of last years practice and areas of development for 2019/20 are identified.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. The Independent Reviewing Officers' (IRO) service is set within the framework of the updated IRO Handbook, linked to the revised Care Planning Regulations and Guidance that were introduced in April 2011. The responsibility of the IRO has changed from the management of the review process to a wider overview of the case including regular monitoring and follow-up between reviews. The IRO has a key role in relation to the improvement of care planning for children in care and for challenging drift and delay.

Specifically, the statutory duties of the IRO are to:

- Monitor the performance by the local authority of their functions in relation to the child's case;
 - Participate in any review of the child's case; and
 - Ensure that any ascertained wishes and feelings of the child concerning the case are given due consideration by the authority.
2. The IRO's primary task is to ensure that the care plan for the child fully reflects the child's current needs and that the actions set out in the plan are consistent with the local authority's legal responsibilities towards the child. As corporate parents, each local authority should act for the children they look after how a responsible and conscientious parent would act.

Current Position

3. A permanent IRO has been in post since September 2017.

The achievements identified within the annual report for 2018 to 2019 are;

- Consistent participation of children in their review meetings
- Initiating purchase of prayer mats so all Muslim children can be given a prayer mat on their arrival into care
- Development of new IRO introduction form in different languages
- Implementation of new consultation tool
- All children seen alone by the IRO outside of review meetings
- Active monitoring of children's care plans and needs between review periods
- Review minutes, contacts and alerts recorded on children's files within the ICS workflow
- The promotion of the Children's Right services
- The continuation of review meetings between the IRO, Virtual School Head and Children Looked After Designated Nurse

In addition to direct work with children and the local authority, the IRO takes part in the London IRO Practitioner Network and serves as a practitioner representative to the London IRO Managers' Group. Engagement in these pan-London groups facilitates the IRO's access to information and the experience of colleagues from larger authorities. It also ensures that the experience and needs of the City's children in care are represented in forums that have the potential to influence the direction of practice and statutory guidance about the services and support they receive.

The IRO service has been alert to safeguarding issues for children in care and will continue to monitor care plans closely to include actions that address the known risks of all forms of exploitation and aims to build safety and stability according to the needs of each child.

4. The IRO identifies following areas of improvement and an action plan has been put in place:

Implement Life story books	<ul style="list-style-type: none">• Organise purchase of Life story books• Meet with social work team to discuss how to use them with children Ensure books are given to children in their first month of being in care.
Increase in IRO visits	<ul style="list-style-type: none">• Aim for each child to be visited on a separate visit prior to their review Request to Mosaic team for IRO visit to be a document instead of current case note form-to ensure visit rate can be reported on.

:

5. Conclusion

The IRO service has made significant contributions to quality assuring and improving services for children in care throughout 2018/2019. The monitoring and challenge functions of the role have been strengthened and the IRO's knowledge of and relationship with the children in care is a positive feature of the service. The planned focus for 2018/19 was implementing the new format of consultation. This has been achieved with a new service in place.

A key priority for 2019/2020 is to embed this change in the service with the support of increased IRO visits, along with a focus on developing life story work with children and young people.

Appendices

- Appendix 1 – City of London Independent Reviewing Officer Annual Report 2018-19

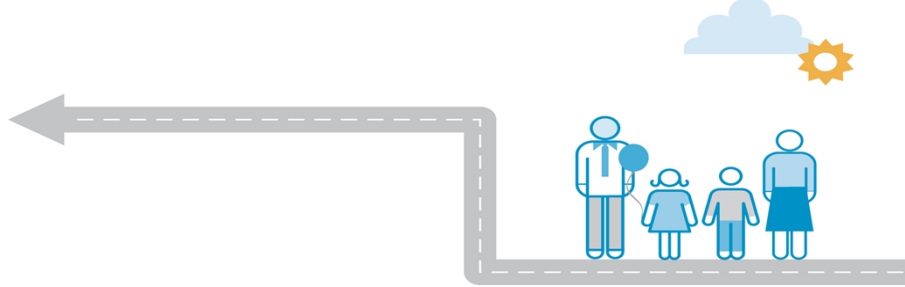
Ria Lane

Independent Reviewing Officer

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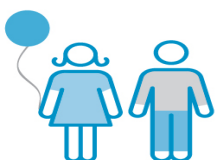


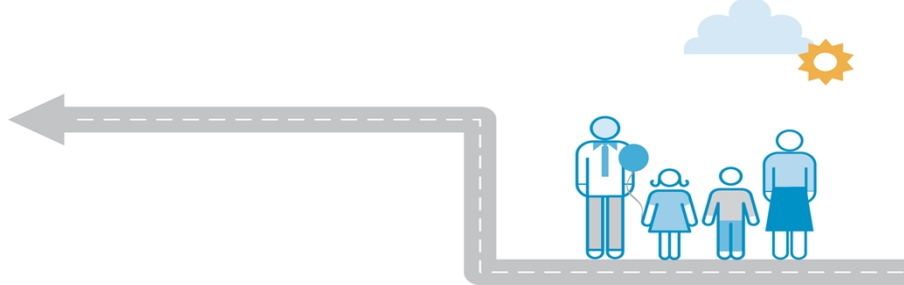
**City of London Corporation
Department of Community and Children's Services**

**Independent Reviewing Officer (IRO)
Annual Report 2018/2019**

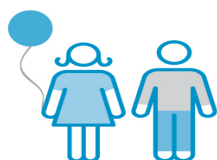
***The Contribution of the Independent Reviewing Officer to Quality
Assuring and Improving Services for Children in Care***

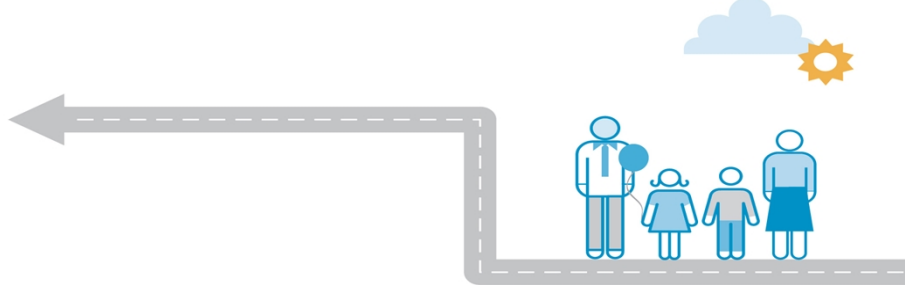
August 2019





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6.4. Conclusion

7 Planned & Recommended Improvements for 2019/2020

27

Appendix 1 IRO Profile

1. PURPOSE OF SERVICE & LEGAL CONTEXT

The Independent Reviewing Officers' (IRO) service is set within the framework of the updated IRO Handbook, linked to the revised Care Planning Regulations and Guidance that were introduced in April 2011. The responsibility of the IRO has changed from the management of the review process to a wider overview of the case including regular monitoring and follow-up between reviews. The IRO has a key role in relation to the improvement of care planning for children in care and for challenging drift and delay.

Specifically, the statutory duties of the IRO are to:

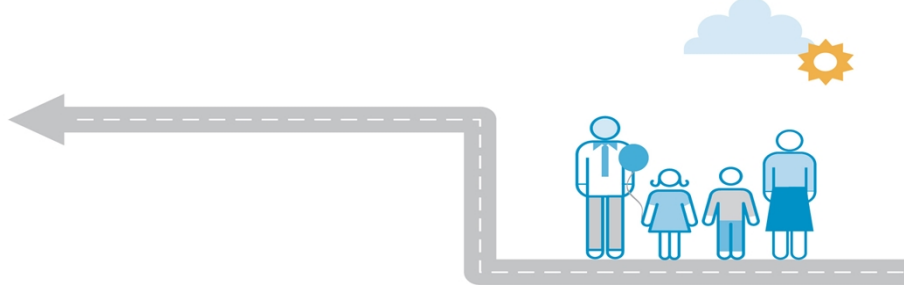
- ❖ Monitor the performance by the local authority of their functions in relation to the child's case;
- ❖ Participate in any review of the child's case; and
- ❖ Ensure that any ascertained wishes and feelings of the child concerning the case are given due consideration by the authority.

The IRO's primary task is to ensure that the care plan for the child fully reflects the child's current needs and that the actions set out in the plan are consistent with the local authority's legal responsibilities towards the child. As corporate parents each local authority should act for the children they look after as a responsible and conscientious parent would act.

In carrying out the monitoring function, the IRO's duty extends beyond the focus on individual cases to include the collective experience of and services to looked after children. Where concerns about the local authority's services to its children in care are identified, the IRO is obligated to immediately alert senior managers.

The National Children's Bureau research 'The Role of the Independent Reviewing Officers in England' (March 2014) provides a wealth of information and findings regarding the efficacy of IRO services. Mr Justice Peter Jackson, the author of the foreword in the research report, makes the following comment about the significance of the IRO function:





The Independent Reviewing Officer must be the visible embodiment of our commitment to meet our legal obligations to this special group of children. The health and effectiveness of the IRO service is a direct reflection of whether we are meeting that commitment, or whether we are failing.

This annual report provides evidence of the effectiveness of IRO services provided to and on behalf of the City of London's children in care between April 2017 and March 2018

2. THE IRO SERVICE

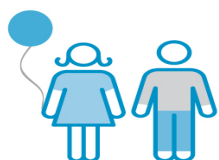
2.1. Local Arrangements

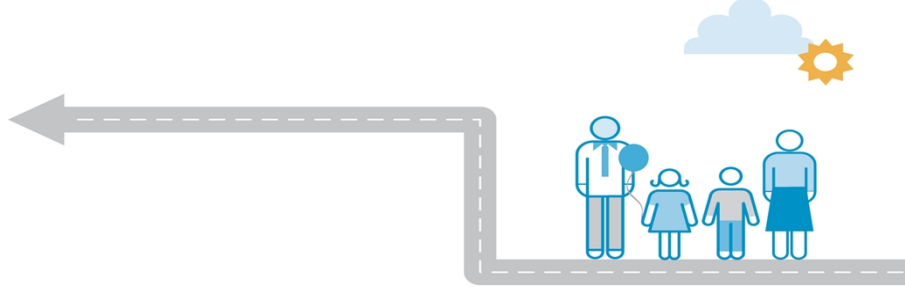
The City of London has provided an in-house Independent reviewing service since April 2015 and there is one full time IRO who is responsible for carrying out the functions of the role to all children in the care of the City. The IRO service sits within the Safeguarding and Quality Assurance (S&QA) Service and is managed by the S&QA Service Manager who reports directly to the Assistant Director of the People's Division.

The current IRO has been in post since February 2017, ensuring consistency for the children and young people in the City of London.

The Children and Families Team ensure that the IRO is notified of all children received into care within 72hrs and the IRO assumes immediate responsibility for monitoring the child's care planning and ensuring the statutory reviews takes place within timescales from the point of allocation onwards.

Where relevant, the IRO service would be guided by the CAFCASS and Independent Reviewing Officer Good Practice for Public Law Work protocol to ensure cases in proceedings are subject to robust analysis and challenge about the matters of critical importance to children's safety, wellbeing and permanency needs. This is further monitored within the permanency panel meetings chaired by the Assistant Director of People.





The IRO's independence is assured by the fact that the position is held by someone who is not involved in the preparation of the child's care plan, management of the child's case, or the control over resources allocated to or required by the child. The IRO sits away from the Children's Social Care Team, which serves to reinforce the independence of the role.

In order to ensure that the needs of children in care are met at all times, the City have engaged Aidhour, an external provider, in an agreement for their IRO associates to be spot-purchased in the unforeseen and unlikely event that the in-house IRO becomes unavailable.

There was consideration given to entering into reciprocal arrangements with neighbouring local authorities but due to significant resource limitations, this was not found to be a feasible option. Aidhour was selected as the most reliable and appropriate contingency plan because of their access to experienced and reputable IRO associates that can be called upon at short notice and because the company directors are already familiar with the local children in care population through the independent auditing work they do for the City.

The IRO has not had any periods of unplanned absence and therefore has not had to call upon the back up support of Aidhour. The service provided has been stable and reliable for each child that has been in care at any point throughout this reporting year and this consistency has supported the development of positive relationships between the children and IRO.

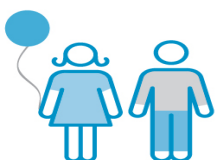
While there has been minimal need throughout this period, where relevant, the IRO service has been guided by the CAFCASS and Independent Reviewing Officer Good Practice for Public Law Work protocol to ensure cases in proceedings are subject to robust analysis and challenge about the matters of critical importance to children's safety, wellbeing and permanency needs.

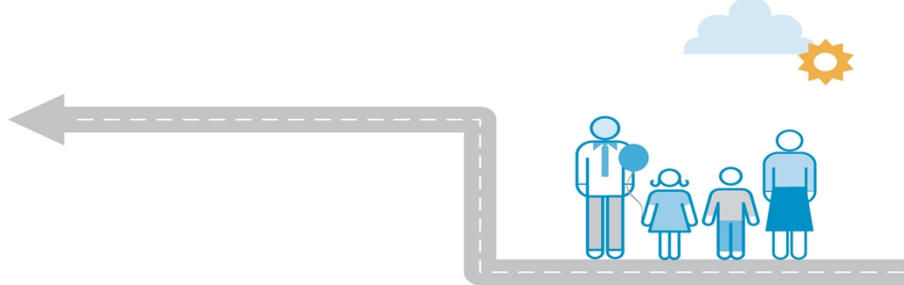
2.2. Professional Profile

The IRO who is currently in place since February 2017, has a background in child protection, with previous managerial and IRO experience. The IRO is registered with the Health and Care Professions Council (HCPC) as well as being DBS checked on an annual basis.

The current IRO is white British and female. The vast majority of the children in the City of London's care population are male Unaccompanied Asylum-Seeking Children (UASC), whose nationality, language, ethnic, religious and cultural identities within the population are diverse. It would be difficult to reflect this diversity across the workforce; however, every effort is made to ensure that their needs are represented in where they are placed and how they are supported.

The IRO is committed to understanding the identity needs of individual children through her direct contact with them, independent study, and care reviews with their allocated social workers and foster carers.





The IRO adopts and advocates Anti Oppressive Practice as part of all aspects of service delivery including direct contact with children, foster carers, and the Children's Social Care Team.

2.3. Scope of the Service

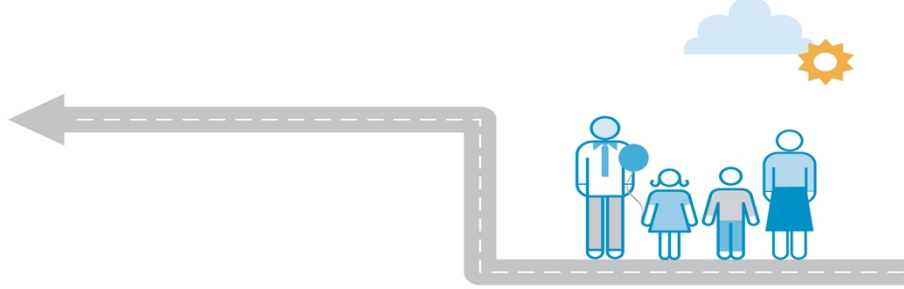
The IRO service fulfils its statutory duties by:

- ❖ Charing and co-chairing statutory Reviews
- ❖ Visiting children in care
- ❖ Case discussions with allocated social workers and the management team
- ❖ Consulting with foster carers and parents
- ❖ Reviewing case file records
- ❖ Participating in any additional meeting required by the needs of the child
- ❖ Maintaining up to date knowledge of relevant legislation and practice developments

Additionally, the scope of the IRO service includes:

- ❖ Chairing Child Protection Case Conferences
- ❖ Core Membership in Permanency Tracking Meetings
- ❖ Core Membership in Permanency Panels
- ❖ Core Membership in the Children Looked After & Care Leavers Service Improvement Group
- ❖ Core Membership in the early years and social care Service Improvement Board
- ❖ Core Membership in Quality Assurance Review Meetings
- ❖ Core Membership in the commissioning and review of all Children's Rights Services
- ❖ Management of the Annual Consultation of Children and Young People
- ❖ Participant in the quality assurance process of Independent Fostering Agencies
- ❖ Core Membership in ICS – Framework I – Sub Group
- ❖ Training delivery





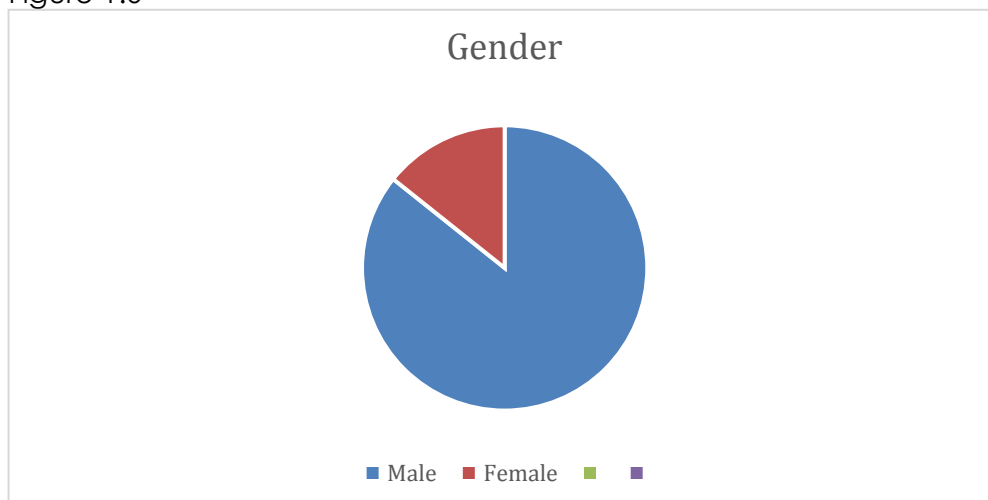
3. SERVICE ACTIVITY

3.1. Children in Care

There were 10 children looked after on 1st April 2018, 20 as of 31st March 2019, and 38 in total throughout the year.

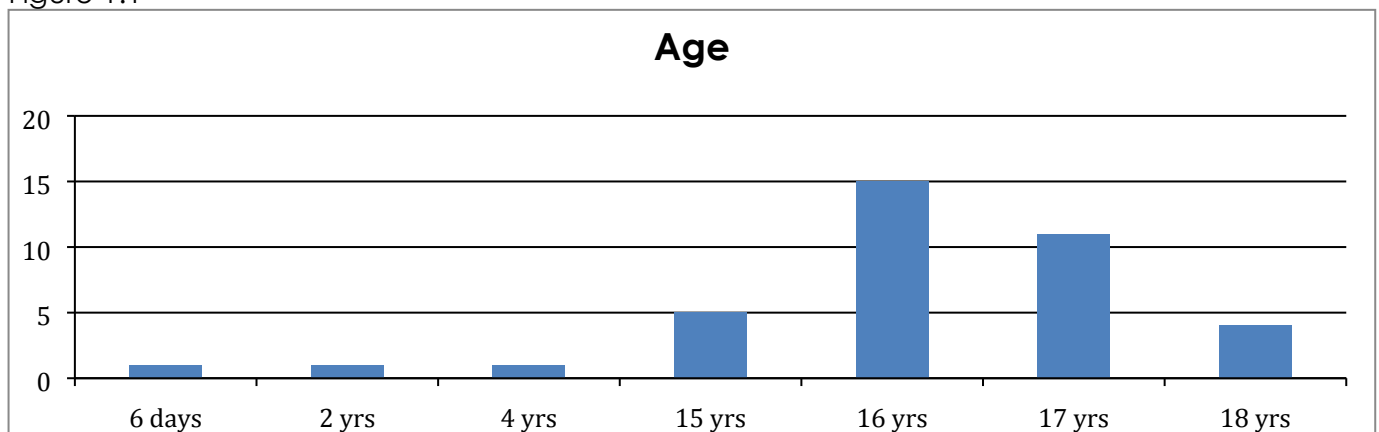
The following illustrates the profile of the individual children, reason for accommodation, legal status, and placement arrangements.

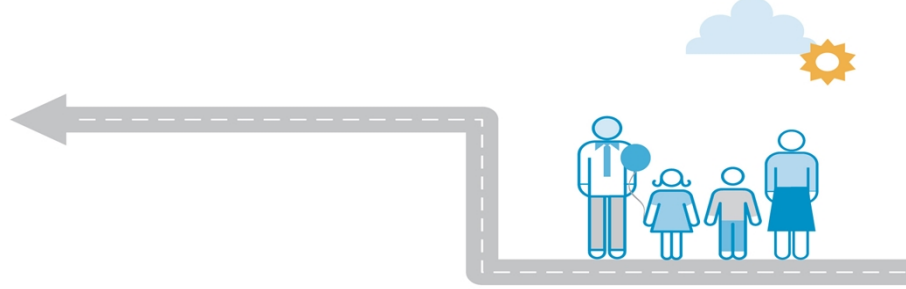
Figure 1.0



Of the 38 children looked after during this period, only 4 were female.

Figure 1.1

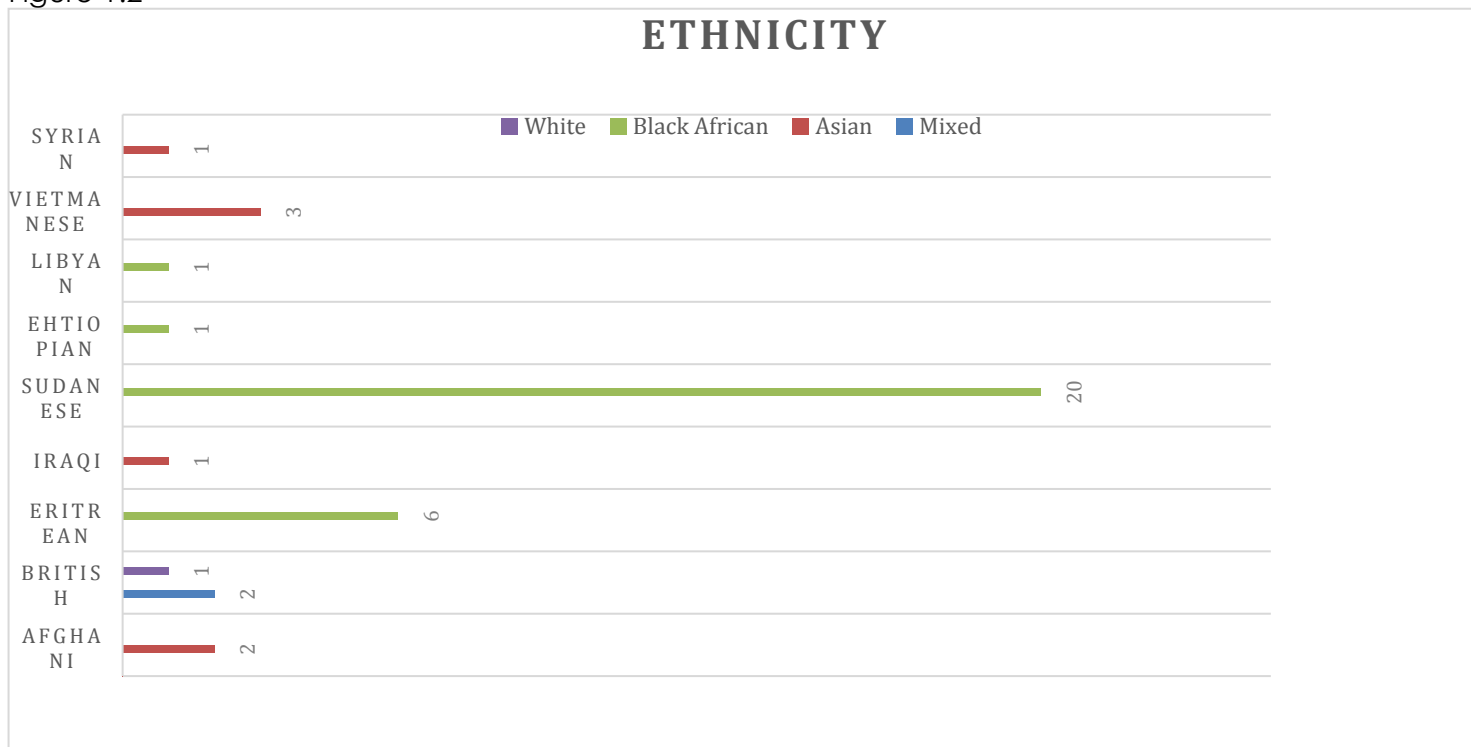




The ages reflected in Figure 1.1 refer to the age of each of the 38 children as of 31st March 2018 or the date when they ceased to be looked after.

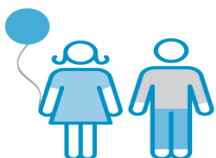
Of significance, 68% of the children cared for during this period were aged 16 or 17, with this age range remaining our largest cohort of Looked After Children.

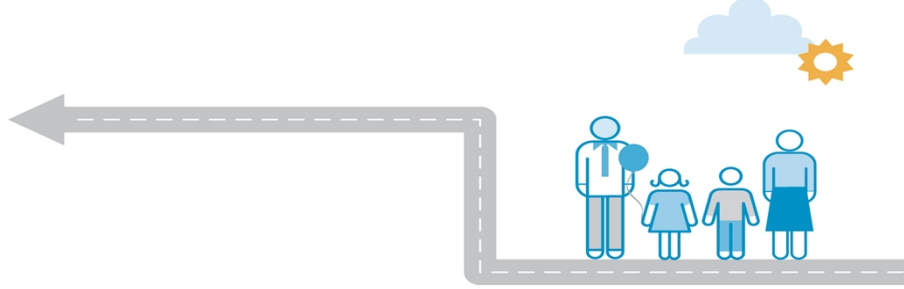
Figure 1.2



The countries of origin illustrated in the above also account for the nationality of each child. Of note, the City of London's largest cohort of children in care is of Sudanese nationality, at 52%.

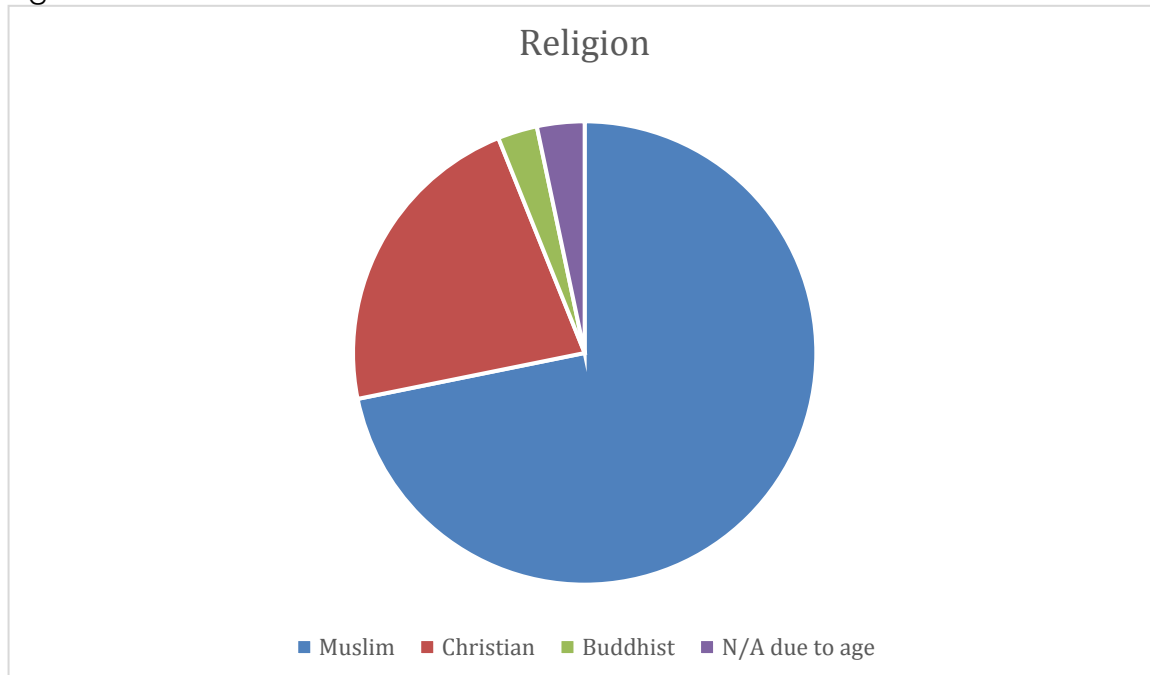
92% of the children in care during this period did not speak English with Arabic being the most widely spoken language at 57%. Therefore, the main communication need identified throughout this year was interpretation and translation services. Overall, the quality of the interpreting service has been good. However, due to the differing dialects within the Arabic language, it has been important to specify that Arabic interpreters originate from the same country as the child. 1 of the children speaks Oromo which has been continually difficult to source interpreters for.





Religion

Figure 1.3

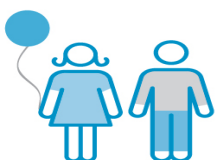


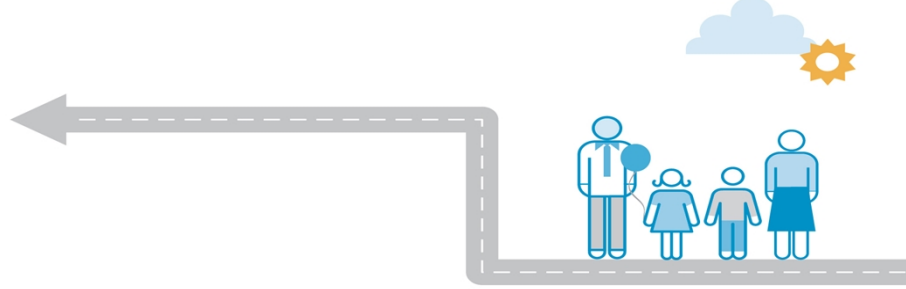
Islam represents the highest number of our Looked After cohort with 68% of children identifying as Muslim. The IRO has initiated the action of ensuring all children and young people who identify as a practising Muslim, are given a prayer mat upon becoming Looked After and access to mosques and churches is established at placement planning meetings for all children who practice a religion.

Victims of Torture

Of the 14 new UASC cases who have remained in the City of London's care over this reporting year, 8 of the young people have reported being victims of torture. All 8 of these young people are Sudanese and the torture occurred sometime in Sudan before they left, but all of the 8 experienced it in Libya.

The initial health assessments for these 8 young people, corroborated their claims with numerous burn marks and scars observed and recorded.





Experience of torture has not previously been commented on in previous IRO reports. However, looking at the cohort of 10 UASC Looked after children who were in care from the start of April 1st 2018, 2 young people reported being the victim of torture. This shows an increase in victims of torture becoming Looked After in the City of London. Therefore, the services required, namely mental health, are being reviewed. Specialist therapeutic services such as Freedom from Torture are being utilised to provide the young people with emotional support. The service manager for children and families is also in on-going discussions with the mental health teams at strategic level to identify any changes needed to our current contract with CAMHS to reflect this changing need.

