



Community & Children's Services Committee

Date: MONDAY, 28 SEPTEMBER 2020

Time: 11.00 am

Venue: VIRTUAL MEETING TO BE STREAMED VIA YOU TUBE

Members:

| | |
|-------------------------|----------------------------------|
| George Abrahams | Natasha Maria Cabrera Lloyd-Owen |
| Munsur Ali | Alderman Bronek Masojada |
| Randall Anderson | Deputy Catherine McGuinness |
| Matthew Bell | Benjamin Murphy |
| Peter Bennett | Deputy Joyce Nash |
| Mary Durcan | Dhruv Patel |
| Helen Fentimen | Susan Pearson |
| John Fletcher | William Pimlott |
| Marianne Fredericks | Henrika Priest |
| Alderman David Graves | Jason Pritchard |
| Caroline Haines | James de Sausmarez |
| The Revd Stephen Haines | Ruby Sayed |
| Graeme Harrower | Deputy Philip Woodhouse |
| Alderman Alastair King | |

Co-optees: Laura Jørgensen and Matt Piper

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

Accessing the virtual public meeting

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This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

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 approve the public minutes and non-public summary of the meeting held on 24th July 2020.

For Decision
(Pages 1 - 10)

4. **OUTSTANDING ACTIONS - TO FOLLOW**

Report of the Town Clerk

For Information

5. **CITY AND HACKNEY SAFEGUARDING ADULTS BOARD STRATEGY 2020-25 AND ANNUAL REPORT 2019/20**

Report of the Independent Chair of the City and Hackney Safeguarding Adults Board.

For Information
(Pages 11 - 104)

6. **UPDATE ON COVID-19**

Director of Community and Children's Services to be heard.

For Information

7. **RECOVERY AND RESILIENCE**

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

For Information
(Pages 105 - 126)

8. **DELIVERING FOOD BANK SUPPORT IN THE CITY**

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

For Decision
(Pages 127 - 134)

9. **DECENT HOMES AT DRON HOUSE, GOLDEN LANE, SOUTHWARK, SYDENHAM, WINDSOR AND YORK WAY ESTATES - GATEWAY 6 - OUTCOME REPORT**

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

For Decision
(Pages 135 - 144)

10. **CITY OF LONDON CORPORATION COMBINED RELIEF OF POVERTY CHARITY (NO 1073660) - ADMINISTRATION AND MANAGEMENT**
Report of the Chief Grants Officer and Director of City Bridge Trust.
- For Decision**
(Pages 145 - 158)
11. **STRONGER COMMUNITIES PROGRAMME**
Report of Chief Grants Officer and Director of City Bridge Trust.
- For Decision**
(Pages 159 - 180)
12. **CHANGE OF NAME OF THE SIR JOHN CASS FOUNDATION PRIMARY SCHOOL**
Report of the Director of Community and Children's Services.
- For Decision**
(Pages 181 - 188)
13. **SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND) STRATEGY 2020-24**
Report of the Director of Community and Children's Services.
- For Information**
(Pages 189 - 204)
14. **COMMUNITY CENTRE GOVERNANCE**
Report of the Director of Community and Children's Services.
- For Decision**
(Pages 205 - 208)
15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
17. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Reports

18. **NON-PUBLIC MINUTES**
To approve the non-public minutes of the meeting held on 24th July 2020.

For Decision
(Pages 209 - 214)

19. **RENEWAL OF FLAT ROOF COVERINGS (VARIOUS HOUSING BLOCKS OF FLATS) - GATEWAY 1-4**

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

For Decision
(Pages 215 - 232)

20. **RIGHTS TO LIGHT COMPENSATION**

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

For Decision
(Pages 233 - 234)

21. **CONTRACT VARIATION: E-SERVICES FOR PAN LONDON SEXUAL HEALTH TRANSFORMATION PROGRAMME**

Joint report of the Chamberlain and Director of Community & Children's Services.

For Decision
(Pages 235 - 242)

22. **BRIDGEMASTERS' HOUSE PHASE 1 - GATEWAY 6 - OUTCOME REPORT**

Report of the City Surveyor.

For Decision
(Pages 243 - 256)

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

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

COMMUNITY & CHILDREN'S SERVICES COMMITTEE

Friday, 24 July 2020

Minutes of the meeting of the meeting streamed on You Tube at 10.45 am

Present

Members:

| | |
|--------------------------------------|----------------------------------|
| George Abrahams | Alderman Alastair King |
| Munsur Ali | Natasha Maria Cabrera Lloyd-Owen |
| Randall Anderson | Alderman Bronek Masojada |
| Matthew Bell | Deputy Catherine McGuinness |
| Peter Bennett | Benjamin Murphy |
| Mary Durcan | Deputy Joyce Nash |
| Helen Fentimen | Dhruv Patel |
| John Fletcher | Susan Pearson |
| Marianne Fredericks | William Pimlott |
| Alderman David Graves (in the Chair) | Henrika Priest |
| Caroline Haines | Jason Pritchard |
| The Revd Stephen Haines | Deputy Philip Woodhouse |
| Graeme Harrower | |

Officers:

| | |
|---------------------|---|
| Andrew Carter | - Director of Community and Children's Services |
| Carol Boswarthack | - Community and Children's Services |
| Simon Cribbens | - Community and Children's Services |
| Chris Pelham | - Community and Children's Services |
| Gerald Mehrtens | - Community and Children's Services |
| Jason Hayes | - Community and Children's Services |
| Paul Murtagh | - Community and Children's Services |
| Will Norman | - Community and Children's Services |
| Andy Liggins | - Community and Children's Services |
| Sandra Husbands | - Director of Public Health, City and Hackney |
| Julie Fittock | - City Surveyors |
| Stephen Bage | - City Surveyors |
| Richard Chamberlain | - City Surveyor |
| Mark Jarvis | - Chamberlains |
| Julie Mayer | - Town Clerks |
| Chandni Tanna | - Town Clerks, Communications Department |

It was moved by Joyce Nash and seconded by Randall Anderson that Alderman David Graves take the Chair until the election of the Chairman at agenda item 4.

1. APOLOGIES

Apologies were received from Laura Jorgensen, Caroline Haines and James de Sausmarez.

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

There were no declarations.

3. **THE ORDER OF THE COURT OF COMMON COUNCIL**

The Committee received the Order of the Court of Common Council dated 16th July 2020, which appointed the Committee and approved its Terms of Reference.

4. **ELECTION OF CHAIRMAN**

The Committee elected a Chairman in accordance with Standing Order 29.

Being the only Member willing to serve, it was RESOLVED, that – Randall Anderson be elected as Chairman of the Community and Children's Services Committee for 2020-21.

On taking the Chair, Mr Anderson thanked retiring Members Angus Knowles Cutler and Philip Woodhouse and Aldermen John Garbutt and Prem Goyal and welcomed Deputy Henry Jones and Aldermen Bronek Masojada and Alistair King.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee elected a Deputy Chairman in accordance with Standing Order 30.

Being the only Member willing to serve, it was RESOLVED, that – Ruby Sayed be elected as Deputy Chairman of the Community and Children's Services Committee for 2020-21.

6. **TO CONFIRM THE APPOINTMENT OF TWO CO-OPTES**

The Committee confirmed the appointments of Ms Laura Jorgensen and Mr Matt Piper.

7. **APPOINTMENTS TO SUB COMMITTEES AND BOARDS**

The Committee considered a report of the Town Clerk, which sought to appoint to the Sub Committees and approve their Terms of Reference. The Town Clerk had circulated statements in support of nominations ahead of the meeting.

Members noted that there had been 10 expressions of interest for 6 places (from the Court and CCS Members) on the Homelessness and Rough Sleeping Sub Committee but the Police Authority Board had taken up just 1 of their 2 allocated places. Members agreed that the Sub Committee had been very effective over the past year and its work was at a critical stage. Therefore, it was agreed to temporarily extend the Membership to allow those who had previously served, and one new Member with relevant experience, onto the Committee for 2020/21. In addition, there was 9 expressions of interest for 8 places on the Housing Management and Almshouses Sub Committee and Members agreed to extend the Membership for 2020/21 to accommodate an additional member.

RESOLVED, that –

- a) **The Homelessness and Rough Sleeping Sub Committee's Terms of Reference be approved, and the following Members be appointed for 2020/21**, together with the Chairman and Deputy Chairman of the Community and Children's Services Committee:

1. Alderman Bronek Masojada - CCS
2. Natasha Lloyd Owen - CCS
3. William Pimlott - CCS
4. Alderman Vincent Keaveny - Court
5. Marianne Fredericks - CCS
6. Benjamin Murphy - CCS
7. Alderman Alison Gowman - Court
8. Helen Fentimen – CCS
9. Mary Durcan - CCS
10. Henrika Priest – CCS

- b) **The Terms of Reference of the Housing Management and Almshouses Sub Committee be approved, and the following Members be appointed for 2020/21**, together with the Chairman and Deputy Chairman of the Community and Children's Services Committee.

1. Jason Pritchard
2. William Pimlott
3. Peter Bennett
4. Deputy Stephen Haines
5. Alderman David Graves
6. John Fletcher
7. Mary Durcan
8. Marianne Fredericks
9. Susan Pearson

- c) **The Terms of Reference of the Safeguarding Sub Committee be approved, and the following Members be appointed for 2020/21**, together with the Chairman and Deputy Chairman of the Community and Children's Services Committee:

1. Marianne Fredericks
2. Mary Durcan
3. Susan Pearson
4. Helen Fentimen
5. Alderman David Graves
6. John Fletcher

- d). **Randall Anderson be appointed to the Education Board.**
- e). **The following Members be appointed to the Education Charity Sub Committee (of the Education Board) for 2020/21:**

1. Randall Anderson
2. Ruby Sayed
3. Benjamin Murphy
- 1 x vacancy

- f). **The following Members be appointed to the Integrated Commissioning Sub Committee for 2021/22;** together with the Chairman and Deputy Chairman:

1. Marianne Fredericks – Member (by virtue of being Chairman of the Health and Wellbeing Sub Committee)
2. Dhruv Patel – as Deputy
3. Mary Durcan – as Deputy
4. Helen Fentimen – as Deputy

Members noted an amendment to the wider Terms of Reference for the Integrated Commissioning Board to include its role as the Local Outbreak Board; to provide governance over local responses to outbreaks of the Covid-19 virus.

- g). **The Chairman** be appointed to serve on the following for **2020/21**:

- **The Housing Delivery Programme Working Group; and**
- **The Health and Wellbeing Board**

- h). The following be appointed as **Lead Portfolio Members for 2020/21**:

1. **Children Safeguarding** – Randall Anderson and Ruby Sayed
2. **Adult Safeguarding** – Randall Anderson and Ruby Sayed
3. **Young People** – Natasha Lloyd-Owen
4. **Rough Sleeping and Homelessness** – Randall Anderson

8. **MINUTES**

RESOLVED, that – the public minutes and non-public summary of the meeting held on 17th June 2019 be approved.

9. **OUTSTANDING ACTIONS LIST**

The Committee received its outstanding actions list and noted the following updates:

- a) Items would be updated to include target dates.

- b) **Plant on the roof of Crescent House** – this would be added to the action tracker for the Housing Management and Almshouses Sub Committee.
- c) **Internet access** – Council Tax benefit recipients, if shielding or self-isolating, had been offered dongles. There had been 21 applications and 13 pre-loaded dongles had been distributed. Tablets and laptops were also available.
- d) **Food Banks** – Members noted the excellent food bank support that had emerged during the coronavirus lockdown. Officers continued to work with partners to explore a sustainable model, to support people in food poverty in the period ahead, and would seek to mobilise this over the summer. Members expressed a desire to review the options for future delivery at the September Meeting. The Assistant Director advised that this would require the current model to be sustainable until the end of October, to allow for any transition, and it might not be possible as it relied on volunteers. The food bank also occupied the Golden Lane Community Centre, which might be required for other uses before then. In response to a question about foodbanks' support of homeless people at the YHA, the Assistant Director advised that the department had secured a lease until the end of March and would commission catering to meet that need.

10. **PRESENTATION: CULTURE MILE**

The Committee received a presentation from the Culture Mile Manager. During the discussion and questions, the following points were noted:

- a) As a cultural district, Culture Mile focusses on the area between Farringdon and Moorgate. This is where its core cultural partners (Barbican Centre, Guildhall School, LSO, Museum of London) are located and already collaborating in terms of investment across the public realm and programming locations. Since Covid-19, the project and its partners have pivoted to focus on engaging communities within a 30-minute walking distance from the district (rather than London-wide and beyond). 'Play packs' have been distributed to families lacking internet access across the City and in adjacent boroughs.
- b) It was suggested that the auditing of Culture Mile's portfolio, in terms of diversity, could be discussed by the Tackling Racism Taskforce, along with a longer-term solution in respect of diversifying those who make content choices.
- c) The Culture Mile Team has been working with the 'Covid Silver Group' in terms of Business Engagement, looking particularly at creative and cultural SMEs. A survey has been issued to these businesses to identify their sustainability needs.
- d) The Culture Mile Team has been engaging with the Community Engagement Team in respect of links to communities throughout the

City. The Culture Mile Manager agreed to discuss this further with the Portsoken Ward Members.

- e) Whilst Culture Mile was not able to dictate pricing strategies to its core partners, it had been offering free events in the surrounding areas. These have attracted substantial audiences, such as the Smithfield Street Parties, and achieved a higher level of BAME/disabled audience engagement than events of a similar scale and nature.
- f) It was suggested that there should be a frame of reference on the website to ensure young people, women and girls felt included.
- g) Culture Mile is committed to developing content which supports wellbeing/mental health through culture and the arts.
- h) Barts is a member of the Culture Mile Network and members of the Culture Mile team had met with the senior team at the hospital to look at supporting their fundraising ambitions and working with them towards their plans for the 900-Year anniversary celebrations.

Members had posted a number of comments in the meeting's 'chat box', which were more specific in terms of the above points and the Town Clerk agreed to forward them to the Culture Mile Manager.

11. PROPOSED LOCAL LETTING POLICY

The Committee considered a report of the Director of Community and Children's Services which sought approval of a time limited local lettings policy. The officer agreed to provide an update in the non-public part of the Homelessness and Rough Sleeping Sub Committee, setting out where any gaps and shortfalls were.

RESOLVED, that - the local lettings policy in respect of studio upgrade enhancement be approved.

12. REVENUE OUTTURN 2019/20 - COMMUNITY AND CHILDREN'S SERVICES COMMITTEE (CITY FUND)

The Committee received a report of the Chamberlain and the Director of Community and Children's Services which compared the 2019/20 revenue outturn for the non-Housing Revenue Account (HRA) services overseen by the Community and Children's Services Committee with the final agreed budget for the year.

RESOLVED, that – the revenue outturn report for 2019/20 be noted, together with the Director of Community and Children's Services' proposal to carry forward £45,000 to 2020/21.

13. HOUSING REVENUE ACCOUNT - OUTTURN 2019/20

The Committee received a report of the Chamberlain and the Director of Community and Children's Services which compared the outturn for the

Housing Revenue Account (HRA) in 2019/20 with the final agreed budget for the year.

The Assistant Director explained that an estimate on what was due to be spent on each housing delivery project had been approved at the start of the year, but a number of these projects had since been delayed. Therefore, the relevant Section 106 funding for each project was also underspent but would be applied once the projects progressed. Members received regular updates on S106 funding provision in the Housing Delivery Programme reports; the next one being due in October 2020. Members noted that the Assistant Director met regularly with the Chamberlain to consider budget items and variances, mitigations and actions. Item 22 on today's Non-Public Agenda (Major Works Programme) looked at this in more detail.

The Assistant Director agreed to check on the communal electricity supply at Golden Lane, to ensure that it was being charged to the various projects.

RESOLVED, that – the report be noted.

14. **DEPARTMENT OF COMMUNITY AND CHILDREN'S SERVICES (DCCS)
BUSINESS PLAN: 2019/20 END OF YEAR UPDATE**

The Committee received a report of the Director of Community and Children's Services which set out progress made during April 2019 – March 2020 against the Department of Community and Children's Services (DCCS) Business Plan.

RESOLVED, that – the report be noted.

15. **HOMELESSNESS AND ROUGH SLEEPING RECOVERY PLAN**

The Committee received a report of the Director of Community and Children's Services in respect of the Rough Sleeping Recovery Plan, which had also been scrutinised at the Homelessness and Rough Sleeping Sub Committee. Members were asked to review the plan, at Appendix 2 to the report, and provide feedback. Members noted that food provision and access to the YHA for washing facilities was still being made available, via the outreach service, and being considered as part of a longer-term plan.

RESOLVED, That – the plan be noted.

16. **CITY WELLBEING CENTRE UPDATE**

The Committee received a report of the Director of Community and Children's Services which provided an update on the progress of the City Wellbeing Centre (the new mental health centre the City Corporation is delivering). Members noted that the restrictions of the COVID-19 pandemic had delayed works, which will now be completed at the end of August 2020.

RESOLVED, that – the report be noted.

17. **PHASED RE-OPENING OF LENDING LIBRARIES**

The Committee received a report of the Director of Communities and Children's Services in respect of the phased re-opening of lending libraries.

RESOLVED, that – the report be noted.

At 12.40 the Committee agreed to suspend Standing Orders in order to complete the business on the agenda.

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

- a) In response to a question about an informal consultation of City residents/workers about installing a running track, the Chairman and Officers confirmed that this had not been approved by the City of London Corporation and that the consultation was not a City consultation.
- b) It was suggested that the Health and Wellbeing Board consider an update report on the Sports Strategy, where this and similar matters could be considered further, and that the Department of the Built Environment be included in respect of a running track. There was a further suggestion in respect of providing gym vouchers in the more deprived areas of the City.
- c) In response to a request for a Covid-19 update on the Department's response to the crisis, the Director advised that a Corporation-wide independent review was underway. Members would receive a report at the October Committee, presenting outcomes in respect of the Community and Children's Services Department, with a response and action plan.
- d) There were concerns expressed about the impact of isolation on elderly residents and a request for provision at the Sir Ralph Perring Centre, possibly in conjunction with a marquee, to allow elderly people to socialise safely. The Assistant Director has been working with colleagues in City Surveyors on making buildings Covid-19 safe and would investigate this.
- e) In response to a question about the provision of a GP satellite service at the Green Box, the Director had raised this with Tower Hamlets Clinical Commissioning Group (CCG) who confirmed that they would support lobbying.

19. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT
There were no items.

20. EXCLUSION OF THE PUBLIC

RESOLVED, that – Under Section 100(A) 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 1 (Schedule 12 A) of the Local Government Act.

| Item no | Paragraph no |
|---------|--------------|
| 21-31 | 3 |

21. **NON-PUBLIC MINUTES**
RESOLVED, that – the public minutes and non-public summary of the meeting held on 17th June 2019 be approved.
22. **HOUSING MAJOR WORKS PROGRAMME (CURRENT AND FUTURE): FINANCIAL UPDATE**
The Committee received a report of the Chamberlain and the Director of Community and Children's Services.
23. **COVID-19: CAPITAL PROJECTS CONTINGENCY FUND**
The Committee considered and approved a report of the City Surveyor.
24. **COMMERCIAL TENANTS AND COVID-19: PROPOSAL FOR ADDITIONAL SUPPORT**
The Committee considered and approved a report of the Director of Community and Children's Services and the City Surveyor.
25. **OFFERING OF OPEN SPACES AND HRA ASSETS FOR THE HOUSING OF MOBILE AND WIRELESS EQUIPMENT**
The Committee considered and approved a report of the City Surveyor.
26. **ISLEDEN HOUSE INFILL PROJECT - GATEWAY 5: AUTHORITY TO START WORK**
The Committee considered and approved a report of the Director of Community and Children's Services.
27. **CITY STOP SMOKING SERVICE**
The Committee considered and approved a report of the Director of Community and Children's Services.
28. **ROUGH SLEEPING OUTREACH SERVICE - PHASE 2**
The Committee considered and approved a report of the Director of Community and Children's Services.
29. **GOLDEN LANE SPORTS AND FITNESS CENTRE**
This report was deferred to the September Committee.
30. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
31. **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 admit the following report of the City Surveyor, which was considered and approved: **Sydenham Hill Redevelopment, Lewisham, SE26 6ND – Gateway 4C – Issues Report**

The meeting ended at 1.40 pm

Chairman

**Contact Officer: Julie Mayer tel. no. 020 7332 1410
julie.mayer@cityoflondon.gov.uk**

| | |
|---|---|
| Committee(s): City of London Grand Committee City of London Health and Wellbeing Board City of London Community Safety Partnership City of London Members Safeguarding Sub-Committee | Date(s): 28/09/2020 18/09/2020 18/09/2020 12/10/2020 |
| Subject: City and Hackney Safeguarding Adults Board Strategy 2020/25 and Annual Report 2019/20 | Public |
| Report of: Dr Adi Cooper, Independent Chair of the City and Hackney Safeguarding Adults Board | For Information |
| Report author: Raynor Griffiths, City and Hackney Safeguarding Adults Board Manager | |

Summary

The City and Hackney Safeguarding Adults Board (the Board) is a statutory board required under s43 of the Care Act 2014. The Board has three statutory functions:

- 1) Develop and publish a strategic plan outlining how the Board will meet its objectives
- 2) Publish an annual report detailing the safeguarding achievements for that financial year
- 3) Commission Safeguarding Adults Reviews (SARs) for any cases which meet the criteria

This report outlines the Board's new strategy for 2020/25 and the annual report for 2019/20. It focuses on the new principles underpinning the strategy, its strategic priorities and how these will be delivered for 2020/21, key achievements and data for 2019/20. The report also highlights the actions that the Board has taken in response to the Covid-19 outbreak.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1.1 The City and Hackney Safeguarding Adults Board is a multi-agency partnership, represented by statutory and non-statutory stakeholders. The role of the Board is

assure itself that robust safeguarding procedures are in place across the City and Hackney to protect adults with care and support needs who are at risk of abuse and neglect. Where abuse and neglect does occur the Board and its partners are committed to tackling this and promoting person centred care for all adults experiencing abuse or neglect. The Board's annual strategy sets out the Board's strategic priorities and aspirations for the next five years. The annual report sets out an appraisal of safeguarding adults' activity across the City of London and Hackney in 2019/20. Due to the Covid-19 outbreak the Board made the decision to produce a condensed report this year.

City and Hackney Safeguarding Adults Board Strategy 2020/25

2.1 The Board's strategy for 2020/25 focussed on the following areas:

- An overview of safeguarding and abuse
- Key statistics on safeguarding for City and Hackney
- Review of the Board's strategy for 2015 – 20
- Feedback from the Board's Consultation
- Key principles and objectives for the 2020/25 Strategy

Board Consultation

2.2 To ensure that the needs and views of residents and professionals living in City and Hackney were reflected in the Board's Strategy, a consultation process took place between October to December 2019. The consultation was co-produced with members of the Board's service user group. In total, the consultation was completed by 130 people; the key findings were:

- 1) Residents and professionals had a varying understanding of safeguarding – most people understood that its purpose is to protect people from abuse and neglect however there was a misunderstanding that it is a service to deal with all adults needs
- 2) 90% of people had heard of at least three types of abuse, with most people being familiar with sexual and physical abuse
- 3) 86% of respondents identified an appropriate source to refer safeguarding concerns to – either adult social care or the police
- 4) Residents were concerned that adults with care and support needs who were at risk of abuse did not have appropriate access to services
- 5) The public wanted the Board to focus on:
 - i. Raising awareness of different forms of abuse
 - ii. Engaging with community groups on safeguarding related issues
 - iii. Supporting people who are homeless and have safeguarding needs
 - iv. Supporting professionals with incorporating safeguarding into practice
 - v. Tackling social isolation and therefore reducing the risk of abuse and neglect

Key Principles for 2020/25

2.3 The Board made the decision to underpin the strategy with the six safeguarding principles:

- 1) Proportionality
- 2) Empowerment
- 3) Partnership
- 4) Prevention
- 5) Protection
- 6) Accountability

2.4 Under each principle a number of objectives has been set, which take into account the views of the CHSAB partners, residents in City and Hackney as well as safeguarding issues that the Board has identified as important both locally, regionally and nationally. To enable accountability with regards to meeting the objectives the Board has also outlined a section on how it will know that objectives have been met.

City and Hackney Safeguarding Adults Board Annual Report 2019/20

Key achievements

3.1 In line with its strategy, some of the key achievements for the Board in 2019/20 include:

- 1) The Board has ensured that service user engagement has been adopted as core business. There are regular newsletters and service user events, which allow and encourage co-production. In the last year the group has co-produced work around the Strategy consultation and how the Board can better engage with individuals who have been involved in the safeguarding process. The Board has developed a service level agreement and protocol to ensure that there is assurance that service user engagement remains core business
- 2) The Board has worked with Community Safety Partnerships in City and Hackney and Children's Safeguarding Partnership to set up the Transitional Safeguarding Task and Finish group to help identify what the safeguarding issues are affecting young people aged 16 -25 years old and what can be done to better support this group
- 3) The Board undertook its second 360 degree review of the Independent Chair, the results of which were highly positive.
- 4) The Board held a Safeguarding Adults Week in line with the National Safeguarding Adults Week which took place between 18 – 24th November 2019. During this week, members of the Board delivered workshops to frontline professionals, had a number of stands in public places to engage with residents, refreshed its safeguarding leaflets and also engage residents to fill in the Board consultation for the Strategy.
- 5) Publish one Safeguarding Adults Review (SAR) in relation to Jo-Jo, a young woman with learning disabilities who died of crusted scabies. The Board also published a joint SAR, with Lambeth, Newham and Islington Safeguarding

Adults Boards, Yi, about a man experiencing multi-exclusionary homelessness.

- 6) The City of London has secured funding to recruit a social worker who will be dedicated to working with people who are street homeless.
- 7) Following the recommendations from the Jo-Jo SAR the City and Hackney Clinical Commissioning Group has appointed new clinical leads to improve learning disability services in primary care and system wide working for children for children transitioning into adult services. Some of their areas of focus will include improving Learning Disability Registers so all patients get annual reviews, developing resource packs and a Learning Disability/Autism champion network.
- 8) Barts Health included a form on mental capacity during an upgrade of their electronic forms. This has helped prompt staff to consider mental capacity when working with patients.

Areas for further development

3.2 The Board was unable to meet its goals in relation to the following, and will continue to work on these into 2020/21:

- 1) Obtaining representative service user engagement with the Board, by failing to fill roles for two Lay Members. Going forward the Board has designed a large scale advert and leaflets about how volunteers can get involved in the Board's work. These will be published in local newspapers.
- 2) The development of a toolkit for mental capacity assessment was not achieved. The Board has subsequently decided to take forward work regarding mental capacity and executive capacity.
- 3) Following the Review of the Independent Chair the Board agreed that it needed to improve its processes for collecting reviewing data. The Quality Assurance Group has now revised its processes so there is a clearer pathway of reporting to the Executive Committee Group.

Data sets for 2019/20

3.3 Key data was collected in relation to safeguarding for the City of London:

- There were 48 concerns were raised, of which 22 met the threshold for a s42 safeguarding enquiry
- The most common forms of abuse were: neglect and acts of omission, financial abuse and physical abuse
- Of the 24 concluded cases, 20 expressed their desired outcomes. There were 8 people who had their desired outcomes fully achieved and 5 partially achieved. A desired outcome was not met in 2 cases.

Priorities for 2020/21

3.4 The Board has set itself the following strategic priorities for 2020/21:

- 1) To respond to any safeguarding issues arising following the outbreak of Covid-19

- 2) To ensure that organisations are prepared for the induction of the Liberty Protection Safeguards
- 3) To develop an impact analysis tool to ensure learning from SARs is embedded into practice
- 4) To continue to embed and develop knowledge of Mental Capacity in relation to complex issues
- 5) To continue to embed service user involvement into all elements of the Board's work
- 6) To build upon the Board's partnership with other groups and Boards such as the Integrated Commissioning and Neighbourhood Model
- 7) To progress work around transitional safeguarding
- 8) To assure the Board that residents using Out of Borough placements and unregulated settings are appropriately safeguarded from abuse and neglect

Response to Covid-19 outbreak

3.5 The Board has included a small section outlining its response to the Covid-19 outbreak. Some of the key actions the Board has taken in response to the pandemic include:

- 1) Commenced a monthly safeguarding and covid-19 meeting using the Board's Executive Group function, this is a means to assure that our partners have responded accordingly to safeguarding issues that have been raised during the outbreak
- 2) The Board has revised its yearly work plan so that it includes a section on safeguarding and covid-19
- 3) The Board has sent out information to partners on resources and guidance on safeguarding and covid-19

Corporate & Strategic Implications

1. Safeguarding is a Corporate and Departmental priority

Appendices

- Appendix 1 – City and Hackney Safeguarding Adults Board Strategy 2020 – 2025
- Appendix 2 – City and Hackney Safeguarding Adults Board Annual Report 2019 – 20

Raynor Griffiths

City and Hackney Safeguarding Adults Board Manager

T: 020 8356 1751

E: Raynor.griffiths@hackney.gov.uk

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CHSAB Strategy

2020 – 2025

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

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What is adult safeguarding?

The Care Act 2014 provides a legal requirement to safeguard adults who are at risk of abuse and neglect. The Act defines adult safeguarding as:

Protecting an adult's right to live in safety, free from abuse and neglect. It is about people and organisations working together to prevent and stop both the risks and experience of abuse or neglect, while at the same time making sure that the adult's wellbeing is promoted including, where appropriate, having regard to their views, wishes, feelings and beliefs in deciding on any action.



Safeguarding applies to adults who:

- Are over the age of 18
- Have care and support needs (these can be diagnosed or undiagnosed needs)
- Are experiencing, or at risk of, abuse or neglect
- As a result of those care and support needs are unable to protect themselves from abuse or neglect

People with care and support needs can include those who are elderly and frail, have a learning disability, mental health needs, have a long term illness or who have carer responsibilities.



One of the fundamental values within adult safeguarding is '*making safeguarding personal*' this is the idea that all safeguarding should have the individual at the centre of it. This means that the person involved in the safeguarding enquiry should be involved throughout and should have the opportunity to tell professionals what they would like to happen to help them live their life in the way they want. Sometimes people may lack the capacity to make decisions about their life. A mental capacity assessment can help professionals determine this. Where someone lacks capacity, professionals should ensure that there is an advocate in place who can determine the best interests of that person.

The six safeguarding principles

Adult safeguarding is underpinned by the **six** safeguarding principles:

- **Prevention** – It is better to take action before harm occurs.

“I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help.”



- **Empowerment** – People are supported and encouraged to make their own decisions and informed consent.

“I am asked what I want as the outcomes from the safeguarding process and this directly inform what happens.”



- **Proportionality** – The least intrusive response appropriate to the risk presented.

“I am sure that the professionals will work in my interest, as I see them and they will only get involved as much as needed.”



- **Protection** – Support and representation for those in greatest need.

“I get help and support to report abuse and neglect. I get help so that I am able to take part in the safeguarding process to the extent to which I want.”



- **Partnership** – Local solutions through services working together and with their communities. Services share information safely and each service has a workforce well trained in safeguarding. Communities have a part to play in preventing, detecting and reporting neglect and abuse.

“I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best result for me.”



- **Accountability** – Accountability and transparency in delivering safeguarding.

“I understand the role of everyone involved in my life and so do they.”



What is abuse?

Abuse can happen anywhere and to anyone. It can happen on a one-off basis or a person can experience multiple abuse.

The Care Act has recognised **10 different types of abuse**:

Physical abuse: Where physical acts of violence or threats of violence or intimidation are used against a person

Financial abuse: Is when someone takes or misuses someone else's money or belongings for their own gain. This can include scamming, fraud, cybercrime, forcing or misleading someone into giving money and forcing people to make changes to wills or assets.

Neglect and acts of omission: Is when persons(s) fail to do something which can cause harm to the individual for example, failing to provide adequate care, medication, food or water.

Psychological abuse: This involves frequent and deliberate use of words and non-physical actions with the intention of manipulating, scaring or hurting an individual. This may include threatening someone, criticising, undermining or exerting coercion or control over others.

Sexual abuse: This is abusive sexual behaviour towards another person, it can cover a range of behaviours including rape, sexual assault, harassment and publishing sexual images without consent.

Domestic abuse: Is an incident or pattern of behaviours which are violent, controlling, coercive, threatening or degrading towards a person who is or has been a close intimate partner or family member.

Self-neglect: Is defined as an extreme lack of self-care to the extent where it may threaten someone's health and safety. Examples of this can include hoarding, neglecting personal hygiene and health, non-engagement with services and malnourishment.

Modern slavery: Slavery typically occurs where people are being exploited or controlled by another person and are unable to leave their situation. There are eight key forms of modern slavery which are: forced labour, debt bondage, prostitution, domestic servitude, criminal exploitation, child exploitation, forced marriage and organ harvesting.

Discriminatory abuse: This exists where abuse is targeted towards someone because of their age, gender, sexuality, disability, religion, class, culture, language, race or ethnic origin.

Organisational abuse: This constitutes the mistreatment of an individual(s) due to poor or inadequate practices, systems or care within a care setting. Typical examples can include neglect, unsafe handling and the covering up of incidents.

We want to help protect people from abuse and neglect and provide support where abuse has occurred to help the individual live their life in a way that is meaningful for them.

If you are worried that an adult at risk is being abused you can contact:

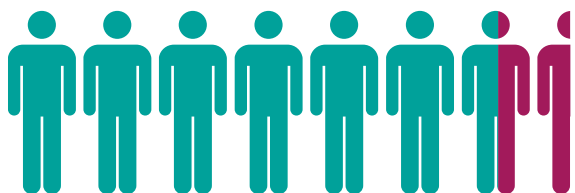
In an emergency: police on **999** or **101**

In the City: email: **adultsduty@cityoflondon.gov.uk** or
call: **020 7332 1224** or **020 8356 2300** for out of hours

In Hackney: email: **adultprotection@hackney.gov.uk** or
call: **020 8356 5782** or **020 8356 2300** for out of hours

Key statistics about safeguarding in City and Hackney

Estimates: 7400 living in City, 6600 are adults

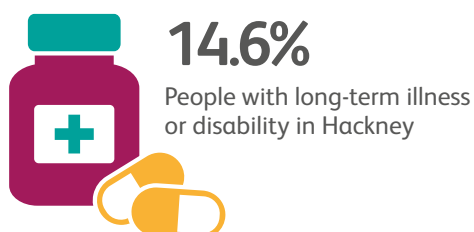
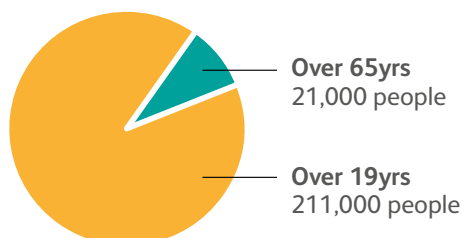


Most common forms of abuse:



Neglect & acts of omission,
financial abuse & physical abuse

Hackney age estimates



Most occurs in the own home,
by someone known to the individual

| 2018/19 |
|---|
| CITY OF LONDON |
| 39 safeguarding concerns raised led to 22 section 42 enquires |
| HACKNEY |
| 1392 concerns raised, led to 477 section 42 enquiries and 285 other enquiries |

The role of the Safeguarding Adults Board

Under the Care Act all Local Authorities are responsible for creating a Safeguarding Adults Board. Safeguarding Adults Boards are made up of three statutory partners: the Local Authority, Police and Clinical Commissioning Group (CCG). The City and Hackney Safeguarding Adults Board is also supported by the following organisations:

- Homerton University Hospital NHS Foundation Trust
- Barts Health NHS Trust
- East London Foundation Trust
- London Fire Brigade
- National Probation Services and Community Rehabilitation Company
- Hackney CVS
- City of London Healthwatch and Hackney Healthwatch
- London Borough of Hackney Housing
- London Borough of Hackney Public Health
- Older People's Reference Group
- Age UK
- The Advocacy Project

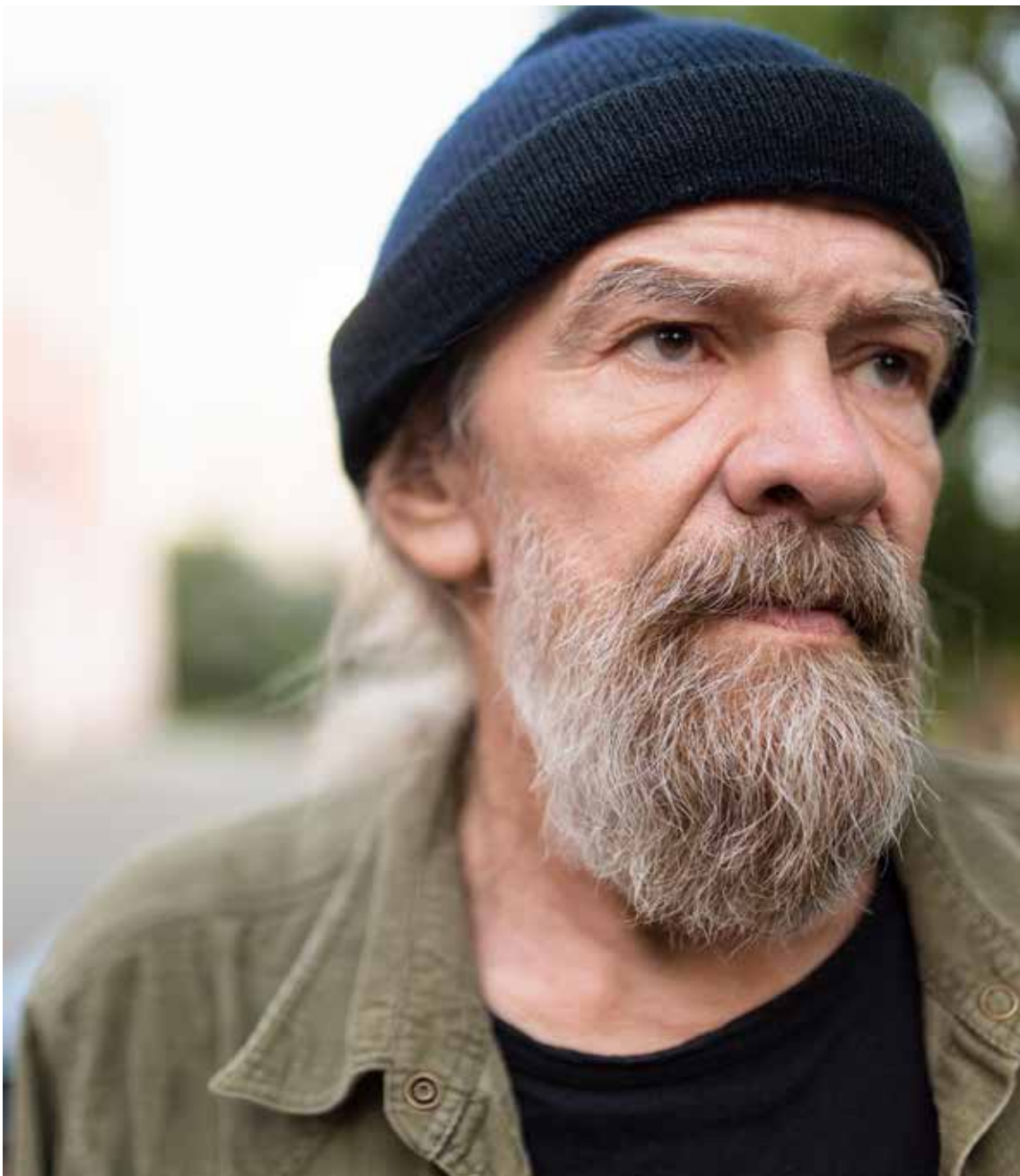
The role of the Safeguarding Adults Board is to safeguard adults with care and support needs by assuring itself that there are local safeguarding arrangements in place and by preventing abuse and neglect. Boards have **three statutory functions**:

- 1) Develop and publish a strategic plan outlining how we will meet our objectives
- 2) Publish an annual report detailing how successful we have been in meeting our objectives
- 3) Commission safeguarding adults reviews for any cases where an individual has died or suffered serious harm as a result of abuse or neglect.

In City and Hackney we are committed to stopping abuse and neglect where possible, to achieve this we strive to:

- ensure that everyone, both individuals and organisations, are clear about their roles and responsibilities
- create strong multi-agency partnerships that provide timely and effective prevention of and responses to abuse or neglect

- support the development of a positive learning environment across these partnerships, at all levels, to help break down cultures that are risk-averse or seek to scapegoat or blame practitioners
- ensure that Making Safeguarding Personal and the voice of the service user is considered through all aspects of our work
- respond effectively where safeguarding concerns are raised to ensure that these are addressed at an operational or strategic level



Review of the previous Board strategy 2015 – 2020

In our previous strategy we developed the following principles to help us take forward our work:

SAB Principle 1: All our learning will be shared learning

SAB Principle 2: We will promote a fair and open culture

SAB Principle 3: The skill-base of our frontline staff and managers will be continuously improving

SAB Principle 4: We will understand the local complexity of safeguarding needs

Whilst we recognise that these principles are still important, and we strive to embed these into our work we have made the decision to use the six safeguarding principles for this strategy. We made this decision following discussions with residents and front line professionals who stated that they recognised and understood the principles.

What did we do well?

The Board has focussed on a range of different safeguarding priorities over the past five years. **Some of our key achievements include:**

- We have established networks and processes for the Board to share our learning. We have created a LinkedIn page to share learning and have residents and professionals circulation lists, which we regularly circulate newsletters and safeguarding news
- We have commissioned safeguarding training for frontline professionals across City and Hackney to attend, this includes the voluntary sector
- We have created mechanisms for us to better engage with the public this includes the creation of our Safeguarding Champions, service user newsletter and service user events
- We have led work around transitional safeguarding, Modern Day Slavery, Homelessness and Safeguarding, adopting a family approach to risk management and older people and sexuality and consent
- We held a Safeguarding Adults Week for the first time in 2019, and will continue to hold awareness weeks in the future
- We undertook 7 Safeguarding Adults Reviews which have told us how we can improve safeguarding practise across City and Hackney
- We developed our Quality Assurance Framework to help us analyse safeguarding trends such as referrals that did not meet the threshold for a s42 enquiry

- We have undertaken one multi-agency audit which has helped us understand how well we have responded to issues around self-neglect across the partnership. The results were largely positive.

What were we unable to achieve?

Whilst we attempted to achieve all the priorities set out in our previous strategy we were unable to do so. We recognise that we still need to continue work around the following areas:

- We have not successfully put in place a system to receive feedback from people who have experienced safeguarding. We understand that this has been an issue nationally however, we will continue to put in place processes by which people can provide feedback about the safeguarding experience
- We do not know how well learning from SARs has been embedded into frontline practice and we recognise further work is required to test the impact from SARs
- We know that whilst our understanding of mental capacity has improved, there are a number of more complex matters relating to mental capacity such as higher executive functioning that we need to continue to explore
- While we are getting better at ensuring that service users are influencing the work of the Board we recognise that this is an area for improvement and we will continue to work towards including service users in all aspects of our work.
- We have started work on transitional safeguarding and homelessness, this work is not yet complete and we will continue to focus on these priorities going forward.

Feedback from the City and Hackney Safeguarding Adults Board Consultation

It is important to the Board that our strategy reflects the views and concerns of people living and working in the City and Hackney. To do this we underwent a consultation process where we engaged with residents and professionals to get their feedback on the following questions:

- 1) What does the word 'safeguarding' mean to you?
- 2) What types of abuse have you heard of?
- 3) What makes you feel worried about the safety of adults with care and support needs?
- 4) Who would you contact if you had any concerns that you or someone you know with care and support needs was unsafe?
- 5) What top three things should we prioritise to help keep adults with care and support needs in the City and Hackney safe?

We would like to thank our service user group who attended our event on 17th September 2019 for helping us construct questions for the consultation. We appreciate all your valuable input into this.

We received 130 responses to our consultation, and identified the following findings:

- We had feedback from people of all different backgrounds including people up to the age of 86, from mixed ethnicities and religions and from over 20 people who considered themselves as having a disability
- People had a varying understanding of safeguarding – most people understood that it is about protecting people from abuse and neglect however there was a misunderstanding that it is a service to deal with all adults needs
- 90% of people had heard of at least three types of abuse, with people being most familiar with sexual and physical abuse
- 86% of respondents identified an appropriate source to refer safeguarding concerns to – either adult social care or the police
- People generally raised concerns about adults at risk accessing services for the following reasons:
 - Not being able to speak out because they are unable or scared
 - Not being able to gain access to services because they do not know what is available or they do not meet thresholds for services
 - The potential for missing signs of abuse and neglect

- The public wanted us to focus on the top five following priorities:
 1. Raising awareness of different forms of abuse
 2. Engaging with community groups on safeguarding related issues
 3. Supporting people who are homeless and may have safeguarding needs
 3. Supporting professionals with incorporating safeguarding into practice
 4. To tackle social isolation and therefore reduce the risk of an individual being abused or neglected



Key Principles underpinning the Strategy 2020 – 25

The Board has developed the following objectives to drive forward adult safeguarding in the next five years:

Empowerment

- We will continue to raise awareness of adult safeguarding issues amongst residents living in the City and Hackney
- We will continue to engage with community groups and the voluntary sector to help build upon their understanding of adult safeguarding and to hear about safeguarding issues affecting them
- We will work with service users to ensure that people with lived experience of safeguarding influence the Board's work
- We will build upon work undertaken around making safeguarding personal, advocacy and mental capacity to help build a better awareness amongst frontline professionals and residents

We will know that we have our objectives when:

- Our data shows an increase in the number of awareness raising sessions that the Board has undertaken in the community
- Frontline staff and the public are able to recognise the Safeguarding Adults Board and understand its primary goals
- The number of safeguarding referrals into Adult Social Care from members of the public and the voluntary sector increases
- Those who have experienced a safeguarding enquiry or supported someone through an enquiry report positive feedback about the safeguarding process
- We will see an increased number of referrals to advocacy services

Prevention

- We will undertake horizon scans of local, London and national safeguarding trends to help us identify thematic priorities for the Board
- We will continue to engage with the Integration Model and Neighbourhood teams to support them in ensuring that safeguarding is embedded through all aspects of their work
- We will continue to focus on work around the following safeguarding themes:

- Homelessness and safeguarding
- Transitional safeguarding
- Social isolation
- Safeguarding in unregulated and out of Borough settings
- We will boost awareness of the Safeguarding Adults Board and our work across City and Hackney – this will include improving our online presence and maintaining clear branding for the Board

We will know that we have met our objectives when:

- We can evidence tangible actions taken to address the safeguarding issues we have identified above
- We have incorporated emerging safeguarding trends into the Board's annual strategic plans. In cases where we have not, the Board can evidence reasoning for this or work undertaken to support other teams to take this work forward
- We will be able to show how safeguarding has been embedded into the Integration Model and Neighbourhood Teams
- An increased amount of people are familiar with the work of the Board and will know how to access the resources that we offer.

Protection

- We will find innovative ways to communicate key learning from the CHSAB to frontline staff across the partnership, this will include using written, online and face-to-face formats
- We will seek yearly feedback from the public about safeguarding issues that are worrying them and ensure that these are incorporated into our yearly work plans
- We will continue to run an annual Safeguarding Adults Week to help raise awareness of emerging safeguarding issues with the public and frontline staff
- We will review the support mechanisms in place for informal carers living in City and Hackney to assess whether these offer carers the support they require.

We will know that we have met our objectives when:

- We can evidence that frontline practice is changing as a result of learning that has been disseminated by the Board
- The public report back that they are satisfied that the Board are addressing issues that are important to them

- We see improved engagement with the initiatives that the Board are running during Safeguarding Adults Week
- We will see an increase in carers assessments and referrals to advocacy support for informal carers.

Partnership

- We will continue to identify how we can work with different organisations and partnerships across City and Hackney where we have overlapping interests. This includes supporting teams to consider safeguarding in their own projects and work streams
- We will continue to work collaboratively with the Safeguarding Children's Partnerships, Community Safety Partnerships and Health and Wellbeing Boards on mutual areas of interest
- We will build upon links that we have created within the voluntary sector and community
- We will continue to co-produce work with community groups and services users
- We will build new links with organisations and groups in City and Hackney that may engage with adults at risk this includes the provider and social housing sectors.

We will know that we have met our objectives when:

- We can evidence how adult safeguarding has impacted other areas of work outside our core business
- We can evidence joint objectives and work undertaken with the Safeguarding Children's Partnership, Community Safety Partnerships and Health and Wellbeing Boards
- We are able to demonstrate how we have expanded our network and influence across City and Hackney

Proportionality

- We will quality assure providers in City and Hackney, including providers who are working in unregulated settings
- We will ensure that issues of equality and diversity are brought to Board's attention are managed appropriately
- We will help staff apply the Mental Capacity Act and Liberty Protection Safeguards in complex cases
- We will look at how we can appropriately balance the needs of perpetrators of abuse who may also be at risk or suffering abuse and neglect

We will know that we have met our objectives when:

- There is an improvement in safeguarding practice across providers and unregulated settings
- Issues of equality and diversity have been considered through all areas of our work
- Data shows an improvement in the quality of mental capacity assessments being undertaken by staff
- We see an increase in safeguarding referrals for adults at risk who are also the alleged perpetrators

Accountability

- The Board will help its partners to understand its responsibilities to adults at risk of abuse and neglect, this includes undertaking provider led concerns where appropriate
- To quality assure the safeguarding work of the Board's partner through our Quality Assurance Framework and yearly multi-agency audits
- To identify how much impact the Board and SARs are having in improving safeguarding practice across City and Hackney
- To undertake periodic reviews of the Board and its Chair to ensure that it is meeting its obligations in respect of the Care Act 2014.

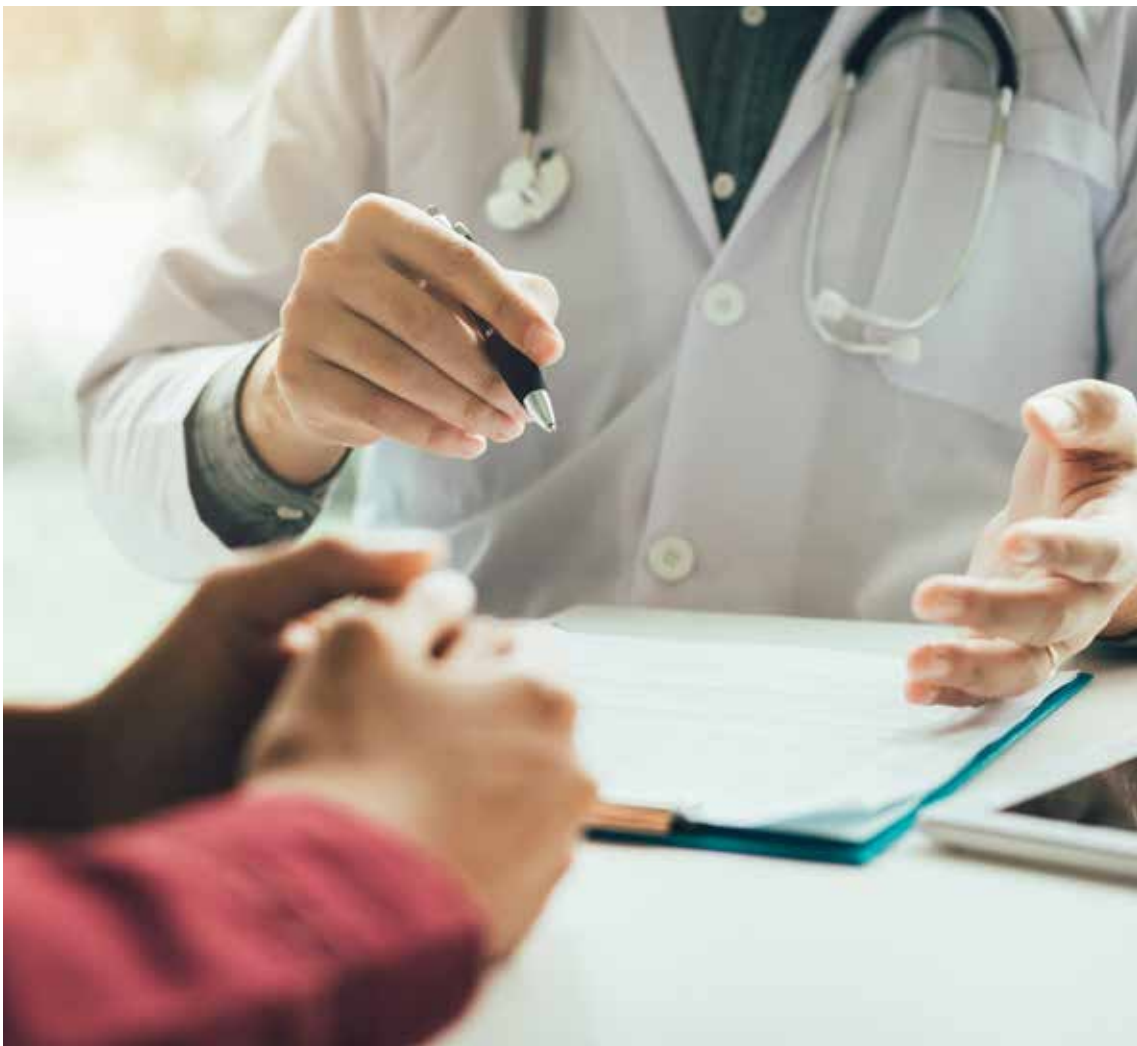
We will know that we have met our objectives when:

- We see sustained engagement from partners with the work of the Board
- We have evidence that the safeguarding practice is improving across the City and Hackney
- We can evidence that the Board is having a positive impact on safeguarding across the City and Hackney
- We can evidence that the Board is meeting all objectives set out for it in the Care Act 2014

How will the Board deliver its priorities?

It will be the responsibility of the Board's sub-groups, task and finish group and partners to deliver the priorities set out in the strategy. To help with this, the Board publishes an annual strategic plan explaining what actions it ensure that the strategy is delivered. All groups and partners are required to report their progress to the Independent Chair.