Figure 1.4a

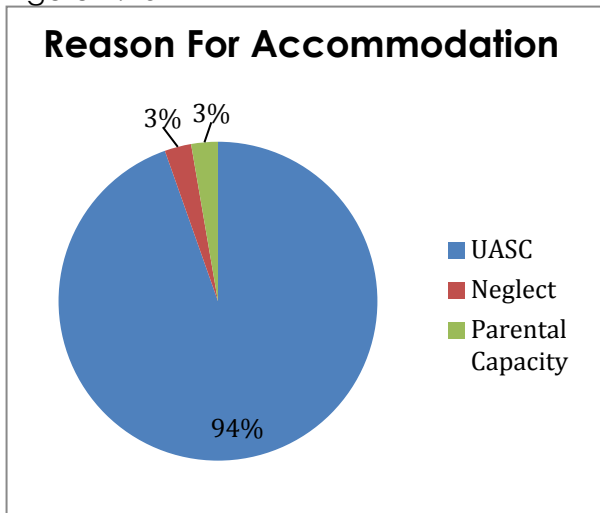
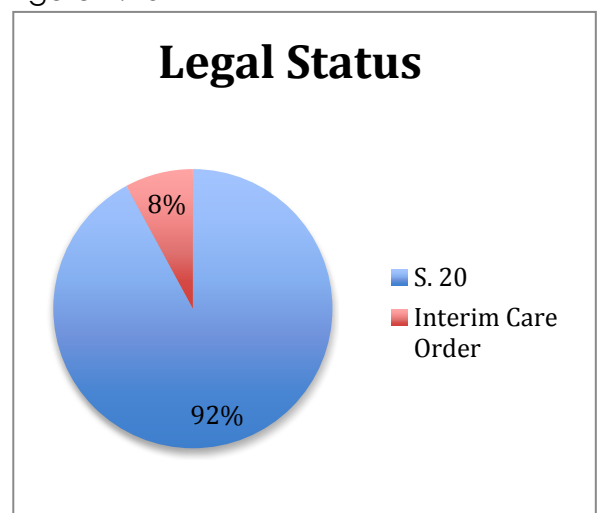


Figure 1.4b

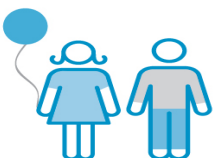


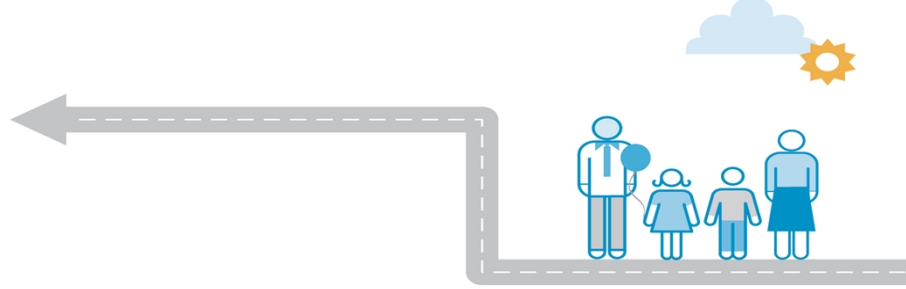
35 of the 38 children looked after during this period required accommodation due to being unaccompanied asylum-seeking children (UASC) and in each of these cases, they were received into care under S.20 and appropriately remained looked after under this legal status throughout the year. Five of the 35 UASC became care leavers upon reaching the age of 18 during this reporting year and are being supported by the local authority accordingly.

1 UASC was transferred to a different Local Authority, under the national transfer scheme. 10 UASC were transferred to different Local Authorities under the Croydon Rota scheme. 1 UASC was established by the Home Office to be a 30 year old Moroccan national, due to information held on record about him, and was subsequently detained by the Home Office.

1 child who was subject to an interim care order ceased to be looked after when they were placed with their originally non-resident parent's care under a Supervision Order.

The profile of children in the care of the City at year end is unique for the following reasons:



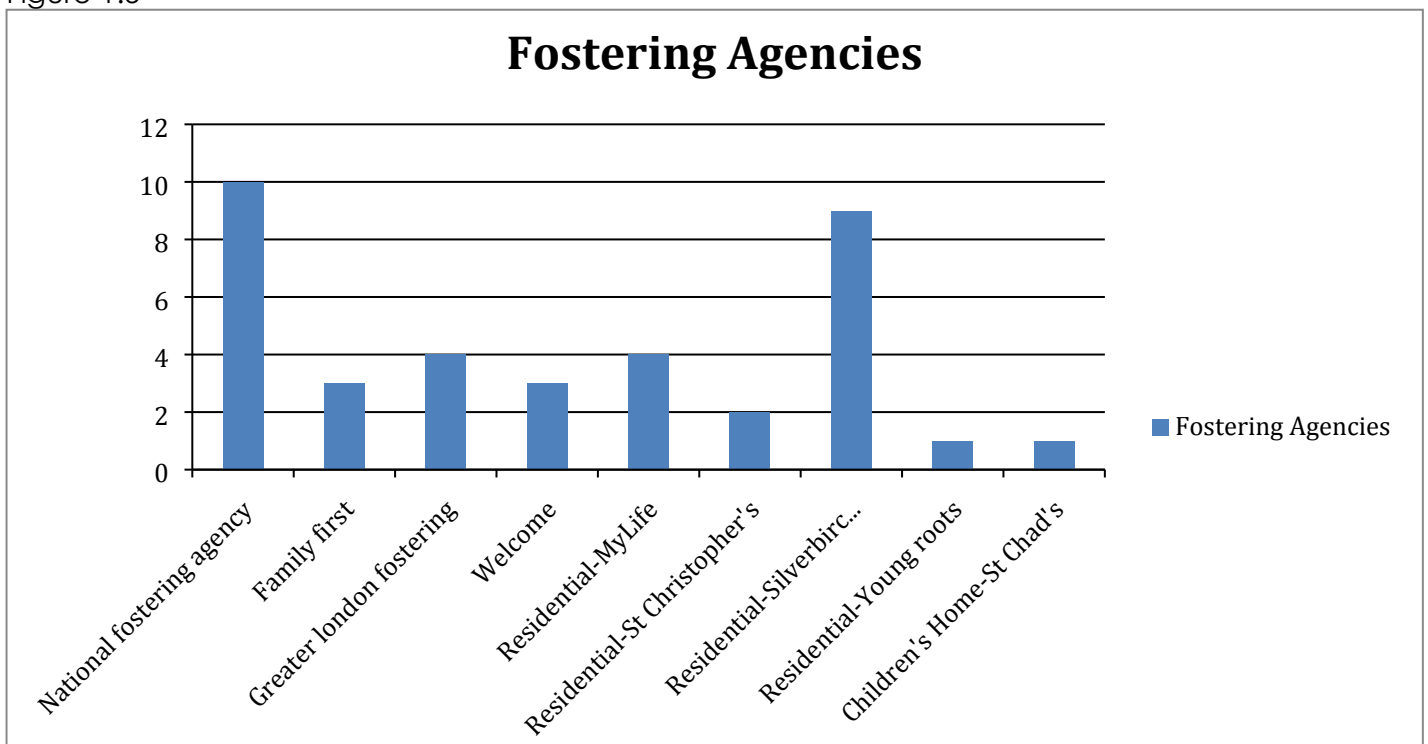


- ❖ 90% are UASC; and
- ❖ 90% are male

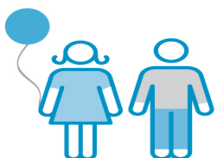
It is also worth highlighting that:

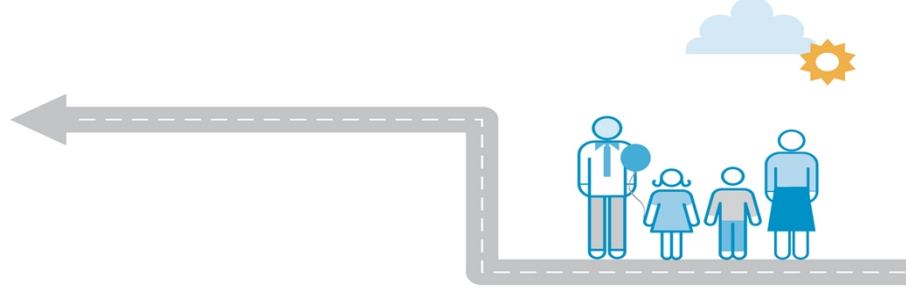
- ❖ The total number of children in care during this reporting period is 46% higher than the last year (2017/18) and 123% higher than the preceding 2 years (2015/16 and 2016/17) and in all but two cases, this increase is accounted for by the rise in UASC;
- ❖ None of the children in care during this period have presented with or been assessed as having a disability.

Figure 1.5



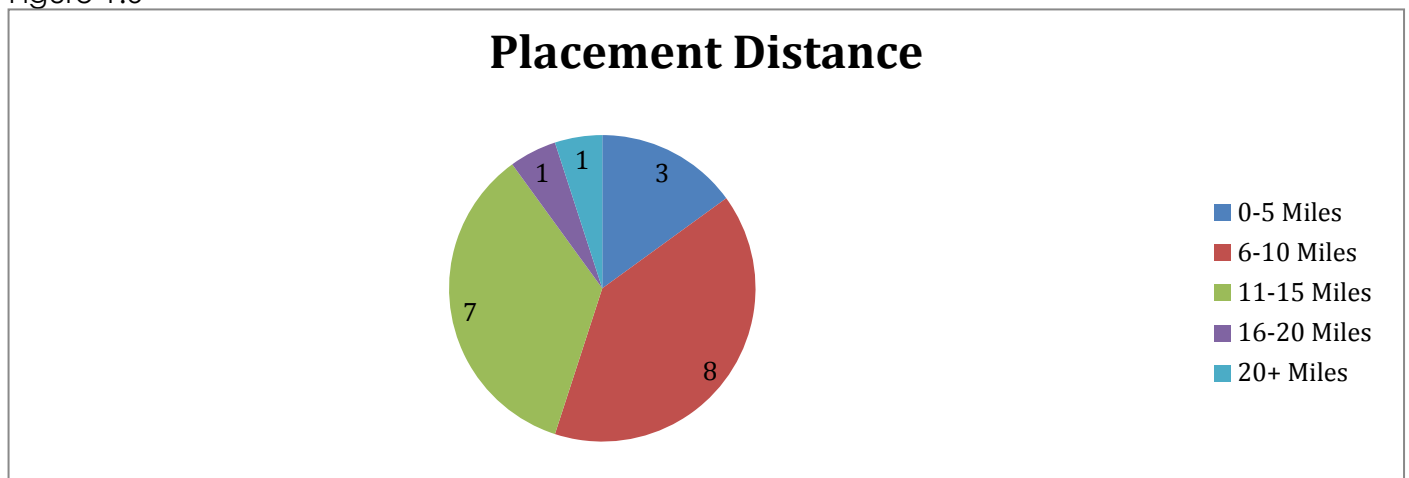
The City of London does not have an in-house fostering service and therefore commissions placements from external agencies for each child according to their individual needs. Throughout this year, the City's children in care were placed with 14 different independent fostering agencies (IFAs) or residential placements and 1 placement in a children's home. The 10 children in care as of 31st March 2019 were placed across 4 different Independent Fostering Agencies (IFA) and 4 residential homes. Each agency used was rated Good in their most recent Ofsted inspection.





In January 2019, the IRO raised concerns to commissioning, children's social care and early help service manager and team manager about the quality of one residential placement provider that has 3 locations, with 4 children in total placed with them. Concerns were around mismanagement of young people's finances, lack of initiative in communicating with non-English speaking children and not progressing LAC review recommendations. One young person was taken out of a placement in Leytonstone as he was detained by the Home Office due to him being an adult. Two young people were moved from one placement in Ilford and one young person remains in this provider's placement in Harrow. The remaining young person was offered a new placement but after discussions with the placement staff and monitoring their progression of required actions, the young person was clear he wanted to remain there. The quality of this remaining placement continues to be monitored by the social worker and IRO. Going forward, an agreement has been made with commissioning and the Children's Social Care team that no further placements will be made with this particular provider.

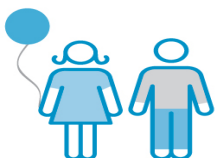
Figure 1.6



As of 31st March 2019, 95% of placements of the remaining 20 children in care, were within 15 miles of the City with 10 of the 20 children living within the 0-10-mile range. Of the 5% that have been placed further than 15 miles away, this is a long-term arrangement and the young person has established strong links with their community and education.

3.2. Statutory Reviews

42 statutory reviews were held in 2017/2018. 15 were initial reviews, 9 were second reviews, and 18 were subsequent reviews as illustrated below.



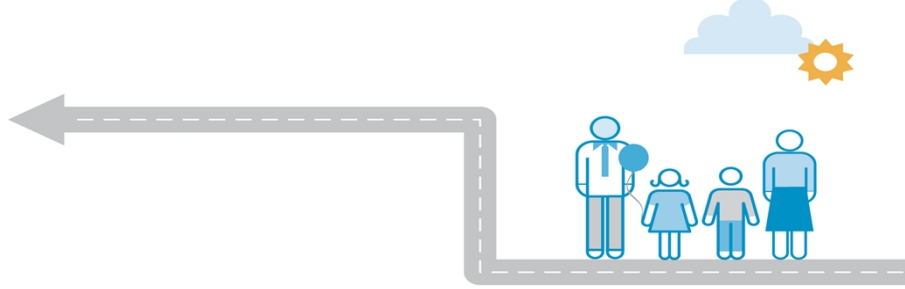
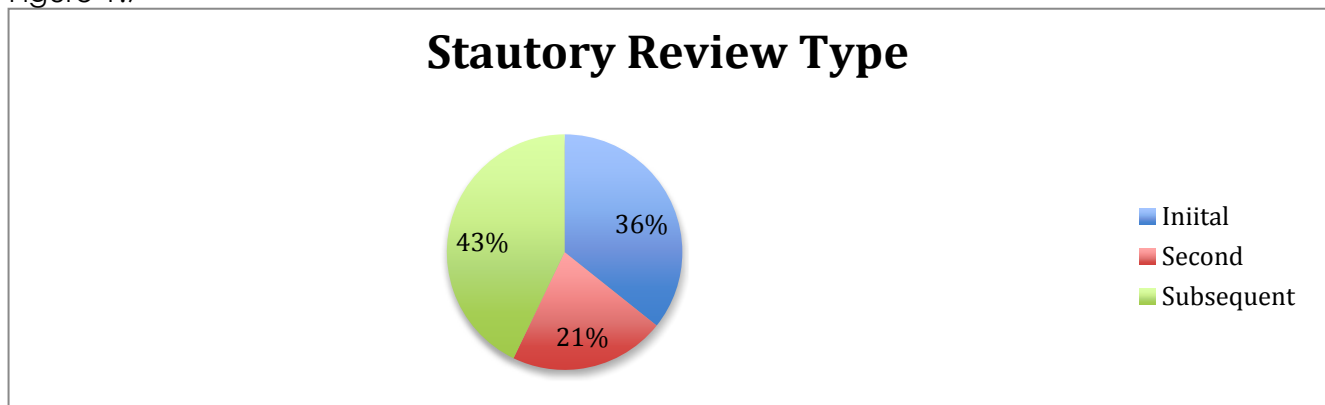


Figure 1.7



42 reviews occurred as single meetings this year and 2 reviews took place as a series of meetings. The 2 reviews that took place over a series of meetings were arranged to facilitate children's participation and to support the completion of pathway planning activity.

There have been no LAC reviews out of timescales since October 2017.

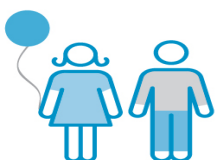
3.3. LAC review minutes

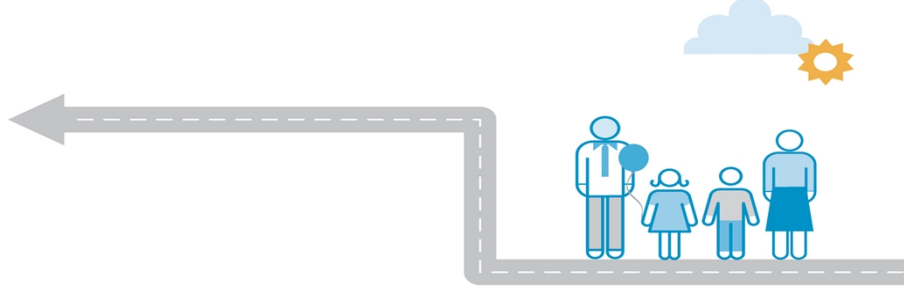
The new format of LAC review minutes, comprising of a letter written directly to the child in care, which was initiated in 2018, remains in place. This has been commented on positively by recently by Independent auditors.

The electronic record form on Mosaic, the City of London's electronic recording system, is also still being sent out as this must be completed for recording statutory data on the electronic system.

3.4. IRO visits

The IRO conducted 20 standalone visits to meet with children during this reporting period, an increase of 25% from the previous reporting year. The purpose of these visits was to introduce the role of the IRO to newly accommodated children and in all cases, to consult children and monitor the quality and progress of their care plans.





The majority of these visits took place at the child's placement in order for the IRO to observe the child's bedroom and placement.

In 100% of the visits conducted, the IRO met with children on their own.

3.5. Consultation and Participation in Reviews

The IRO service is committed to and guided by the duty to ascertain the wishes and feelings of children in care and to ensure that these are given due consideration by the local authority.

After a review of consultation methods in 2017, the Mind of my Own application was implemented on 23rd January 2019. This is an app that can be used and downloaded on any computer, laptop or smart phone. It has a number of different consultation pages that children and young people can either complete on their own or with a worker. There are 2 formats of the application, Mind of my own one, which can be used independently by children and young people and Mind of my own express which can be used with younger children or children with English as a second language. This method of consultation is also utilised across other service areas, including child in need, child protection and early help.

To date, 21 young people have registered for their own Mind of My Own account. In total, 37 Mind of My Own statements have been produced using the app. This is a combination of workers completing it with the child or young person or the young person sending the document in independently. The highest use is of workers completing a statement with a child or young person. This indicates the importance of ensuring the work force remain motivated and engaged with using Mind of My Own.

The breakdown of topics in the statements are as follows:

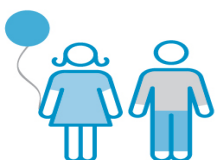
Mind of My Own One:

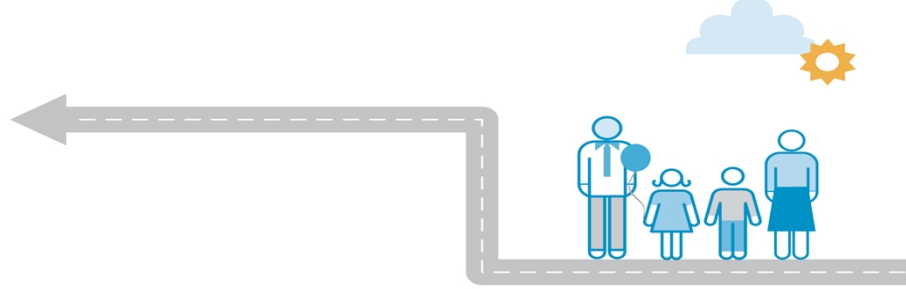
Getting ready for a conference: 24%
Preparation for a meeting 29%
Share good news 24%
My worker is visiting 24%

Mind of My Own Express:

About me 27%
My day 23%
My education 9%
My health 14%
My life 27%

Children's views about all aspects of their care planning and review processes are ascertained by the IRO during Pre-Review and Midway Visits, and by reviewing completed Mind of My Own





documents. During review meetings children are given the space to express their wishes and feelings, encouraged to ask questions, and supported to raise issues when needed.

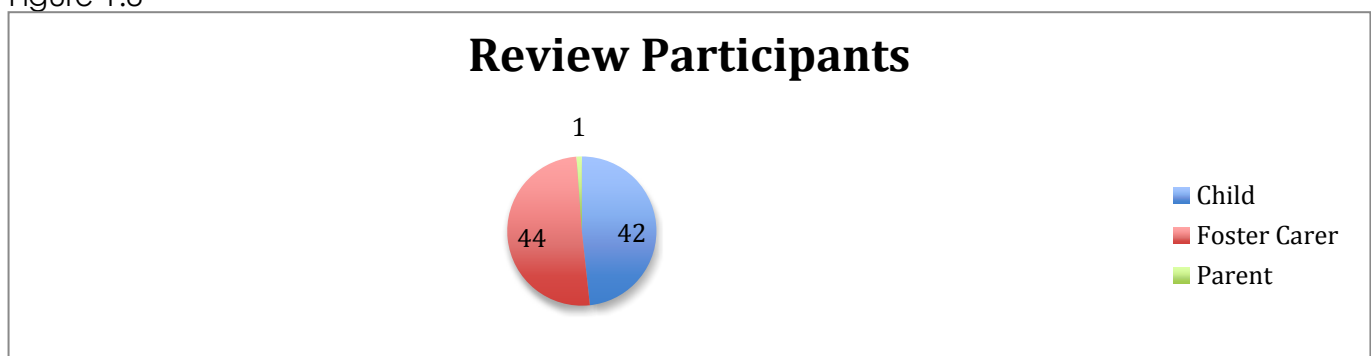
The impact of ensuring children and young people's engagement has meant that they feel more involved in their care or pathway plan. In the recent Action for Children survey, when asked 'are changes made as a result of the views you share', 10 out of 11 respondents stated in the affirmative.

The IRO also ensures that the views of the children's foster carers are established during placement visits and during review meetings. At the time of the Mind of My Own app being implemented, a new online foster carer consultation form was also developed by the IRO. This form can be emailed to the foster carer's or posted. Whilst use of the Mind of My Own app has been good, the use of the foster carer consultation form has been low, with only 1 being completed to date. This is an area of improvement that is needed.

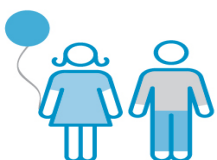
The IRO contacted and consulted directly with the parents for both of the 2 children whose parents' whereabouts the local authority knew.

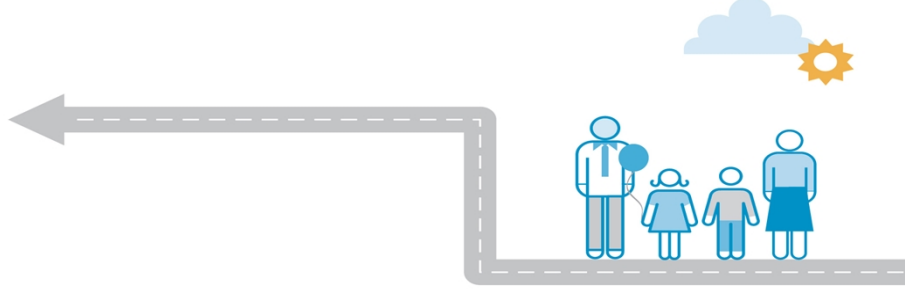
Consultation with any of the parents or family members of the UASC in care has not been achieved due to either the children indicating that this is not possible or social workers' reporting that they have not been able to reach the parents for whom they had been given contact details. The IRO service acknowledges the complicated nature of family relationships for UASC and is sensitive to the safety considerations required as a result.

Figure 1.8



As illustrated in Figure 1.8, foster carers or residential workers attended 100% of the 44 reviews that took place during this reporting period; children were present in 95% of the reviews and a parent or significant family member was present in 1 of the review meetings.





In one of the reviews where the child did not attend, the IRO is satisfied based on her own contact with them, that due to their young age it was not appropriate for them to be present in the main part of the LAC review. However, the IRO conducted a separate visit to the child and liaised with the CAFCASS guardian and social worker to ensure the child's views were represented throughout.

The IRO works with social workers to promote children's participation by ensuring that review meetings are arranged at a time and place that best suits the child and that they are consulted about who should be invited.

In keeping with children's expressed wishes, review meetings have taken place in placements, at schools and once, in the local authority's office.

All children are offered the opportunity to chair their own reviews and are provided with support from the IRO to prepare them if they choose to chair their meeting. This helps to promote their active participation in the decision-making processes of their lives and to empower them through increased self-esteem. In this reporting year, whilst many of the young people took a large directive role in their reviews, none of the children wished to chair their own meeting. This could be due to the majority of the children in care (71%), being either, too young, transferred on the national transfer scheme or new to the service.

3.6. IRO introduction

The IRO has produced a document outlining the role of the IRO, the purpose of LAC reviews and explaining what a care plan and pathway plan is. This document has been translated into 7 of the main languages used in our Looked After Children Cohort and given to children when they first come into care. See Appendix 1.

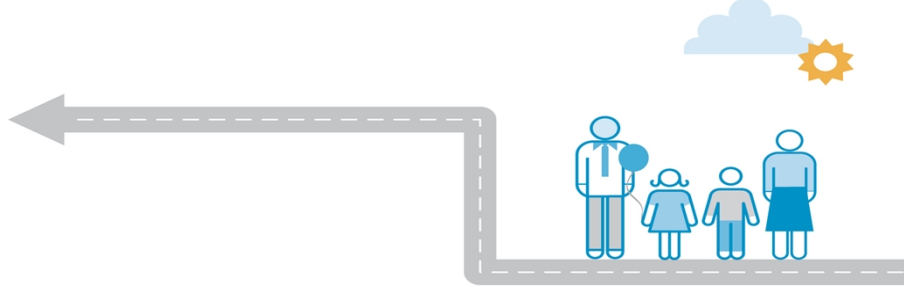
3.7. Children's Rights

Action For Children provide the full range of children's rights services for the City's children in care.

The IRO works hard to ensure that children in care understand, have access to, and make use of their right to independent advocacy, independent visiting services (IV), and the complaints process by maintaining this topic as a standing agenda item for each review meeting and contact the IRO has with children.

There has been significant increase in use of the independent advocacy service this year with 13 of the 44 children accessing the support of an advocate. This represents a 52% increase from the previous reporting year. By the end of the reporting year, the City of London Advocacy Service worked with 13 young people, all of them young refugees. Action for Children received 12 new





referrals during this reporting year with 11 of these referrals occurring in the second half of reporting year. 12 of the new referrals related to being put on the National Transfer Scheme list and young people were requesting to stay in London. All children remained in London. 4 children asked for support from their advocates to challenge the decision to age assess them. 2 children raised concerns about their placement with these concerns being resolved to the child's satisfaction.

All cases were allocated to advocates within 24 hours, with 10 of them being allocated on the day of referral.

Advocates report very good communication with social workers and Independent Reviewing Officers.

Advocates have been observed to be very involved with the young people they are supporting and regularly attend LAC reviews.

Compared to the advocacy services, there has been a continuing decline in the allocation of independent visitors with none of the new children in care during this period being allocated one. One child has a long-term independent visitor that they benefit from. Due to the concerns raised by the children about the national transfer scheme and age assessment process, the need for advocacy has been more prevalent. However, now the majority of the disputes about the national transfer scheme have been resolved, there is scope for an increase in focusing on independent visitor referrals.

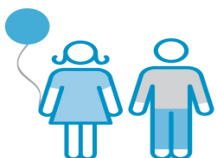
Every child in care has a copy of the City's Pledge in 8 of the main languages used in the City of London's Looked After cohort. The IRO ensures that all children's rights information is routinely shared with foster carers specifically so that they are equipped to support the children in their care to exercise their rights.

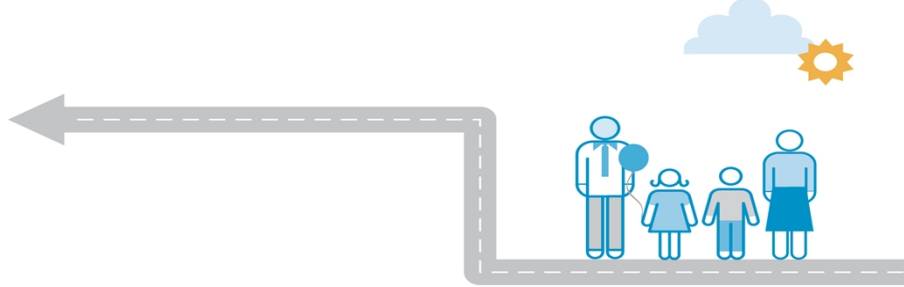
4. QUALITY ASSURANCE OF SERVICES TO CHILDREN IN CARE

4.1. Care Planning

Services and support provided to looked after children in the City are of a high quality. The size of the looked after population is such that each child in care is known to all members of the team and senior management group and there is clear time and resource commitments made to ensuring their needs are met. A survey completed by Action for Children shows the high level of support children feel from their social worker. Of the seven Looked After children interviewed, 100% of respondents gave their social workers top marks in terms of finding their social worker easy to get in touch with/ getting a lot of help/ being consulted and asked for their views.

It is clear that children feel supported by their social worker and involved in their care planning. Completion of initial care plans in statutory timescales has increased since last year. 26 children





were due an initial care plan within the statutory 10 working days of them coming into care, during this reporting period. An additional two children were transferred to a different Local Authority under the Croydon Rota scheme before their initial care plan was due. Of the 26 care plans due, 14 initial care plans were completed in statutory timescales and five were completed but out of timescales. Of the children that were moved under the Croydon Rota scheme, seven initial care plans were not completed, and the children were subsequently transferred to a different Local Authority with no care plan.

The development of the quarterly LAC meetings has helped to ensure managers are aware of this issue and this was immediately acted upon by the team managers at the time. The electronic record process has since been amended so that next workflow steps cannot be generated without completing the care plan., Therefore, it is probable that this figure will improve in next reporting year.

Pathway plans

Pathway planning has been of a good standard with children's views and engagement with the process clear. Adherence to statutory timescales has been an issue at times with 54% first pathway plans due within 3 months being completed on time. However, the remaining plans were out of timescales by a matter of days not weeks. This suggests that finalising the document on the electronic system was the prevailing issue. Again, this issue was raised by the IRO at the quarterly LAC meetings with managers and adherence to timescales has improved in subsequent quarters.

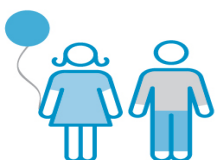
Post 18 reviews

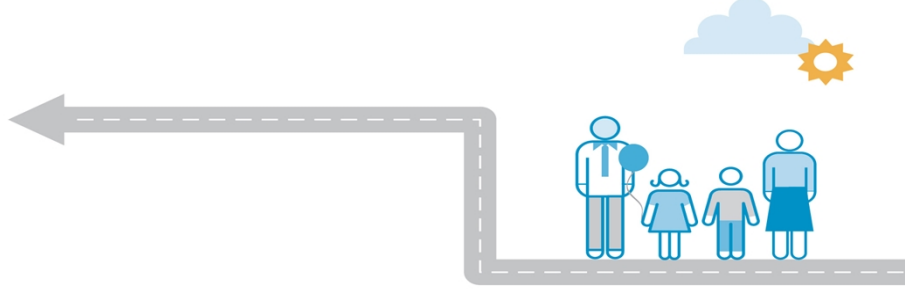
The Post 18 independent review protocol, an enhanced service which sets out the circumstances when an independent oversight of pathway plans for care leavers can be offered, remains in place. All young people are informed/reminded of this service at their last LAC review before turning 18 and how to request this. To date, no care leaver has requested this service.