The Board has developed the following work plan for 2020 - 21





Appendix:

CHSAB Annual Strategic Plan 2020 – 2021

Appendix One: City and Hackney Safeguarding Adults Board Annual Strategic Plan 2020 – 2021

The CHSAB Plan addresses the six core principles contained in the CHSAB's Strategy for 2020 – 2025.

| Partner | Lead | Partner | Lead |
|---|-----------------------------------|---|--------------------------------|
| London Borough of Hackney (LBH) | Anne Canning/ Simon Galczynski | City of London Corporation (CoL) | Andrew Carter/ Chris Pelham |
| City and Hackney CCG (CCG) | David Maher/Jenny Singleton | Hackney Metropolitan Police (MPS) | Marcus Barnett |
| City of London Police | Gareth Dothie | Homerton University Hospital Foundation Trust (HUHFT) | Catherine Pelley |
| Barts Health NHS Trust | Sam Spillane | East London Foundation Trust (ELFT) | Dean Henderson |
| London Fire Brigade Hackney | Lee Sandy | London Fire Brigade City of London | David Bulbrook |
| National Probation Service | Stuart Webber | London Community Rehabilitation Company | Kauser Mukhtar |
| Healthwatch Hackney | Jon Williams | Healthwatch City of London | TBC |
| Hackney CVS | Kristine Wellington | The Advocacy Project | Judith Davey |
| London Borough of Hackney Public Health | Nicole Klynman | London Borough of Hackney Housing | Jennifer Wynter |
| Hackney Recovery Service | Ruth Williamson | Safeguarding Children's Partnership | Jim Gamble |
| Sub-group | Chair | Task & Finish Groups | Lead |
| SAR & Case Review | Chris Pelham | Homelessness & Safeguarding | John Binding/ Ian Tweedie |
| Quality Assurance | Jenny Singleton | User engagement | Dr Adi Cooper |
| Workforce Development | Zak Darwood | Transitional safeguarding | Dr Adi Cooper |
| Sub-Committee | Chair | | |
| City of London | Dr Adi Cooper | | |

| Principle 1 : Proportionality - “I am sure that the professionals will work in my interest, as I see them and they will only get involved as much as needed.” | | | | |
|---|--|--|---------|--|
| Priority | Actions | Lead | Outcome | |
| 1) To ensure that the Board and its partners are ready for the introduction of the Liberty Protection Safeguards | 1.1 LPS Leads in City and Hackney will provide assurances to the Board that they have appropriately prepared for the introduction of LPS. | LPS Leads | | |
| | 1.2 LPS Leads will respond to any national issues that are raised in response to the introduction of the LPS. The Board will provide support in addressing national issues where appropriate. | LPS Leads | | |
| | 1.3 The Board will support criminal justice and voluntary sector organisations to prepare for LPS and understand how this may impact service users within their sectors. | CHSAB Manager/ LPS Leads | | |
| | 1.4 Partners who have duties under LPS will provide assurances to the Board that appropriate training has been commissioned for their staff. It will further consider whether training should be commissioned for agencies who may require a general understanding of LPS. | All partners with LPS responsibilities | | |
| 2) To reflect upon how well the Board has embedded learning from the fire death SAR and embed further learning around fire safety | 2.1 The SAR sub-group will commission an independent thematic review of fire safety in Hackney identifying how well the CHSAB has embedded learning from a previous SAR. | SAR sub-group | | |

| | | | |
|--|--|---------------|--|
| | <p>2.2 The SAR sub-group will lead on the implementation of any further recommendations in relation to the thematic review. The group will be supported by the Quality Assurance group as required.</p> | SAR sub-group | |
| | <p>2.3 The workforce development group will review how the CHSAB can raise awareness of Fire Safety across City and Hackney and implement any training recommendations borne out of the thematic review.</p> | WFD sub-group | |

| Principle 2: Empowerment - “I am asked what I want as the outcomes from the safeguarding process and this directly inform what happens.” | | | |
|--|---|---|---------|
| Priority | Actions | Lead | Outcome |
| 3) To continue to embed and develop frontline practitioners understanding of Mental Capacity in relation to complex issues | 3.1 The Board will create a task and finish group to undertake a scoping exercise to assess what the key issues and challenges are for professionals working with people who may lack higher executive functioning. | CHSAB Manager/ MCA Leads | |
| | 3.2 The task and finish group will look at putting together a suite of resources for frontline professionals to help them work effectively with people whose capacity may not be clear. | MCA T&F group | |
| | 3.3 The Board will endorse and promote any best practice guidance that is published in relation to mental capacity and higher executive functioning. | CHSAB Manager | |
| | 3.4 The Board will review its current self-neglect and chronic hoarding protocol to ensure that it has sufficient focus on the issue of higher executive functioning within mental capacity. | Head of Adult Safeguarding LBH | |
| | 3.5 The workforce development sub-group will identify training needs and commission training in relation to higher executive functioning. | WFD sub-group | |
| 4) To continue to embed work around service user engagement and ensure that service users | 4.1 The service user task and finish group will develop a brochure for residents living in city and Hackney outlining how they can get involved in the work of the Board. | Service user engagement T&F group | |

| | | | |
|---|---|-----------------------------------|--|
| influence all aspects of the Board's work | 4.2 The service user task and finish group will develop a process by which service users can feedback their experience of safeguarding. | Service user engagement T&F group | |
| | 4.3 The Board will provide funds to Hackney CVS to commission refresher training to the Safeguarding Champions. | HCVS | |
| | 4.4 The Board will provide funding to the Advocacy Project to commission training for peer-to-peer supporters to provide low level advice in the community. | The Advocacy Project | |
| | 4.5 The Board and its partners will engage with faith networks that exist within City and Hackney to drive awareness of safeguarding issues. | CHSAB Manager | |
| Principle 3: Prevention - “I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help.” | | | |
| 5) To engage with frontline professionals to share learning from adult safeguarding | 5.1 The workforce development sub-group will continue to identify innovative ways of working with frontline staff across City and Hackney, with specific focus on multi-agency learning sessions and digital content. | WFD sub-group | |
| | 5.2 An offer will be made to teams working across City and Hackney for the Board to deliver briefings and updates on safeguarding issues that the Board are working on. | WFD sub-group | |
| | 5.3 The Board Business Support will continue to build its frontline practitioner network by disseminating learning via online and our newsletter. | CHSAB Business Support Officer | |

| Principle 3: Prevention - “I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help.” | | | | |
|--|--|---------------|---------|--|
| Priority | Actions | Lead | Outcome | |
| 3) To continue to embed and develop frontline practitioners understanding of Mental Capacity in relation to complex issues | 5.4 The workforce development sub-group will scope the possibility of delivering a large scale conference or learning event. | WFD sub-group | | |
| | 5.5 All partners will report data pertaining to safeguarding training to the Board. This will include assurances that all staff have undertaken appropriate training and details of safeguarding training offered to staff. | All partners | | |
| | 5.6 The CoL will identify how we can better support frontline professionals understand vulnerability and safeguarding risk. | CoL | | |
| 6) To understand how much impact SARs are having on changing safeguarding practice across City and Hackney | 6.1 The SAR sub-group will develop a process of communicating learning from SARs which will be embedded into the SAR Protocol and City & Hackney's SAR quality markers. | SAR sub-group | | |
| | 6.2 The Quality Assurance sub-group will create an impact analysis tool to help determine how well learning from SARs have been embedded into frontline practice. Feedback from the impact analysis tool will be report to the SAR sub-group and Executive Group.. | QA sub-group | | |
| | 6.3 The workforce development sub-group will develop a set of resources that partners can use for | WFD sub-group | | |

| | | | |
|---|---|----------------------------------|--|
| | new members of staff so that learning from SARs continues to be filtered into practice. | | |
| 7) To ensure that the Integrated Commissioning and Neighbourhood Model continues to filter safeguarding through all elements of their work | 7.1 The Executive Group will seek assurance from the Neighbourhood Team that safeguarding continues to be embedded into practice. | Executive Group | |
| | 7.2 The Neighbourhood Team and Board will work together to identify how safeguarding can be included into on-going projects being undertaken by the Neighbourhoods Team. | Neighbourhood Team/CHSAB Manager | |
| | 7.3 The Board will report safeguarding intel and learning to ensure that this can be utilised by teams. | CHSAB Manager | |
| Principle 4: Partnership – “I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best result for me.” | | | |
| 8) To continue to engage with Community Safety Partnership, Safeguarding Children’s Partnership and Health and Wellbeing Boards | 8.1 The Board Manager will work with the Safeguarding Children’s Partnership to identify cross-cutting priorities in the City. The Board will also deliver one joint meeting with the Children’s Partnership in the City. | CHSAB Manager/CHSCP | |
| | 8.2 The Board will continue to address strategic issues affecting CSP, CHSCP and HWB at the Joint Chairs meeting. | Independent Chair | |
| | 8.3 The Board will look at opportunities to commission joint work and/or training on areas of joint interest. All partners will be responsible for raising potential areas of interest to the attention of the Board and Executive Group. | Independent Chair/CHSAB Manager | |

Principle 4: Partnership - “I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best result for me.

| Priority | Actions | Lead | Outcome |
|--|--|--|---------|
| 9) To identify opportunities to engage with new partners | <p>9.1 The Board and its partners will continue to build its relationships with organisations across City and Hackney, specifically it will look at:</p> <ul style="list-style-type: none"> i. Building links with the social housing and provider sector ii. Assisting probation services with work they are undertaking around transitional safeguarding iii. Strengthening links with the voluntary sector | CHSAB Manager/ NPS/CRC/HCVS/ CoL | |

Principle 5: Protection - “I get help and support to report abuse and neglect. I get help so that I am able to take part in the safeguarding process to the extent to which I want.”

| | | | |
|--|---|-------------------------------------|--|
| 10) To progress work around transitional safeguarding | 10.1 The Transitional Safeguarding Task and Finish Group will continue to work with the Safeguarding Children's Partnership and Community Safety Partnerships across City and Hackney to identify how the Board can better support young people aged between 16 – 25 at risk of abuse and exploitation. | Transitional safeguarding T&F group | |
| 11) To assure ourselves that residents using Out of Borough placements or placed in unregulated settings are | 11.1 The Commissioning Team's in City of London and Hackney and CCG will undertake a gap analysis to identify what the current position and risk areas for residents utilising OOB placements and unregulated services across City and Hackney. | LBH/COL/City and Hackney CCG Teams | |

| | | |
|--|---|--|
| appropriately safeguarded from abuse and neglect | 11.2 The LBH, CoL and City and Hackney CCG will provide assurance to the Board that adults at risk using Out of Borough or unregulated services are appropriately safeguarded from abuse and neglect. | LBH/CoL/City and Hackney CCG Commissioning Teams |
| | 11.3 The Board will support and publicise any work at a national level to strengthen cross Borough working. | Independent Chair/CHSAB Manager |
| Principle 6: Accountability - “I understand the role of everyone involved in my life and so do they.” | | |
| 12) To ensure the delivery of the Board’s core business | 12.1 The Board Manager will review all CHSAB policies to ensure these are up-to-date and compliant with equality responsibilities for SABs outlined in the Care Act 2014. | CHSAB Manager |
| | 12.2 The Board Manager will update its expectations for Board Members and circulate to all Board members. | CHSAB Manager |
| | 12.3 A small working group from the Service User Task and Finish Group and will be created to deliver and support activities across the partnership Safeguarding Adults Week. | WFD/service user engagement sub-group |
| | 12.4 The Quality Assurance group will oversee the delivery of one multi-agency audit on the theme of self-neglect. | QA sub-group |

| Principle 6: Accountability - “I understand the role of everyone involved in my life and so do they.” | | | | |
|---|--|---------------------------------|---------|--|
| Priority | Actions | Lead | Outcome | |
| | 12.5 To reform the structure of the Safeguarding Adults Sub-Committee meeting in the City of London to ensure that it focuses on staff development. | CHSAB Manager/ AD People CoL | | |
| 13) To ensure that existing projects are brought to completion | 13.1 The Board will continue to lead or assist with on-going work on the following projects: a. Homelessness and Safeguarding b. Modern Day Slavery c. Suicide Prevention | CHSAB Manager | | |

CHSAB Annual Report 2019 – 20

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

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Message from the Independent Chair



I am very pleased to introduce the Annual Report for the City and Hackney Safeguarding Adults Board 2019/20. As the Independent Chair of the Board, I continue to be very grateful to all partners for their contributions to the Board, and their ongoing support. The partnership has continued to grow and develop, as reflected in this annual report.

As I write, (end of May 2020) we are coming out of the lockdown due to the Covid-19 pandemic. This provides an opportunity to mourn the deaths of residents who died, acknowledge the grief of their families and friends as well as commend the incredible hard work, dedication, and commitment of health, social care staff and all the key workers who kept everything going during this period.

All the partners of the Board have reported on the incredible work they have undertaken, providing assurance that they continued to meet their safeguarding responsibilities during this challenging time. I am extremely grateful to everyone for their endeavours to support residents, particularly those who are at risk of abuse or neglect.

During the year that this report covers, partners have worked together to improve safeguarding, raising awareness of safeguarding in City and Hackney's communities, and responding to what people have said is important to them in the consultation for the Board's Strategy ([provide link](#)).

This annual report is important because it shows what the Board aimed to achieve during 2019/20 and what we have been able to achieve. It shows that many of the tasks were completed during the year. The annual report provides a picture of who is safeguarded in City and Hackney, in what circumstances and why. This helps us to know what we should be focussing on for the future. The Delivery Plan for 2020/21, which says what we want to achieve during the year, has been revised in light of the Covid-19 outbreak.

There continues to be significant pressures on partners in terms of resources and capacity, especially during the Covid-19 pandemic, so I want to thank all partners and those who have engaged in the work of the Board, for their considerable time and effort.

There is a lot that we need to do and want to do to reduce the risks of abuse and neglect in our communities and support people who are most vulnerable to these risks. This is a journey that we are all making together, and I look forward to chairing the partnership in the next year to continue this journey.

Dr Adi Cooper OBE,
Independent Chair City and Hackney Safeguarding Adults Board
May 2020

Context

The start of 2020 has brought unprecedented and worrying times for residents and professionals living and working across City and Hackney in the form of the Covid-19 pandemic. At the time of writing this report, professionals across the area are working hard to protect the community from this risk, whilst ensuring that essential health and social care services are maintained.

The introduction of the Coronavirus Act 2020 has seen the Care Act 2014 duties temporarily move from being mandatory to discretionary although safeguarding adults remains a Local Authorities' statutory duty¹. The guidance recognises that safeguarding remains of paramount importance for organisations working with adults who may be at risk of abuse or neglect². The City and Hackney Safeguarding Adults Board (CHSAB) remains committed to supporting organisations and residents across City and Hackney to protect adults who may be at risk of abuse or neglect and need safeguarding support. The CHSAB will do this by continuing to raise awareness of different safeguarding issues, identifying emerging safeguarding issues and supporting organisations to understand and deliver their duties in relation to safeguarding adults at this time.

CHSAB partners commend and appreciate the ways in which communities have come together to assist residents who require help at these times. Unfortunately, it is typical to see an increase of neglect and abuse in times of crisis. There are a number of reasons for this, it can be unintentional, due to increased stresses in the family home or people struggling to care for their family members, or it can be intentional, when people actively try to exploit another, for example by taking over their home or scamming them. The CHSAB would like to ask everyone to be vigilant to the different types and signs of abuse and neglect (<https://hackney.gov.uk/safeguarding-adults-board>) and be aware of how any concern can be reported (Hackney: <https://hackney.gov.uk/chsab-raise-concern>, or in the City: <https://www.cityoflondon.gov.uk/services/adult-social-care/Pages/safeguarding-adults.aspx>). With everyone's support the CHSAB can ensure that adults are kept safe from abuse and neglect.

Given current circumstances, the Board has made the decision to produce a shorter annual report. It is hoped that the report will still help residents understand how the CHSAB has continued to prioritise adult safeguarding across City and Hackney. The CHSAB would also like to take this opportunity to thank professionals and those living in City and Hackney for their continued support and hard work in keeping local residents safe.

1 <https://www.gov.uk/government/publications/coronavirus-covid-19-changes-to-the-care-act-2014/care-act-easements-guidance-for-local-authorities>

2 Annex D: Safeguarding Guidance, <https://www.gov.uk/government/publications/coronavirus-covid-19-changes-to-the-care-act-2014/care-act-easements-guidance-for-local-authorities>

What is the Safeguarding Adults Board?

Role

The CHSAB is a partnership of statutory and non-statutory organisations representing health, care, criminal justice, voluntary sector and residents who use services in the City of London and Hackney. The role of the CHSAB is to gain assurance that there are effective adult safeguarding arrangements in place, to protect adults with care and support needs and help prevent abuse and neglect across the City and Hackney.

The CHSAB has three core duties under the Care Act 2014 that it must fulfil by law:

- 1) Develop and publish a Strategic Plan outlining how it will meet our objectives and how our partners will help each other to achieve this
- 2) Publish an Annual Report detailing what it has done to help safeguard the community and how successful it has been in achieving this
- 3) Commission Safeguarding Adults Reviews (SARs) for any cases that meet the criteria.

In addition to this, the CHSAB is able to involve itself or lead work around any other adult safeguarding issues it feels appropriate³.

Membership

The CHSAB has three core statutory partners: the Local Authority, Clinical Commissioning Group and Police service as well as a number of non-statutory partners. This forthcoming year, the CHSAB welcomes London Borough of Hackney Housing Needs and Hackney Recovery Service to sit on the Board.

A full list of our partners and their attendance at our quarterly Board meetings and annual Development Day can be found below:

| 2019-20 | |
|----------------------------------|------|
| Independent Chair | 100% |
| London Borough of Hackney ASC | 100% |
| City of London Corporation | 100% |
| City & Hackney CCG | 100% |
| Homerton University Hospital | 75% |
| Barts Health NHS Trust | 75% |
| East London NHS Foundation Trust | 100% |
| London Fire Brigade | 75% |
| Metropolitan Police | 25% |

3 S43.4 of the Care Act 2014, <http://www.legislation.gov.uk/ukpga/2014/23/section/43>

| 2019-20 | |
|--|------|
| City of London Police | 25% |
| Older People's Reference Group | 50% |
| Hackney Healthwatch | 100% |
| City of London Healthwatch | 0% |
| City & Hackney Public Health | 50% |
| Hackney Council for Voluntary Services | 75% |
| National Probation Service | 75% |
| Housing Providers | 25% |
| Safeguarding Children's Partnership | 0% |
| London Ambulance Service | 0% |
| CHSAB Business Support | 100% |

Principles

The work of the Board is underpinned by key principles; these were recently revised following consultation for our new strategy. The CHSAB made the decision to align our principles with the six safeguarding principles underpinning adult safeguarding⁴. This decision was made because the results of the strategy consultation showed that the community was most familiar with the six safeguarding principles. The principles are as follows:

- **Prevention** – It is better to take action before harm occurs.
"I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help."
- **Empowerment** - People are supported and encouraged to make their own decisions and informed consent.
"I am asked what I want as the outcomes from the safeguarding process and this directly inform what happens."
- **Proportionality** – The least intrusive response appropriate to the risk presented.
"I am sure that the professionals will work in my interest, as I see them and they will only get involved as much as needed."
- **Protection** – Support and representation for those in greatest need.
"I get help and support to report abuse and neglect. I get help so that I am able to take part in the safeguarding process to the extent to which I want."

⁴ Paragraph 14.13 Care and Support Statutory Guidance, <https://www.gov.uk/government/publications/care-act-statutory-guidance/care-and-support-statutory-guidance#safeguarding-1>

- **Partnership** – Local solutions through services working together and with their communities. Services share information safely and each service has a workforce well trained in safeguarding. Communities have a part to play in preventing, detecting and reporting neglect and abuse.
“I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best result for me.”
- **Accountability** – Accountability and transparency in delivering safeguarding.
“I understand the role of everyone involved in my life and so do they.”

Board Governance

Sub-groups

To ensure that the work of the Board is delivered there are a number of sub and task and finish groups in place to lead on our annual priorities:

Quality Assurance:

This group considers quantitative and qualitative information about safeguarding activity across City and Hackney. This helps the CHSAB understand what is going on in City and Hackney, and therefore informs its work and priorities.

Safeguarding Adults and Case

Review: This group fulfils our s44 Care Act duty to consider requests for a Safeguarding Adults Review (SAR). The group reviews referrals and make recommendations to the Chair when it considers that a SAR is required. The group also develops and monitors action plans to ensure that learning and recommendations from SARs are embedded.

Workforce development:

This is newly re-established group, with a focus on how the Board can offer the best training and development opportunities for frontline professionals to assist in building their safeguarding knowledge.

User engagement:

This task and finish group focuses on how the CHSAB can reach all communities in City and Hackney as well as engage service users in our work.

Homelessness/Rough Sleeping and Safeguarding:

This task and finish group continues to review how safeguarding issues relating to people who are homeless or rough sleeping can be tackled and practice improved.

Transitional safeguarding:

This task and finish group is reviewing the safeguarding provision for young people aged 16 – 25 who may be at risk of abuse or exploitation. This is to identify what gaps exist and how we can better support young people at risk of abuse or neglect.

The work of the sub and task and finish groups is overseen by the Executive Group, whose role it is to monitor progress of work undertaken by the groups, and direct any additional work. There are also quarterly CHSAB meetings attended by the whole partnership, which are opportunities to provide updates on CHSAB work streams and discuss key safeguarding issues.

City of London Adult Safeguarding Committee

The City of London has a Safeguarding Adults Committee, focuses on safeguarding issues that impact on City of London residents only. It meets quarterly, where it reviews its progress in relation both to the CHSAB priorities and specific City priorities that it set itself within the Board's strategic plan. City priorities for 2019/20 were as follows:

- Social isolation and well-being
- Homelessness
- Transitional safeguarding

CHSAB strategic links

The CHSAB has links with partnerships and boards working with communities in the City of London and Hackney, including: the City and Hackney Children's Safeguarding Partnership, Community Safety Partnerships; and Health and Wellbeing Boards. The Board is also a member of the Hackney Community Strategy Partnership Board.

Budget

In 2019/20 the CHSAB total contributions remained the same as 2018/19:

| Partners | Income Received (£) |
|----------------------------------|---------------------|
| City of London Corporation | (28,875) |
| East London NHS Foundation Trust | (27,500) |
| Homerton University Hospital | (12,000) |
| NHS City and Hackney CCG | (20,000) |
| Metropolitan Police Authority | (5,000) |
| Bart's and London NHS Trust | (5,000) |
| City of London Police | (4,400) |
| London Fire Brigade | (500) |
| City of London Corporation (FB) | (500) |
| LB Hackney | (109, 675) |
| Total Income: | (213,450) |

This financial year the CHSAB spent a total of £209,817. The CHSAB have made the decision not to increase partner contributions on the basis that there is currently a reserve of £93,000, and consequently there is sufficient funds to sustain the Board should we incur any unplanned expenditure.

Supporting the CHSAB

The CHSAB has a full-time Board Manager and Business Support Officer to manage the work of the Board.



CHSAB Achievements for 2019/20

Service user engagement

- The Board has continued to release regular newsletters and hold regular events, which has allowed the opportunity for service users to find out about safeguarding issues and the work of the Board. Three service user events during 2019/20 were held and attendees contributed to co-produce the new CHSAB Strategy. If you would like to sign up to our mailing list to keep up-to-date with our events and safeguarding news please email: chsab@hackney.gov.uk
- The Board has developed a plan to continue to engage with service users and people who have experienced safeguarding.

Community Awareness

- The Safeguarding Champions have continued to raise awareness of safeguarding amongst community and voluntary groups across Hackney. In 2019/20, a further 14 safeguarding champions were trained, who delivered a number of events across Hackney.
- The Board has started to develop the role of the Safeguarding Peer-to-Peer Supporter with the assistance of The Advocacy Project. The Peer-to-Peer Supporter's primary role will be to provide low level safeguarding support, signposting to members of the community as well as reporting safeguarding issues they encounter to safeguarding services. It is hoped that this role will go live 2020/21.
- The SAB Chair and Board Manager have attended a number of community events to raise awareness of safeguarding and the role of the Safeguarding Adults Board, this includes the Older People's Reference Group Annual Conference and City of London Healthwatch launch event.

Elspeth Williams, is a local resident living in Hackney who responded to the CHSAB's advertisement for volunteers to train as a Safeguarding Champion when first advertised in 2018. Elspeth undertook a three day training course, which equipped her with the confidence and skills that she needed to deliver 90 minute safeguarding awareness raising sessions to residents living in Hackney.

Since training as a Safeguarding Champion Elspeth has delivered 11 safeguarding awareness raising events to over 110 people. This has included the London Borough of Hackney Co-Production Team and also the Making it Real Board, who are residents who support London Borough of Hackney to make changes to Adult Social Care. More recently, Elspeth delivered a Safeguarding Awareness Workshop at Hackney CVS during the CHSAB's Safeguarding Adults Week!

One of the key challenges that Elspeth has overcome is delivering safeguarding awareness sessions to a range of different backgrounds and skill sets. Elspeth has found creative ways to adapt her sessions to make sure she can engage effectively with all residents that she engages with.

The Board appreciates Elspeth and all the Safeguarding Champions efforts to help raise awareness of safeguarding across Hackney. If any resident is interested in becoming a Safeguarding Champion, please contact: chsab@hackney.gov.uk for more information.

Professional development

- The Board has continued to support frontline professionals develop their safeguarding knowledge. The CHSAB has commissioned frontline training on subjects such as mental capacity in complex cases, whole family approaches, positive risk taking and self-neglect and hoarding.
- The CHSAB developed a questionnaire for frontline staff to better understand their training needs. It was completed by over 50 members of staff, who identified that they would like to learn via bite size classroom sessions and briefings.
- The Board has held two professional development events with frontline staff in October and November 2019; these focussed on learning from Safeguarding Adults Reviews regarding the deaths of people who were homeless.
- The CHSAB has increased its engagement with frontline professionals by creating a safeguarding newsletter and LinkedIn page, this provides a means to send out safeguarding information to frontline professionals as it emerges. It also allows frontline professionals to engage and understand the work that the Board is doing.

Partnership working

- The CHSAB has worked closely with the Community Safety Partnership and Safeguarding Children's Partnership to launch the Modern Day Slavery Strategy for London Borough of Hackney. The Strategy was launched on 18 October 2019, alongside a webpage for Modern Day Slavery, Modern Day Slavery Protocol and resources for professionals and the public. The Board now jointly leads a task and finish group focussed on implementing the actions of the strategy. Further details on Modern Day Slavery can be found: <https://hackney.gov.uk/modern-day-slavery>
- The Board supported Public Health in the London Borough of Hackney to develop safeguarding clauses for their public health contracts.
- The CHSAB is part of the working groups looking at the following areas: Suicide Prevention, engagement with the Orthodox Jewish Community and has also provided feedback the City of London's domestic abuse strategy and City of London and Hackney Autism Strategy.

Task and Finish Groups

- The Board has set up a Transitional Safeguarding Task and Finish Group, which aims to identify any gaps in support offered to young people aged between 16 – 25 who are at risk of exploitation and abuse. The plan is to develop an options paper with recommendations on what actions could be taken to better support young people.

- A homelessness task and finish group has met a number of times to consider how to develop and improve responses to safeguarding issues unique to those who are homeless or rough sleeping. The group's key achievements include the City of London producing a Fatality Review Process for all deaths of people who were homeless or rough sleeping.

Board Governance

- The Board undertook its second 360 degree review of the Independent Chair, the results of which were highly positive. It recognised that the Chair's areas of strength were ensuring that safeguarding issues are discussed and brought to the attention of the Board partners, managing the Board effectively, focusing on prevention and ensuring that SARs are high quality. The Independent Chair made a pledge that she would continue to focus on service user engagement and using data to inform its work going forward.
- The Board signed off the Association of Directors of Adult Social Services Pan-London Information Sharing Agreement for all partners. The agreement ensures that partners are sharing information in relation to safeguarding where necessary.
- The Board updated its Risk Register, which identifies risks that may impact the Board's ability to deliver its legal role. The register is reviewed and updated every six months to identify actions taken to mitigate risks and whether it needs to be edited in line with current events impacting the Board.

Safeguarding Adults Week

- The Board made the decision to hold a Safeguarding Adults Week in line with the National Safeguarding Adults Week which took place between 18 – 24th November 2019.
- There were five safeguarding stalls held in the community, in locations such as the Homerton University Hospital, Pembury Community Centre and Barbican Library. 11 bitesize learning sessions were delivered to staff on different safeguarding issues.
- The Board refreshed its safeguarding leaflets and circulated these to all safeguarding partners as well as various locations across City and Hackney.

CHSAB Strategy 2020-25

- The Board's strategy expires in 2020 and the CHSAB has been working to develop a new strategy for the next five years. A review of what the Board had achieved in relation to its previous strategy and duties was undertaken as well as some, horizon scanning of safeguarding issues that are anticipated to affect residents in future.

- A consultation with professionals and residents took place during the Safeguarding Adults Week to understand what issues people living and working in the City and Hackney wanted the Board to focus on. In total there were 130 responses, the top three areas that people wanted the Board to focus on are: engaging with the community, raising awareness of safeguarding issues and safeguarding issues relating to homelessness.
- The Board ran a Development Day and Service User Event in January 2020, which was an opportunity for partners and service users to identify final areas of focus for the strategy.
- The final strategy has been launched and can be found: [\(Add link\)](#)

Quality Assurance

- The Board refreshed its Quality Assurance Framework, streamlining the document to make it more accessible for our Board partners to complete.
- Board partners completed a new London single-agency audit tool, which focused on four key areas: mental capacity, making safeguarding personal, implementation of SARs and the Liberty Protection Safeguards.

Safeguarding Adult Reviews (SARs)

- The Board published two SARs: Jo-Jo and Yi – the details of which can be found on pages 8 -10.
- The Board considered 5 potential SARs, of which 3 did not meet the threshold for a SAR, one met the threshold for a SAR and a final case the SAR sub-group felt it would be appropriate to undertake a learning review. The findings from our latest SAR will be published in the Board's 2020/21 annual report.
- The SAR sub-group reviewed and updated the SAR Policy and accompanying documents.

Integration Model and Neighbourhoods Team

- The Neighbourhoods Team has continued to provide regular updates to the CHSAB about the embedding on safeguarding throughout their work.
- The CHSAB and Neighbourhoods Team have set up regular meetings to ensure that safeguarding remains a priority throughout all the work that the Neighbourhoods Team does.



What did we not do so well this year?

Each year the Board sets itself an ambitious set of goals to ensure that it is continually driving forward work in respect of safeguarding adults in the City and Hackney. Unfortunately the Board is not always able to achieve all its goals. The CHSAB did not meet its aims in respect of the following, however the CHSAB does have a plan about how it will take forward each objective:

- 1) The CHSAB continued to struggle to obtain representative service user engagement with the Board. The role of two additional Lay Members for the Board was advertised; unfortunately it was not filled. The CHSAB also worked with service users to understand how it can better engage with people who have experienced the safeguarding process, which provided positive and helpful. In the forthcoming year the Board will be developing a brochure outlining how people can get involved in the Board's work, regardless of whether they are a service user, resident or professional based in the City or Hackney, to support wider engagement.
- 2) The development of a toolkit for mental capacity assessment was not achieved. The Board has subsequently decided to take forward work regarding mental capacity and higher executive functioning. Higher executive functioning relates to situations where someone may appear to understand information and have the ability to make decisions about their life but their actions may indicate that they do not truly understand the consequences of their decision making.
- 3) Following on from the Review of the Independent Chair the CHSAB recognised that improvements in the processes for collecting and reviewing data were required. In response to this, the Quality Assurance Framework has been revised and the process for reporting data to the Executive Group has changed for 2020/21. It is hoped that this will mean that data is used more effectively.
- 4) The CHSAB recognises that there are sections of the community who are still not familiar with the Board and its work. Consequently it has been proposed to do more to build the brand identity so that more people can engage with the Board.

Learning from SARs

As mentioned in the achievements section on page 13 the Board published two SARs in 2019/20. These are the seventh and eighth SARs that have been undertaken by the Board since s44 Care Act 2014 set the duty for Boards to undertake these SARs.

Under section 44 of the Care Act 2014, a SAR should take place where an adult has i) died or suffered serious harm, ii) it is suspected or known that was due to neglect or abuse and iii) there is concern that agencies could have worked better to protect the adult from harm.

Case Outline - JoJo

Jo-Jo was a 38 woman with Downs Syndrome, who was cared by her mother throughout her life. Jo-Jo had suffered from life-long eczema. In 2013, she was diagnosed with crusted scabies, which was treated successfully. Jo-Jo's skin problems came back in 2015, at this point she was diagnosed and treated with eczema. Unfortunately this did not work and Jo-Jo's skin condition got worse.

Jo-Jo started to avoid going out as she was in lots of pain and did not want people to look at her. She also stopped using carers, who used to help her go out, and attending her GP and health appointments. Jo-Jo refused to allow her mother to help her. Sadly Jo-Jo's skin became very infected and she became very unwell.

On 9 March 2017, her mother called the GP to see if they would come out for a home visit. The GP consequently, arranged an urgent appointment to see a consultant dermatologist for the next morning. An ambulance took Jo-Jo to the hospital clinic, sadly she suffered a cardiac arrest and died.

Reasons for review

A decision was made to review the case on the basis that there were concerns about:

- How person-centred the care was for Jo-Jo and those with learning disabilities in general;
- How proactive agencies were in understanding the whole family dynamic and needs of the carer;
- How well agencies worked together to understand the patient's circumstances and needs;
- Professional curiosity and staff ability to identify and raise concerns where these may exist.

Key findings

The SAR Reviewer and Chair made the following recommendations:

- Annual Reviews for both health and social care must be carried out and the outcomes carefully recorded;
- When an individual's circumstances change (including for their carer) there should be clear information sharing arrangements in place;
- Every agency has a responsibility to consider the needs of carers, especially where the individual may have complex needs or a demanding health condition.

Case Outline - Yi

Yi was a SAR undertaken by four SABs: City and Hackney, Lambeth, Newham and Islington. It was about a man who was chronically homeless; experiencing long or frequent periods of homelessness, physical, mental health and substance misuse issues. Yi originally moved to the UK in 1999 and successfully built a life in the UK, even purchasing a house. He is believed to have left home and started rough sleeping in 2006, although he was recognised as suffering from mental ill-health in 2008. Little is known about Yi from 2008-12, although it was noted that he was self-neglecting, his home posed an environmental risk and he had suffered a number of thefts and assaults.

Attempts were made to support Yi and this started a process by which he would access services and then these services would be subsequently withdrawn for a number of reasons, such as lack of engagement or financial reasons. No consideration was given to Yi's capacity to make decisions or manage his situation. Yi consequently returned to rough sleeping. While rough sleeping he was admitted to hospital having suffered a subdural haemorrhage, which affected his cognitive abilities, which were already impaired.

Following discharge, he continued to be referred in and out of different services without any consistent support and ended up rough sleeping again. He ended up being admitted back into hospital in a poor state. On this occasion hospital staff referred him for nursing support and he was also allocated an advocate during the assessment and care planning stage.

He was placed in a nursing home where he spent the rest of his life. Yi sadly passed away in September 2018.

Reasons for review

The Lambeth Safeguarding Adults Board made the decision to initiate a review on the basis that:

- Yi was highly vulnerable and multiple professionals and organisations missed the opportunity to identify the extent to which he was vulnerable
- Whilst Yi did not die as a result of abuse or neglect the group identified that he had suffered significant harm, which would warrant a review.

Key findings

The SAR findings were:

- That this case was not unique and there were often instances where individuals go-between a number of services. Staff had a tendency in this case to manage each individual crisis but then did not provide long-term interventions that would prevent further crises.
- Professionals and agencies are struggling to manage and provide sufficient care to a growing number of people who present at high risk of harm and complex needs.
- Professionals require support to help them embed a human rights based approach, which would allow them the opportunity to build rapport with individuals and professional networks. Support in helping them understand their knowledge of other adjacent services would also be beneficial.

CHSAB Partners' Achievements

Whilst a full list of partners' achievements are not included in this report, due to issues described on page one, the list below provides a small selection of adult safeguarding achievements from across our partnership:

- The Advocacy Project has undertaken a consultation across care, community and faith groups to understand what local people understand by safeguarding and how to keep safe.
- The City of London has secured funding to recruit a social worker who will be dedicated to working with people who are street homeless.
- London Borough Hackney Adult Social Care has worked with health partners to launch a neighbourhood model of multi-disciplinary meetings which greatly assists in information sharing and joint approaches to assisting residents with complex needs.
- Following the recommendations from the Jo-Jo SAR the City and Hackney Clinical Commissioning Group has appointed new clinical leads to improve learning disability services in primary care and system wide working for children for children transitioning into adult services. Some of their areas of focus will include improving Learning Disability Registers so all patients get annual reviews, developing resource packs and a Learning Disability/ Autism champion network.
- Over 100 primary care staff have been trained to Level 3 in adult safeguarding.
- Barts Health included a form on mental capacity during an upgrade of their electronic forms. This has helped prompt staff to consider mental capacity when working with patients. Barts have also appointed an Adults Coordinator, who will be the strategic lead for Mental Capacity, Deprivation of Liberty Safeguards and Liberty Protection Safeguards implementation.
- The London Fire Brigade has implemented a new training package for their staff, which includes safeguarding training.
- Community Rehabilitation Company (CRC) has developed London CRC Public Protection Boards at a local and Pan-London level. The role of the Boards is to focus on different safeguarding themes. This has allowed frontline issues to be escalated and strategic messages to be cascaded.
- East London Foundation Trust have launched a new electronic form on their case management system which contains a specific section on the views of the service user, this is to ensure that the spirit of making safeguarding personal; that people get to choose what they want to happen to them.