4.2. Placement Stability

There have been three placement breakdowns in this reporting year which is a significant reduction from the previous year which had 8 placement breakdowns.

Two of these moves were for young people who have been in the City of London's care for over 2 years. One of these young people has experienced a number of placement moves in the past four years he has been in care. However, since their move in June 2018, they have remained in their current placement for over 1 year which is the longest time they have stayed in one place. The other long term Looked After Child who moved, had a significant amount of time spent with them and the foster carer to repair the relationship. Unfortunately, both the foster carer and the young person concluded that they were mutually unable to continue.





The third placement move was for a young person claiming asylum. After an initial 1 month in their first placement, they felt a move to a household that practiced their same religion would be better for them.

4.3. Achieving Permanency

Of the 38 children looked after during this reporting period:

- ❖ 5 transitioned into adulthood and continue to receive support from the City as care leavers
- ❖ 1 transferred to a Local Authority outside of London under the National Transfer scheme
- ❖ 10 transferred to a Local Authority under the Croydon Rota scheme
- ❖ 1 was returned to the care of their father under a Supervision Order
- ❖ 1 was detained by the Home Office after being found to be a 30 year old Moroccan National
- ❖ 3 are in established long term fostering arrangements under S.20
- ❖ 2 are under the age of 4, currently subject of court proceedings and in fostering arrangements with a care plan of future adoption
- ❖ 9 are in foster placements that require further assessment to ascertain potential for permanency
- ❖ 5 are in semi-independent placements that require further assessment to ascertain potential for permanency
- ❖ 1 is in a children's home that is a stable placement

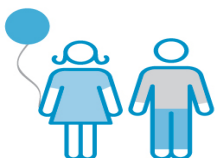
Of the 20 children remaining in care as of March 31st, 2019, six are in placements that are either long term or established placements until they reach 18 or outcome of court proceedings are concluded. Of the remaining 14 placements, 13 have recently become Looked After Children in the 3rd and 4th quarter of the reporting year. Therefore, more assessment time is needed to confirm if the placements can be long term or made permanent.

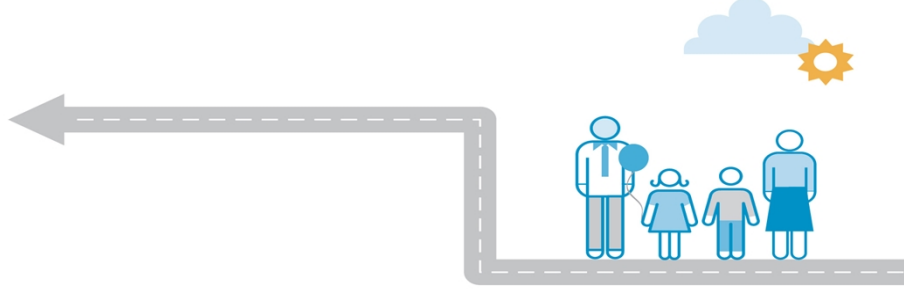
4.4. Health

The timescales for initial health assessment is within 20 working days of coming into care. 10 newly accommodated children were moved to a different Local Authority under the Croydon rota scheme and 1 under the National Transfer scheme, before their first LAC health assessment was due. In total, Initial health assessments were completed within timescales for 12 out of the 17 newly accommodated children this year that have remained with City of London.

All yearly LAC health assessments due in this reporting period were completed within timescales.

The IRO service has continued the quarterly review meeting process with the designated Children Looked After Nurse to improve the independent monitoring of the care and health services needed by and provided to children in care. Findings from these meetings are fed back to the local authority in the form of recommendations or notifications of agreements reached. The social work team manager has responsibility for implementing these recommendations.





All children who were accommodated and remained in care during this reporting year were offered baseline CAMHS assessments. As discussed above, there has been an increase in young people in care reporting being victims of torture. More specialised therapeutic services are being utilised to meet this need.

4.5. Education

All children in care, bar one, as of March 31st, 2019 were in education. This reporting year has seen the introduction of a City of London tutorial group, based on the local barbican estate, 3 days a week. This means newly arrived children/young people in care can access education immediately, whilst they wait for a college or school place to become available. The tuition group teaches ESOL and PEPS are held with contribution from the two tutors running the class.

The virtual school head is responsible for overseeing the educational placements of Looked After Children.

Throughout the reporting year, the majority of cases had Personal Educational Plans (PEPs) completed within timescales and ahead of statutory review meetings. Since being highlighted as an issue in previous annual reports, there is now a system in place for the social work team to ensure PEP reports are shared with children, education establishments and carers.

Extracurricular tuition was also offered to children completing their GCSE's.

The one child not accessing education had been offered the tuition group but declined. A college and local ESOL class was also identified but the young person has yet to attend.

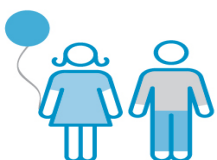
4.6. Life story work

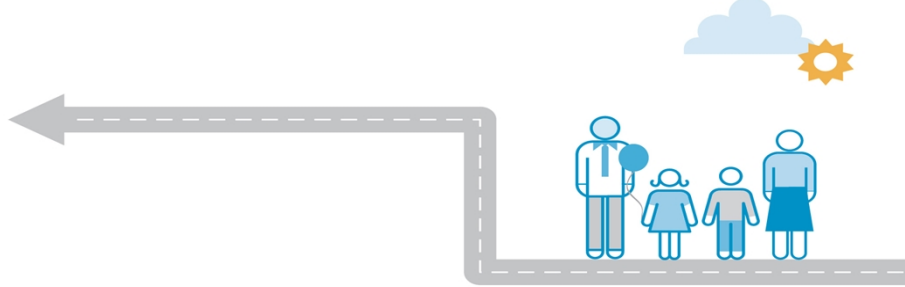
This was previously identified as an area where work was needed to bring together the existing work being done by the social work team. After a review of the options available, some research suggested that in-depth life story work would not always be appropriate or welcomed by asylum seeking children (eg: Ravi Kohli). Looked After UASC were also asked about life story work in the Action for Children survey, with some echoing the research:

"It's about the present now. I don't want the emotions to come back."

"I have a very bad story. I don't want to go to the past. I think about life now."

Subsequently, it has been agreed that all UASC children in care will be given a hard cover memories and experiences book on their arrival. Any photos, drawings and memories they share or experience can be put in the book. This is a way of compiling their experiences in care but also a place they can record memories of their home country and family life if they choose.





Some in-depth life story work has been used with the 2 children in foster care with a care plan of adoption. This includes later life letters from family members and professionals.

4.7. Midway monitoring

Midway monitoring has continued on each Looked After child, using the template developed in the previous year.

4.8. Practice Recognition and Dispute Resolution

One of the key functions of the IRO is to identify and resolve issues arising from the care planning process. In the City this is called the Dispute Resolution Process for Independent Reviewing Officers (DRP). The DRP is a 6-stage process that begins with the team manager and ends with a referral to Children and Family Court Advisory and Support Service (CAFCASS) but it encourages resolution at the lowest appropriate level and anticipates that in the vast majority of cases, issues can be resolved through discussion between professionals.

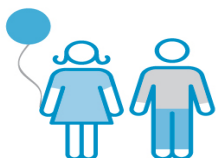
During this reporting year, the IRO escalated concerns to stage 3 of the DRP in 2 cases. All disputes were regarding the national transfer scheme and the length of time it was taking to transfer the children. The 2 children were waiting in excess of 10 weeks, during which time they had made attachments to their placement, were attending the tuition group and made links in the community. The City of London social work team were proactive throughout in requesting updates on the transfers from the Home Office and senior management agreed that the transfer times had become too long. However, the quota of children in care had gone significantly over threshold and there was an impact on the resources available.

The 2 children utilised the support of an advocate regarding the transfer issue.

The original premise of the National Transfer scheme was for children to be transferred within approximately 1 month. All UASC children, upon coming into care, were informed about the scheme and the care plan was for them to be moved. However, once it became apparent that the transfers were not happening quickly, the children became frustrated and anxious about an impending move whilst they were trying to settle. The dispute was subsequently resolved with an agreement that the language used by professionals with the children, when discussing the transfer scheme, was adapted. Children were no longer told that the care plan was to be transferred. The emphasis was and continues to be, on ensuring all social, educational, health and placement needs were met. If a transfer became available, this would be discussed with the child to see if they felt this would be a good move for them. To date, since the National transfer scheme came back into operation in October 2018, no transfer has been offered by the scheme.

The IRO Dispute Form was used to record the management of this dispute for both cases.

All other concerns have been resolved through informal challenge within the service and during quality assurance monitoring meetings. In no particular order, the tables below provide samples of the good practice recognised and the issues of concern identified throughout 2018/2019.



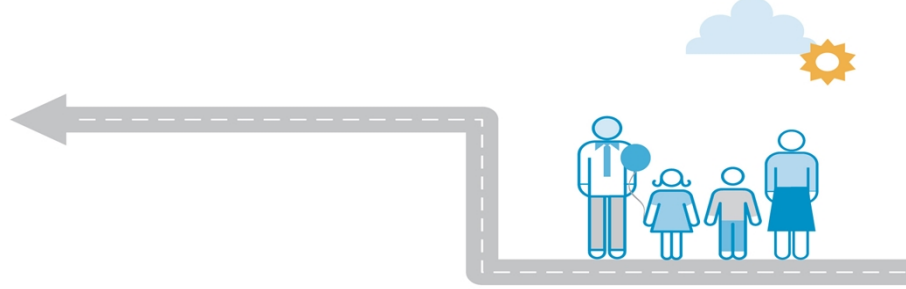


Table 1.0

Good practice identified
City of London tuition group created
New consultation methods implemented
Voice of the child is listened to
SW Support to UASC with immigration process
SW and Virtual school head support with education
Quality and timeliness of statutory visits
Transfer of learning between reviews leading to improved practice
Involvement of children in placement changes
Quality of SW/CLA relationships
Support for children to engage in CiCC
SW efforts to consult and engage parents and significant family members

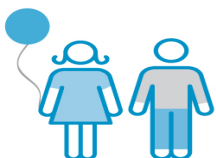
Table 1.1

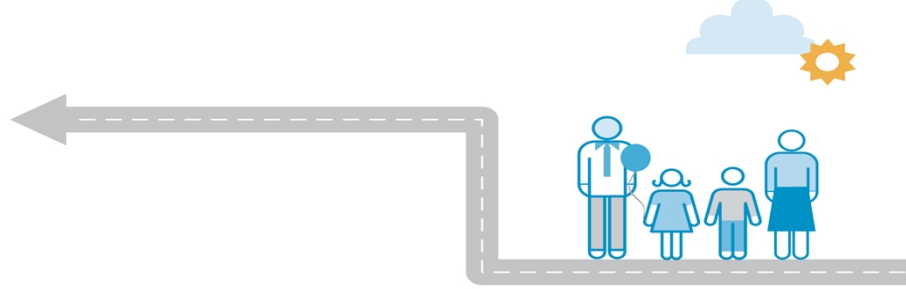
Issues of Concerns Identified	Current Status
Foster carer consultation forms not being completed	A new consultation form was created but lack of completion has been an issue.
Delay in children being moved to new placement under National transfer scheme	The National transfer scheme remains in place with delays on-going. IRO's and senior management teams across London are voicing their concerns to the Home Office,
Initial care plans not being completed in timescales	This has improved since change was made to process of electronic records

5. Quality Assurance of the IRO Service

5.1. Supervision and Management Oversight

The Safeguarding and Quality Assurance Service Manager supervises the IRO once every 4weeks. These sessions focus on practice issues as well as service development needs.





The revised statutory guidance states that designated senior managers must consider the decisions from reviews. This is in part due to the need to monitor and account for any decisions with resource implications. Any disagreements with the decisions made are required to be sent to the IRO in writing within 5 days for resolution and where this is not possible through informal means, the DRP will need to be used. In the City the social work team and service managers are the designated seniors responsible for considering review decisions. The fact that there haven't been any disagreements raised indicates that managers are overall satisfied with the recommendations and decisions made by the IRO.

5.2. Performance Monitoring

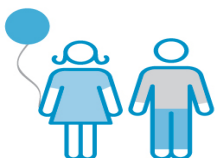
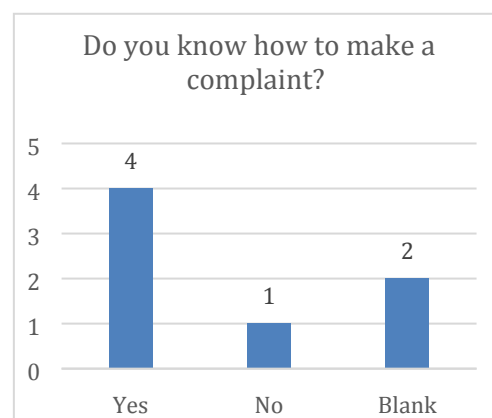
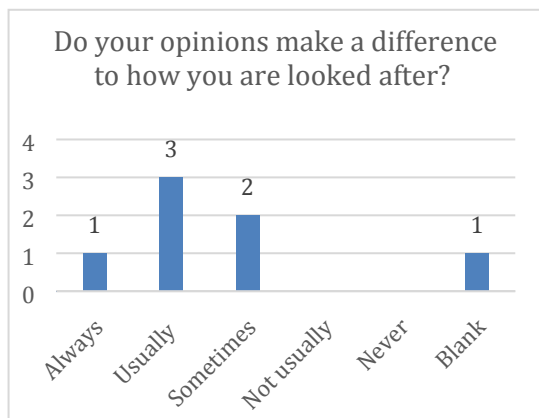
The IRO meets with the Performance Analyst regularly to monitor compliance with statutory review timescales and the degree to which the IRO is 'keeping in touch' with children in care. There have been no issues of non-compliance identified as part of this process. The IRO's performance is reported into the People's Directorate Senior Management Team, the Safeguarding Sub Committee, and the City and Hackney Safeguarding Children Partnership Quality Assurance Sub Committee. There are also quarterly Quality Assurance meetings held at the City of London where the relevant LAC figures are communicated.

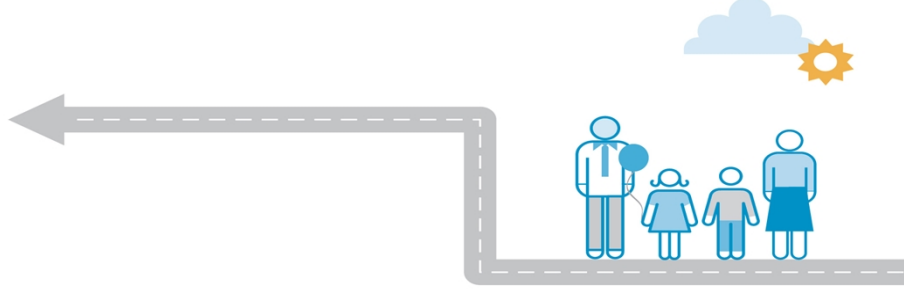
5.3. Case File Auditing

The IRO's footprint and the quality of the service provided are considered as part of all formal case file audits. There has been an independent full-scale audit completed by external agency, , in 2018/19. The audit commented on the good use of the dispute resolution process and a good level of IRO oversight on cases.

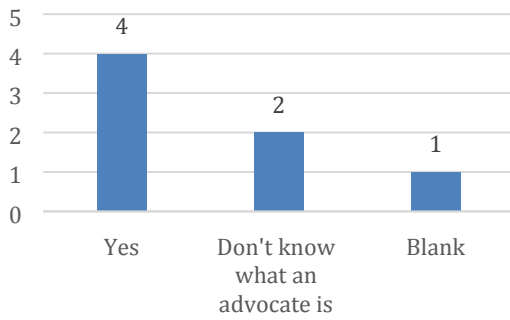
5.4. Children's Views

Children's views about the IRO and their review meetings are an important aspect of the quality assurance process of the IRO service. Here are some examples of what children in care had to say, taken from the recent Action for Children survey:

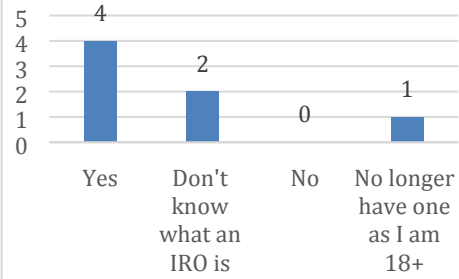




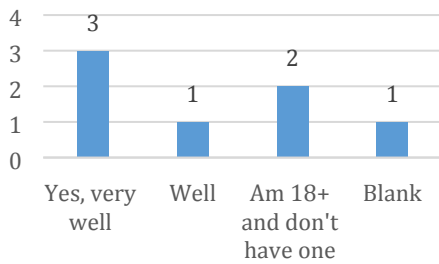
Do you know how to get an advocate?



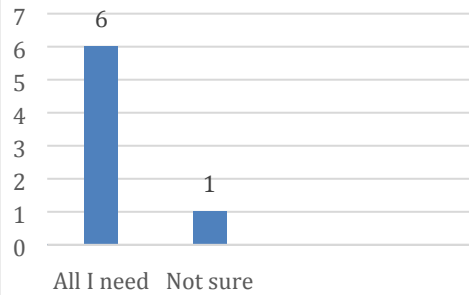
Do you know how to get in touch with your IRO?



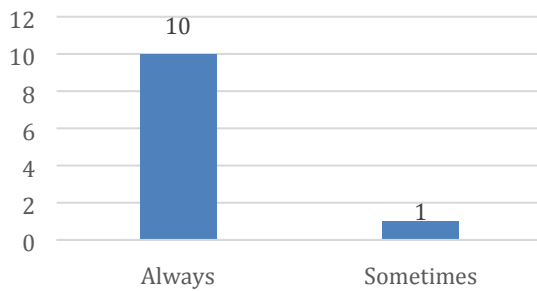
If you have an IRO, are they helping you to ensure that you get the care you need?



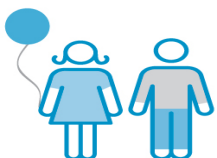
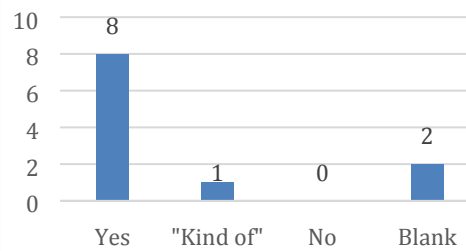
How much support do you receive about leaving care?

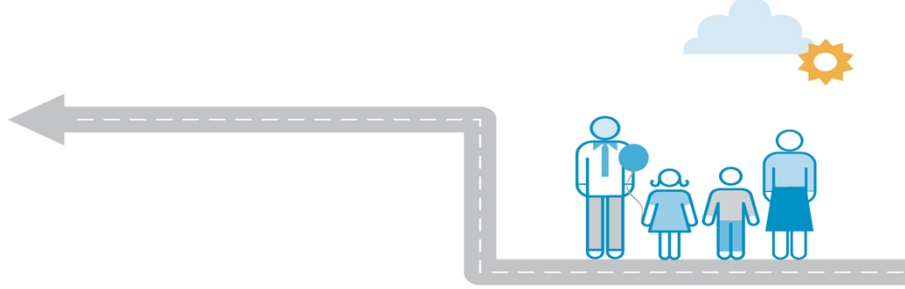


Are changes made as a result of the views you share?



Has anyone worked with you to help you understand the reasons why you came to be looked after?





6. Overview

6.1 Achievements

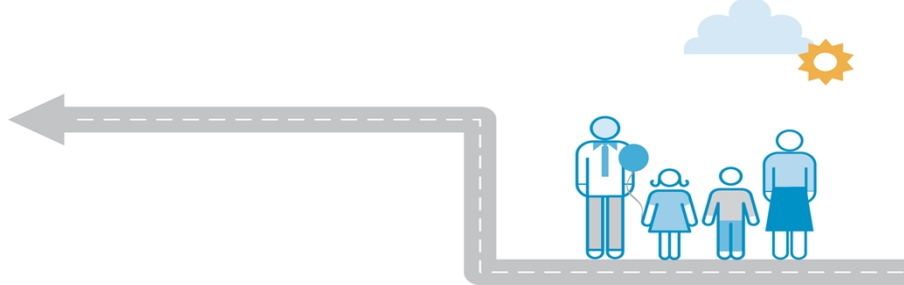
The positive impact of the IRO service in 2018/2019 is evident in the following list of achievements:

- ❖ Consistent participation of children in their review meetings
- ❖ Initiating purchase of prayer mats so all Muslim children can be given a prayer mat on their arrival into care
- ❖ Development of new IRO introduction form in different languages
- ❖ Implementation of new consultation tool
- ❖ All children seen alone by the IRO outside of review meetings
- ❖ Active monitoring of children's care plans and needs between review periods
- ❖ Review minutes, contacts and alerts recorded on children's files within the ICS workflow
- ❖ The promotion of the Children's Right services
- ❖ The continuation of review meetings between the IRO, Virtual School Head and Children Looked After Designated Nurse

In addition to direct work with children and the local authority, the IRO takes part in the London IRO Practitioner Network and serves as a practitioner representative to the London IRO Managers' Group. Engagement in these pan-London groups facilitates the IRO's access to information and the experience of colleagues from larger authorities. It also ensures that the experience and needs of the City's children in care are represented in forums that have the potential to influence the direction of practice and statutory guidance about the services and supports they receive.

The IRO service has been alert to safeguarding issues for children in care and will continue to monitor care plans closely to include actions that address the known risks of all forms of exploitation and aims to build safety and stability according to the needs of each child. The IRO continues to access learning and training to aid their development and understanding of the needs of Looked After Children.





6.2 Update on planned objectives for 2018/2019

Objective at end of 2017/18	Update 2018/19
Implementation of new app-Mind of My own	Completed. Mind of My own was implemented in January 2019.
Improved consultation form for foster carers	Completed. Foster carer consultation form was updated into an electronic version that can be emailed to foster carers/ However, response rate has been slow and will need to be reviewed in next reporting year.
2 monthly meetings with team managers to review service data and identify trends	Completed/On-going. Meetings held at end of each quarterly reporting period.
Mosaic system to be checked to ensure care plan document is being generated	Completed. Care plan is now a mandatory document to be completed on Mosaic before next steps of forms can be generated.
Welcome pack for children coming into care to be reviewed and updated and translated into 10 most common languages of LAC cohort to increase understanding	Completed. IRO introduction sheet has been created and translated into 7 languages. This is given to children coming into care in their welcome pack.
Increase IRO visits before the first LAC review	On-going. The significant increase in LAC numbers during this reporting year has made this more difficult.

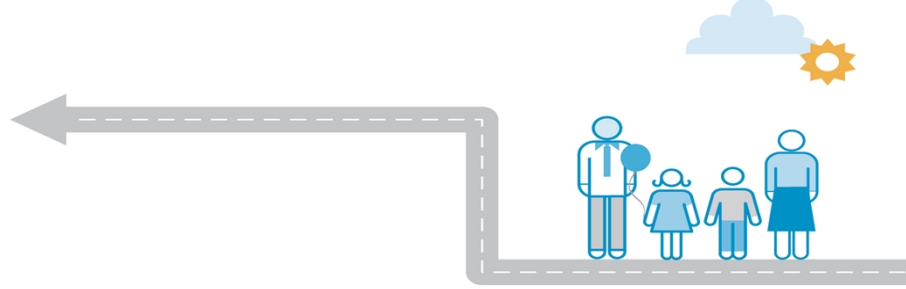
6.3 Areas for Improvement

The IRO service acknowledges the need for improvement in the following areas:

- ❖ Increase IRO visits to ensure Looked After children have opportunity to discuss their care plan before reviews
- ❖ Increase understanding of National transfer scheme and the implications on service delivery

6.4 Conclusion





The IRO service has made significant contributions to quality assuring and improving services for children in care throughout 2018/2019. There has been a focus on ensuring children coming into care have increased understanding of the role of the IRO and the meaning of their care plan. Cultural and religious inclusion has also been a theme this year, with the IRO initiating the purchase of prayer mats so children of Muslim faith can pray when they first come into care.

The implementation of new consultation methods has been successful with a positive commitment from the social work team to engage the children with this new format.

The IRO service notes that this has been a challenging year in some respects, due to the significant increase in numbers of looked after children. Throughout, the social work team have shown commitment and energy in supporting the children.

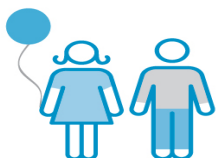
7. Planned & Recommended Improvements For 2018/2019

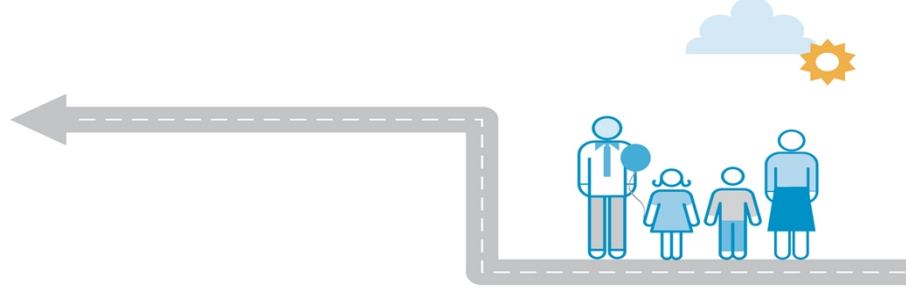
The Safeguarding and Quality Assurance Service will continue to develop the IRO service across the full range of its roles and functions.

The following outlines the key practice priorities planned for the IRO service in the coming year.

Table 3.0

Objective	Actions
Implement Life story books	<ul style="list-style-type: none"> Organise purchase of Life story books Meet with social work team to discuss how to use them with children Ensure books are given to children in their first month of being in care.
Increase in IRO visits	<ul style="list-style-type: none"> Aim for each child to be visited on a separate visit prior to their review Request to Mosaic team for IRO visit to be a document instead of current case note form-to ensure visit rate can be reported on.
Continue to develop the LAC review process to make it inclusive for children	<ul style="list-style-type: none"> Explore different mediums such as PowerPoint and video as a format to support children in their reviews Review systemic model and how this can be developed in the LAC review process





The list below is the IRO service's recommendations for development to the local authority.

Table 3.1

Improved use of foster carer consultation forms	Ensure the forms are being sent out by social workers and foster carers encouraged to use them
Clarification of role of National transfer scheme	Plans for City of London procedure re transfer of UASC, in light of the transfer scheme not being operational
Encouraging use of new consultation method	Ensure social work team have been registered for the Mind of My Own app and use it with children.



Appendix 1 IRO profile Independent Reviewing Officer- I.R.O

Hello, my name is Ria Lane and I am the Independent Reviewing Officer- I.R.O at the City of London



What does an IRO do?

Because there is no family member to look after you in the UK, you are being looked after by the City of London Corporation, the Corporation has the same role as a London Council.

You are living with a foster family or in a residential home with support staff.

Your social worker has to make sure there is a plan for you-it is called a **care plan**. This plan records

things like:

- Where you live
- Your education
- Your health
- Activities you like to do
- Contact with your family
- Culture and religion

meeting to find out what you are thinking and if there is anything you want to talk about in the meeting.

If you are 16 or 17 years old, your care plan will be called the '**pathway plan**' after 3 months of you being in care or turning 16. This records all of the things that a care plan does. It also makes plans for **your future**, for when you become an adult at 18 years old. It is my job (the IRO) to make sure that your plan is the right one for you and to make sure your feelings and opinions are listened to.

I will hold a meeting called a **Looked After Child Review** within 20 days of you coming into care. You will be invited to this meeting, with your social worker and the adults you are living with. At your first meeting I will give you my contact details and information about advocates.

I hold this meeting to make sure the plan for you is working and you agree with it. I will always talk to you on your own before your



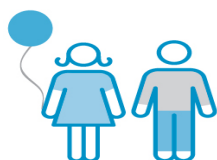
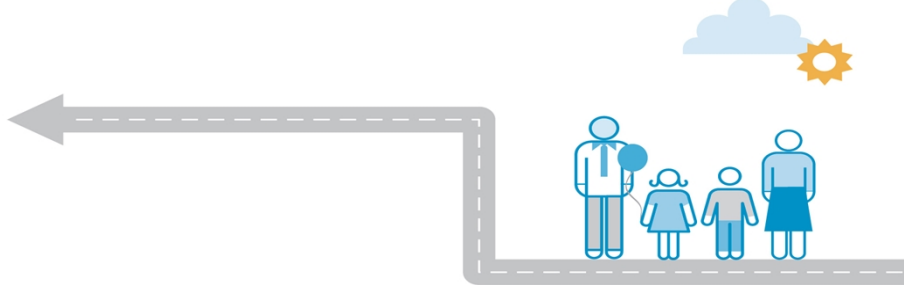
At the end of the meeting, I make a list of things the social worker and adults in your life need to do. I will check that these actions have been completed before your next meeting.

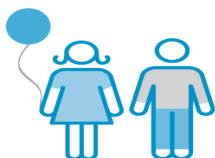
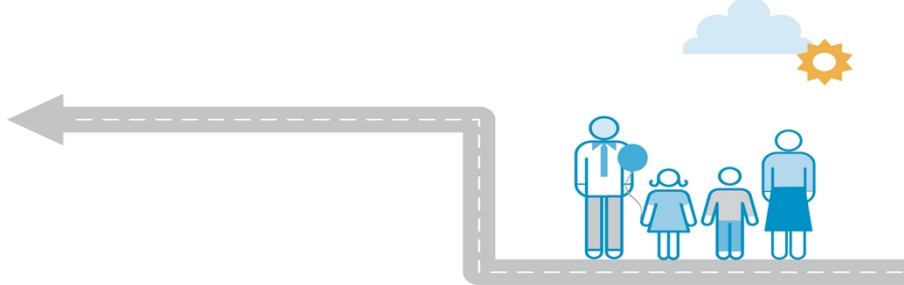
I will hold these meetings for you **every 6 months**, throughout the time you are in care.

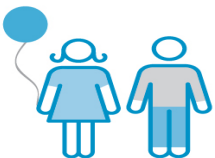
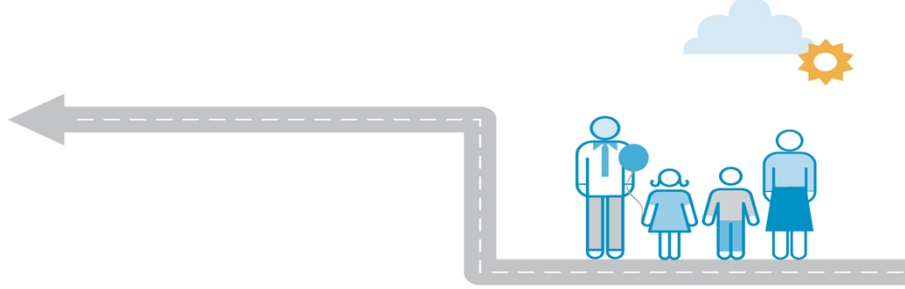
I will visit you before your meeting and you can tell me the things you would like to happen and we can plan your meeting together.