What are the Board's plans for 2020/21?

The Board has set itself an ambitious set of goals for the forthcoming year. These may be reviewed based on what might be possible to achieve in the context of the Covid-19 crisis and key safeguarding themes and issues emerging as a result of this. At the time of writing, our key objectives for the forthcoming year include:

- Embedding learning regarding mental capacity in relation to complex issues, including higher executive functioning and fluctuating mental capacity. This will include endorsing and promoting use of best practice guidance, identifying what the key challenges are for frontline professionals and developing a suite of resources for frontline professionals.
- Promoting community engagement including: development of a process by which service users can feedback their experience of safeguarding; a publicity campaign on how the public can get involved in the work of the Board; and develop the role of the Peer-to-Peer Supporters.
- The Board will develop an impact analysis tool which will help understand how much impact the work of the Board has had in changing safeguarding practice amongst agencies and frontline professionals. In the first instance the Board will focus on identifying the impact of SAR learning in improving practice.
- The Board will assure itself that residents placed out of Borough or in CQC unregulated settings are appropriately safeguarded from abuse and neglect.

A full list of our priorities for 2020/21 can be found in appendix 1.



The Board's safeguarding response to the Covid-19 outbreak

The Board has made the decision to include a section outlining our response to the pandemic as well as actions taken by our partners to ensure that adult safeguarding is prioritised at this time. A full list of our actions in response to Covid-19 and details of action the Board has taken in respect of this year's work plan will be provided in next year's annual report.

In light of the Covid-19 outbreak the Board sought to make the following changes to its core business to help assist in the safeguarding response to Covid-19:

- All non-essential meetings were cancelled until May 2020 to allow frontline staff to respond to the immediate crisis
- The Executive Group has commenced monthly safeguarding and Covid-19 meetings to allow partners to share and quality assure responses to the Covid-19 outbreak. This also allows the Board to identify where it can best support its partners
- The Board has revised its yearly work plan so that it includes a section on safeguarding and Covid-19, specifically that the Board will respond to any key safeguarding issues that may have arisen as a result of the outbreak
- The Board has sent out information to partners on resources and guidance on safeguarding and Covid-19
- The Board has sent out information to our service user network on what support services are available for residents living in City and Hackney to utilise

Some of the key safeguarding actions taken by the Board's partners in response to the outbreak include:

- London Borough of Hackney has enacted business continuity plans which saw hospital discharge and the integrated independence team merging and being set up as a single point of access with extended hours.
- London Borough of Hackney Adult Social Care and Public Health have worked with Age UK East London to secure hotel and domiciliary care to assist in the discharge process
- Both City of London and London Borough of Hackney have ensured that accommodation has been provided to rough sleepers during the Covid-19 pandemic
- City of London have extended their Discharge to Assess Service

- City and Hackney CCG has created a risk log to monitor arising risks and issues. The CCG has also put in place rapid reviews for any Learning Disability deaths, this will help expedite any learning from any death
- East London Foundation Trust have ensured that all new admissions and in-patients are tested for Covid-19, and patients are given twice daily temperature checks. All service users, who are out-patients, have been contacted by phone and have been RAG rated in terms of their mental health status.
- City of London and the Metropolitan Police have continued to run MARAC and MAPPA meetings, this provides an opportunity to ensure a multi-agency response to victims of domestic abuse and management of sexual or violent offenders.
- Both City of London and London Borough of Hackney are reviewing any deaths caused by Covid-19 to ensure that there are not any deaths which may raise safeguarding issues.

The following support is available for anyone who may require support or is experiencing abuse or neglect at this time:

- **City of London**

Support during Covid-19: <https://www.cityoflondon.gov.uk/services/health-and-wellbeing/Pages/covid-19.aspx> or 020 7606 3030

Safeguarding: email: adultsduty@cityoflondon.gov.uk or call: 020 7332 1224 / 0208 356 2300 for out of hours

- **Hackney:**

Support during Covid-19: <https://hackney.gov.uk/coronavirus-support> or 020 8356 3111

Safeguarding: adultprotection@hackney.gov.uk or call: 020 8356 5782 / 020 8356 2300 for out of hours

Safeguarding Data

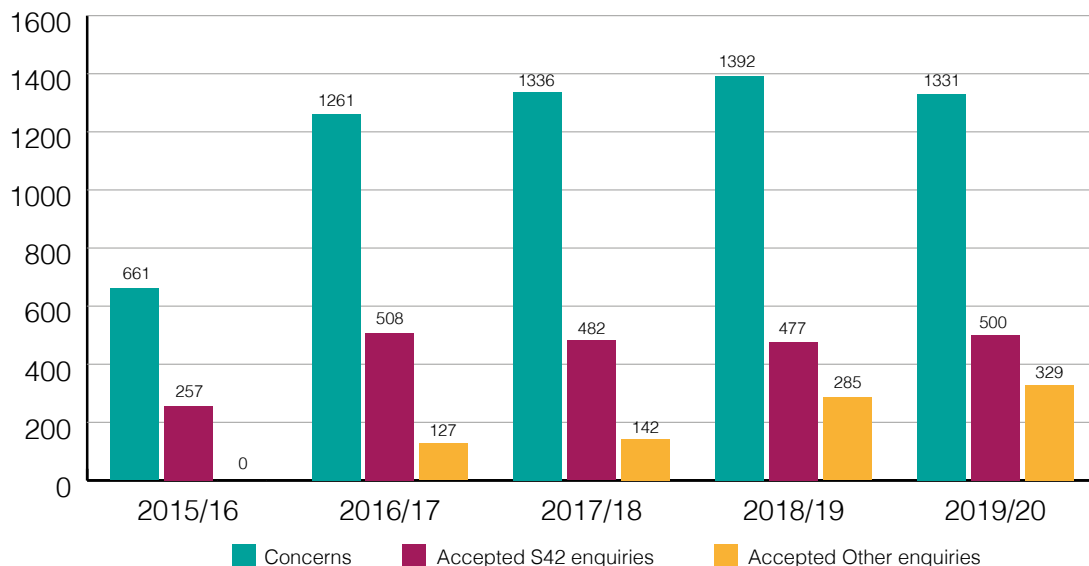
The safeguarding data for the year 2017-2018 is presented separately for the two authorities. City of London and Hackney submit annual statutory returns on safeguarding activity, known as the Safeguarding Adults Collection, and this is included in the data below.

London Borough of Hackney

- 1,331 concerns were raised
- 500 concerns led to a s42 enquiry and 329 led to other enquiry
- 92% of individuals had their desired outcomes either fully or partially met

Concerns and Enquiries

Total number of Safeguarding Concerns and Enquiries, 2015 to 2020



Note that **500 Section 42 Enquiries** relates to **S42 enquiries starting in 2019-20**. There is a different number (442) used elsewhere in the report for S42 enquiries concluding during the year. On top of this many of the tables are based on the number and types of allegations made and therefore there may be more than one per concern / enquiry

This year has seen a slight decrease in the amount of safeguarding concerns being referred into Hackney Adult Social Care. This decrease is likely due to the outbreak of Covid-19 which initially caused a sharp decrease in safeguarding referrals. This decrease has since plateaued and referral rates have returned to levels consistent with previous years. Despite the drop in safeguarding concerns there has been an increase in the number of s42 and other enquiries initiated, which may represent a better understanding of what constitutes safeguarding amongst referrers. An 'other' enquiry can be initiated where an individual may not have care and support needs but is experiencing abuse or neglect and may need support to address this. An 'other' enquiry may

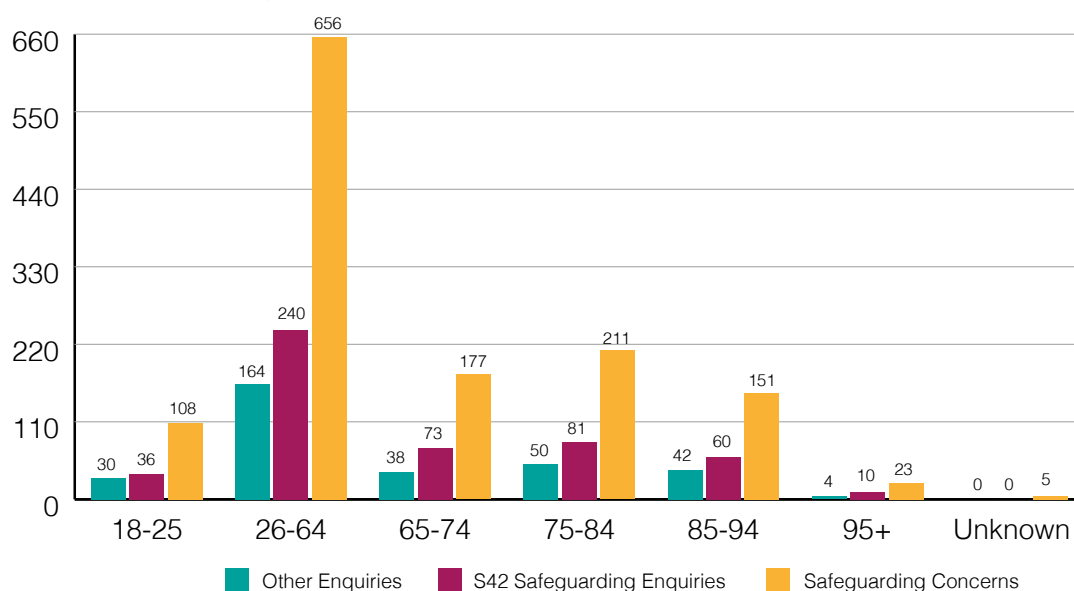
also be initiated where the most proportionate approach to a concern where a specific issue needs to be addressed or a care package requires review. This is a discretionary power under the Care Act 2014 statutory guidance and allows Local Authorities to make a judgement call on each individual situation.

| Concerns and all enquiries | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
|-----------------------------------|---------|---------|---------|---------|---------|
| Concerns | 661 | 1261 | 1336 | 1392 | 1331 |
| Accepted S42 enquiries | 257 | 508 | 482 | 477 | 500 |
| Conversion Rate | 38.9% | 40.3% | 36.1% | 34.3% | 37.6% |
| Accepted Other enquiries | - | 127 | 142 | 285 | 329 |
| S42 Enquiries concluded in year | 214 | 393 | 496 | 416 | 442 |
| Other Enquiries concluded in year | - | 113 | 138 | 294 | 321 |

NB. No data was submitted for Other Enquiries in our 2015/16 return (voluntary)

Age

Number of Concerns by Age Group, 2019/20

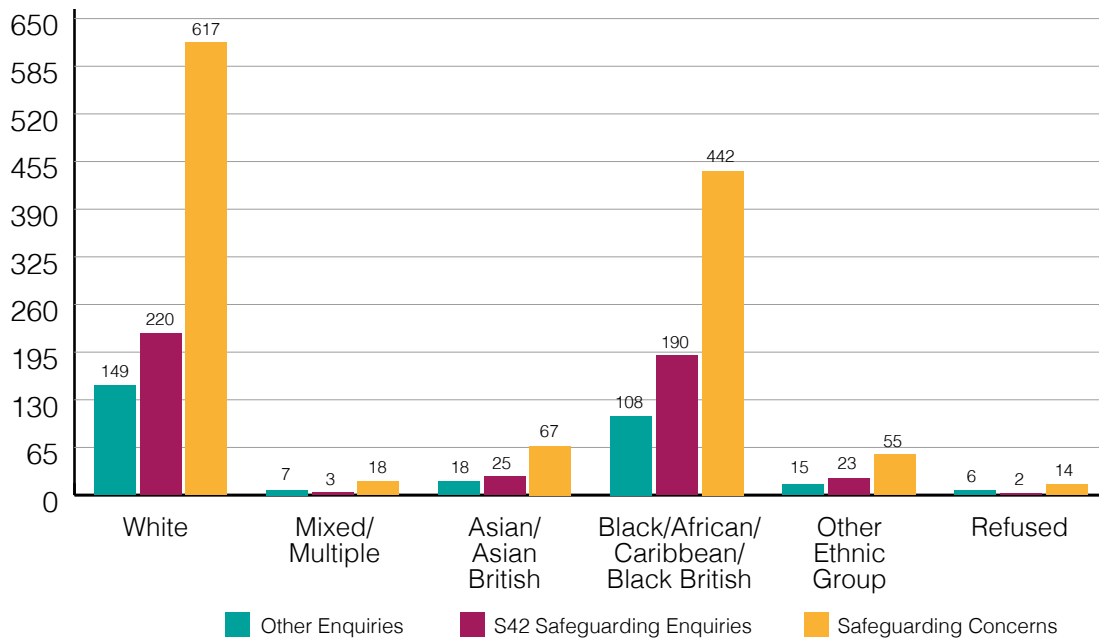


| Number of Concerns by Age Group, 2019/20 | 18-25 | 26-64 | 65-74 | 75-84 | 85-94 | 95+ | Unknown |
|--|-------|-------|-------|-------|-------|-----|---------|
| Other Enquiries | 30 | 164 | 39 | 50 | 42 | 4 | 0 |
| S42 Safeguarding Enquiries | 36 | 240 | 73 | 81 | 60 | 10 | 0 |
| Safeguarding Concerns | 108 | 656 | 177 | 211 | 151 | 23 | 5 |

This year the Board made the decision to review data relating to 18 -25 year olds. This is on the basis that the Board is undertaking work around transitional safeguarding and information helps the Board understand more about the safeguarding challenges that are facing young people. The data identified that the highest conversion rate was for adults aged 85 – 94 years old, whereas the lowest conversion rate was for adults aged 18 – 25 year olds and those over 95 years old.

Ethnicity

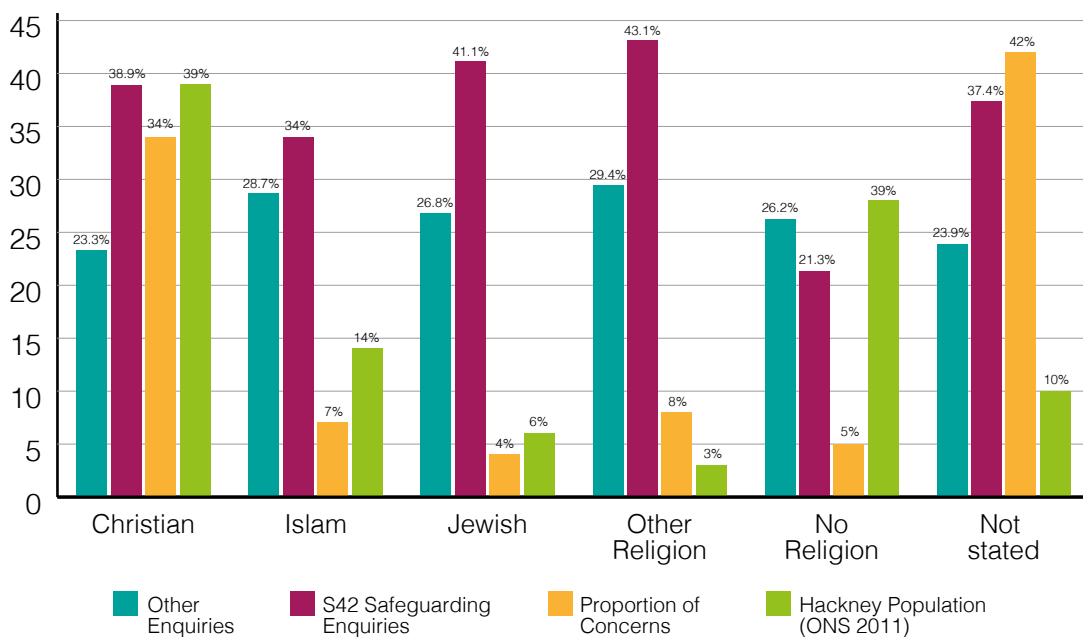
Number of Concerns by Ethnic Group, 2019/20



The data for 2019/20 shows that there continues to be an under-representation from people from a white, mixed race and Asian background. In particular, the representation from people from mixed or Asian backgrounds has reduced over the past year. There continues to be an over-representation of people from an African, Caribbean and Black British background although this over-representation is the same as previous year.

Religion

Conversion Rate of Concerns by Religion, 2019/20

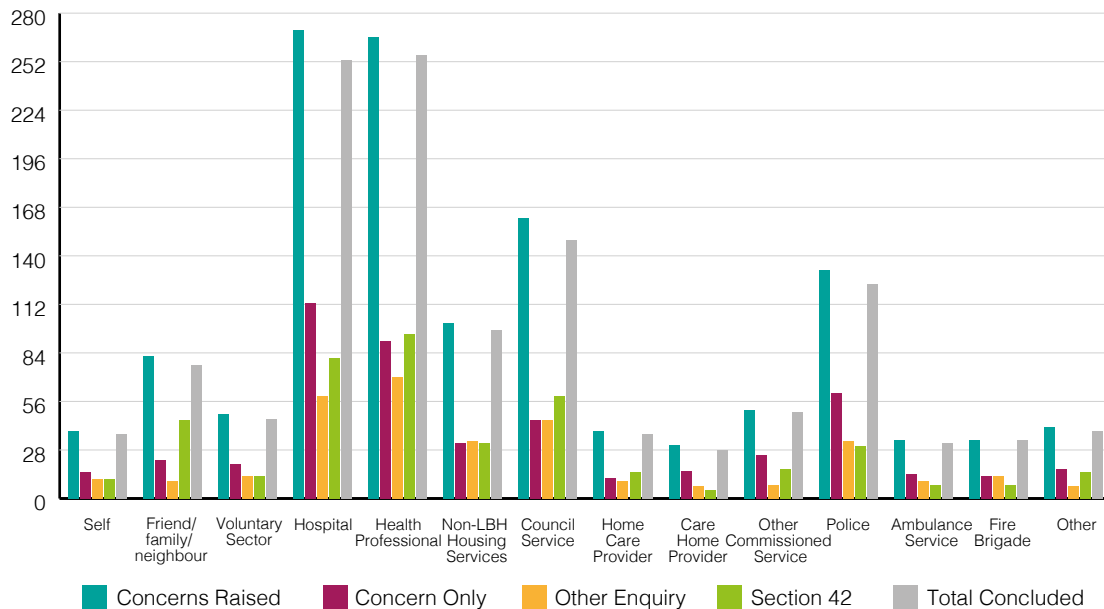


This section should be read with a level of caution given that a high proportion of people did not state their religion. There appears to be an under-representation

from all religious groups, although there has been a slight increase of Jewish people requiring safeguarding services.

Source of referral

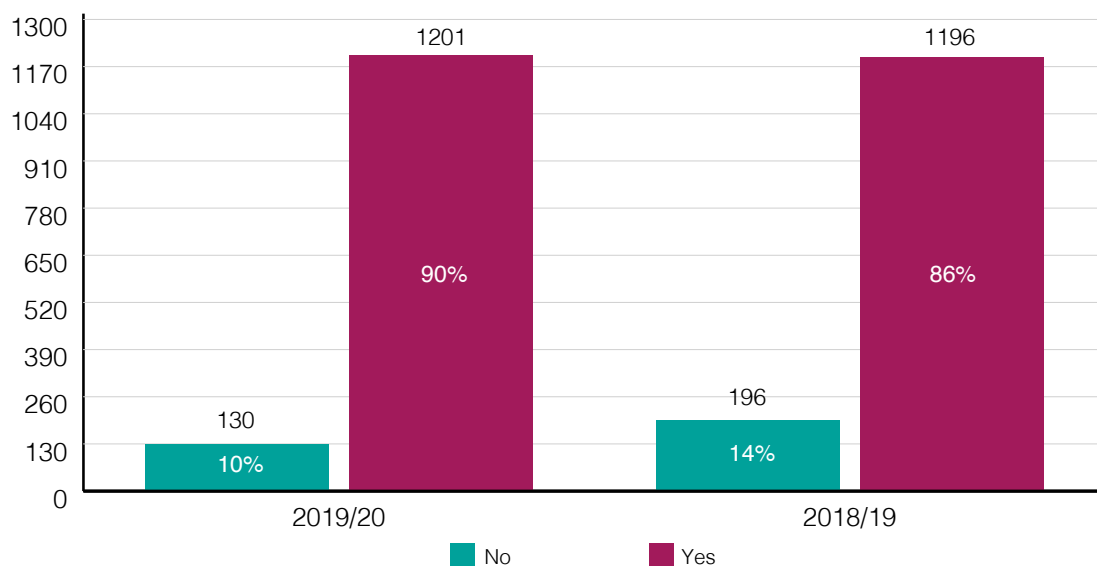
Number of Concerns raised, by Source of Referral, and the Type of Enquiry they led to (if case concluded)



In 2019/20 the number of categories within source of referral was expanded to address the number of concerns where source of referral was listed as 'other'. The health profession continues to be the biggest referrer of safeguarding concerns, making up 40% of the total referrals. It is positive to see an increase in concerns being referred in by a number of different services, including the ambulance service, voluntary sector and council services. The number of self-referrals and from friends and family has remained consistent.

Feedback to referrer

Feedback of safeguarding activity to referrers

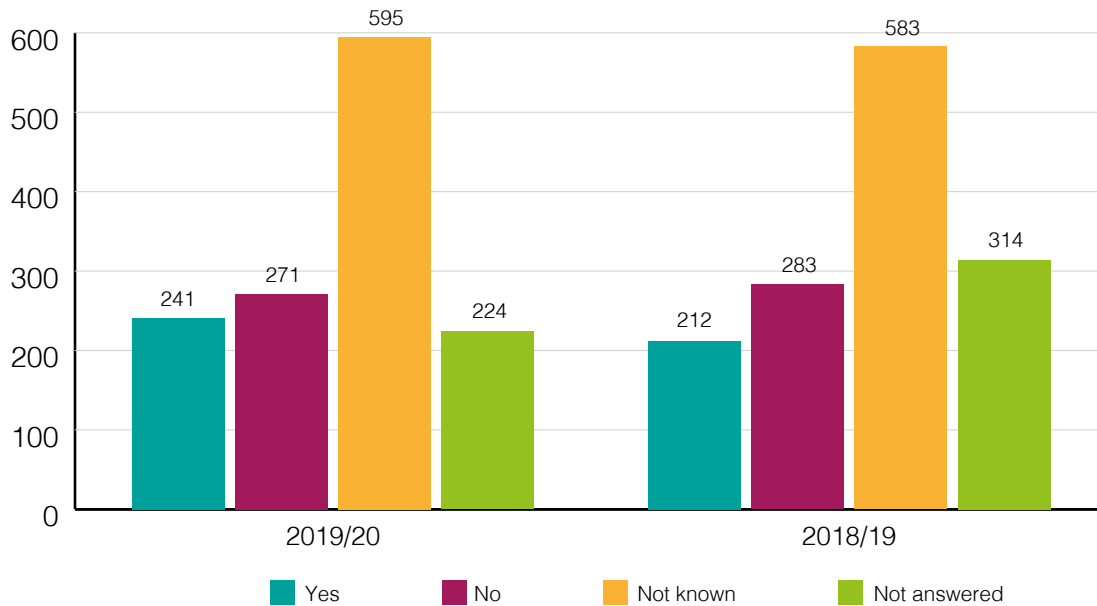


It is positive to see that there continues to be an increase in feedback being provided to referrers.

Does the alleged perpetrator have care and support needs?

The Concern form includes a question '*Is the person alleged to have caused the harm also an adult at risk?*'

Concerns where the alleged perpetrator is also an adult at risk



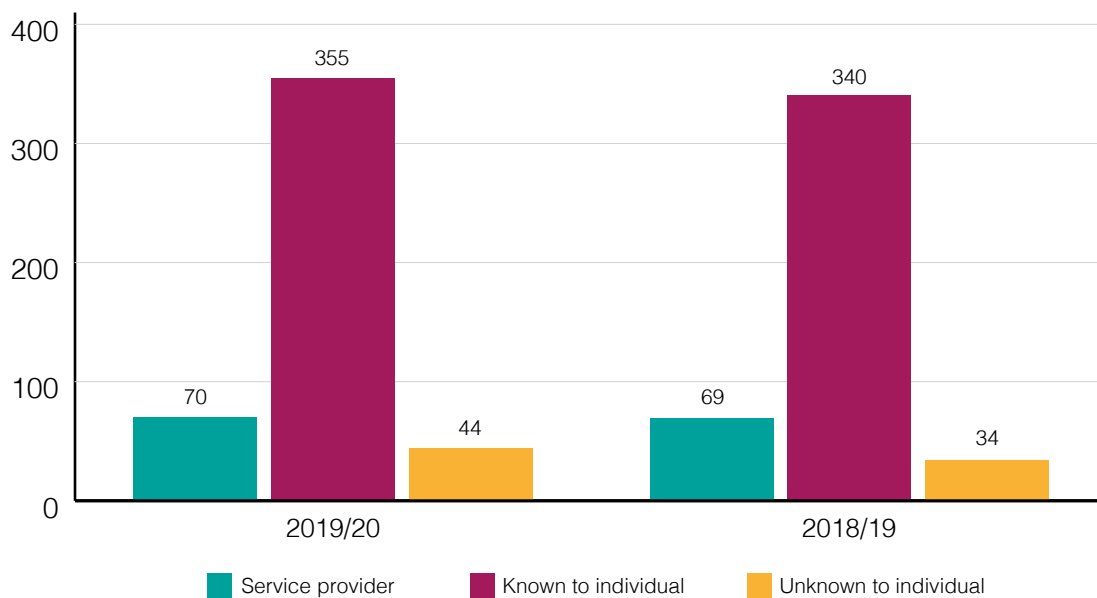
It is increasingly being recognised that those who are alleged to have caused harm are often “adults at risk” themselves. London Borough of Hackney has started to collect data in respect of this to help obtain a better understanding of the complexities of safeguarding and ensure that all adults with care and support needs who present with safeguarding needs are appropriately supported. The data above demonstrates that there is often a need to secure a support and protection plan for the person alleged to have caused the harm. This is an area that requires further exploration.

Source of risk

Whilst there have been small increases in source of risk being unknown to the individual, the overwhelming majority of cases the source of risk is someone known to the individual. A person “known to the individual”, could be a family member, friend, informal carer, neighbour, etc.

This reflects historic national trends, which also indicate that the alleged perpetrator of abuse is most likely someone known to the individual.

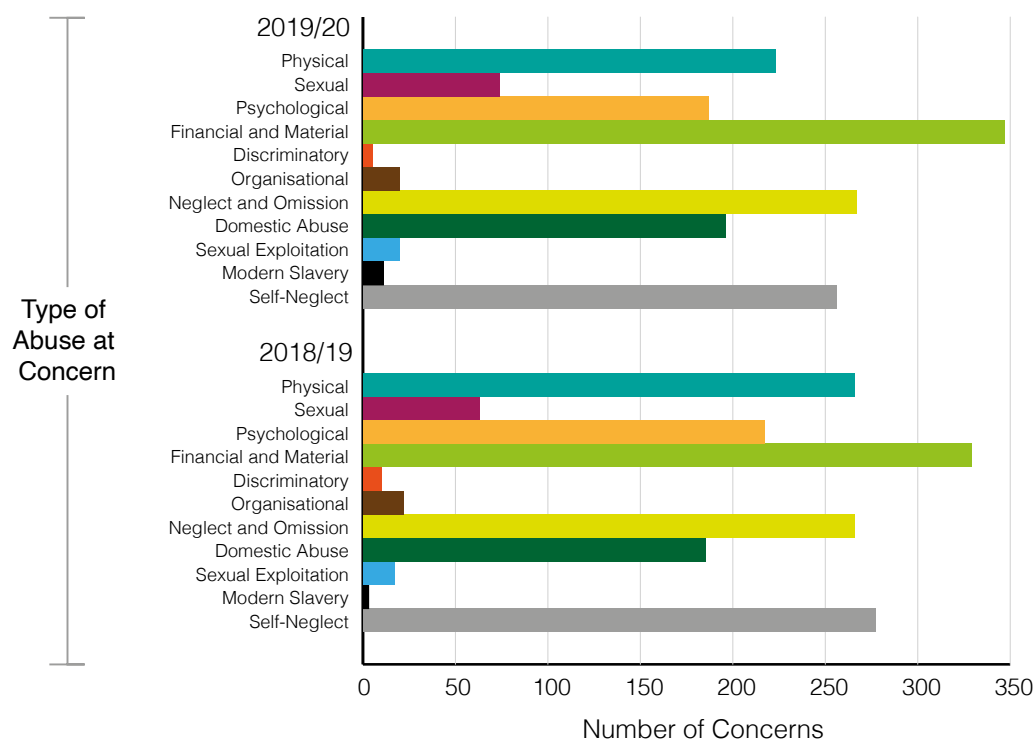
Source of risk for section 42 enquiries

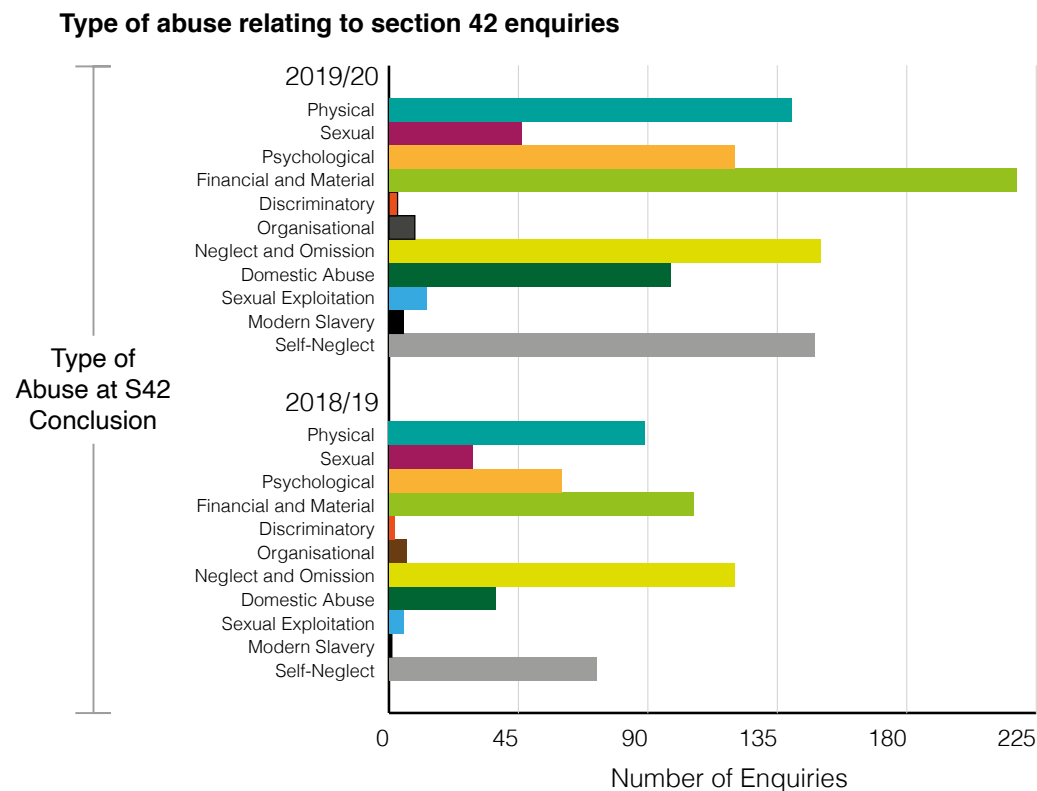


Types of abuse

The top three forms of abuse have remained consistent with the most concerns relating to: financial abuse, neglect and omission and self-neglect. Similarly these forms of abuse are also the most common s 42 enquiries.

Type of abuse relating to safeguarding concerns



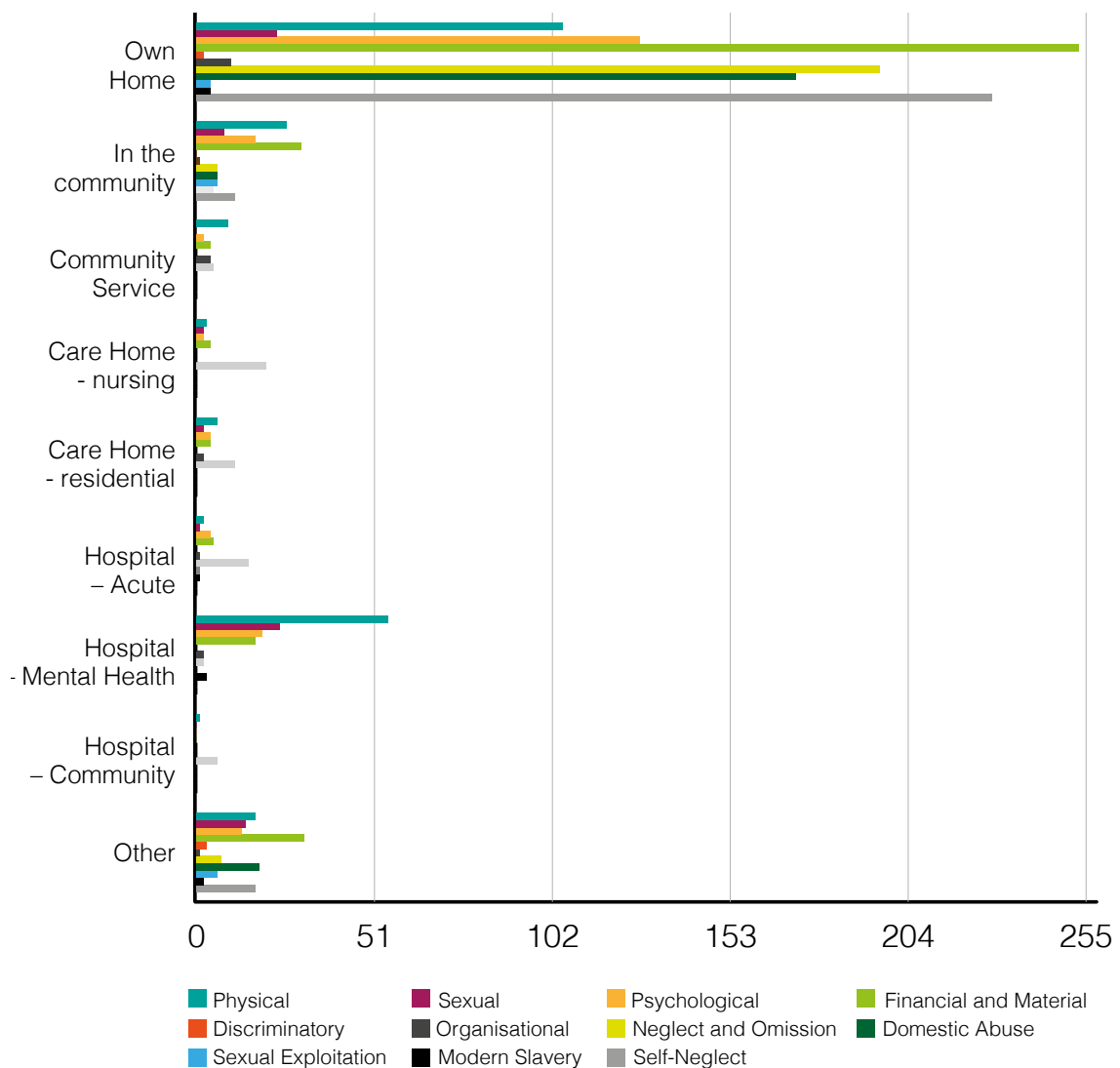


This is consistent with previous years' national data which lists neglect and act of omission, financial abuse and physical abuse as the top forms of abuse. The data shows that there have been no significant increases in any form of abuse, although there have been small increases in sexual and domestic abuse, sexual exploitation and modern slavery. There has been a slight decrease in psychological abuse.