I look forward to meeting you soon.









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Committees:	Date:
Safeguarding Sub Committee Community & Children's Services Committee	03/10/2019 07/11/2019
Subject: City of London Sufficiency Strategy	Public
Report of: Director of Community and Children's Services	For information
Report author: Claire Giraud, Strategy Officer	

Summary

This report presents the City of London Corporation Sufficiency Strategy for information to the Safeguarding Sub Committee. The Strategy sets out options for services and support for children in care and care leavers. It concludes that the City Corporation must continue to work flexibly to get the best outcomes for the diverse group of children and young people in its care. The approach advocated seeks to respond to the unique circumstances in the City of London, notably the small number of children in care and the predominance of Unaccompanied Asylum Seeking Children (UASC).

Recommendation

Members are asked to:

- note the Sufficiency Strategy.

Main Report

1. All local authorities have a statutory duty to ensure that there are enough placements within their geographical area to meet the needs of children and young people in care and care leavers. Due to the comparatively low number of children in care in the City of London it has not been considered feasible to provide an in-house fostering service, and there are currently no foster carers within the City of London. A distinctive approach is needed to reflect this.

Legal Background

2. Since the implementation of the Children Act 1989, local authorities have been required to take steps that secure, so far as is reasonable and practicable, sufficient accommodation for children in care within their local authority area.
3. The Statutory Guidance on *Securing sufficient accommodation for looked after children* (2010) sets out best practice, which includes the following requirements:

- That all children are placed in appropriate placements with access to the support services they require in their local authority area, except where this is not consistent with their welfare;
- That the full range of universal, targeted and specialist services work together to meet children's needs in an integrated way in the local area, including children who are already looked after, as well as those at risk of care or custody;
- Where it is not reasonable or practical for a child to be placed within her/his local authority area, there are mechanisms in place to widen the range of provision in neighbouring areas, or a region which is still within an accessible distance, while still being able to provide the full range of services to meet identified needs;
- That partners, including housing, work together to secure a range of provision to meet the needs of those who become looked after at the age of 16 and 17 years, and support the continuity of accommodation beyond the age of 18 years;
- In addition to meeting relevant national minimum standards, services are of high quality to secure the specific outcomes identified in the care plans of children looked after.

City of London Corporation background

4. The City of London Corporation is committed to the highest quality practice in the placement and provision for its Children in Care and Care Leavers.
5. The City Corporation has one generic children's team which provides a full range of services including permanence, early help, and support for children with disabilities, children in need, child protection, children in care and care leavers.
6. The number of City of London resident children who have become children in care is very low in comparison to other local authorities. Most children who are looked after by the City Corporation are Unaccompanied Asylum Seeking Children (UASC). The size of the children's team, the low numbers of children in care and the predominance of UASC determines the distinct approach to placements that we take in the City Corporation. This brings its own unique challenges for the Corporation in terms of finding suitable placements that meet the diverse cultural needs of our children in care.
7. At 31 March 2019, the City Corporation was caring for 20 children and young people of which 29 were UASC males aged 15 plus. Of the 20 living in care 13 were in foster care placements, 6 were living in semi-independent residential accommodation with 24/7 support 1 in children's homes
8. At March 2019, 21 young people were engaged with the City Corporation's Care Leaver service of which 20 were former UASC. This is more than double the number for June 2018. 1 were in semi-independent living projects; 1 were in 'staying put' arrangements and 19 were independently living in local authority tenancies

Our approach

9. There is a wide ethnic diversity in the children in care and care leaver populations. Our approach is to meet the diverse needs of our children and young people, ensuring that they have the support of foster carers who know and understand their needs and journey. We seek to achieve this by securing the best match for the young person in their placement through reviewing and assessing a range of carers with similar backgrounds to the young people.
10. The Department's commissioning team sets up individual contractual arrangements with the Independent Fostering Agencies for foster placements, so there is consistency in the quality of placements, and we get best value. This approach supports placement stability and the learning and development of our young people. Our commissioning approach also seeks to secure foster carers who are prepared to enter into "staying put" arrangements to provide on-going support and stability for those leaving care.
11. The majority of accommodation used for those who are transitioning to leave care delivers some support to our young people and reflects their needs on transitioning to independence. The City Corporation anticipates that children and young people who are unaccompanied asylum seekers will continue to be the significant majority of those for whom we provide care. As such our future need will continue to require a high proportion of accommodation options that provide support.
12. The Sufficiency Strategy sets out options for children in care and care leavers, given the wide ethnic diversity of both cohorts no approach is preferred, and each placement is determined on a case by case basis. Our options are reviewed on a regular basis to take account of new developments, risks and opportunities. The City Corporation recognises that it may need to use more than one approach in the future, and to work flexibly to get the best outcomes for children and young people and to minimise the risks of relying on one option exclusively.
13. The Sufficiency Strategy for children in care and care leavers sets out the City Corporation's intentions in providing fostering services for children in care, which meets their needs in relation to quality and diversity. The uniqueness of the demography in the City of London is not currently conducive in meeting these needs and therefore the City Corporation commissions independent fostering agencies through a Pan London agreement and uses an approved list of several providers for children in care over 16, care leavers and UASC but also aims to place them in City of London estates when appropriate.

Corporate & Strategic Implications

14. The Department of Community and Children's Services Business Plan 2019-20 has the following priorities which the Sufficiency Strategy supports:
 - Safe - People of all ages live in safe communities, our homes are safe and well maintained and our estates are protected from harm.

- Potential - People of all ages are prepared to flourish in a rapidly changing world through exceptional education, cultural and creative learning, and skills which link to the world of work.
 - Independence, Involvement and Choice - People of all ages can live independently, play a role in their communities and exercise choice over their services.
 - Health and Wellbeing - People of all ages enjoy good mental and physical health and wellbeing.
 - Community - People of all ages feel part of, engaged with and able to shape their community.
15. This Sufficiency Strategy reflects and will support the delivery of the vision and priorities set out in our *Children and Young People's Plan 2018-21* (CYPP). The vision is '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, access meaningful employment, achieve their potential and thrive'.
16. The Sufficiency Strategy reflects the following outcomes in the Corporate Plan 2018-2023:
- **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.

Financial Implications

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

Legal Implications

18. The *Children and Social Work Act 2017* introduced Corporate Parenting Principles to ensure all staff and departments in local authorities consider the impact of their work on those children and young people for whom the local authority is the corporate parent, as well as for care leavers up to the age of 25. There is a focus on encouraging children and young people to express their views, wishes and feelings and taking these into account, ensuring they have stability and preparing them for adulthood and independent living. The Act also

requires each local authority to consult on and publish a local offer for its care leavers.

Equalities Implications

19. An Equalities Impact Assessment has been carried out and is currently being finalised. It concluded that the Sufficiency Strategy will have a positive impact on children in care and care leavers.

Conclusion

20. The proposed Sufficiency Strategy would enhance the City Corporation's efforts to commit to the highest quality practice in the placement and provision for Children in Care, Care Leavers and Unaccompanied Asylum Seeking Children.

Appendices

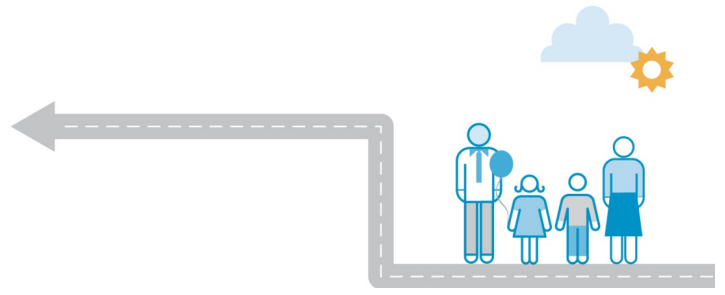
- Appendix A – Sufficiency Strategy for Children in Care and Care Leavers in the City of London

Claire Giraud

Strategy Officer

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SUFFICIENCY AND COMMISSIONING STRATEGY FOR CHILDREN IN CARE AND CARE LEAVERS IN THE CITY OF LONDON

2018-21

About this document

Title	Sufficiency and Commissioning Strategy for Children in Care and Care Leavers in the City of London.
Purpose	The Sufficiency Strategy has been produced to set out how the City of London Corporation will meet its duty of sufficiency. This version of the document includes the mid-term review.
Updated by	Head of Strategy and Performance
Approved by	Director of Community and Children's Services
Date	2019
Version number	1.5
Status	Final
Review frequency	Three-yearly with annual review.
Next review date	April 2020

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1 Introduction

- 1.1 The City of London Corporation's (City Corporation) Sufficiency and Commissioning Strategy for Children in Care and Care Leavers draws together the findings from research into the needs of children and young people in care. It analyses need presenting to the City of London, helps us to assess future placement requirements, and sets out options and explains our approach. This strategy should be read alongside other key strategies. These include the City's *Joint Health and Wellbeing Strategy*, the *Joint Mental Health Strategy*, the *Education Strategy*, the *Children and Young People Plan* as well the City of London Police's *Vulnerability Strategy*.
- 1.2 All local authorities have a statutory duty to ensure that there are enough placements within their geographical area to meet the needs of looked after children. The City of London covers one square mile and there are no foster carers within this geographic area (March 2019). Due to the comparatively low number of children residing in the City of London it has not been considered feasible to provide an in-house fostering service.
- 1.3 The City Corporation has one generic children's team which provides a full range of services including permanence, early help, and support for children with disabilities, children in need, child protection, looked after children and care leavers. The number of City of London resident children who have become looked after is very low. Most children who are looked after by the City Corporation are unaccompanied asylum-seeking children (UASC). The size of the children's team, the low numbers of looked after children and the predominance of UASC determines the distinct approach to placements that we take in the City of London.
- 1.4 The City Corporation is committed to ensuring that children and young people can remain safely within their own families wherever this is consistent with maintaining and promoting their wellbeing. This is supported through a "Think Family" approach, whereby all services involved with the family work together to prevent children coming into care.
- 1.5 We are also improving the range of support services available to children with disabilities and their families, again to ensure that this group of children and young people remain within their families wherever possible. This is achieved through supporting children and families in accessing targeted and early help services, in addition to "short breaks".
- 1.6 We ensure that only those children and young people for whom care is essential come into care while enabling all others to be supported to remain within their extended families. Where children and young people need to come into care for their own safety and protection, we will seek to ensure that they remain placed as close as possible to their home, community and school, when this is in accordance with their best interests.
- 1.7 For young children who are unable to safely return to their birth or extended families, we will seek permanency for them through adoption wherever possible. Adoption is

associated with the best outcomes for children unable to remain within their own birth families, where this is not possible the City has sought to achieve permanency through a Special Guardianship Order.

2 Vision

- 2.1 This strategy reflects and will support the delivery of the vision and priorities set out in our *Children and Young People's Plan 2018-21*.
- 2.2 The Vision is '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, access meaningful employment, achieve their potential and thrive'.
- 2.3 The five priorities are:
 - **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 for 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.
- 2.4 Our Children and Young People's Plan supports the delivery of the aims set out in the City Corporation's *Corporate Plan 2018-23*, particularly to 'contribute to a flourishing society' where people are safe and feel safe, enjoy good health and wellbeing, have equal opportunities to enrich their lives and reach their full potential and live in communities that are cohesive and have the facilities they need.

3 Local Context

- 3.1 As can be seen from Figure 1 (below) the majority of the looked after children cared for by the City Corporation are unaccompanied asylum-seeking children (UASC) hence why the City has explored many options for semi-independent living which is the preferred placement option of UASC according to consultation with them. This contrasts with other local authorities, where the majority are residents in the local authority. This brings its own unique challenges for the City Corporation in terms of finding suitable placements that meet the diverse cultural needs. In addition, while comparatively low, the number of looked after children doubled between 2018 and

2019, as did the number of care leavers, and we have needed to respond to the additional demand for placements.

Figure 1: Numbers of looked after children in City of London

Figures at 31 March 2019		2014	2015	2016	2017	2018	2019
No of Looked After Children (LAC)	Local Authority	7	8	11	12	10	20
LAC at 31 March - Rate per 10,000 CYP population (<18yo)	LA - actual	84	84	101	103	80	159
	LA – rounded DfE rate	95	92	108	109	80	
	SN	48.8	48.7	48.1	48.6	48.6	
	Inner London	64	60	57	58	58	
	England	60	60	60	62	64	

	LAC June 18	LAC Dec 18	LAC March 19	Care leaver Dec 18	Care leaver March 19
No of open cases	10	16	19	22	21
No of UASC	9	14	17	21	20

KEY FACTS

In March 2019, the City Corporation was caring for 20 young people, of whom 17 were UASC.

This is nearly double the number of cases in June 2018, when there were 10, including 9 UASC.

This is a rate of 159 per 10,000 children under-18 in the City, significantly higher than the London average of 58 per 10,000 at March 2019.

2 out of the 20 were female, 13 were black or black British, 1 was Asian, 1 was mixed ethnicity, 1 was white and 4 were from other ethnic groups.

Of the 20 living in care 13 were in foster care placements, 6 were living in semi-independent residential accommodation with 24/7 support 1 in children's homes subject to children's home regulations was living in a children's home

During 2018-19, a total of 23 young people aged 18 to 24 were receiving care leavers services, of whom 16 were UASC.

All care leavers were between 16 to 24 years old.

At March 2019, 21 young people were engaged with the City Corporation's Care Leaver service of which 20 were former UASC. This is more than double the number for June 2018.

2 out of 21 were female, 4 are Asian, 3 white, 13 black African and 1 white.

1 were in semi-independent living projects; 1 were in 'staying put' arrangements and 19 were independently living in local authority tenancies

- 3.2 Figures 2 and 3 show the ethnic diversity of the looked after children and care leaver population supported by the City Corporation. Our approach is to meet the diverse needs of our children and young people, ensuring that they have the support of foster carers who know and understand their needs and journey. We seek to secure the best match for the young person in their placement through reviewing and assessing a range of carers with similar backgrounds to the young people (see Section 4).
- 3.3 Due to the diverse nature of this population it is important that we have a range of carers from varied backgrounds, given the size and demography of the City of London it is difficult to meet these needs in the Square Mile.
- 3.4 Most accommodation used for those who are transitioning to leave care delivers some support to our young people and reflects their needs on transitioning to independence. The City Corporation anticipates that UASC will continue to be the significant majority of those for whom we provide care. As such our future need will continue to require a high proportion of semi-independent living accommodation that provide support.

Figure 2: Ethnic Diversity of Looked After Children Population at 31 December 2018

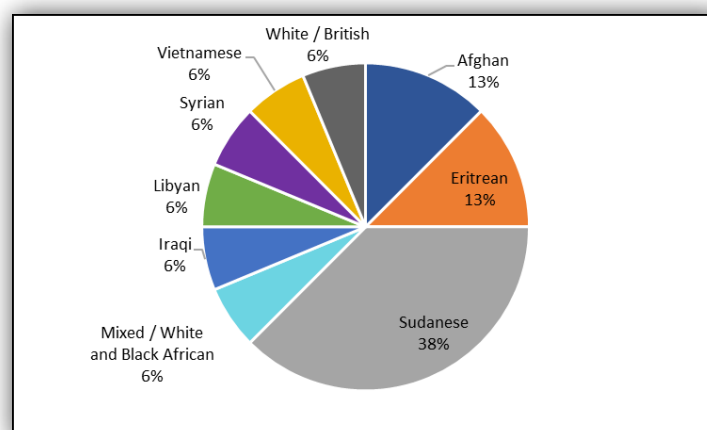
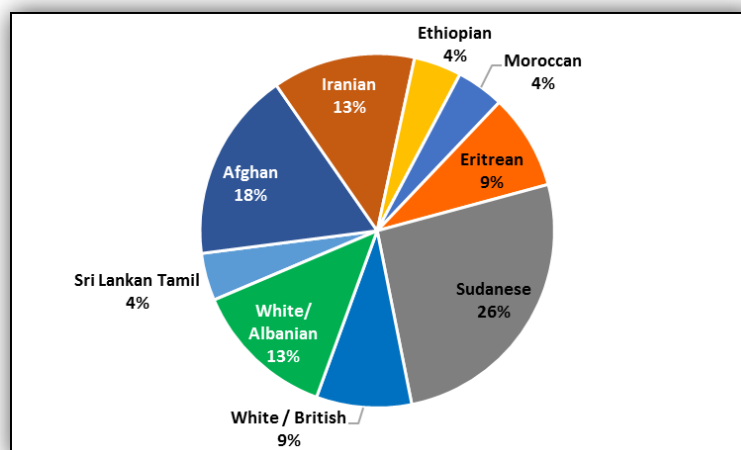


Figure 3: Ethnic Diversity of Care Leaves Population 31 December 2018



4 Commissioning Placement – options appraisal

- 4.1 Our approach to commissioning services for looked after children and care leavers is shaped by the evidence-base for what works, by best practice and by the voices of children and young people.
- 4.2 A sufficiency strategy for the City of London also needs to take account of the specific characteristics of our locality and our cohort of looked after children and care leavers.
- **Our size.** We have a comparatively small resident population (around 8,000) and much fewer children and young people in care and leaving care than other local authorities.
 - **Our looked after and care leaver population.** The children and young people in our care are mostly UASC. They tend to be older and are a highly diverse cohort who may have strong ethnic, cultural and religious identities. They prefer semi-independent living.
 - **Our assets.** For example as a strategic housing authority we have accommodation both in the City of London and across six other London Boroughs.
 - **Our values.** A placement is only as good as the social work practice that supports it – for example, after three months in placement we offer a specialist mental health assessment. We are strongly committed to co-production: treating children and young people as partners; finding out about their individual needs, assets and aspirations, and involving them at a strategic level (e.g. through our Children in Care Council).

Some assumptions

- 4.3 Our placements commissioning strategy assumes that:
- Foster care placements will usually be best for looked after children who are under the age of 18 (except the youngest children, where adoption may be best).
 - The option of remaining in a successful foster care placement should be available for older children. We are committed to providing continuity for children beyond 18 wherever we can.
 - Semi-independent living may be suitable for older children in care, but for 16 to 18-year-olds (subject to assessment) this would need to come with 24/7 onsite staffing and access to specialist support.
 - Semi-independent living is a good alternative option to foster care for young people leaving care and UASC who are used to fending for themselves.
- 4.4 It also assumes that:
- A placement in or near the City of London may be best for children with a local connection

- A placement taking account of the individual's ethnic, cultural and/or religious identity is usually beneficial for UASC.

Option assessment

4.5 The City Corporation has focussed on six key criteria in making our initial options assessment:

1. *Are placements available in the City of London?* This is beneficial for some children.
2. *Are placements subject to regular and rigorous quality checking?*
3. *Does our approach to placements provide us with enough capacity of the right sort to meet changing need?*
4. *Does our approach meet the diverse needs of our children and young people?*
Recognising that this is not going to be possible within the City of London itself.
5. *Does our approach provide stability, and minimise placement breakdown?* This is difficult to assess directly. For us, if we are meeting criteria 1-4, then placements will tend to be stable, so long as they are supported by good social work practice.
6. *Do placements provide 'value for money'?* How do the costs compare with alternatives of similar or better quality and with those of other local authorities?

4.6 Finally, we need an approach that enables us to work **flexibly**, so we are not exclusively reliant on one option, are managing risk and can meet the diverse needs of the children and young people looked after and leaving care (e.g., by having options in the City of London, while also being able to cast the net wider to match children to placements appropriately).

4.7 As noted, the success of any placement depends on the quality of support provided. We ensure that a high level of in placement support is available both from the child's social worker and an independent reviewing officer, for care leavers in City accommodation our tenancy sustainment officers also have a key role to play.

4.8 The outcome of the evaluation is provided in Tables 1 and 2 (see pp. 10 and 11).

- **For foster care:** We will continue to work through the Pan-London Care Services Portal, co-ordinated by London Councils. While we have had limited success in matching children to placements through the portal's in-built tool, we have been successful in placing children by using it as a directory that supports our commissioners to work proactively with providers to secure placements. However, the portal may be discontinued. To manage this risk we are investigating the options for a 'joint framework of providers' with other London Boroughs.¹ We seek to secure foster carers who are willing to enter into 'staying put' arrangements to provide stability for those leaving care and transitioning to adulthood.

¹ We also provide free training for all foster carers who are involved in caring for City of London children and young people.

- **For semi-independent living:** Our current spot-purchasing arrangements perform well against our six criteria, but negotiating placements can be a resource intensive business, and – in this sense – may not provide best value. We have secured accommodation in the City for care leavers and are prioritising them in our Housing Allocation policy. We now have developed an accredited provider list and are investigating being part of a joint provider framework for semi-independent living because we know this type of placement is the preferred option of UASC.
- **Adoption** is generally the best option for younger children who cannot return to their birth or extended families. The City of London has a Memorandum of Understanding with five local authorities to form a Regional Adoption Agency (RAA), led by the London Borough of Harrow. **Residential services** are available through the Pan-London Care Services (and would be part of a new Joint Framework).

4.9 In addition, the City's offer includes:

- Additional free training for foster carers who care for City looked after children
- A high level of support for all children and young people in placement from their social worker and independent review officer
- A specialist mental health assessment offered to all children and care leavers after three months, to ensure their needs are identified and responded to in a timely manner, recognising the higher risk of trauma among UASC.s.

4.10 The City of London Corporation started a programme of reviewing the semi-independent provision that was being provided for looked after children and care leavers. The purpose of this review was to establish the quality of the services being provided, and gain assurance that young people were not at risk in the local authority areas in which they were being placed. Standard checks were made on the services being provided by the semi-independent provision in relation to the quality of support being offered to young people in respect of life skills, health, cultural needs, education and accessibility to facilities, such as Mosques, Churches, shops and leisure facilities.

4.11 The locality of the semi-independent placement was also reviewed, looking at the level and types of crime occurring in the area, in comparison to other London Boroughs. The information from these visits is shared with the Children and Families Team so they can make an informed decision on placing a young person in the area.

Table 1: Fostering Placements – Options Appraisal

	Placement in the City	Quality Control	Capacity to meet need	Diversity and choice	Placement Stability*	Value for Money+	Preferred Options
In-House Fostering Service: Foster carers recruited and supported by the City of London	✓	✓	X	X	?	X	X
COMMENTARY: An In-House service could help to strengthen connections to the City of London. Children from the City could be nearer to home if placements were available. But most children in our care are UASC, not from the City and few (if any) residents are able and willing to be foster carers.							
Pan-London Care Services (PLS) Our subscription to PLS is via an SLA and gives access to quality assured and cost-checked services.	X	✓	✓	✓	✓	✓	✓
COMMENTARY: We subscribe to the portal. London Councils benchmark the costs and monitor quality and we only place children with agencies rated ‘good’ or ‘outstanding’ by Ofsted. This gives access to a range of placements (e.g. for cultural diversity). Using the portal flexibly as a tool/directory has enabled us to secure placements. There is a risk it will be discontinued.							
Joint Framework of Providers We are exploring the option of jointly commissioning a framework of providers with one or more London Boroughs	X	✓	✓	✓	✓	✓	?
COMMENTARY: This could work alongside the PLS or provide a similar replacement if the PLS was discontinued. We would have a direct role in benchmarking and quality control. While there would be advantages in this there would also be cost and resourcing considerations.							

NB If required, residential placements are also available through the PLS and could be accommodated within a Joint Framework of Providers.

* **Placement Stability.** Whether a placement is stable or not will depend on the needs and expectations of the child and the quality of social work. As a rule, we assume that placements are more likely to succeed and be stable where they are of high quality, meet need and respond to the specific needs and profile of the child (e.g., diversity).

+ **Value for Money.** For the purposes of this options appraisal we rank an option as providing VfM based on benchmarking comparisons with: (i) the costs of other options for CoL and (ii) costs in other local authorities.

Table 2: Semi-Independent Living – Options Appraisal

	Placement in the City	Quality Control	Capacity to meet need	Diversity and choice	Placement Stability	Value for Money	Preferred Options
Spot-purchasing We currently spot purchase from a list of quality checked providers in various locations where weekly prices are known to us	X	✓	✓	✓	✓	✓	✓
COMMENTARY: Value for money is achieved by pre-agreed prices on the list of providers. Further small discounts may sometimes be achieved through negotiation e.g if COL have more than one placement with a provider. There is a range of available provision on the list. Prices are bench-marked with other local authorities and through a soft market testing exercise which compared rates and levels of service offered by providers.							
Retain a bed (single provider) This would involve paying to keep a bed available for placements	X	✓	X	X	X	X	X
COMMENTARY: The price would be unacceptably high given uneven demand for semi-independent living. Nor would this enable us to accommodate two or more placements at a time. Where demand was higher, additional bed(s) would need to be spot purchased.							
Accredited provider list/Joint Framework Under investigation. Next steps could be to identify LB partner(s) and agree accreditation protocols	X	✓	✓	✓	✓	✓	✓
COMMENTARY: Accrediting a list of quality-assured providers would enable us to access beds quickly and with confidence and to cater for diversity. Regular and effective quality checking would need to be funded and resourced, but this would provide better value for money than the first 2 options.							
Dedicated supported housing Accommodation has been secured in the City at Middlesex Street and at the YMCA	✓	✓	?	?	✓	✓	✓
COMMENTARY: The City's Housing Allocation scheme gives priority to care leavers, with additional support from a tenancy sustainment team. This option will not be suitable for young people aged 16-18 who require access to 24/7 support, but is a good transition option for older care leavers. The value for money will come from making best use of existing capacity (e.g., for tenancy support).							

5. Reviewing this Strategy

- 4.12 This strategy sets out our commissioning intentions to ensure that we have sufficient placements of the right kind and quality to meet the needs of children and young people in care within the City of London.
- 4.13 Central to this strategy is children and young people and the support they need to thrive, develop and reach their full potential. This means considering their health, education, connectedness and emotional wellbeing when reviewing how we meet their placement needs.
- 4.14 We are committed to ensuring that children and young people have their views taken into consideration; this will be achieved by consultation through and engagement with forums including the Children in Care Council and the Youth Forum.
- 4.15 The strategy will be reviewed annually to ensure that our approach and commissioning intentions are effectively meeting the needs of children looked after in the City of London. Review will also take account of any complaints or complements regarding placements.
- 4.16 This strategy runs until 2021, and will be reviewed annually, with the next review in April 2019.

5 Concluding Remarks

- 5.1 The sufficiency and Commissioning Strategy for children in care and Care Leavers sets out the City Corporation's intentions in providing services for children looked after in the City, which meets their needs in relation to quality and diversity. The uniqueness of the demography in the City of London is not currently conducive in meeting these needs and therefore the City Corporation commission's independent fostering agencies through the Pan London agreement and uses an approved list of several providers for LACs over 16, Care Leavers and UASC but also aim to place them in City of London estates when appropriate
- 5.2 The Children and Young People's plan sets out our overarching vision, priorities and activities, which provide the context for this strategy. We will continue to provide preventative services through Early Help to prevent children and young people coming into care. This supports the City Corporation in maintaining low numbers of City of London children coming into care. A significant proportion of the City Corporation's looked after population are UASC. A key area of development has been to bring both City of London resident children and UASC together to ensure that they have a say in the development of services for children in care. This has been achieved through the Children in Care Council and opportunities for children in care and care leavers to be involved in the monitoring of commissioned services.

APPENDIX 1 – The Legal Context

1. Since the implementation of the Children Act 1989 local authorities have been required to take steps that secure, so far as is reasonable and practicable, sufficient accommodation for children looked after within their local authority area or ‘the sufficiency duty’ (s. 22G, Children Act 1989, as inserted into the Act by s. 9 of the Children and Young Persons Act 2008).
2. The Statutory Guidance on *Securing sufficient accommodation for looked after children* (2010) sets out best practice, which includes the following:
 - That all children are placed in appropriate placements with access to the support services they require in their local authority area, except where this is not consistent with their welfare;
 - That the full range of universal, targeted and specialist services work together to meet children’s needs in an integrated way in the local area, including children who are already looked after, as well as those at risk of care or custody;
 - Where it is not reasonable or practical for a child to be placed within her/his local authority area, there are mechanisms in place to widen the range of provision in neighbouring areas, or a region which is still within an accessible distance, while still being able to provide the full range of services to meet identified needs;
 - That partners, including housing, work together to secure a range of provision to meet the needs of those who become looked after at the age of 16 and 17 years, and support the continuity of accommodation beyond the age of 18 years;
 - In addition to meeting relevant national minimum standards, services are of high quality to secure the specific outcomes identified in the care plans of children looked after.
3. The Statutory Guidance states that ‘Local authorities must be able to show that at a strategic level they are taking steps to meet the sufficiency duty, so far as is ‘reasonably practical’.’ It further explains what is meant by ‘reasonably practical’, and it includes the following:
 - that it is a general duty that applies to strategic arrangements, rather than to the provision of accommodation to an individual child;
 - it does not require local authorities to provide accommodation within their area for every child they look after;
 - there may be a significant minority of children for whom it is not ‘reasonably practical’ to provide a certain type of accommodation within the area;
 - in accordance with section 22C (5) of the 1989 Act, the overriding factor is that the placement must be the most appropriate placement available;
 - the local authority must give preference to a placement with a friend, relative or other person connected with the child and who is a local authority foster parent [section 22C (7) (a)].

4. The term 'looked after children' as defined in the 1989 Act refers to all children and young people being 'looked after' by the local authority. These may be subject to Care Orders or Interim Care Orders; placed or authorised to be placed, with prospective adopters; voluntarily accommodated including unaccompanied asylum-seeking children (UASC), subject to court orders with residence requirements i.e. a secure order or remanded to local authority accommodation.
5. The term 'care leavers' as defined in The Children (Leaving Care) Act 2000 amends the Children Act 1989 to include the following definitions of 'eligible', 'relevant' and 'former relevant' children:
 - Eligible children are those young people aged 16 and 17 who are still in care and have been 'looked after' for (a total of) at least 13 weeks from the age of 14 and including their 16th birthday;
 - Relevant children are those young people aged 16 and 17 who have already left care, and who were 'looked after' for (a total of) at least 13 weeks from the age of 14, and have been 'looked after' at some time while they were 16 or 17;
 - Former relevant children are those young people aged 18, 19 or 20 who have been eligible and/or relevant.
6. The *Children and Social Work Act 2017* introduced Corporate Parenting Principles to ensure all staff and departments in local authorities consider the impact of their work on those children and young people for whom the local authority is the corporate parent, as well as for care leavers up to the age of 25. There is a focus on encouraging children and young people to express their views, wishes and feelings and taking these into account, ensuring they have stability and preparing them for adulthood and independent living. The Act also requires each local authority to consult on and publish a local offer for its care leavers.
7. *The National Transfer Scheme for Migrant Children* was set up by the Home office and Department for Education in 2016. It is a voluntary transfer arrangement between local authorities for the care of unaccompanied children who arrive in the UK to claim asylum. The scheme was set up to encourage all local authorities to volunteer to support unaccompanied asylum-seeking children (UASC) which a more even distribution of social care responsibilities across the country. Under the scheme a child arriving in one local authority area that is providing care at or near capacity for UASC may be transferred to another council with more capacity. This is a voluntary arrangement, and, London local authorities continue to support higher numbers of UASC than local authorities outside London, which puts pressure on the resources of social care teams in London.

APPENDIX 2 - Responsible Procurement

1.1 The City Corporation's Responsible Procurement Strategy sets out how we will balance best value for money with good market stewardship in the procurement of goods, services and works. Our three pillars of responsible procurement are:

1. Social Value: Leveraging service and works contracts to protect and enhance the health and wellbeing of local people and the local environment, providing skills and employment opportunities and promoting the local economy.
2. Environmental sustainability: Minimising environmental impacts, promoting animal welfare and improving efficiency throughout the supply chains of all goods, services and works procured by the City Corporation.
3. Ethical Sourcing: Ensuring that human rights and employment rights are protected throughout the City's supply chains and encouraging responsible business practices

APPENDIX 3 – Fostering Monitoring Form



Fostering Monitoring Form

Fostering Provision.....**Date seen**.....

Present.....

Contract Review

Pan London/ Organisational contract in place.....Yes/No

Individual child contract in placeYes/No

Last Reviewed.....Date.....

Last Monitoring Meeting.....Date.....

Ofsted Inspection

Last Ofsted Inspection Outcome.....Date.....

Outstanding Actions Progress.....Date.....

Children Placed

Name.....Date Placed.....Foster Carers.....

Name.....Date Placed.....Foster Carers.....

Name.....Date Placed.....Foster Carers.....

Name.....Date Placed.....Foster Carers.....

Name.....Date Placed.....Foster Carers.....

Current Placement Costs/ Reviewed

Cost.....Reviewed.....

Cost.....Reviewed.....

Finance Review/

Comment.....

Placement	Evidence	Checked By	Comment
Is there someone that the child can speak to if they are worried or concerned?			
How do foster carers promote the child identity and individual needs?			
What support and training do staff have in promoting positive behaviour and relationships?			
Safeguarding Children – Training, LADO procedures and reporting mechanisms.			
Does the agency have clear policy and procedures in place in relation to children missing from care/ are foster carers aware,			
How often are placements checked/reviewed in regard to Health and safety, what training is available for foster carers?			
Placement suitability in regard to leisure, contact and supporting educational needs.			
Feedback from children and young people on placement, provider and commissioned service.			
Promoting independence and moves to adulthood and leaving care- How is this supported.			
Recruiting, selection and assessing of foster carers.			
Information on agency decision maker and fostering panel.			
Fostering agencies statement of purpose and children's guide.			
Stability of work force, safer recruitment processes			
Learning and development of foster carers, sample of training opportunities available, and frequency.			

Supervision and support for foster carers. Out of normal working hours support.			
Handling of professional allegations and suspicions of harm. Policy and procedures.			
Notification of significant events LA's, Social Worker, Safeguarding Board.			

CSE / Radicalisation and Prevent agenda (obtained from LSCB/Police)

Intelligence on prevalence where children and young people placed;

CSE..... Yes/No (delete as required)

Radicalisation..... Yes/No (delete as required)

Foster Carers have had training on;

CSE..... Yes/No (delete as required)

Radicalisation..... Yes/No (delete as required)

Actions outstanding/ review date

.....
.....
.....
.....
.....
.....

Copy of Form sent to agency...Yes/ No.....Date.....

Next Review Date.....

APPENDIX 4 – Semi-independent living Monitoring Form

Post 16 Supported Accommodation – New provider Quality Assurance

Provider name

Property address

Number of current placements

What other Local Authorities does the provider have placements with?

Reason for visit

New provider initial visit	
Annual review (planned)	
Exceptional visit (announced)	
Exceptional visit (unannounced)	
Other (state below)	

Visit undertaken by – Staff names, Job titles

Provider Representative(s)

Date

Young People's Files
CLA documentation / IPA / risk assessment / care pathway plan on file
Support for Young People
Staff roles
Proximity and Details of local amenities. GP, shops, leisure.
Transport links
Education options. Local colleges. Details of attendance at school/college / evidence of being EET and where not action plans to address/ progress at school/college
Preparation for work / assistance with CV's and applications – evidence of support for young people

Budgeting and finance / support / access to benefits

Sexual health / personal relationships - support

Substance misuse awareness / support

Exploitation, CSE and gang awareness / support

Radicalisation awareness / support

Evidence of engagement in interests, sports

Involvement in cultural activities where this is the choice of the young person

Support for young people for whom English is an additional language

Emotional wellbeing and mental health awareness, self-harm / support

Healthy eating / cooking

Evidence of bullying within the placement and how this is dealt with

What is the staff to young person ratio on the day / how does this differ at night and on weekends

Support to ensure accommodation is kept clean and tidy including own rooms

Support with immigration issues

Missing episodes
Procedure – when reported – how – to who - recording – evidence of regular police visits to property - staff knowledge
Accommodation
No rooms
Room size
Lockable doors – lock from outside and twist to open without key from inside
Suitable bed and bedding
Suitable wardrobe, storage and seating
Communal area with TV

Private space for social work visits away from the bedroom
Separate staff areas including separate bathroom for staff
Internet access
Equipped kitchen (all facilities including oven gloves)
Suitable bathroom facilities – how many – how many young people in the accommodation

Washing machine / ironing
Controllable heating and ventilation – gas safety certificates
General cleanliness – all areas / general state of repair – all areas / how quickly are repairs undertaken
Fire extinguishers / fire blankets / fire signage / smoke detectors/CO2 alarms (hardwired to electrical system) / adequate means of escape / inspection by fire service – are young people aware of the procedure for escape from all levels of the building / has there been a recent evacuation drill / are staff trained in fire safety
Fire doors with smoke seals

Emergency lighting
CCTV on external doors and hallways only
HMO certificate / insurance certificate / Health& Safety poster / Fire Safety notices and plans / complaints procedure displayed
Electrical safety checks (whole system check - NICEIC) and PAT testing annually
Are hazardous cleaning materials stored safely
Is there any evidence of drug / alcohol use in the accommodation – how is this managed

What is the process for young people leaving the accommodation / is there a deadline for return in the evening and for making visits to friends/relatives which involve overnight stays

Is there an accident reporting procedure and record book

Are staff first aid (inc paediatric) trained – check certification / are there adequate first aid kits

Security of front door / rear doors

Do staff know their designated safeguarding lead

Staff knowledge on following areas: warning signs / gang exploitation – warning signs / self-harm / sharing of information / process for recording a disclosure / process for reporting safeguarding concerns

Staff training in respect of safeguarding and associated areas such as gangs, self-harm / what level is s/g training at– it is refreshed at least every 3 years

Do staff know of the whistleblowing policy and who to report concerns to

Is safeguarding a standing agenda item in staff supervision

Do staff know the process in respect of storing information – electronically and paper based.

Safe recruitment process – check: references (one from previous employer) are written references followed up verbally / ID verification (2 forms) / DBS (**enhanced with checks on barred list for children and adults**) / robust application and recruitment process which is recorded / gaps in work history checked / staff have the right to work in the UK / staff qualifications are checked and copies held on file

Are there records of escalation of alerts to social care / EDT

What recording system is used / can all staff access YP details easily / is there a daily log and incident log – what is the quality of these and where safeguarding concerns are identified are these followed up with formal reports

Staff knowledge of confidentiality and data protection – systems in place re: secure email/leapfile/encryption

Staff files

Check staff regularly supervised and quality of sessions and recording

Are staff having an annual appraisal and any development issues taken up

Do staff have a contract of employment

Are there any outstanding disciplinary issues

Is there evidence of staff induction			
Staff qualifications			
Do staff have Health & Safety training			
Policies			
<p>The following policies should be made available (emailed electronically if more appropriate to review in the office):</p> <p>Insurance in place and up to date (buildings, employer, public and professional indemnity)</p> <p>Cars used for transporting young people – insured (for business use), MOT, roadworthy and taxed – risk assessments conducted</p>			
Policy name	Checked by commissioning/social worker (enter date checked)	Has provider reviewed in last year (enter date reviewed)	Has provider updated in last 3 years (enter date updated)
Health and Safety policy and evidence of risk assessments			

Equality and Diversity policy			
Safe recruitment policy			
Business continuity plan			
Supervision policy			
Safeguarding policy			
Missing policy			
Anti- radicalisation policy			
Event & Notification policy			
Whistleblowing			
Safe Internet use			
Visitor policy			
Medication policy			
Complaints policy			
Insurance certificates 1. Employers Liability 2. Public liability 3. Professional indemnity			
Business Continuity plan			

ACTIONS/ RECOMMENDATIONS

Action required	Responsible	Date due	Date complete

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Committee:	Dated:
Community and Children's Services	07/11/2019
Subject: Stronger Communities and Small Grants Programme	Public
Report of: Andrew Carter, Director of Community and Children's Services	For Decision
Report author: Jack Joslin, Head of Central Grants Programme, Central Grants Unit	

Summary

The integration of the Small Grants Scheme into the Stronger Communities Programme took place in February 2018. The Central Grants Unit (CGU) devised a new and accessible online application form for the Small Grants Scheme with a lighter touch, but still robust assessment process. After consultation with officers, the CGU will be able to offer the Small Grants Scheme on a rolling basis. The Stronger Communities main grants programme will still maintain its two deadlines each year for larger applications.

Recommendations

Members are asked to:

- approve the new Small Grants process
- approve delegated authority to the Director of Community and Children's Services on all Small Grant applications
- note the revision to the criteria for the Stronger Communities Programme.

Main Report

Background

1. The Stronger Communities theme is a strand of the City of London Corporation's (CoLC) Central Grants Programme (CGP) that awards grants to projects or services that are being delivered for the benefit of communities or beneficiaries within the City of London and its housing estates across London.
2. Members of this Committee agreed in May 2016 that the award of grants will be determined by Officers of Community and Children's Services in consultation with the Chairman and Deputy Chairman of the Grand Committee.

3. The grant assessment process for this and other themes in the programme is overseen by the CGU; it draws on the unit's expertise in the field of grant-making, and demonstrates good practice.
4. Grant applications are subject to a series of due diligence checks by the CGU to ensure compliance with the established eligibility criteria and will pass a financial assessment by the Head of Charity and Social Investment Finance (Chamberlain's Department). All eligible applications are then considered by a panel of expert officers.
5. In February 2018, the Community and Children's Services Committee agreed to add a Small Grants Scheme to the Stronger Communities Programme, as there was no longer resource in the department to deliver this scheme. A discreet budget was made available to ensure that Small Grants applications would be available under the main programme.
6. Since the Stronger Communities Small Grants programme has been managed by the CGU, it has increased opportunities for applicants by adding an additional deadline each year, and has ensured that the scheme complies with best practice in grant-making.

Stronger Communities

Grant Criteria

7. In September 2019, this Committee requested clarity on what 'certain circumstances' would enable an applicant to apply for a £20,000 grant over a two-year period. This has been further clarified as projects that can demonstrate that the increased funding will create a substantial difference to the community they work with, and that the project aligns with the Departmental Business Plan. Members are asked to note these amendments in **Appendix 1**.

Small Grants Programme

8. In February 2018, the Community and Children's Services Committee agreed to add Small Grants to the Stronger Communities Programme, as there was no longer resource in the Department to deliver a Small Grants Scheme of its own.
9. A proportion of the Stronger Communities funding was agreed to be allocated to smaller projects.
10. The CGU developed a new online application form for small grants of £3,000 or less, and agreed a lighter touch financial assessment with the Chamberlain's Department. This application is the same as the previous form used by the Department, but in online format. Due diligence checks are in line with grant-making best practice and to protect against fraud.

11. In September 2019, the Community and Children's Services Committee requested to see further amendments made to the Stronger Communities Small Grants Programme that would enable more frequent opportunity to bid to the programme.
12. Since the programme has been managed by the CGU, it has become more accessible to communities wishing to access funding by offering two deadlines a year, as opposed to the one annual deadline under the old departmental scheme. There is also a larger funding pot available, which increases the scope of the programme, as well as an increase in the size of Small Grants available. The CGU is also on hand throughout the year to provide advice and support to applicants and grantees.
13. After consultation with officers, it is proposed that a Small Grants Programme can be offered on a rolling basis. As the Stronger Communities Programme currently has a deadline on 22 November 2019, it is proposed that we will be able to open the rolling small grants scheme from 1 April 2020. This will be revisited subject to the outcome of the Stronger Communities round. An earlier deadline will be agreed if there is budget to do so.
14. Discussion has taken place between the CGU and the Community Engagement team about support that can be offered to applicants. This will be developed further, with an established offer for applicants when the programme launches.
15. The Small Grants Programme will be available to applicants throughout the year to ensure that community activity can be supported with a shorter planning period. Applicants can expect to be able to:
 - a) apply online throughout the year
 - b) apply for a grant of up to £3,000 in line with the Stronger Communities eligibility criteria
 - c) access advice and support on applications from the CGU throughout the year
 - d) receive support with applications provided on request from the Community Engagement team
 - e) engage in a proportionate but robust assessment process
 - f) receive a decision within 10 weeks of applying for a grant
16. To ensure that decisions on the rolling Small Grants process can be made punctually and within the outlined timeframe, members are requested to delegate decisions on these grants to the Director of Community and Children's Services.
17. If agreed, the CGU will work with departmental officers and community organisations to review the Small Grants application form and criteria to ensure that it meets the needs of organisations. The results will be brought to this Committee for approval in January for decision, with further clarity provided on the launch of the year-round programme. Further clarity will also be provided on the type of support available to organisations looking to make applications to the scheme.

Corporate & Strategic Implications

18. The CGP Stronger Communities funding strand was created to promote a fair system of grant-giving by the CoLC.
19. The Small Grants Programme will become a rolling programme, making it more accessible to the City of London communities and those that live on its housing estates across London.

Conclusion

20. The Small Grants Programme will be established on a rolling basis to ensure consistent access to the community. A revised application will be looked at in line with best practice, and a package of support will be explored for small organisations that may have issues accessing funding.

Appendices

- Appendix 1 – Stronger Communities: criteria for funding (with track changes)

Jack Joslin

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Stronger Communities

1. Types of projects and activity to be supported

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

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

- **Developing stronger neighbourhoods and communities**

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

- **Promoting community health and wellbeing**

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

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

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

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

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

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



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

3. Opening Dates

Two grant rounds will take place each year. Grant dates will be advertised on the webpage. Deadlines are usually in November and April each year. Decisions will be made within 12 weeks of the application deadline.

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

The minimum grant award permitted will be £500, and the maximum £10,000 for projects that take place over a 12-month period. Grants of up to £20,000 will be considered in exceptional circumstances if the project takes place over a 2-year period. Exceptional grants will be those that demonstrate how greater funding over a longer period will make a demonstrable difference to the community they work with.

A small grant scheme is also available for grants of £3,000 or less.

How do you apply for a grant?

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

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

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

5. How are applications assessed?

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

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

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



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

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

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

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

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

7. If your grant application is successful

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

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

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

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

8. If your grant application is unsuccessful

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

9. Support with your application

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

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

10. Can you reapply for funding?

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

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

11. What do we not fund?

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

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

12. Further information

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

Meeting	Date
Public Relations and Economic Development Sub Committee (for information)	5 November 2019
Community and Children's Services Committee (for information)	7 November 2019
Education Board (for information)	14 November 2019
City Bridge Trust Committee (for information)	14 November 2019
Policy and Resources Committee (for decision)	21 November 2019
Subject Digital Skills Strategy, 2018-23 – Annual Report	
Report of Damian Nussbaum – Director of Innovation and Growth Andrew Carter – Director of Community and Children's Services	
Report Author Jessica Walsh – Digital Skills Strategy Officer Sufina Ahmad – Corporate Strategy Manager	For information/For decision

Summary

This paper presents the first annual report at Appendix One for the City of London Corporation's Digital Skills Strategy for 2018-23, which was approved by Policy and Resources Committee in September 2018. The report outlines the progress the City Corporation has made in the last 12 months in relation to the vision that *'People and businesses, across the City, London and beyond, are equipped to take advantage of digital technologies and innovations to help themselves and their economies thrive'*. The report is primarily aimed at officers and elected Members, but detail in the report can be used for external-facing communications.

The key highlights from the report include:

- The City Corporation's support to establish future.now (formerly known as the UK Coalition for Digital Intelligence), a coalition of 25 cross-sectoral organisations aiming *'...to motivate people and businesses across the UK to boost their digital skills to thrive in the digital age'*.
- The City No. 3 Digital Workshops which resulted in the creation of an app, a poster and video aimed at helping special educational needs and disabled (SEND) children to stay safe online.
- The development of the Catalyst funding stream by City Bridge Trust and other charitable funders, committing £2.1m to the charitable sector to fund and champion the digital skills agenda, by embedding digital skills in organisations and scaling up digital programmes that improve services and resilience amongst not-for-profits.

Recommendations

PRED Sub Committee, Community and Children's Services, Education Board and City Bridge Trust Committee are asked to:

- i. Endorse the Digital Skills Strategy Annual Report and provide guidance on how it should be shared with all Members.
- ii. Continue to prioritise the Digital Skills Strategy going forward.

Policy and Resources Committee is asked to:

- iii. Approve the Digital Skills Strategy Annual Report and provide guidance on how it should be shared with all Members.
- iv. Continue to prioritise the Digital Skills Strategy going forward.

Main Report

Background

1. The Digital Skills Strategy 2018-23 was approved in September 2018 by Policy and Resources Committee. The strategy focusses on three priority areas of Digital Competitiveness, Digital Creativity and Digital Citizenship, in order to achieve its vision that: *'People and businesses, across the City, London and beyond, are equipped to take advantage of digital technologies and innovations to help themselves and their economies thrive.'*
2. The delivery of the strategy has been overseen by the Digital Skills Group, which is made up of officers from the Department for Community and Children's Services (DCCS), including the Multi Academy Trust, Innovation and Growth (IG), Culture Mile Learning (CML), Town Clerk's (TC) and City Bridge Trust (CBT) and is chaired by the Director of IG and the Director of Community and Children's Services, as joint Senior Responsible Officers for the strategy. Dedicated officer support has also come in the form of a Digital Skills Strategy Officer (DSSO), who started in post on a 12-month fixed-term contract in March 2019.
3. Furthermore, the strategy was designed to align to the Rt. Hon. Lord Mayor Peter Estlin's 2018/19 Mayoralty Theme – Shaping Tomorrow's City Today. The programme focused on promoting innovation and technology, championing digital skills and addressing digital and social inclusion. This has meant that the delivery of the strategy has been supported by the Lord Mayor's Programme Board and his office too.

Current Position

4. Year one of the strategy has been supported by a comprehensive 12-month action plan, which identified 89 activities. Of these 61.8% are complete, and the rest are ongoing activities. The annual report is primarily aimed at officers and elected Members and highlights in more detail 14 of these activities, including:
 - a) **future.now:** In partnership with cross-sectoral organisations, including Accenture, BT, the Digital Skills Partnership, Lloyds Banking Group and 21 others, the City Corporation has set up future.now (previously referred to as the UK Coalition for Digital intelligence) - a UK-wide cross-sectoral coalition that wants *'...to motivate people and businesses across the UK to boost their digital skills to thrive in the digital age'*.

- b) **Digital Workshops:** The City No. 3 Digital Workshops resulted in the creation of an app, a poster and video aimed at helping special educational needs and disabled (SEND) children to stay safe online. They will also present their work at the launch of future.now.
 - c) **The Catalyst Fund:** City Bridge Trust and other charitable funders set up The Catalyst Fund committing £2.1m to the charitable sector to fund and champion the digital skills agenda, by embedding digital skills in organisations and scaling up digital programmes that improve services and resilience amongst not-for-profits.
5. The first-year action plan was created in March 2019 in line with the DSSO role, which means the next plan would begin in March 2020. As a result of lessons learnt it is recommended that the next action plan runs for 18-months from March 2020 until September 2021, resulting in the next report at the three-year mark.

Options

6. Digital skills will remain of strategic importance to the competitiveness and economic productivity of the UK, especially given their importance in ensuring that individuals and communities have the digital skills they need and are not left behind. In the coming 18-months, it is recommended that the City Corporation continues to commit to this agenda by:
- a) Providing in-kind support to **future.now** as it transitions into being an external-facing entity, following its launch on 10 October 2019.
 - b) Ensuring that the organisation's **new IT contract**, which is currently being procured, delivers social value activities that support the delivery of the digital skills strategy.
 - c) Establishing an informal partnership with **Microsoft** to collaborate on activities and projects that serve the strategy.
 - d) Fostering and embedding lifelong learning that is focussed on digital skills in community engagement work through coffee mornings with **Toynbee Hall**.
 - e) Working with Barbican and community libraries on the delivery of their current and future digital skills enhancement projects.
 - f) Fully implementing the strategy's **performance framework**.
 - g) Identify and develop **new activities** that we can deliver in this space, as well as **building on other successes** from this year, including the various digital skills and fusion skills curriculum pilots in the City Family of Schools.

Proposals

7. To deliver on the ambitions mentioned in paragraph six, it is proposed that this strategy remains a priority within the business plans for DCCS, IG, CML, TC and CBT. In the main these activities can be delivered through existing resources.
8. The in-kind support that has been offered for future.now includes:

- a) **Innovation and Growth:** Project Director consultancy for 36 days in 2019/20 financial year.
- b) **Town Clerk's:** Six days project support for 6-months, providing administrative support required for room and event bookings.
- c) **Mansion House:** The Mansion House can provide up to two free uses of meeting/event space in 2020 (post purdah) for the future.now coalition. Each booking request will be assessed on an individual basis and is subject to the Lord Mayor's programme and availability of meeting/event space at the time of booking. Additional costs such as catering and staffing will need to be funded by the future.now coalition.
- d) **Remembrancer's:** In kind venue support for four events and comprising two uses of Basinghall Suite and two uses of the Livery Hall. Ad hoc use of Committee Rooms and North Wing Meeting rooms will also be offered when available.
- e) **Governance:** A City Corporation representative will be part of the future.now Board. Attendance at other future.now activities can be organised via the Directors of Innovation and Growth and Community and Children's Services as the Senior Responsible Officers for the Digital Skills Strategy, 2018-23.

Corporate and Strategic Implications

- 9. This strategy supports the City Corporation to fulfil its vision, as outlined in its Corporate Plan for 2018-23, for a *'vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK'*. The strategy supports all three aims that are outlined in the Plan of *contributing to a flourishing society, shaping outstanding environments and supporting a thriving economy*, and nine of the 12 outcomes that are listed as part of these aims.
- 10. It also links to our strategies on: Employability, Education, Skills, Cultural and Creative Learning, Bridging Divides (City Bridge Trust's five-year strategy), Philanthropy, Social Mobility, Culture, Culture Mile and Culture Mile Learning.

Health Implications

- 11. This strategy focuses on digital inclusion and recognises that a lack of digital skills can result in individuals experiencing poor physical and emotional wellbeing outcomes.

Security Implications

- 12. The strategy prioritises cyber security – with a particular focus on ensuring that businesses and individuals practise cyber safety successfully. This is also a priority for future.now.

Public Sector Equality Duty Implications

13. None identified – however the work of future.now, as well as the activities prioritised in paragraph six are likely to target those with protected characteristics and/or those experiencing inequalities and disadvantage.

Resource Implications

14. Plans are in place to ensure that an extension is not required for the post of DSSO, which is due to end in March 2020.

Conclusion

15. This annual report summarises in detail the work that has been completed in the last year by the organisation to deliver the City Corporation's Digital Skills Strategy for 2018-23 and recommends that it remains a strategic priority going forward.

Appendices

Appendix One – Digital Skills Strategy, 2018-23 – Annual Report

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Digital Skills Strategy – Annual Report for 2018-19

Shaping tomorrow's City Today

Report Authors: Jessica Walsh, Digital Skills Strategy Officer and Sufina Ahmad, Corporate Strategy Manager

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK. The Digital Skills Strategy 2018-23, which is summarised in one page at Appendix One, was designed to outline the positive and cumulative impact we hope to have now and in the future as a digital leader and innovator, whilst maintaining the City's global position and competitiveness as a leading financial and commercial centre. The strategy was agreed in September 2018, and this report provides an update on the actions we have taken in partnership with others over the last 12 months against our three priority areas of **Digital Competitiveness**, **Digital Creativity** and **Digital Citizenship**. The overall scope of this strategy is ambitious – it calls for us to further define and understand the issues and opportunities that the digital skills agenda presents to:

- The residents, learners and workers we work with directly.
- The businesses we support in the City, London and beyond and local, regional, central and global governments.
- The communities we support through our charitable giving, distributed mainly via City Bridge Trust.

To achieve this we are investing in activities and interventions that improve digital skills, promote good practice, drive digital productivity and competitiveness and ensure social inclusion.

Defining digital skills:



The set of skills, attitudes and values that enable people and businesses to thrive and flourish in current and future digital environments. Our vision around digital skills is for: People and businesses, across the City, London and beyond, to be equipped to take full advantage of digital technologies and innovations to help themselves and their economies thrive.

Digital skills underpin all aspects of our lives - both work and life. We have been working to ensure we continually improve and improve digital skills to ensure people and businesses can thrive.

The productivity and competitiveness argument



Globally, there is agreement that we are living through a digital skills crisis, which is causing an unprecedented digital skills gap, as well as issues around productivity and business growth nationally and internationally. A report by the House of Commons Science and Technology Committee estimated that the digital skills gap currently **costs the UK economy £63 billion a year**. Ultimately, to address the crisis we must act now and respond with competitive, creative and inclusive solutions. For the City and the UK to retain its economic position and competitiveness we must embrace the digital economy and address the issues that employers, including City employers and high growth Small and Medium Enterprises (SMEs), are reporting on their skills gaps and shortages in digital skills generally, and advanced and specialist skills specifically. They also cite the need for a workforce that is equipped with the necessary fusion skills through which they can operate effectively within a digital economy and workforce.

The citizenship argument

Digital skills also present wider considerations in the context of citizenship. By ensuring inclusive and safe access to digital skills, we can empower people to be more socially included, confident and resilient. In the UK alone it is estimated that **11.9 million adults lack basic digital skills**, and are at significant risk of being left behind in the digital age*.

Equally, strong digital skills have a positive and cumulative effect on social mobility. Where people are equipped with digital skills and know how to use and apply them effectively, they will have better opportunities and potential to benefit from and contribute to a digital world.



This strategy has direct links with the Rt. Hon. Lord Mayor Peter Estlin's programme of work for 2018/19 – '*Shaping Tomorrow's City Today*'. The programme focuses on promoting innovation and technology, championing digital skills and addressing digital and social inclusion. It is also very well-connected to the work of our Chair of Policy and Resources Catherine McGuinness. Catherine is part of the strategic advisory group for the Financial Services Skills Taskforce, which is covered in more detail under Digital Competitiveness, later in this report, and she is a committed and vocal advocate for FinTech.

Digital skills are also being prioritised within our other strategic work programmes on employability, education, skills and cultural and creative learning. The strategy also aligns to our aims to contribute to a flourishing society, support a thriving economy and shape outstanding environments, as set out in our Corporate Plan for 2018-23. To bridge the gap between challenge and opportunity we have sought to implement digital skills across numerous policy areas.

In the last year, we have built a strong foundation and narrative from which our outward-facing digital skills work with multiple stakeholders across different sectors and geographies can be championed, progressed and delivered. This report is the first that will be produced over the course of this strategy. We will share it internally and externally, to demonstrate our continued commitment to the digital skills agenda and the City's role as a digital leader.



Oversight and responsibility for the strategy

Since September 2017, a Digital Skills Group (DSG) has been convened quarterly by Andrew Carter, Director of the Department for Community and Children's Services (DCCS) and Damian Nussbaum, Director of Innovation and Growth (IG), who are the joint Senior Responsible Officers (SRO) for this strategy. The DSG is cross-departmental and includes officers from:

- DCCS, including the City Corporation family of schools,
- Innovation and Growth,
- Corporate Strategy and Performance,
- The Lord Mayor's Appeal,
- Culture Mile Learning,
- City Bridge Trust (CBT), and
- The City of London Police (as required).

Within the DGS, there are designated leads for the three strategic priorities of Digital Competitiveness, Digital Creativity and Digital Citizenship. To ensure the successful delivery of the strategy, £65,000 of additional funding was agreed for a Digital Skills Strategy Officer (DSSO) for 12-months. The post-holder started in March 2019, and they are responsible for programme management, reporting and oversight of the strategy. By working closely with and supporting stakeholders and our staff, they ensure that our activities are delivered successfully. It is our hope that this role will support the departments involved in this strategy to consolidate their learning and plan for ways in which to embed this work fully until 2023.

Our annual action plan

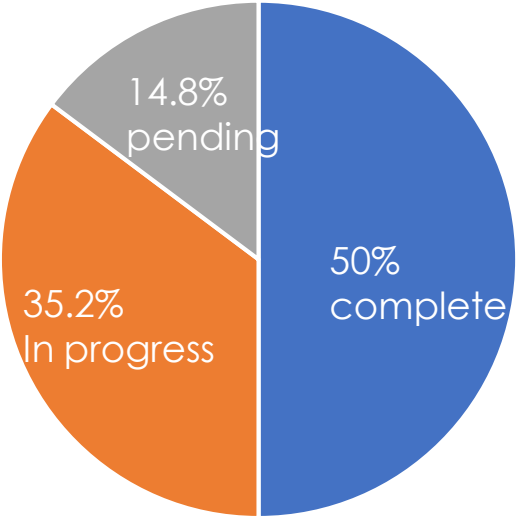
This section provides an overview of the strategy's annual action plan, which was created in March 2019 and translates the strategy into concrete, attainable and measurable steps. In order to develop the action plan, which is available in full at **Appendix Three**, an internal mapping exercise was undertaken, which identified key activities that were already happening or planned in relation to the strategy – all of which are being delivered using the budgets and resources agreed for the 2018/19 and 2019/20 financial years. The action plan provides the following information for each activity:

•Page 175

- The lead department and named responsible officer
- The key stakeholder group being worked with and the geographical area covered
- Which priority area, high level activity and associated enabler, as outlined in the Digital Skills Strategy, the activity relates to
- A key performance indicator (KPI) that the activity will be measured against, which is taken from the organisation's Corporate Performance Framework (CPF)
- The associated outcome and high-level activity from our Corporate Plan
- Any other corporate strategies that the action is linked to.

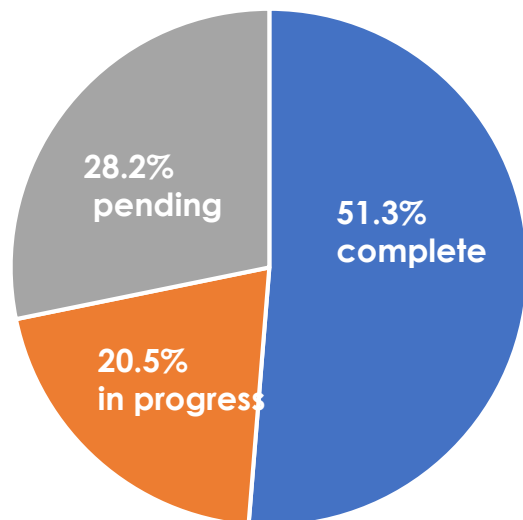
This action plan has also been supported by the *STCT* Action Plan and relevant activities that align to this strategy have been mapped across. This report shares the key highlights, case studies, performance data and teams that are involved for each of the strategy's three priority areas.

Analysis of full action plan
(Total 88 activities in year one)

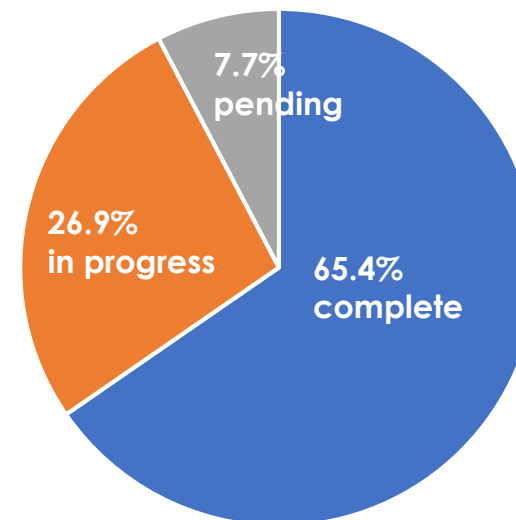


Progress analysis by priority area

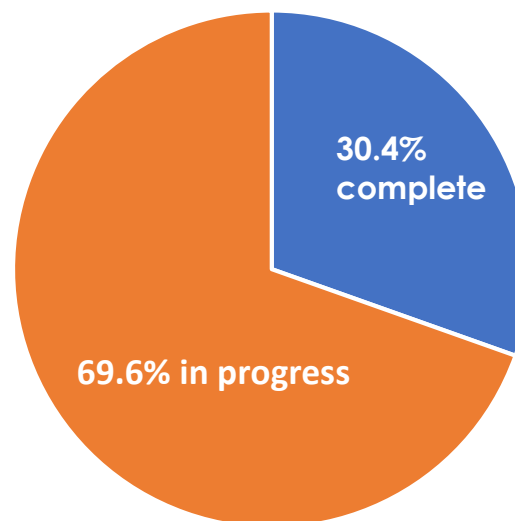
Priority one – Digital Competitiveness
Total 39 activities



Priority two – Digital Creativity
Total 26 activities



Priority three – Digital Citizenship
Total 23 activities



Priority One – Digital Competitiveness

Key highlights

Financial Services Skills Taskforce

Since January 2019, we have seconded a member of our Innovation and Growth Team to the Chancellor's Financial Services Skills Taskforce, which is chaired by Mark Hoban and convened by TheCityUK, with support from the City of London Corporation and EY. The interim report was released in June 2019 and showcased the major skills challenges facing the financial services sector, including its low spend on training, the fact that its skills needs are evolving faster than roles can be filled, the lack of understanding and awareness of future roles and careers in the sector and the risk that the sector will be left behind in the race for skilled tech talent. This taskforce is essential in supporting the sector to address these technological and social challenges.

CAP Talent

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12 week internships paid at London living wage for undergraduates with tech start-ups designed to improve employability on graduation and boost start-up productivity. Delivered by Capital Enterprise who are funded by CoLC to broker the placements. 30 students from 15 universities have so far been placed in internships with tech start-ups, with more starts in the pipeline

Sector Deal for Professional & Business Services (PBS) (Industrial Strategy)

A sector deal proposal was submitted to BEIS in July with strong CoLC contribution to the developing talent (apprenticeships) workstream in the sector deal proposals. We continue to be involved in ongoing discussions with BEIS re: final acceptance of the proposals. We are also shaping a longer-term development plan for the UK PBS sector, focusing on a detailed analysis of current job roles and skills vs needs in 5-10 years in order to establish an action plan for recruitment, workforce development and lifelong learning.

Global Cyber Alliance at Cyber Trends, 8 May 2019

The City of London Police, in partnership with Verizon, hosted a half-day event with over **200 businesses**, including small and medium enterprises, and government officials and leaders to discuss the most pressing cyber trends, challenges and solutions impacting us now and in the future. This event featured discussions on: the Internet of Things (IoT) effect, with a particular focus on the risks these pose to cities and nations; how to ensure smaller businesses remain cyber secure; and the economic imperative to invest in security. This event is part of a much wider programme of work that the City of London Police leads around cyber security for the Square Mile, London, the UK and other countries. In addition to this event City of London Police have held **14 Cyber Griffin events in 2018-19, attended by 528 people.**



The teams working on Digital Competitiveness are:

- Innovation and Growth
- Mansion House
- IT
- The Lord Mayor's Appeal



This case study links to our work on Digital Competitiveness and Digital Citizenship.

Our work to establish future.now supports digital competitiveness by bringing stakeholders together to discuss, understand and define the digital skills requirements in the world of work now and in the future, and how these will be addressed.

future.now is a game-changing initiative that will take an evidence and impact-based approach to support up to 33.5 million people throughout the UK, consisting of: 4.3 million without any digital skills; 11.9 million lacking basic digital skills; and 17.3 million in work without sufficient digital skills for the future. It will map and magnify existing digital skills initiatives and expert practitioners in order to understand what works and why, as well as signposting and scaling their work, filling gaps and preventing duplication. future.now will develop behaviour change campaigns too that are focussed on changing people's attitudes to digital skills – motivating them to acquire these skills. future.now wants to shift the dial and ensure the entire UK population has the necessary digital skills, and the Rt. Hon. Lord Mayor Peter Estlin has confirmed that he will be publicly involved in future.now after his Lord Mayoralty term comes to an end. Other organisations confirmed as being publicly involved in future.now are: Accenture, Lloyds Banking Group, BT, The Good Things Foundation and Nominet. This is an exciting movement which embodies the City Corporation's convening authority and voice and will deliver considerable impact on our digital world.

future.now has a strong fit with the City Corporation's strategic aims. Outcome nine of the City Corporation's Corporate Plan states the organisation's commitment to being 'digitally and physically well-connected and responsive'. One of the ways of achieving this is through the implementation of this strategy and the work of future.now.

To achieve its vision and mission, the coalition will:

- Convene and mobilise business, government and practitioners in common cause against a shared view of the challenge and opportunity
- **Map** and **magnify** existing initiatives and expert practitioners, so we:
 - Understand what's already working
 - Signpost and help scale the most effective
 - Use our insight to highlight and close provision gaps (which could be subject matter, region, demographic, industry)
 - Stop duplication
- Coordinate the development of behaviour change campaign(s) to change attitudes towards digital skills, so we:
 - Contribute to build a positive culture of lifelong learning through digital as a route to personal and UK success.
 - **Motivate** people to want to build their digital skills.
- **Measure** and build a better evidence base, so we:
 - can we accurately identify the activities that deliver the greatest impact

future.now will be launched as a public-facing entity on 10/10 at Mansion House and will feature key speakers such as the Rt. Hon. Lord Mayor and other senior representatives from those involved in the coalition. We are extremely proud to have led on the development of future.now in partnership with others and look forward to sustaining and growing these relationships. It is clear that it will be a significant and positive movement through which partners will work collaboratively to harness their collective expertise and resources to address the digital skills gaps.

Priority Two – Digital Creativity

Key highlights

London Careers Festival/Digital Day, 17-21 June 2019

In partnership with businesses, institutional employers, Livery Companies and a wide array of educational establishments and partners, the City Corporation's Education Board funded and delivered the London Careers Festival for the first time from 17-21 June 2019. The Festival hosted a free programme of events focusing on skills, including digital skills, work experience, employability and jobs of the future, which over **5,000 children and young people** from **over 130 schools, sixth-form colleges and youth groups** signed up to. A total of **175 organisations** took part in the London Careers Festival, and there was a dedicated **'Digital Skills Day'**, which **eight** different London schools attended and involved **six companies**, including **Microsoft, Barclays, Network Rail, London Southbank University, Birkbeck University** and **Makers**, who hosted a number of sessions that focused on careers involving digital skills. Feedback was very positive and worked towards raising awareness of jobs in the tech space.

Ada Lovelace Day, 9 October 2018

The Strategic Education Unit were supporters and promoters of an event to mark Ada Lovelace Day 2018, which was organised by Founders4Schools. The event was held at The Crick Institute, where young women in secondary school heard from a diverse group of women from the world of science, maths and business. Over 60 girls from the City Family of Schools attended, and we will be sending students at our schools again in 2019.

City of London Family of School Fusion skills curriculum pilots

There are fusion skills pilots running in over 50% of the City's family of schools. Fusion skills prioritise the pursuit of so called 'soft' and creative skills, alongside technical and digital skills, in order to prepare pupils to thrive and succeed in the digital age. The City of London Academy Islington (CoLAI) is piloting how to reimagine the role of technology and fusion skills within the current curriculum for years seven and eight. The City of London School is doing a similar pilot but across all year groups. Fusion skills pilots are also happening within our primary schools too. At the City of London Primary Academy Islington (CoLPAI), they are designing integrated learning approaches by using the arts, including digital forms of art, as the basis for developing fusion skills. At Galleywall Primary School, they have developed an attributes-based pilot, which emphasises digital skills as an attribute, and Redriff Primary School is focusing on children's use of meta data to self-improve their learning (especially in reading).

The teams working on Digital Creativity are:

- Adult Skills and Education Services
- Barbican and Community Libraries
- Strategic Education, Skills and Culture Unit



Creativity highlights continued...



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Cities of the Future 6/7 June 2019

Our work to design and deliver the Cities of the Future Event supports digital creativity by working with others to identify impactful digital ideas that can be scaled and developed by our learners, in partnership with others.

The event was held in June 2019 and focussed on developing a national and international standard for fusion skills, including a fusion assessment tool and how fusion skills can be applied to school settings and those in lifelong learning. The event also considered the role of fusion skills in supporting cities, or parts of cities, where there is a clear link between education, business, technology and cultural and creative sectors, with those in attendance hearing how these areas had effectively harnessed the power of these sectors to achieve the best possible outcomes. Over **145 delegates** from across the creative and tech sectors attended the event, with delegates arriving from across the UK, as well as Reykjavik, Nacka, Eindhoven, Bamberg, Oulu and Vienna. Delegates all shared a zealous commitment to improving their shared understanding of fusion skills and increasing the awareness of the importance of 21st century skills across the educational sector, employers and Government.

The event also included the formal launch of a piece of Nesta research funded by the City of London Corporation on: [Transferable Skills in the Workplace](#). The research was informed by an exploratory research project that was organised by the City of London Corporation and Nesta with **101 UK employers** between November 2018 and January 2019. The research was designed to understand more about the value employers place on transferable skills, especially when candidates apply for roles where they lack the necessary technical skills. The key findings from the research highlighted the need for employers to better assess and balance a candidate's job-specific technical skills and experience against other factors, which we term as 'transferable' skills and are increasingly important for the future of work. In fact, Three-quarters (74%) of employers prioritised transferable skills equal to or above technical skills when recruiting new employees.

Following the meeting held on 7th June 2019 on the development of fusion skills which was attended by several UK and European cities, several reports are being prepared to distribute to the participants and as wider resources. These include:

- A summary report of the meeting
- An A-Z guide to practical actions to build fusion skills
- A white paper on fusion skills for the future for a more general audience.

The OECD (The Organisation for Economic Co-operation and Development) are showing strong interest in our work and are issuing an invitation for us to attend a round table event to be held in Korea from 22nd-28th October 2019 and a final round table in Russia early in 2020. They see the work we are doing as very relevant to their E2030 (Education 2030) project which is creating a compass to guide education planning and delivery post 2030.

Work on a fusion skills assessment tool is also progressing with a meeting scheduled with Dr Yuhyun Park. There is also a link to Carole Still at Coventry University's innovation centre and she has approval to focus her PhD around fusion skills, looking at the senior school and university entry level and graduate attribute level, and this collaboration is bringing considerable added value.

The Fusion Challenge Prize Launch

Culture Mile Learning held the first of three key events as part of the Fusion Challenge Prize with an event on 17th September 2019 at the Barbican Centre. Schools, universities, charities, businesses, social entrepreneurs and others with an interest in skills development, the value of creativity, innovation and social mobility will be invited to attend an afternoon of talks, workshops, performances and networking opportunities. Delegates will work together to pitch ideas for innovative programmes or products designed to develop the creative, communication, organisational and thinking skills of London's young people through cultural experiences.

This is the first of a series designed to spark innovation, creativity and to help form collaborative connections, and there will be two more events coming up in October and November 2019. The process will end in April 2020, when one solution will be awarded £50,000 to develop it. The Fusion Challenge Prize is also being supported in partnership with London East Bank (adjacent to the former Olympic site).

Fusion skills vs digital skills

Digital skills do not sit alone. They take their place within a broader framework, often referred to as 'fusion skills' or '21st century skills'. Fusion Skills are all terms frequently used to describe the sets of qualities, attitudes and values which enable people to thrive and flourish in future technologically mediated environments. We are interested in the fusion of creative invention and technological innovation which is so distinctive of the UK's Creative and Digital Industries and which underpins its competitive advantage. These Fusion Skills combine creativity, arts and design with technology and business skills, reflecting how future life is transformed by the fusion of these disciplines, generating opportunities for new businesses, products and services.



Case study: City No.3 Digital Workshops

This case study links to our work on Digital Creativity.

Hosted at the Tramperry Old Street hub for creative start-ups and entrepreneurs, Founders of the Future's Liam Tootill ran a two-day workshop with five Sixth Form students who attended the Lord Mayor's City No. 3 Breakfast. The aim of the workshops was for the students to develop an app, a poster, and a video to assist SEND children in staying safe online.

The workshops also benefitted from a visit by Founder and CEO of The Tramperry Charles Armstrong and Philip Glanville, the Mayor of Hackney, who observed the workshop and offered students the chance to present their initial ideas. The workshops required the young people to work intensively in a small team to communicate and collaborate throughout the design process, from researching the target audience and brainstorming some of the issues affecting vulnerable young people online. Feedback from the students has been extremely positive and they will be presenting their work at the next City No.3 Breakfast in October to the Lord Mayor. It is also intended for the students to host a stall at the launch of future.now on 10/10 and talk to their work and the fusion skills processes they used to quickly achieve their outcomes.



Raising awareness of digital skills

Preparing our learners for the future

Priority Three – Digital Citizenship

Key highlights

She Can Be

This one day event aims to change the perceptions of young women and City organisations alike, by providing a platform for participants to challenge companies and identify what needs to change in order to make them more inclusive. At this year's event **180 young women** learnt more about roles in **28 organisations** in the City and the digital skills required to excel in them. During the discussions, those involved learnt about the variety of roles in the City, how their skills are transferable to the workplace, the diversity of backgrounds of women working there and why the City wants to recruit them.

CAST Hackathons

The Centre for the Acceleration of Digital Technology (CAST) developed and ran three deep-dive workshops for independent funders at Mansion House in March and April 2019 to focus on how to better fund digital initiatives. These sessions outlined some of the opportunities and challenges of funding digital skills related activities and gave participants a practical introduction to some key digital design principles and approaches. Over **42 representatives** from **31 different funders** attended the workshops and indicated that the workshops had improved their understanding, confidence and focus around funding digital. Further work is planned with CAST to follow up with all participants and develop a series of follow-up sessions and activities that meet their needs.

Only Connect

Since September 2018, weekly drop-in sessions have been organised on Tuesday evenings at Barbican Library, Golden Lane Community Centre, Aldgate Pavilion and Mansell Street, where people can either bring their own gadgets and get help on how to use them or use one of ours if they don't yet own one. This project is a partnership with City of London and Age UK and is focused on assisting older people with digital skills, especially in relation to tackling social isolation. To-date, **64 people** have attended these sessions. This work is in addition to the ongoing commitment to digital skills shown by all our community libraries, which provide free access to space and materials, including Microsoft, computers, the internet and deliver programmes, classes and courses, such as the Code Club, which encourage skills and digital skills development and lifelong learning.



The teams working on Digital Citizenship are:

- City Bridge Trust
- Barbican and Community Libraries
- The Lord Mayor's Appeal
- Town Clerk's (London Metropolitan Archives)

Case study: The Catalyst

[This case study links to our work on Digital Citizenship.](#)

The charitable sector plays a crucial role in addressing digital and social exclusion through providing funding to support system change. However, there is an acknowledged lack of skills within this sector to fully harness the opportunities digital technology affords to accelerate solutions to social issues. Building on the strategic commitments of the strategy to use digital skills to connect the capital, enable positive transitions and provide advice and support and the oxygen of the Lord Mayor's championship, City Bridge Trust (CBT) is focused on upskilling funders to better support digital innovation.

In May 2019, CBT agreed over **£750,000 of funding** for two highly complementary and mutually reinforcing digital initiatives which collectively provide significant capacity to better support charitable organisations respond to and utilise the digital opportunities for the benefit of their service users.

The Catalyst is a collaboration to drive the digital transformation of UK civil society in the UK. Other funders behind the **£2.1m per annum** funding stream are the National Lottery Community Fund, Comic Relief, Esmée Fairbairn Foundation, Paul Hamlyn Foundation and the Department of Digital, Culture, Media and Sport. This will be the first time the UK's social sector has had a dedicated, high-profile coalition jointly funding and championing the digital skills agenda which will aim to embed digital skills within civil society and scale up the delivery of digital programmes known to improve services and resilience amongst not-for-profits, especially digital leadership and service-design programmes.



The Catalyst will act as a focal point for advocacy and further action; leverage and coordinate the expertise and resources of hundreds of partners; and build on and scale up tested approaches in support of thousands of charities and social enterprises. The Catalyst launched on 11 July 2019, and featured a range of speakers including Margot James, former Secretary of State for Digital and Creative Industries (DCMS) and David Farnsworth, Director of CBT. Moving forward The Catalyst will be a live vehicle through which we can deliver sustainable and positive transformative change on digital skills for the charitable sector.

Our performance framework

Our framework (Appendix 2) commits us to measuring the effectiveness and impact of our work against 19 key performance indicators (KPIs), which are aligned to the strategy's three priority areas, as well as demonstrating our impact against our Corporate Plan for 2018-23.

The performance framework is an exciting development in the implementation of the strategy and sets us on a journey to collecting baseline and benchmarking data, meaning that in time we will be able to set targets and report on the impact we are having.

The key measure of success for this strategy is that businesses and other communities and stakeholders that we support, including our residents, learners and workers, will have the digital skills they need to thrive in a digital economy and society. We will embed collaboration, thought leadership and innovation across all aspects of our digital skills work, sharing our learning, including our use and support for the DQ™ framework, with the stakeholders we work with internally and externally from different sectors and with a global outlook.



The first year of this strategy has been a year of discovery.

We are continually enhancing our understanding and knowledge of digital skills and how they exist and develop across a spectrum. It is also clear that digital skills is a fluid term, beginning as the idea of technical skills and over time developing to cover attitudes and emotional characteristics as the digital world develops. As we become more familiar with our priority areas and the challenges of the digital skills gap, further informed by the work of future.now, we have moved away from our second impact measure relating to the DQ framework, which assesses digital skills within a broader framework and the connection to character qualities such as emotional intelligence. Instead, we are currently benefitting from other frameworks such as the Essential Digital Skills Framework for life and work, created by Lloyds Banking Group and used in their Consumer Digital Index, in which specific skills are based on specific groups. Used by government, industry and academia alike, it sets out the standard of what citizens in the UK need to achieve in order to participate fully in the digital world. This work is further being explored through future.now.

We are also in a position to make use of the fusion skills framework, which we developed in partnership with Nesta, and is highlighted in our key highlights for digital creativity. The implication of these frameworks means that we can better identify the groups of people who need the skills and the context in which they will use them i.e. work, everyday life, formal and informal learning. We will however continue to champion the DQ™ framework. Meetings to accelerate the connections and share work in area of fusion skills continues particularly around the importance of collaboration, bringing together the different pieces of the puzzle; the sharing economy and open standards instead of open sourcing; differentiation, personal as well as global; lifelong learning; the need for transparency; a community of language, an agreed 'taxonomy' of terminology.

The measure workstream of future.now will also be instrumental in providing measurement to help us build a better evidence base and can accurately identify the activities that deliver the greatest impact.

Planning for the coming year

Digital skills will continue to be of strategic importance to the UK for the foreseeable future. We are therefore committed to pursuing our strategic vision for people and businesses, across the City, London and beyond, to be equipped to take full advantage of digital technologies and innovations to help themselves and their economies thrive, safeguarding of the City's status as a global leader.

The strategy is a framework and an established mechanism through which this first year has been used to set the right foundations from which we can progress digital skills for our organisation and employees, our residents, and the businesses and their workers we support across the City, London and the UK. The strategy has gained momentum and represents an exciting opportunity for us to show true leadership. We will work to consolidate and embed our early successes by continuing to work collaboratively to deliver innovative and impactful activities.

Whilst many of the activities in our action plan will continue and develop, we will also spend the next year focusing on:

- Providing support to **future.now** as it transitions into being an external-facing entity, following its launch on 10 October 2019

Presently the City Corporation have supported future.now through in-kind contributions in terms of venues for meetings and support from officers based within Mansion House, Innovation and Growth and the Town Clerk's department. The future role of the City Corporation as part of future.now is still being finalised.

- Social Value Panel recommendations for IT Procurement:

DSSO worked with procurement to help to frame the 'social value' component of our internal IT contract due to begin from 2020 onwards. This has unlocked funding for the successful contractor to work with our residents and learners under the citizenship and creativity pillars. The IT contract has gone to tender with the announcement of award expected in December 2019. Outputs expected include: Apprenticeships, Work placements for young people and Work placements for adults, Digital inclusion workshops for adult learners, Education/ careers visits with our sponsored CoL academies in Southwark, Islington and Hackney, as well as the annual careers fair held at the Guildhall and Cyber security/ digital skills workshop(s) for the charity sector and/or voluntary and community sector enterprises.

We will also be working in the next year to:

- Establish an informal partnership with Microsoft to collaborate on activities and projects that serve the strategy.
- Foster and embed lifelong learning that is focussed on digital skills in community engagement work through coffee mornings with Toynbee Hall.
- Work with Barbican and community libraries on the delivery of their current and future digital skills enhancement projects.
- Fully implement the strategy's performance framework.
- Identify and develop new activities that we can deliver in this space.

The first-year action plan was created in March 2019 in line with the DSSO role, which means the next plan would begin in March 2020. As a result of lessons learnt, the next action plan will run for 18 months from March 2020 until September 2021.

The City of London Corporation will maintain its commitment to digital skills, reflecting its status as a global leader and ensuring that we have the digital skills to drive productivity and promote social inclusion.

We are pleased to share the commitment enshrined in this report to ensure both people and businesses can thrive in the digital age.





EXECUTIVE SUMMARY: Digital Skills Strategy at the City of London Corporation, 2018 – 23

Shaping tomorrow’s City today

About us:

The City Corporation’s reach extends far beyond the boundaries of the Square Mile and the City, across the private, public, charitable and community sectors. Our digital skills strategy supports the aims set out in our Corporate Plan for 2018-23 to contribute to a flourishing society, support a thriving economy and shape outstanding environments.

Our Vision:

People and businesses, across the City, London and beyond, are equipped to take full advantage of digital technologies and innovations to help themselves and their economies thrive.

Our Outcomes:

- 1.The City, London and the UK have the skills, talent and digital expertise they need to drive digital productivity and competitiveness.
- 2.People and businesses have the digital skills they need to thrive in all aspects of their lives.

Who will we work with:

- The residents, learners and workers we work with directly.
 - The businesses we support in the City, London and beyond and local, regional, central and global governments.
- The communities we support through our charitable giving, distributed mainly via City Bridge Trust.

Our priorities

Digital Competitiveness

Digital Creativity

Digital Citizenship

Our activities

- Working with businesses we will explore the ways in which we can:
- Support digital innovation and enterprise.
 - Fill the digital skills gaps and shortages that businesses identify.
 - Prevent and safeguard against cyber-attacks and cyber terrorism.

Links to Corporate Plan Outcomes 5, 6, 7, 8.

- Working with businesses, educators and civil society, we will consider how we can:
- Raise educational aspiration and attainment in terms of digital skills.
 - Prepare our learners, for the jobs of the future, in terms of the necessary digital skills, behaviours, attitudes and competencies.

Links to Corporate Plan Outcomes 3, 8, 10.

- Working with individuals and communities, we will consider how we can:
- Use digital skills to address barriers and gaps to improve access and participation.
 - Use digital skills to connect the capital, enable positive transitions and provide advice and support.
 - Improve cyber, digital and financial inclusion and safety.

Links to Corporate Plan Outcomes 1, 2, 3, 4.

Implementing this strategy:

We will embed collaboration, thought leadership and innovation across all aspects of our digital skills work, in order to deliver the vision, priorities, outcomes and activities set out in this strategy, developing responses and interventions to the issues and opportunities that digital skills present society and the economy. We will promote and share our learning, championing the DQ™ digital intelligence framework as part of this. We will look outwards to identify where we want to intervene and track our impact.

Definition of digital skills:

Digital skills are the set of skills, attitudes and values which will enable people to thrive and flourish in current and future digital environments.

Outcomes:

- 1. The City, London and the UK have the skills, talent and digital expertise they need to drive digital productivity and competitiveness.
- 2. People and businesses have the digital skills they need to thrive in all aspects of their lives.

Total CPF KPI's: 18



Digital Competitiveness

HLA: Support the digital innovation and enterprise

- London is #1 financial centre (Global Financial Centres Index)
- London's position in the Green Finance Index % increase in UK and India figures for fintech adoption
- % of Square Mile with coverage and connections to FTP fibre and 4G (5G) broadband

HLA: Fill the digital skills gaps and shortages that businesses identify

- % reduction in City firms experiencing skills gaps
- % positive feedback from businesses on CoLs role in creating solutions that ensure FPS has access to the digital talent it needs

HLA: Prevent and safeguard against cyber-attacks and cyber terrorism

- # of cyber attacks identified and resolved



Digital Creativity

HLA: Raise educational aspiration and attainment in terms of digital skills.

- School 'Progress 8' and 'Attainment 8' score
- # learners gaining a national accreditation
- # learners enrolled in training and courses

HLA: Prepare our learners, for the jobs of the future, in terms of the necessary digital skills, behaviours, attitudes and competencies.

- # participating in creative/cultural learning programmes (as per education, cultural and creative learning and skills strategies)
- # attending showcasing events/recruitment drives
- # work experience placements
- % uptake of fusion skills curriculum across our educational and cultural institutions



Digital Citizenship

HLA: Use digital skills to address barriers and gaps to improve access and participation.

- % of CoL collections available digitally

HLA: Use digital skills to connect the capital, enable positive transitions and provide advice and support.

- % people who report increased quality of life after relevant interventions
- # people benefitting from CBT funding

Meeting	Date
Public Relations and Economic Development Sub Committee (for information)	5 November 2019
Community and Children's Services Committee (for information)	7 November 2019
Education Board (for information)	14 November 2019
Policy and Resources Committee (for decision)	21 November 2019
Establishment Committee (for information)	10 December 2019
Subject Social Mobility Strategy, 2018-28 – Annual Report	
Report of The Director of City Bridge Trust and Chief Grants Officer	
Report Author Sufina Ahmad – Corporate Strategy Manager	
	For information/For decision

Summary

This paper presents the first annual report at **Appendix One** for the City of London Corporation's Social Mobility Strategy for 2018-28, which was approved by Policy and Resources Committee in September 2018. The report outlines the progress the City Corporation has made in the last 12 months in relation to our vision that *'People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential'*. The report is primarily aimed at officers and elected Members, but detail in the report can be used for external-facing communications.

The report offers detail on 16 key highlights from the last year, including: the London Careers Festival attended by 5,000 young people with 175 organisations participating; the use of £100,000 to deliver summer enrichment pilots in 2019 in Islington engaging over 100 young people; the City Corporation's Living Wage Campaign which reached over five million people; and the City Corporation's ranking of 56 out of a published Top 75 in the 2019 Social Mobility Employer Index.

Recommendations

PRED Sub Committee, Community and Children's Services, Education Board and Establishment Committee are asked to:

- i. Endorse the Social Mobility Strategy Annual Report and provide guidance on how it should be shared with all Members.
- ii. Continue to prioritise the Social Mobility Strategy going forward.

Policy and Resources Committee is asked to:

- iii. Approve the Social Mobility Strategy Annual Report and provide guidance on how it should be shared with all Members.
- iv. Continue to prioritise the Social Mobility Strategy going forward.

Main Report

Background

1. The Social Mobility Strategy 2018-28 was approved in September 2018 by Policy and Resources Committee. The strategy focusses on a vision to *‘People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential’*. This is split into four strategic outcomes:
 - a) Everyone can develop the skills and talent they need to thrive.
 - b) Opportunity is accessed more evenly and equally across society.
 - c) Businesses and organisations are representative and trusted.
 - d) We role model and enable social mobility in the way we operate as an organisation and employer.

The first three outcome areas primarily relate to the external-facing work the City Corporation does with its key stakeholders in the Square Mile, the City, London and the UK, across the public, private, charitable and community sectors. The fourth outcome focuses on the City Corporation as an organisation and employer.

2. The delivery of the strategy has been overseen by the Social Mobility Implementation Group, which is chaired by the Director of City Bridge Trust and Chief Grants Officer, as the Senior Responsible Officer for the strategy. the Group meets quarterly and is made up of officers from: Corporate Strategy and Performance Team (CSPT), Corporate Philanthropy and Volunteering, City Bridge Trust (CBT), Department of Community and Children’s Services (DCCS), Strategic Education, Skills and Culture Unit, Human Resources (HR) and the Town Clerk and Chief Executive’s Office. The implementation of the strategy is facilitated through the CSPT who provide organisational oversight to maximise the City Corporation’s collective impacts on social mobility; programme management; and ensure there is a clear corporate narrative on social mobility.

Current Position

3. The strategy has been supported by a comprehensive 12-month action plan, which started in January 2019. A total of 81 activities were identified across the aforementioned four strategic outcomes. Of these, 10% are complete, 84% are on-track/ongoing, 2% are delayed and 4% are not on track – mitigations are in place for activities that are delayed or not on track. Going forward, there are plans in place to develop the next annual action plan from January 2020.
4. The annual report is primarily aimed at officers and elected Members and highlights in more detail 16 activities, including the following four case studies:
 - a) **London Careers Festival:** The City Corporation ran in partnership with 175 organisations, including businesses, institutional employers, Livery Companies and other educational partners, the inaugural London Careers Festival benefitting over 5,000 children and young people from over 130 schools, sixth-form colleges and youth groups.

- b) **Summer Enrichment Pilots:** £100,000 of funding was aimed at children and young people in Islington from lower socio-economic backgrounds, including at the City of London Academy Highbury Grove, to tackle summer learning loss, summer hunger and summer enrichment during the 2019 summer holidays. Over 100 young people were engaged with the four programmes that were run by three different providers.
- c) **Living Wage Campaign:** The City Corporation won a Living Wage Industry Award for its advertising campaign promoting the Living Wage, reaching five million people and resulting in 14 enquiries from non-accredited employers about becoming Living Wage accredited.
- d) **Social Mobility Employer Index:** The City Corporation will receive confirmation of its ranking on 3 October, but have provisionally been informed that the organisation is ranked 56-60, and were particularly commended for the organisation's work with young people, its encouragement of its supply chain to consider social mobility and the way in which we offer higher level apprenticeships.

Options

5. Social mobility continues to be of high importance both at the City Corporation and amongst the key external stakeholders that the organisation engages with regularly across central and local government, the private and business sectors, the education sector and parts of the charitable and community sector. Despite this the UK continues to be ranked as one of the lowest performing countries for relative income and social mobility by the Organisation for Economic Cooperation and Development (OECD). There remains much to do in order to not only level the playing field, but to make it fairer too, thus ensuring everyone can participate, compete and succeed. It is recommended that the City Corporation continues to demonstrate its commitment to this strategy over the next 12-months by:
 - a) Fully implementing the strategy's performance framework
 - b) Testing the feasibility of a multi-generational and longitudinal study
 - c) Embedding a corporate approach to our external communications, influencing and thought leadership activities on social mobility
 - d) Developing an advocacy offer that ensures social mobility remains a priority across local, regional and central Government.
 - e) Identifying and developing new activities that we can deliver in this space mindful of our distinctive position alongside ensuring the continuation of ongoing activities in so far as they continue to be relevant and have impact

Proposals

6. To deliver on the ambitions mentioned in paragraph five, the actions related to the delivery of this strategy must be included within the 2020/21 business plans for CBT, Town Clerk's Communications, Town Clerk's Human Resources, Town Clerk's Culture, Town Clerk's Corporate & Member Services, Innovation and Growth and DCCS.

Corporate and Strategic Implications

7. The strategy supports the City Corporation's Corporate Plan for 2018-28, in terms of its vision for a *'vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK'* and our strategic aims to *contribute to a flourishing society and support a thriving economy*. It specifically relates to the following outcomes in the Plan:
- **Outcome 3:** People have equal opportunities to enrich their lives and reach their full potential.
 - **Outcome 5:** Businesses are trusted and socially and environmentally responsible.
 - **Outcome 8:** We have access to the skills and talent we need.
8. This strategy also links to the City Corporation's strategies on: Responsible Business, Housing, Education, Employability, Health and Wellbeing, Bridging Divides, Equality, Diversity and Inclusion, Skills, Philanthropy, Volunteering, Culture, Culture and Creative Learning, Culture Mile and Culture Mile Learning.

Health Implications

9. This strategy does consider the impact of poor social mobility on an individual's health and wellbeing.

Public Sector Equality Duty Implications

10. In July 2019, it was agreed that social mobility would be added as a consideration to the City Corporation's Equality Impact Assessment.

Resource Implications

11. Most activities identified in the strategy are delivered as part of departmental budgets.

Conclusion

12. The annual report at Appendix One summarises in detail the work that has been completed in the last year to deliver the City Corporation's Social Mobility Strategy for 2018-28 and recommends that it remains a strategic priority going forward. This Committee is asked to either support, or approve, the strategy's annual report and the priorities that have been set out going forward.

Appendices

Appendix One – Social Mobility Strategy, 2018-28 – Annual Report

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Social Mobility Strategy, 2018-28

Potential today, success tomorrow

2019 Annual Report



Introduction



Since agreeing the City of London Corporation's Social Mobility Strategy in September 2018, we are pleased to share an update on the actions taken in the last 12-months against the outcomes and activities set out in the strategy towards the achievement of our vision:

People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential.

The strategy, which is summarised in one page at **Appendix One**, was designed to outline the positive and cumulative impact we hope to have as a valued advocate and thought leader on social mobility. This is articulated through our aim to bridge and reduce the social and economic divides that people experience, by delivering the following four strategic outcomes:

Page 1 of 6

1. Everyone can develop the skills and talent they need to thrive.
2. Opportunity is accessed more evenly and equally across society.
3. Businesses and organisations are representative and trusted.
4. We role model and enable social mobility in the way we operate as an organisation and employer.

The strategy builds on our values, and unique commitments to the Square Mile, the City, London and the UK, across the public, private, charitable and community sectors. It also supports other strategic priority areas for the organisation, including our commitment to responsible business practices that create positive impact and reduce negative impact across all our activities and decisions. One year on, we remain clear that this strategy will only be delivered by supporting and partnering with organisations and institutions to understand and deliver collectively the social and economic benefits of social mobility.

There continues to be extensive coverage in the media on the importance of social mobility within central and local government, the private and business sectors, the education sector and parts of the charitable and community sector. The relaunch of the Social Mobility Commission in December 2018, chaired by Dame Martina Milburn, reaffirmed the Government's commitment to monitoring progress towards improving social mobility in the UK and promoting it within England. This was demonstrated through the new Commission's [State of the Nation Report](#) for 2018-19, launched in April 2019. Likewise, the Social Mobility Foundation continues to benchmark and rank UK employers for their work on ensuring access and progression for talent from all backgrounds through the [Social Mobility Employer Index](#). Since its launch in 2017, 136 employers across 18 different sectors, representing 1.4 million employees in the UK have participated in the Index, and it is heartening to see their commitment to social mobility.

At the City Corporation, social mobility continues to be a central theme of discussions undertaken with key external stakeholders throughout the UK and beyond by the Rt. Hon. Lord Mayor Peter Estlin, our Chair of Policy and Resources Catherine McGuinness and other officers.

Nevertheless, the UK continues to be ranked as one of the lowest performing countries for relative income and social mobility by the Organisation for Economic Cooperation and Development (OECD). There remains much to do in order to not only level the playing field, but to make it fairer too, thus ensuring everyone can participate, compete and succeed.

This is the first in a series of reports that will be published over the course of this strategy, to demonstrate our continued commitment to social mobility.

What we have achieved since September 2018

Oversight and responsibility for the strategy

David Farnsworth, the Director of City Bridge Trust and the City of London Corporation's Chief Grants Officer, is the senior responsible officer for this strategy. David is supported to ensure that the strategy is delivered successfully by the Social Mobility Implementation Group (SMIG), which meets quarterly and is made up of officers from the following teams:

- Corporate Strategy and Performance
- Corporate Philanthropy and Volunteering
- City Bridge Trust
- Community and Children's Services
- Strategic Education, Skills and Culture Unit
- Innovation and Growth
- Human Resources
- Town Clerk and Chief Executive's Office.

The SMIG is facilitated by the Corporate Strategy and Performance Team, and they hold day-to-day responsibility and oversight for:

1. Ensuring and maintaining organisational oversight on social mobility to maximise our collective impacts.
2. Developing and overseeing all processes relating to programme management of the strategy, including reporting and business planning responsibilities.
3. Developing a corporate approach to our networking, influencing and thought leadership activities on social mobility.
4. Creating and embedding a culture of social mobility throughout the organisation – building a coherent narrative and delivering effective communications internally and externally.



What we have achieved since September 2018

Our annual action plan

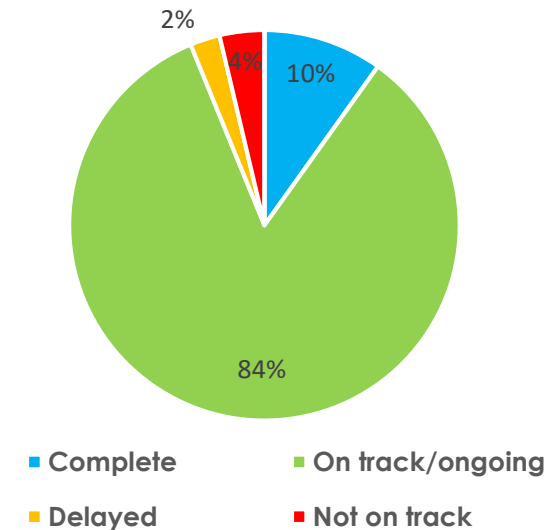
In order to develop the action plan, an internal mapping exercise was undertaken, which identified activities that were already happening or planned in relation to the strategy. This, along with information on all new activities relating to the strategy, have been included in the action plan, which took effect from January 2019 and is available in full at **Appendix Two**.

Analysis of our progress against all the activities are highlighted in the pie charts on pages 3 and 4 – at both a full action plan level and a specific outcome level. Of the **81 activities** linked to this strategy, **84% are on track/ongoing, 10% are complete, 4% are not on-track and 2% are delayed**. Mitigations are in place for those that are not on-track or delayed. For further details of progress against specific activities, please see **Appendix Two**.

Most activities in the action plan are being delivered using the budgets and resources agreed for the 2018/19 and 2019/20 financial years. We also secured **£100,000 of new funding** to run a pilot summer enrichment programme and **£15,000 of internal match funding** for a London Living Wage promotion campaign in 2019, which are both covered in more detail as case studies later in this report.

Over the next few pages, we have shared the progress, key highlights, case studies and the teams involved in each outcome area.

Analysis of full action plan
(Total 81 activities)

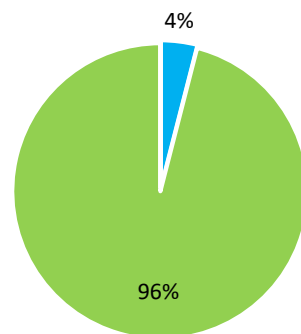


So far, of the 81 activities in the action plan, we have completed 10% of them, 84% of activities are on track/ongoing, 2% are delayed, and only 4% of actions are not on track.

What we have achieved since September 2018

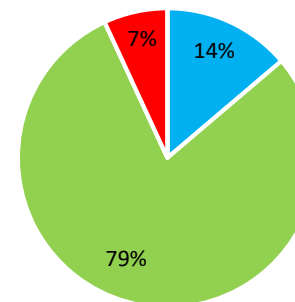
Progress analysis by outcome area

Outcome 1
(Total 25 Activities)



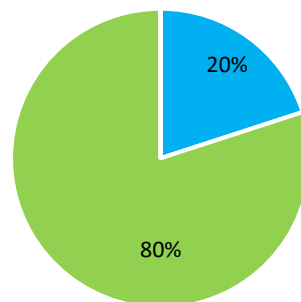
■ Complete ■ On track/ongoing ■ Delayed ■ Not on track

Outcome 2
(Total 29 Activities)



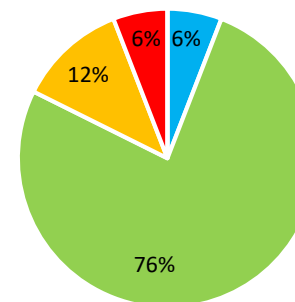
■ Complete ■ On track/ongoing ■ Delayed ■ Not on track

Outcome 3
(Total 10 Activities)



■ Complete ■ On track/ongoing ■ Delayed ■ Not on track

Outcome 4
(Total 17 Activities)



■ Complete ■ On track/ongoing ■ Delayed ■ Not on track

What we have achieved since September 2018

Outcome 1 – Everyone can develop the skills and talent they need to thrive

Our highlights

- **Libraries** – Across the Barbican and Community Libraries we have provided free and inclusive access to space and materials and delivered reading programmes, classes and courses that encourage skills development and lifelong learning. It is widely researched and agreed that the ability to read, and access to informal learning opportunities and free spaces for personal development are essential in an individual's education and employment readiness, especially for those from lower socio-economic backgrounds who may lack . In 2018/19 there were 434,877 visitors to the libraries, and there were 64 adult reading sessions attended by 159 people and 58 children reading sessions attended by 356 people. There were also specific reading campaigns, including Read to Succeed and the Summer Reading Challenge – supporting 2182 and 245 people respectively. We also delivered a range of classes and workshops at the libraries including, including ESOL with computing, Let's Talk English Conversation Classes, CV Workshops and support with visa applications.
- **Encouraging a Fusion Skills curriculum across the City family of schools** – In order to better prepare young people for the future of work, it is important that they develop 'transferable skills'– those skills which are common to and cut across many occupations, such as problem solving, critical thinking and communication. To boost social mobility, a list of 12 fusion skills are viewed to be crucial. These are: Oral communication / presentation skills; Collaboration and teamwork; Initiative; Problem solving; Organisational skills (planning, time management, deadlines, prioritisation, multi-tasking); Adaptability / flexibility; Written communication; Independent working / autonomy; Critical thinking; Resilience; Creativity; and Analysis and evaluation skills.

In 2018/19 we ran a successful fusion skills curriculum pilot at the City of London Academy Islington, with further pilots planned at our other schools in the coming years. This was alongside nine fusions skills enrichment events for pupils at our schools, including: Schools Concerts, Chess Tournament, Debating Competitions and an Art Exhibition. Furthermore, to enhance our collective understanding of what fusions skills are, we hosted a high-profile and international Fusion Skills events, which focused on a national and international standard for fusion skills, including a fusion skills assessment tool and the launch of our joint research with Nesta on what the future skills requirements are in the world of work.



Teams working on this outcome:

Adult Skills and Education Services

Barbican and Community Libraries

Strategic Education, Skills and Culture Unit

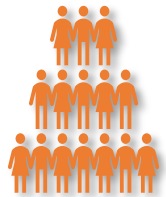
What we have achieved since September 2018

Our highlights for outcome 1 continued ...

- **Culture Mile Learning** – We delivered three 'bundle' days designed to offer school groups inclusive access to high quality cultural and creative learning experiences, which provide pupils and learners with fusion skills and widened and inclusive access to cultural capital. This included visits to two or more Culture Mile Learning partner venues. In addition, we organised 'Young City Poets', during which 877 pupils from 32 schools – of which 29% were receiving free school meals – worked with professional poets to inspire their creative writing. Culture Mile Learning also run the School Visits Fund and in 2018/19 the Fund received 275 applications from schools and not-for-profit educational organisations, benefitting 12,976 pupils. On average 49% of these pupils were on Pupil Premium, which is above the London average of 35%.

Detailed case study – London Careers Festival, 17-21 June 2019

Page 201



5,000 young people
attended events



175 organisations
participated



Funding secured to
deliver again in 2020

In partnership with businesses, institutional employers, Livery Companies and a wide array of educational establishments and partners, we delivered the London Careers Festival for the first time from 17-21 June 2019. The Festival hosted a free programme of events focusing on skills, work experience and employability. The event was designed to connect children and young people from all socio-economic backgrounds with the diverse array of opportunities offered by businesses within the City of London and across the rest of London, as well as fuelling their imaginations and helping to inform and shape their futures.

Over **5,000 children and young people** from **over 130 schools, sixth-form colleges and youth groups** booked tickets to attend across the week. A total of **175 organisations** took part in the London Careers Festival, including **40 Livery companies** that participated in the Livery Schools Links Annual Careers Showcase and a further **60 companies** that hosted stalls as part of the Apprentice 19 event, aimed at encouraging young people to consider apprenticeships as a career route.

Further funding has now been secured to deliver the London Careers Festival in the summer of 2020.

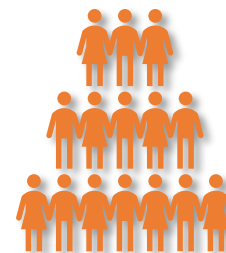
This case study links to **outcome one** of the strategy - 'Everyone can develop the skills and talent they need to thrive', by raising educational and employment aspiration and attainment for all.

What we have achieved since September 2018

Outcome 2 – Opportunity is accessed more evenly and equally across society

Our highlights

- **10-year partnership with the Prince's Trust** – We are in the fifth year of this partnership, and as of April 2019, just under 7000 young Londoners, particularly those experiencing disadvantage and those that are furthest from the education and labour markets, have been supported as a direct result, with 75% of all those supported moving into education, employment, training or volunteering. Oftentimes these young people will be working with multiple agencies and the ongoing and long-term nature of our funding ensures that they are given sufficient time and support to achieve their goals.
- **Business Healthy** – We are committed to bringing businesses in the City together to ignite a positive change in the health and wellbeing of their workforce, as this is a vital way in which we can ensure people remain in work. Since January 2019, the number of individual member organisations within Business Healthy has increased by 4% and the number of individual members has increased by 55%. 46% of member organisations are located within the City and 61% of those are SMEs. In May 2019, in partnership with the GLA, tying in with the Mayor of London's "Good Work Standard" programme, Business Healthy delivered a seminar on supporting the health and wellbeing on London's "hidden" workforce (i.e. cleaners, hospitality and retail staff, security etc.) in partnership with the GLA, tying in with the Mayor of London's "Good Work Standard" programme.
- **Being a corporate parent** – We have a statutory duty to act as a corporate parent to those that are placed in our care. In the last year, we have been a corporate parent to 29 children and young people, providing them with access to a dedicated Social Worker and Virtual Head who acts as an educational advocate for them within the educational institutions they attend. Most of our children and young people are unaccompanied asylum-seeking refugees, and as a result of their experiences and the fact that they may not speak English as a first or second language, they are at serious disadvantage within the education system. We work hard to ensure that our students thrive, with 90% of our students making expected progress in their learning with two people successfully completing their first year of University. We have also provided ESOL-classes at the Golden Lane Community Centre and connected them with the work of our own schools too. In 2019, pupils from the City of London School volunteered to participate in a learning programme with our 29 children and young people, completing activities such as sport, paired reading and enrichment sessions.



Teams working on this outcome:

City Bridge Trust,
Culture Mile and Culture Mile Learning,
Cultural Services,
Central Grants Unit,
Public Health,
Community Engagement,
Virtual Head Services,
Strategic Education, Skills and Culture Unit,
Corporate Strategy and Performance.

What we have achieved since September 2018

Detailed case study – Summer Enrichment Pilot, Summer Holidays 2019



100k in funding
secured



100+ young
people engaged



Over **1,000** nutritious
meals served

£100,000 of funding was contributed to a Summer Enrichment Pilot in 2019, aimed at children and young people from lower socio-economic backgrounds in the London Borough of Islington to tackle summer learning loss, summer hunger and summer enrichment during the 2019 summer holidays.

We ran **four pilots**: two were based at the City of London Academy Highbury Grove (CoLAHG), with each running for one week – the first was aimed at **30 children** that will be starting in Year Seven in September 2019, and the second was aimed at **30 existing CoLAHG pupils** in Years Eight and Nine. The other two pilots were based in the community, and the [Cripplegate Foundation](#) organised these on our behalf. One was a four-week programme, run by All Change, for four hours a day for four days aimed at **40 young women**. The second was a four-week programme, run by Global Generation, for four hours a day for four days aimed at **30 young people**.

Whilst each project is different, they share in common a commitment to providing healthy food options, a nurturing learning environment and time to do activities that are fun, inspiring and creative. Children and young people are actively encouraged to expand their horizons, form positive habits and routines and develop their skills and confidence.

The evaluation of this programme will be delivered in partnership with the [Mayor's Fund for London](#) and [Northumbria University](#), with the full evaluation available in **January 2020**. The evaluation is extensive, and involves collecting data around the children's characteristics (i.e. age, gender, eligibility for free school meals), their attendance and the activities they participated in. The evaluation also includes where applicable a physical activity study; a young people's perspectives study; a learning loss study; a fusion skills evaluation survey; observational visits and senior stakeholder interviews.

This case study links to **outcome two** of the strategy - '*Opportunity is accessed more evenly and equally across society*', by removing barriers, overcoming gaps and improving access and participation in order to improve attainment for our pupils and learners experiencing disadvantage or poverty.

What we have achieved since September 2018

Outcome 3 – Businesses and organisations are representative and trusted

Our highlights

- Financial Services Skills Taskforce** – We seconded a member of our Innovation and Growth Team to the Chancellor's Financial Services Skills Taskforce, chaired by Mark Hoban and convened by TheCityUK, with support from the City of London Corporation and EY. The interim report was released in June 2019 and showcased the major skills challenges facing the financial services sector, including its low spend on training, its lack of diversity at all levels, its perceived values and culture and the fact that its skills needs are evolving faster than roles can be filled. This taskforce is essential in supporting this sector to address these technological and social challenges – particularly in relation to the evidenced lack of diversity of any form, including socio-economic diversity, within financial services which the report calling for greater efforts to be made to level the playing field by offering training and opportunities more equitably to under-represented groups
- Partnering with Tomorrow's Company** – Low pay and in work poverty are major barriers to social mobility, with 4m. people in the UK in work and in poverty. In the last year, we have developed a close working partnership with Tomorrow's Company, to support their work as the convenor and leader of the UK-wide and cross-sectoral Financial Inclusion Alliance. As a result of this partnership, we will be hosting the Alliance's first In-work Poverty Summit in January 2020, aimed at redesigning the way our economy and workplaces operate to help people break free of poverty.
- Delivering our Digital Skills Strategy** – We have been, as part of the Rt. Hon. Lord Mayor Peter Estlin's work on Shaping Tomorrow's City Today, working with businesses to take responsibility for filling the digital skills gaps and shortages they identify and predict for the future within their workforce. This is particularly important for a workforce's social mobility, as those without the necessary digital skills, who are therefore digitally excluded, are more likely to find themselves without a job, or with fewer job prospects, in the longer-term. It is therefore vital that businesses commit to the learning and development of their workforce and ensure that they have a sustainable hiring pipeline. Our work in this area has resulted in the development of a UK-wide and cross-sectoral coalition, 'future.now', dedicated to motivating people and businesses to boost their digital skills.



Teams working on this outcome:

Innovation and Growth,

Human Resources,

Strategic Education, Skills and Culture Unit,

Corporate Strategy and Performance.

What we have achieved since September 2018

Detailed case study – Living Wage Campaign, February 2019



Campaign reached
over **5 million** people



Won the '**Industry
Champion Award**' for
the campaign



33% increase in
enquiries to Living
Wage Foundation

In partnership with the Living Wage Foundation, we launched a two-week campaign in February 2019 that involved **social media, newspaper advertising, 17 posters in nine of London's busiest tube stations** including Liverpool Street, Euston, Victoria and Paddington, and **direct discussions with City businesses**, all focussing on encouraging more City financial and professional services firms to pay the London Living Wage of £10.55 per hour. The initiative was launched at the Museum of London where City businesses, MPs and councillors joined ambassadors from City firms already paying the London Living Wage.

The high impact, high quality campaign was one of our widest reaching campaigns to-date, reaching **over five million people** across the capital – **1.3 million people** were reached via the underground posters and a **further 3.8 million people** reached via our social media campaign.

In the first month after the campaign there were:

14 enquiries from non-accredited employers about LLW accreditation as a direct result of the two-week campaign. This represents a **33% increase** in enquiries from the Square Mile compared to the previous fortnight before the campaign.

One new City employer, Cielo Talent Management, progressed to full accreditation

The Living Wage Foundation awarded us the Industry Champion Award in their annual Living Wage Champion Awards in June 2019, stating that the campaign was innovative, bold and demonstrative of our continued commitment to the Living Wage. We are proud to be an advocate for the Living Wage, as we recognise that unless people are paid properly for their work, they cannot achieve social mobility.

This case study links to **outcome three** of the Strategy – '*Businesses and organisations are representative and trusted*', by supporting businesses to take an inclusive and cross-organisational approach to identify and address barriers to employment and progression.

What we have achieved since September 2018

Outcome 4 – We role model and enable social mobility in the way we operate as an organisation and employer

Our highlights

- **Supporting the Living Wage Foundation** – We continue to be a living wage employer and charitable funder, as well as investing for a second year in hosting the 2019 Living Wage Annual Awards. Low pay is a barrier to individuals being able to progress in their careers, and by committing to the Living Wage, we are able to ensure that our employees at every level of the organisation have the financial security and resilience they need to succeed.
- **Staff Networks** – We employed a Diversity and Engagement Lead for the first-time to ensure the organisation is implementing best practice in organisational equality, diversity and inclusion and to provide support to our volunteer-led Staff Inclusion Networks. In the past year the networks have been re-branded from 'Diversity' to 'Inclusion Networks'. We also re-launched Carers and Parents Network and we joined the Stonewall Diversity Champions Programme. Our networks are a vital way in which we ensure that our organisation is inclusive for all – especially those experiencing disadvantage or from lower socio-economic backgrounds. They are also an essential vehicle through which we can offer our staff mentoring opportunities.
- **Recruitment and Selection Practices** – In 2018/19, 4.1% of our workforce were apprentices, exceeding the Government's public sector target of 2.3%, providing even more ways for people with or without formal qualifications to come and work for us. We have also developed a new recruitment website, video and branding approach, which is aimed at encouraging people from more diverse backgrounds to work for us, with a particular focus on strengthening our employer brand and improving the accessibility of our recruitment literature, in order to encourage a wider range of people to come and work for us.



Teams working on this outcome:

Procurement,
Central Grants Unit,
Human Resources,
Equalities and Inclusion Board,
Corporate Philanthropy and Volunteering.

What we have achieved since September 2018

Detailed case study – Social Mobility Employer Index Ranking and Feedback, September 2019



Ranked **56** in the 2019 index



Improvement of 10 places, compared to our ranking in 2018



Commended for our organisation-wide commitment to social mobility

In 2019, 125 cross-sectoral employers from across the UK entered the Social Mobility Employer Index, which is in its third year and is run by the Social Mobility Foundation. We were pleased to have been ranked 56, and therefore featured as part of their published Top 75 of employers. Our inclusion in the Index is a positive external confirmation of our commitment to taking action to ensure that we are open to accessing and progressing talent from all backgrounds. The Index result recognised that by launching a 10-year corporate strategy on social mobility, we have demonstrated that social mobility is a key long-term strategic priority for the organisation that has been endorsed by senior officers and elected Members.

Our feedback has provided us with several key areas that we must either sustain or develop further, including:

- Ensuring that the outreach work that we do through our educational and cultural institutions continues to target schools with above average levels of Free School Meals, low levels of attainment or without existing relationships with a wide range of employers. We must now turn our attention to linking our outreach work with our own recruitment pipeline.
- Continuing to offer a range of apprenticeships, including higher apprenticeships, which are a genuine route into the organisations and allow for ongoing career progression.
- Encouraging our supply chains to take action on social mobility through our commitment to procuring services responsibly and sustainably, thus helping to create a positive chain-reaction by asking suppliers about their approach to social mobility as part of our contracting processes, including committing to working with the to build joint initiatives to tackle the problem.
- Collecting data to really evidence the impact of the work that we are doing remains an area of weakness, which we must commit to addressing in the coming year.

This case study links to **outcome four** of the strategy – ‘We role model and enable social mobility in the way we operate as an organisation and employer’, by reviewing and improving our organisational working practices, at an employee, volunteer and elected Member level, to ensure that these do not act as barriers to social mobility and that they attract and nurture signs of people’s ability to succeed in our workforce.

Our performance framework



In April 2019, we agreed a performance framework for the strategy, shown at **Appendix Three**. It commits us to measuring the effectiveness and impact of our work against 37 key performance indicators (KPIs), which are aligned to our four outcome areas, and high-level activities. The performance framework also enables us to clearly demonstrate our impact against our Corporate Plan for 2018-23, which is outlined in **Appendix Four**.

The performance framework is an exciting development in the implementation of the strategy and sets us on a journey to collecting baseline and benchmarking data, meaning that in time we will be able to set targets and report on the impact we are having. **In future reports, we will provide baseline and benchmark data for all 37 KPIs, and our targets – these are all still being developed, although we are able to provide some information on the KPIs below.**

Through this performance framework, we will be able to monitor our impact against the following over-arching measures of success that are written in the strategy:

1. Our employees, as well as the learners, residents and work population we work with achieve positive social mobility, by nurturing their skills and talents to increase their access to opportunity within a society that understands the need for an importance of social mobility.

We demonstrate through collaboration, partnership work, innovation and longitudinal evaluation the ways to ensure equality of opportunity for all and the removal of structural inequalities and barriers within our own organisation and beyond.

The City of London Corporation is considered a valued advocate and thought leader for social mobility in the Square Mile, the City, London, the UK and beyond.

90% of our family of schools are rated as 'good' or 'outstanding'

68% of our adults, children and young people who were referred to safeguarding expressed their outcomes were fully met

100% of our housing stock meets and/or exceeds 'decent homes' standards

100% of City families take up the two-year-old free early learning offer

200 organisations and **70,598 Londoners** benefitted from City Bridge Trust funding

97 FPS firms in the Square Mile have adopted the London Living Wage

4% increase in number of Business Healthy member organisations and **55% increase** in number of individual members since 2019

Ranked 56 in the Social Mobility Employer Index in 2019

742 employees are signed up to our staff inclusion networks, with 170 actively attending events.

Our gender pay gap is **6.4%** (2018)

4.1% of our workforce are apprentices

Planning for the coming year

We are pleased to demonstrate our continued commitment to social mobility in pursuit of our vision for a society where people from all socio-economic backgrounds can flourish and reach their full potential. We are proud of what we have achieved in the last year and to share our progress through this report. This strategy has ensured that we have a shared understanding of what social mobility means to us and what our role is in improving social mobility for employees, residents, learners, pupils, workers, organisations and employers. It is still early days for this ten-year strategy, and so in the coming year, we will work hard to consolidate and embed our successes by continuing to work collaboratively to deliver innovative and impactful activities.

Whilst many of the activities in our action plan will continue and develop, we will also spend the next year focusing on:

Page 209 Fully implementing the strategy's performance framework

Testing the feasibility of a multi-generational and longitudinal study

- Embedding a corporate approach to our external communications, influencing and thought leadership activities on social mobility.
- Identifying and developing new activities that we can deliver in this space.

We are continually enhancing our understanding and knowledge of social mobility in the context of the people, outcomes, activities and enablers that we have prioritised. By committing to learning from what we are doing, we will improve and develop further our work to bridge and reduce the socio-economic divides that the people we work with are experiencing or tackling.

By delivering this strategy **we hope to not only level the playing field, but to make it fairer too, thus ensuring everyone can participate, compete and succeed.**



Appendix 1 – One page summary

Our definition of social mobility

The ability and opportunity for individuals, families or groups to progress within a society to reach their full potential –in terms of income, education, employment, perceived social status, housing and place/postcode.

Why us

The City of London Corporation is committed to championing social mobility throughout our work internally and with our unique combination of stakeholders spanning the private, public, charitable and community sectors across the Square Mile, the City, London, the UK and beyond. Social mobility is a key organisational priority outlined in our Corporate Plan (CP) for 2018-23, which will help to deliver our aims to contribute to a flourishing society and support a thriving economy.

Who we will work with

Our resident and worker population, businesses in the City, the charities and good causes we support through our charitable giving, our learners across our family of schools and cultural institutions, government and policy makers.

Our Vision

People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential.

Our Aim

To bridge and reduce the social and economic divides that may be experienced by people during their lifetime, by maximising and promoting social mobility within businesses, organisations, central and local government and educational and cultural institutions.

Our Outcomes

Everyone can develop the skills and talent they need to thrive. <i>Link to CP Outcome 3</i>	Opportunity is accessed more evenly and equally across society. <i>Link to CP Outcome 3</i>	Businesses and organisations are representative and trusted. <i>Link to CP Outcome 8</i>	We role model and enable social mobility in the way we operate as an organisation and employer. <i>Link to CP Outcome 5</i>
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Our Activities

<ul style="list-style-type: none"> • Prepare our learners for the jobs of the future. • Raise educational and employment aspiration and attainment. 	<ul style="list-style-type: none"> • Remove barriers, overcome gaps and improve access and participation in order to improve attainment. • Support and deliver social action, social integration, networking and understand the impact of conscious and unconscious biases. 	<ul style="list-style-type: none"> • Promote and encourage the need for and benefits of social mobility across business and government. • Support organisations, government and policy makers to improve their own practices and leadership to facilitate social mobility. 	<ul style="list-style-type: none"> • Identify and address barriers to employment and progression inclusively. • Review our organisational working practices to ensure that these do not act as barriers to social mobility. • Champion equality, diversity and inclusion.
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Our Success Measures

Over the next 10 years, we will be a valued advocate and thought leader for social mobility, committing to collaboration, partnership work, innovation and longitudinal evaluation, to ensure equality of opportunity for all and the removal of structural inequalities and barriers within our own organisation and beyond. We won't just work to level the playing field, we will make it fairer too. p.15

Appendix 2 – Detailed action plan

The full detailed action plan is available to download at request. If you would like a copy of the action plan, please email Sufina Ahmad, Corporate Strategy Manager, at sufina.ahmad@cityoflondon.gov.uk.

Social Mobility Strategy, 2018-28: Potential today, success tomorrow										
Our vision: People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential.										
Outcome 4: We role model and enable social mobility in the way we operate as an organisation and employer.										
Beacon Projects - highlighted in green, on table below										
Action	Lead Department/s	Resourcing confirmed?	Stakeholder Group	High Level Activity	Associated Enabler (for HLA)	Associated KPI (Basket of indicators)	CP Outcome / HLA	Primary link to other corporate strategy/plan	Geography covered by activity	RAG
Re-brand and deliver the Employee Volunteering Programme - creating meaningful volunteering opportunities that support staff development and progression,	CBT	Yes	Our volunteers	Take an inclusive and cross-organisational approach to identify and address barriers to employment and progression.	Improved organisational practices to champion and enabler socio-economic diversity	Number of staff taking part in the EVP in the last 12 months	5d. Advocate and facilitate greater levels of giving time, skills, knowledge, advice and money.	Corporate Volunteering	Organisation	On track/ongoing
Continue to be a London Living Wage Charitable Funder	CBT	Yes	Organisations	Take an inclusive and cross-organisational approach to identify and address barriers to employment and progression.	Improved organisational practices to champion and enabler socio-economic diversity			Bridging Divides	London	On track/ongoing
Role model high impact philanthropy with a focus on increasing social mobility.	CBT	Yes	Organisations	Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g. increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.	The development of personal attributes and 'soft' skills, such as networking, communication etc	Monetary amount of philanthropic activity delivered by the City Corporation	5d. Advocate and facilitate greater levels of giving time, skills, knowledge, advice and money.	Philanthropy	London	Delayed
Continue to be London Living Wage Employer, including for apprenticeships, internships and traineeships, and supply chain.	Chamberlain's	Yes	Our employees	Review and improve our organisational working practices, at an employee, volunteer and elected Member level, to ensure that these do not act as barriers to social mobility and that they attract and nurture the signs of people's ability to succeed in our workforce.	Improved organisational practices to champion and enabler socio-economic diversity			Responsible Business	London	On track/ongoing
Deliver the Equalities and Inclusion Board Action Plan (overarching plan)	DCCS	Yes	Our employees	Champion equality, diversity and inclusion, particularly in terms of equality of opportunity and provision.	Improved organisational practices to champion and enabler socio-economic diversity	% improvement in diversity in organisational and institutional activities	3a. Promote and champion diversity, inclusion and the removal of insitutional barriers and structural inequalities.	Equality and Inclusion Action Plan	Organisation	On track/ongoing

RAG Ratings	
Complete	
On track/ongoing	
Delayed	
Not on track	

Appendix 3 – Performance Framework

1. Everyone can develop the skills and talent they need to thrive.

HLA: Prepare our learners for the jobs of the future.

- # people volunteering or involved in community activities
- # learners gaining a national accreditation
- # learners enrolled in training and courses
- # apprenticeships
- # work experience placements

HLA: Raise educational and employment aspiration and attainment.

- % NEET
- School 'Progress 8' and 'Attainment 8' score
- % of City family of schools rated as 'good' or 'outstanding'
- % uptake of fusion skills curriculum across our educational and cultural institutions
- % reduction of City firms experiencing skills gaps
- # visitors to community facilities and open spaces
- # adults, children and young people referred to safeguarding whose expressed outcomes are met
- # participating in creative/cultural learning programmes

3. Businesses and organisations are representative and trusted.

HLA: Promote and encourage the need for and benefits of social mobility across business and government.

- % increase in FPS firms adopting the London Living Wage
- Increase in ranking and numbers of FPS firms in the Social Mobility Index

HLA: Support organisations, government and policy makers to improve their own practices and leadership to facilitate social mobility.

- Increase membership and participation in 'Business Healthy'
- # FPS firms including trustworthiness in their board agendas
- # FPS firms offering apprenticeship schemes
- # work experience placements
- % reduction of City firms experiencing skills gaps

2. Opportunity is accessed more evenly and equally across society.

HLA: Remove barriers, overcome gaps and improve access and participation in order to improve attainment.

- % of our housing stock meeting and/or exceeding 'decent homes' standards.
- % City families taking up the two year old free early learning offering
- # new social homes completed
- Intended # beneficiaries benefiting from CBT funding
- Reduction in the prevalence of mental health across communities in the Sq. M
- % of CoL collections available digitally

HLA: Support and deliver social action, social integration, networking and understand the impact of conscious and unconscious biases.

- % diversity of residents, learners, workers and visitors at City sites/institutions
- # people volunteering or involved in community activities
- % people who report increased quality of life after relevant interventions

4. We role model and enable social mobility in the way we operate as an organisation and employer.

HLA: Identify and address barriers to employment and progression inclusively.

- % workforce from excluded or protected groups who progress within 5 years
- % apprentices/ work experience/ volunteers securing employment upon completion
- % workforce that are apprentices
- # work experience placements (for org)
- % improvement in diversity in organisational and institutional activities
- Number of staff taking part in the EVP in the last 12 months
- # attending showcasing events/recruitment drives

HLA: Review our organisational working practices to ensure that these do not act as barriers to social mobility.

- Ranking in the SMEI
- Gender pay gap (internal)

HLA: Champion equality, diversity and inclusion.

- Monetary amount of philanthropic activity delivered by the City Corporation.
- # of (active) employees in staff diversity networks

Appendix 4 – Alignment to our Corporate Plan



Corporate Plan links

The KPIs we have identified align, primarily, to the achievement of the following Corporate Plan outcomes and high-level activities:

- **Outcome 3 – People have equal opportunities to enrich their lives and reach their full potential**
 - Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities.
 - Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
 - Promote effective progression through fulfilling education and employment.
 - Cultivate excellence in academia, sport and creative and performing arts.
- **Outcome 5 – Businesses are trusted and socially and environmentally responsible**
 - Support, celebrate and advocate responsible practices and investments.
 - Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money.
- **Outcome 8 – We have access to skills and talent o Promote the City, London and the UK as attractive and accessible places to live, learn, work and visit.**
 - Champion access to global talent.
 - Identify future skills needs, shortages and saturations.
 - Champion investment in relevant skills and diverse talent pools.

Additionally, there are several KPIs within our performance framework that also support the achievement of the following CP outcomes:

- **Outcome 1 – People are safe and feel safe**
- **Outcome 2 – People enjoy good health and wellbeing**
- **Outcome 4 – Communities are cohesive and have the facilities they need**
- **Outcome 7 – We are a global hub for innovation in financial and professional services, commerce and culture**
- **Outcome 10 – We inspire enterprise, excellence, creativity and collaboration**

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Committee:	Date:
Community and Children's Services Committee	07/11/2019
Subject:	Public
Housing Management Update – Miscellaneous Projects	
Report of:	For Information
Director of Community and Children's Services	
Report author:	
Liam Gillespie, Head of Housing Management	

Summary

This report is being provided to Members in response to several matters raised during a recent presentation on social isolation on the City's housing estates.

It is intended to give Members an update on various projects that are currently underway with the Housing Division, and to provide reassurance that the areas of concern identified in the presentation are either already being addressed or are due to be addressed soon.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. A presentation was delivered to this Committee on 9 October by Dr Roger Green, reporting on the outcome of a study he had conducted into the issue of social isolation on our housing estates.
2. Dr Green highlighted some areas that he recommended for further examination by officers in the Housing Division. This report has been written to update Members on several projects and areas of work that address the matters highlighted in the presentation.

Review of Community Engagement Activity

3. In July 2019, we commissioned the Tenant Participation Advisory Service (TPAS) to undertake a 'Smart Review' of our current community engagement activity. TPAS is a not-for-profit organisation with expertise in tenant engagement, and they provide advice and support to landlords on resident engagement and involvement strategies.
4. The Smart Review is an independent assessment of our service and it will examine how we are performing against our own standards, as well as any applicable

regulatory standards. The final report will also make recommendations around good practice in resident engagement for us to consider.

5. TPAS has already conducted a desktop study and examined relevant documents such as our Resident Communications and Engagement Strategy, as well as holding interviews with key officers in the Housing Division. Focus groups have also been held with officers and residents to look at what we do currently, and how we can change or improve.
6. TPAS will submit a report to us on their findings and this will form the basis of a more detailed review by officers of our community engagement work. Officers have identified a need to expand the reach of our engagement work to estates outside the Square Mile and we will look at how this can best be achieved within the constraints of the resources available.

Housing Estate Community Centres

7. The Housing Division manages seven community centres on its housing estates. These centres vary in size and the range of facilities on offer. While some are increasingly popular, some are used relatively rarely. All our centres are available for use or hire by our residents and by non-residents, community groups and commercial users.
8. Following an internal audit of the management of these centres back in 2018, a review was carried out by officers in the Housing Division and new policies and procedures were introduced for managing the facilities.
9. Golden Lane Community Centre was used to pilot new ways of working following its refurbishment, and processes employed have been introduced at other centres.
10. An extensive programme of activity is delivered at Golden Lane by a multitude of providers, and the Centre is used regularly by residents and community groups who pay a reduced rate or use the space free of charge. Members may be aware that a resident-led group expressed an interest in one day running the community centre. Officers remain open to the idea of a community group managing the centre, should a financially viable model be identified, and discussions remain open on this issue.
11. To build on this work, and in response to the audit recommendations, a Community Centres Strategy was approved by Members in July 2019, which sets out our aims and objectives for the community spaces on the City's housing estates for 2019–2024. One of the stated objectives is to use the centres to deliver activities that promote social inclusion, personal wellbeing and community cohesion.
12. The Strategy also includes an aim to provide better facilities, and an asset management plan will be created to identify areas for improvement. Most of the facilities are in very good condition or better, and some (for example, Golden Lane, Avondale Square and Holloway) are either new or have recently been extensively refurbished.

13. Two centres – Lammas Green and Windsor House – have commercial licensees using the facilities as nurseries. Both nurseries operate during the day, Monday to Friday, during term times only, and are available for use by residents outside these hours. Both facilities were seldom used prior to these uses being approved. The income is used to offset the running costs for the facilities.

Pets Policy

14. The Housing Service's Pets Policy was last approved by the Housing Management and Almshouses Sub-Committee in May 2017, following a resident consultation exercise. It is now due for review again, and officers will begin this process in early 2020.
15. Members may be aware that residents are not currently permitted to keep dogs in their homes, other than assistance dogs, unless they have access to a self-contained garden, which very few of our residents do. This has been the case for many years, and resident consultations (most recently in 2015 and 2017) have resulted in this policy being maintained.
16. It was the case that cats were also not permitted, but this aspect of the policy was relaxed in response to residents' comments during the last consultation.
17. Officers are aware that some residents would like to keep a dog, and that keeping a pet brings many benefits to people, especially those who are socially isolated. However, there are some genuine housing management concerns arising from allowing residents to keep dogs, particularly in housing stock that is made up almost exclusively of blocks of flats with shared gardens.
18. These issues will form part of the planned consultation exercise, and a full report on the outcome will be presented to Members as part of the policy review process.

Playgrounds and Play Equipment

19. There are 17 playgrounds and multi-use games areas on our estates; some larger estates have several facilities. These are inspected regularly by estate staff, and specialist independent contractors carry out regular scheduled checks to ensure that the facilities are safe to use.
20. We are planning to extensively overhaul seven playgrounds and games areas on four estates over the rest of this financial year and the next (at Avondale Square, Windsor House, York Way and Middlesex Street estates).
21. Residents on these estates will be involved in planning the replacements, and they will be consulted for their ideas on what they would like to see in the improved play facilities.
22. Where safety concerns are identified with play equipment, officers will restrict access to the equipment in question, or sometimes entire playgrounds, to minimise or remove the risk of anyone being injured while using it. This has meant that some

facilities have been decommissioned (for example, at Windsor House) but the current project will address this and bring the areas back into use.

23. Our play facilities have been inspected and given notional life expectancies based on their current condition. This information will be included in the revised five-year asset management plan.

Conclusion

24. This report is intended to provide reassurance to Members that the matters referred to in Dr Green's presentation of 9 October are being addressed by officers. Members will note that work was already underway in many of the areas discussed.
25. Further updates will be provided to this Committee, or the Housing Management and Almshouses Sub-Committee, as work progresses.

Appendices

- None

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Committee:	Date:
Community and Children's Services	07/11/2019
Subject:	Public
Primary Care Networks and the Neighbourhood Model	
Report of:	For Information
Andrew Carter, Director of Community and Children's Services	
Report author:	
Lori Atim, Project Manager	

Summary

The purpose of this report is to inform the Committee Members on the role of the Neighbour model and how it fits strategically and operationally within the City of London Corporation.

The Neighbourhood model shall provide a platform for the support and expertise from residents and their health care, social care, community groups, voluntary sector organisation to create a person-centred approach to health and wellbeing. It will aim to bring a shift in culture and provide opportunities for residents and patients to build more personal resilience, increased confidence in self-management, as well as address their health and social needs. Using the principles of the Primary Care Networks (PCNs), the model shall work towards strengthening communities and networks to support individuals where required.

The key aspiration for the Neighbourhood model is to improve access to a better-quality health and social care that is safe and effective, demonstrated by improved outcomes for residents, and evidenced by the experiences that residents describe, and by the best use of public funds. This will create a sustainable economy for now and the future.

Neighbourhood working is not new; joining up services at the very local level has long been a feature of many local authorities and is now embedded within health and care policy as a means of co-ordinating health and care services within a local area – based on GP registered lists – typically covering populations of around 30,000 to 50,000 registered patients.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. In April 2017, the City of London Corporation entered into integrated commissioning arrangements with City and Hackney clinical commissioning group (CCG) across health, social care and public health to reduce duplication of services, improve patient and service user experiences, and make the best use of constrained resources.

2. Using the principles of the PCNs, the aim is to build on the core of current primary care services and enable greater provision of proactive, personalised, co-ordinated and more integrated health and social care.
3. PCNs are formed by practices coming together with other community providers, local people and the voluntary sector, to serve the population. The aim is to bring together groups of practices, formed around local communities with other community-based health and social care services.
4. PCNs have the potential to benefit patients by offering improved access and extending the range of services available to them, and by helping to integrate primary care with wider health and community services. Within the City of London Corporation, additional services can be provided within the Neaman practice, in turn improving access.

Neighbourhoods

5. Neighbourhoods are based on natural geographies, population distribution and need, and previous work across different professional teams. These networks draw on a wide range of professional skills including GPs, care homes and home care, pharmacists, community and mental health teams, and the voluntary sector. They will give community-based care through urgent community response and recovery support, by helping residents to age well and by guaranteeing NHS support to those living in care homes.

Current Position

6. The local City and Hackney health and care system is rolling out a Neighbourhood model which delivers local integrated health and care services around GP populations of 30,000–50,000 registered patients. The model will deliver the requirements around anticipatory care and is based on the same geography as local PCNs.
7. Eight Neighbourhood areas have been created in City and Hackney Neighbourhoods (Appendix 1). Each Neighbourhood includes four to seven GP practices that will work as part of a team of local services to co-ordinate health and social care in the community to help improve the lives of around 30,000–50,000 residents who live in that Neighbourhood area. The intention is for Neighbourhood areas to be small enough to provide personal care, but large enough to provide a broad range of resilient services.
8. There is an ambitious vision for Neighbourhoods in City and Hackney to:
 - reduce inequalities of access and in health and social outcomes for all our local population
 - improve outcomes across the local population across the life course
 - create empowered individuals, families and communities who are better able to support themselves, prevent ill-health and increase their ability to sustainably manage their own wellbeing.
9. This model aims to:
 - serve populations by bringing together groups of practices and other community providers around a natural geography
 - support multi-disciplinary working to deliver joined-up, local and holistic care for patients

- integrate community-based services around patients' needs to provide care for people with enduring, complex health and care needs, who require close collaboration between service providers and long-term care co-ordination.
10. The City of London has one NHS GP practice (the Neaman practice) which is part of the Shoreditch Park and City Neighbourhood. Some of the needs in the City of London and the Neaman practice are different from the rest of the Neighbourhood (an older and ageing population and less children). The services delivered, including social care and voluntary sector services, are different in the City compared to the rest of the Neighbourhood and all other Neighbourhoods.

Proposals

11. A bespoke operational model needs to be developed around the Neaman practice to target services and pathways appropriately to need and to the different service providers in the City (Appendix 2).
12. City residents are engaged and involved in shaping and scrutinising the Neighbourhood model in the City of London.
13. An action plan to be developed, setting out the different areas for consideration in developing the bespoke operational City model, which will be updated and communicated to the Committees.
14. In order to deliver this, the City of London will be allocating specific project resource and will need to commission work from the Neaman practice to develop a detailed picture of its needs.
15. Developing a bespoke operational model for the City of London will ensure that the Neighbourhood model meets its aims and objectives and works in the most effective way for the City.
16. One of the aims of the City of London bespoke operation Neighbourhood model is that it will also emphasise the needs of rough sleepers, and the homeless, and provide access to service pathways within neighbouring CCGs.

Corporate & Strategic Implications

17. The Neighbourhood model and PCNs support the departmental aims and objectives by delivering a transparent model that will empower service users to live independently and take charge within their communities and services. In addition, the model will influence the City of London to strive for achieving excellence in delivering social services, homelessness, housing, education and early years services.
18. The Neighbourhood model and PCNs contribute to the wider health and social care agenda by emphasising the needs of residents and ensuring that they meet with the outcome of reducing health inequalities.

Implications

19. The PCNs are a new requirement from NHS England and create new funding flows through GP practices for additional community-based services such as physiotherapy, community pharmacy and social prescribing. Existing services such

as the social prescribing models, a decision-making case would need to be made on how some of the allocated funding could be used for existing services.

20. City and Hackney CCG has a contract with Homerton Hospital to deliver community-based health services, and the contract is due for renewal. As these services form the bedrock of the neighbourhood model, a new approach is being considered, which could result in an alliance contract and include social care services.
21. The Neighbourhood model and PCNs expect to provide a wider range of primary care services to the City of London residents. This may involve a wider set of staff roles than might be feasible in the Neaman practice, for example, first contact physiotherapy, extended access and social prescribing.

Conclusion

22. The health and social care systems have been facing several pressures, as demonstrated at the local level through the increase in emergency admissions, increased costs and increasingly challenging financial environment, indicating a shift in the way the services are being delivered. This is combined with the continuing focus on delivering the best quality care possible and improving patient outcomes.
23. The Neighbourhood model and PCNs provide significant opportunities to improve the way that primary care works and communicates with other providers (health, social care and the voluntary sector) and vice versa, to improve quality and reduce costs.
24. The proposed Neighbourhood model will mirror the principles of the PCN where a Neighbourhood area will become provider networks for integrated care.
25. The Neighbourhoods will be no smaller than 30,000 patients and no larger than 50,000 patients. The Neighbourhood model will work initially around health and care provision, but sustainably would look to also improve health outcomes and achieve a higher standard of patient care.
26. The City of London Corporation shall develop a bespoke operational Neighbourhood model that meets its aims and objectives for residents' needs and delivery of services, while working in the most effective way for the City of London Corporation.

Appendices

- Appendix 1 – Map of the eight Neighbourhood areas
- Appendix 2 – Details of the eight Neighbourhood areas

Lori Atim

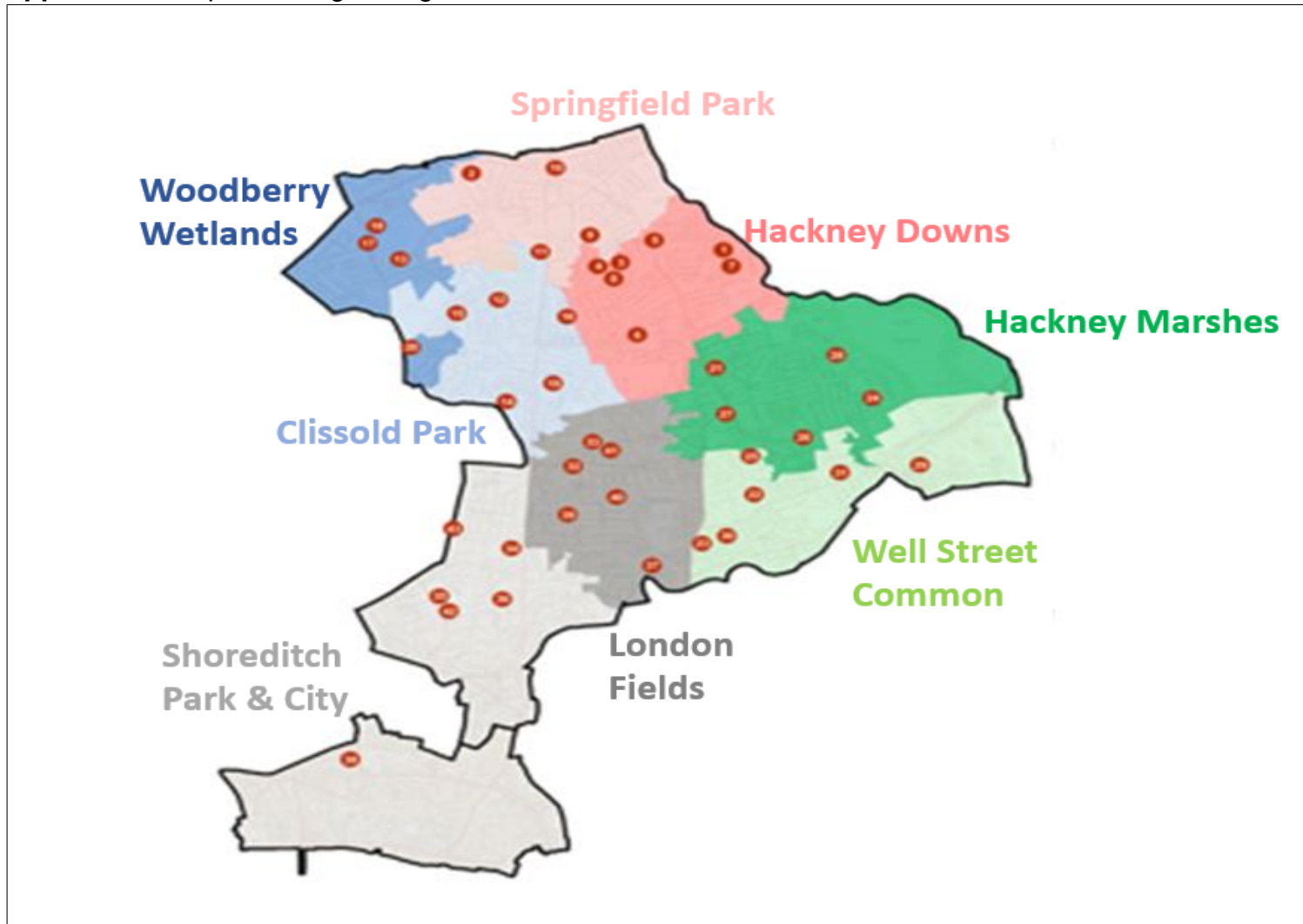
Project Manager / Department of Community and Children's Services

T: 020 7332 1535

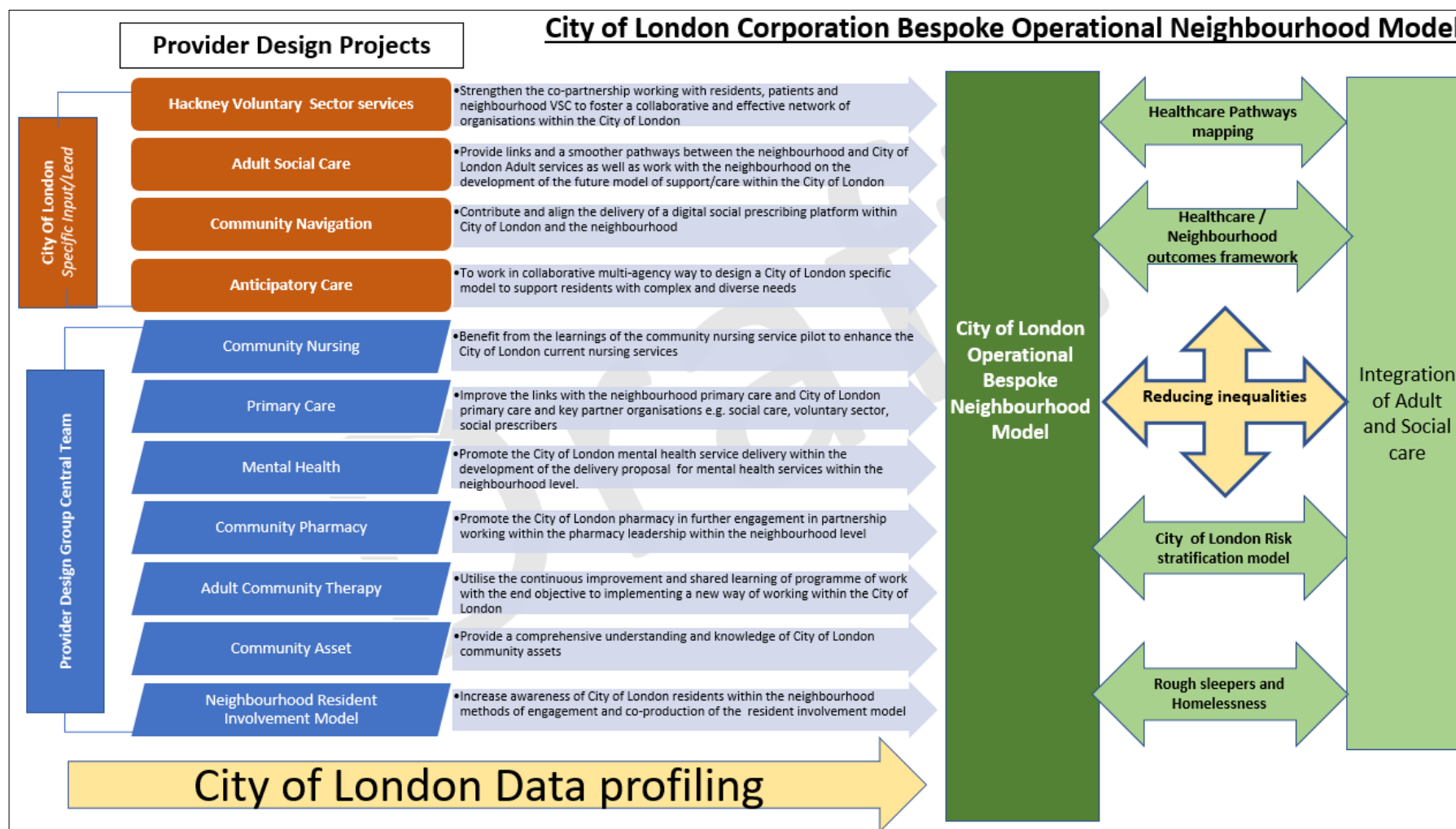
E: lori.atim@cityoflondon.gov.uk

Appendices

Appendix 1: Map of the eight Neighbourhood areas



Appendix 2: Details of the eight Neighbourhood areas



TO: COMMUNITY AND CHILDREN'S SERVICES COMMITTEE
7th November 2019

FROM: STREETS AND WALKWAYS SUB COMMITTEE
15th October 2019

10. RESOLUTION OF THE BARBICAN RESIDENTIAL COMMITTEE

The Sub-Committee considered a resolution from the Barbican Residential Committee regarding public realm in and around the Barbican Estate. The Chairman advised that following consultation with officers, it had become apparent that the resolution was not within the remit of the Sub-Committee and therefore the Sub-Committee had limited power to discuss it.

The Director of the Built Environment confirmed that this was the case and advised that officers would confer to redirect the resolution as appropriate, before outlining the Department of the Built Environment's (DBE) position. Whilst City of London walkways were under the remit of the Streets & Walkways Sub-Committee, a review previously undertaken in respect of the Barbican Estate had resulted in a rationalisation of roles and responsibilities. As part of this rationalisation, responsibility for inspecting and maintaining the highwalk surface, drainage, wayfinding and signage had transferred from the DBE to the Department of Community and Children's Services. As part of this handover, a review of funding was undertaken, and a budget fully transferred from DBE to the Department of Community and Children's Services.

The Director of the Built Environment advised that DBE continued to ensure the Department of Community & Children's Services had access to use the City's term maintenance contractor for undertaking their minor works, also funded by the Department of Community and Children's Services, and highwalk lighting, which was part of the City of London's integrated street lighting system and was currently being upgraded as part of the City-wide lighting strategy by DBE. Major projects relating to the Estate were delivered by the City Surveyor's Department on behalf of the Department of Community and Children's Services.

Members agreed that whilst the resolution was not within the remit of the Streets & Walkways Sub-Committee, it raised important points and concerns that should be acknowledged. The Sub-Committee was supportive of officers redirecting the resolution as appropriate and suggested the resolution be forwarded to the Department of Community and Children's Services.

RESOLVED – That the Streets & Walkways Sub-Committee:

1. Acknowledge the reasonable concerns of Barbican residents and on behalf of visitors, as set out in the report appended to the resolution; and
2. Instruct officers to redirect the resolution as appropriate and forward the resolution to the Community and Children's Services Committee.

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