Abuse by location

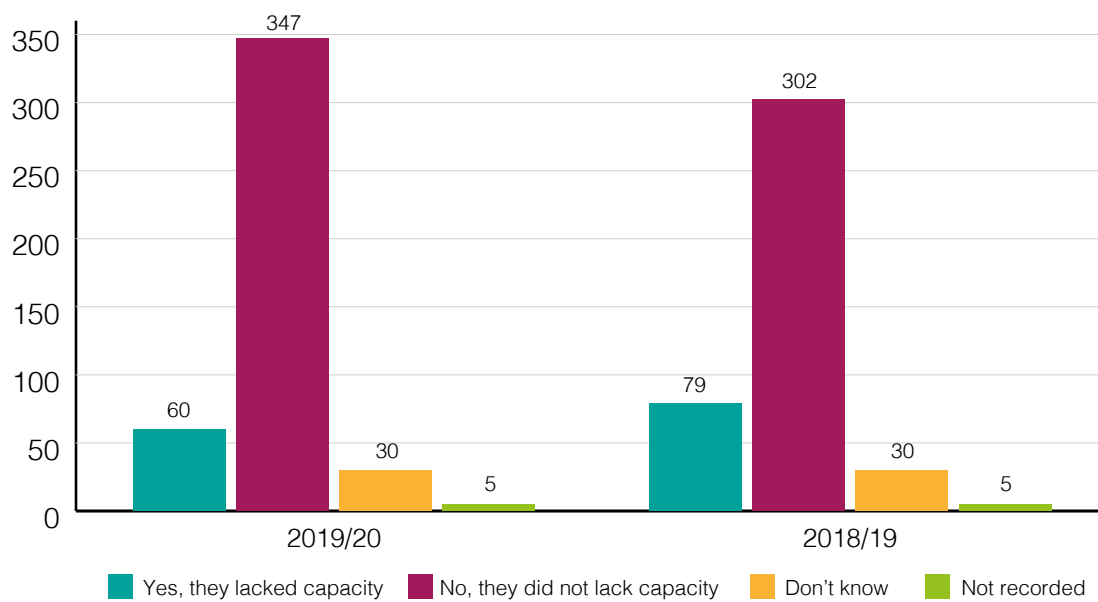
The counts of abuse are higher for this section, as the data captures multiple abuse and not just the primary abuse recorded. The figures show that within their own home adults with care and support needs are most likely to be exposed to financial abuse, self-neglect or neglect and omission. There are few distinctive patterns of abuse within other locations. It does however show that there is a slightly higher prevalence of physical and financial abuse in the community compared to other forms of abuse.

There is a slightly higher prevalence of physical abuse in mental health hospitals, however the person alleged to have caused harm in these cases is often a fellow patient or adult at risk themselves.

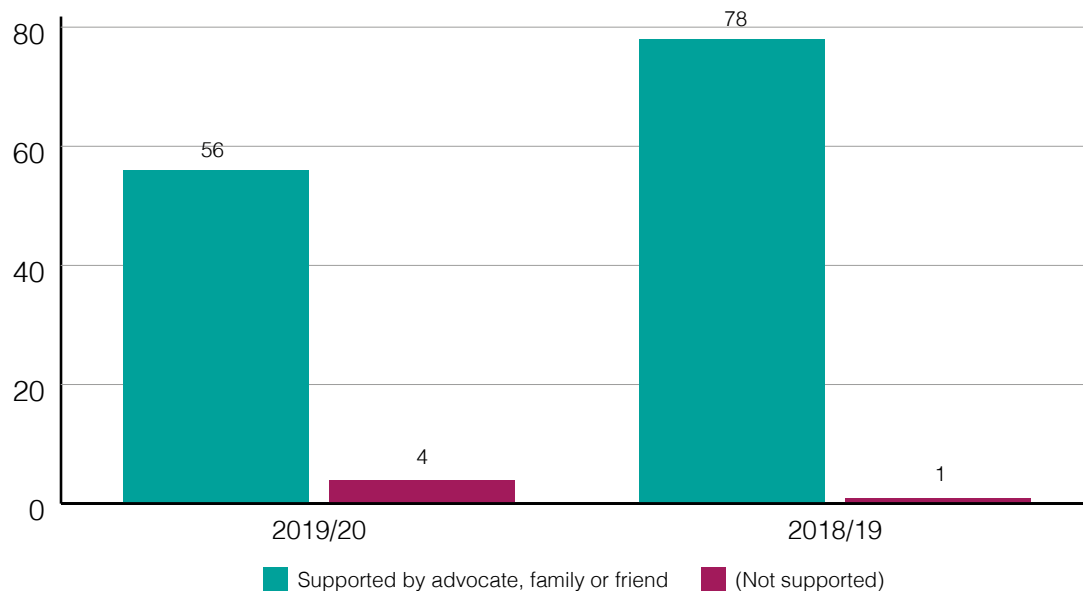
Count of allegations relating to each Type and Location of Risk stated in Concerns**Mental Capacity and advocacy**

The data has shown a 5% decrease in the number of Section 42 enquiries where the individual was assessed as not having mental capacity to make decisions about their welfare or associated risks. There is an expectation that where an individual does not have mental capacity then an advocate should be identified, either informally (family member, friend, etc or informal carer).

The Board will be focussing on increasing awareness of executive capacity issues, where an individual may appear to have mental capacity through their verbal communication but they are unable to put the reasoning or plans into any form of action, i.e. unable to execute their decisions.

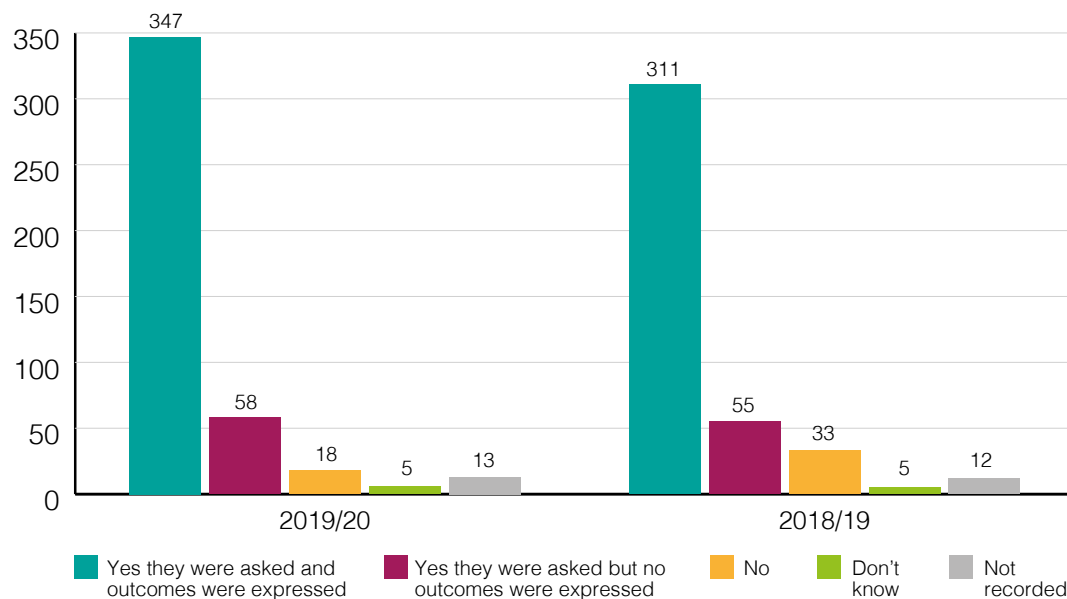
Mental capacity assessment outcomes for concluded section 42 enquiries

Where someone lacks capacity to make decisions about the outcome they want, they should be offered an advocate who will be able to support them to make decisions. There were four cases from the 60 where no advocacy was provided as would be expected. London Borough of Hackney Adult Safeguarding team have followed this up with respective teams.

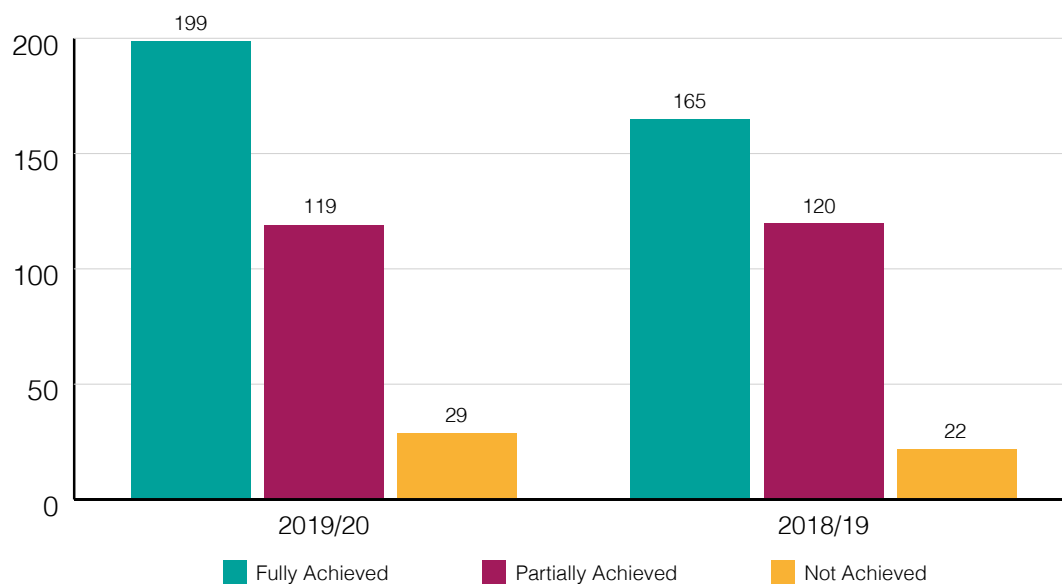
Of those who lacked capacity, proportion supported by an advocate

Making Safeguarding Personal

Making Safeguarding Personal outcomes for concluded S42 Safeguarding enquiries



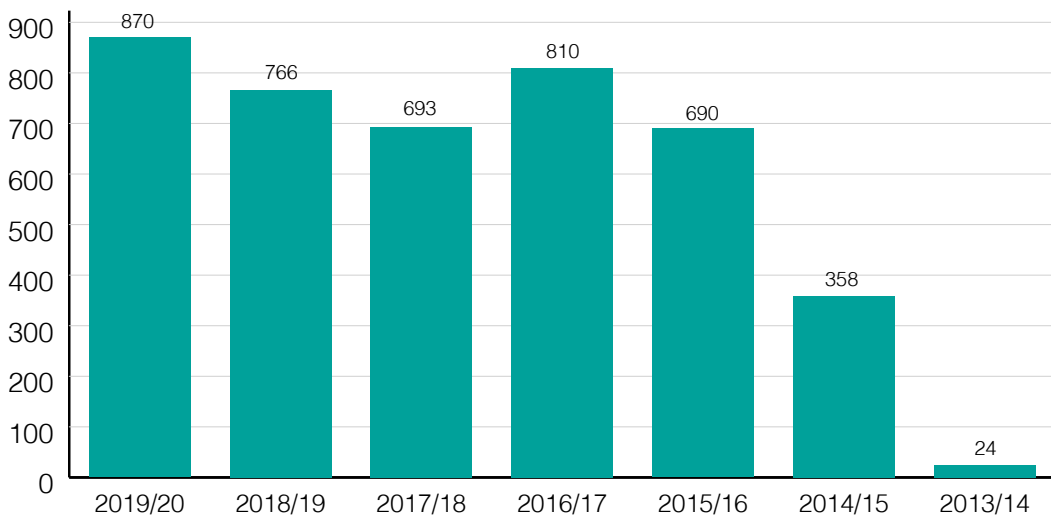
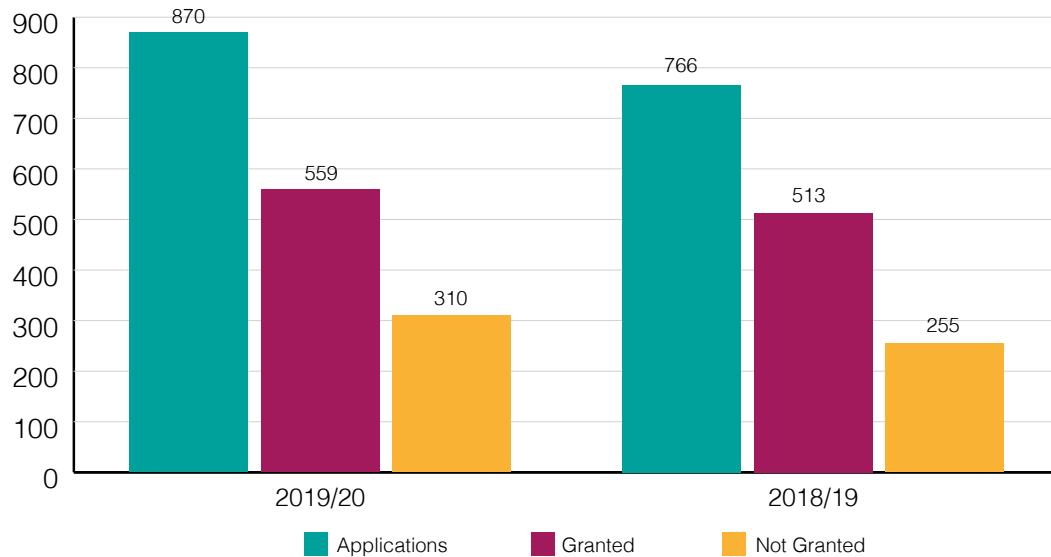
Desired outcomes of concluded S42 enquiries where outcomes were asked and achieved



There continues to be an increase in individuals being asked what outcomes they want and these outcomes being achieved, although it is noted that there is a small increase in outcomes not being achieved. This is not a significant increase however.

Deprivation of Liberty Safeguards (DoLS)

The DoLS team processed 873 applications during the 2019 -20 financial year, which is an increase from 770 from the previous year. Of the 873 applications, 606 were assessed and subsequently authorised.



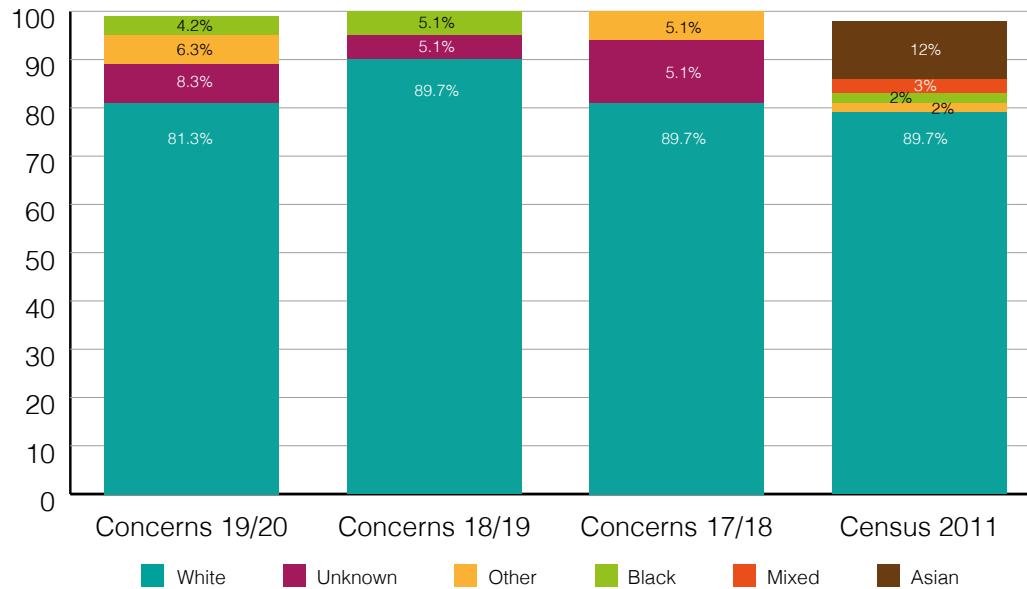
The remaining 267 cases were not progressed for a variety of reasons, such as, they were moved placement, discharged from hospital or passed away.

London Borough of Hackney receives an average of 70 applications per month for people both in and out of the borough. London Borough of Hackney does not have any backlog in cases and has predominantly been able to process applications as per statutory time scales.

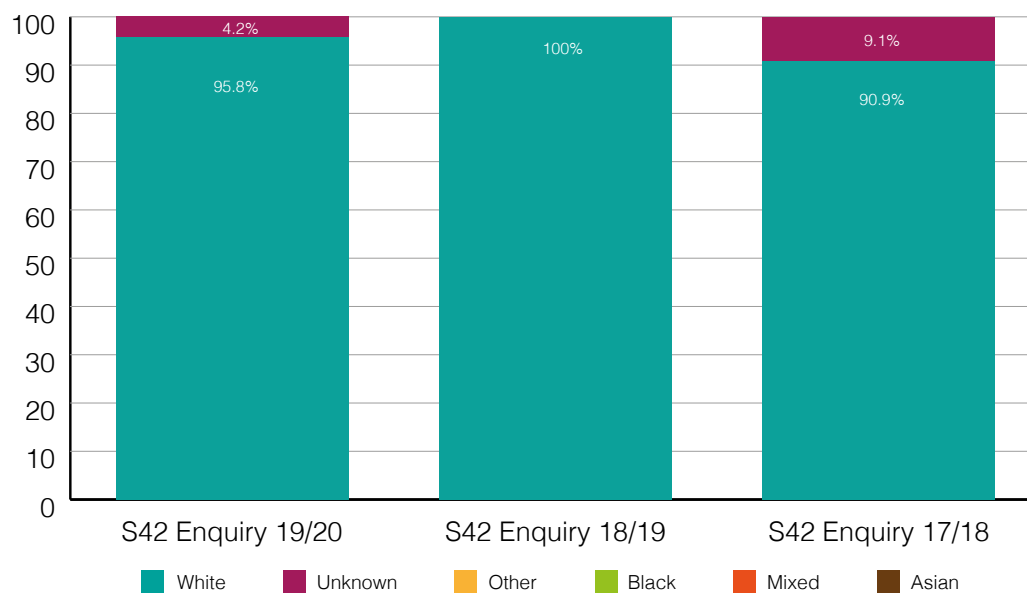
City of London

- 48 concerns were raised
- 22 concerns led to a s42 enquiry
- 15 people were asked and expressed their desired outcomes. Of these people 13 had their desires fully or partially met

Concerns by ethnicity



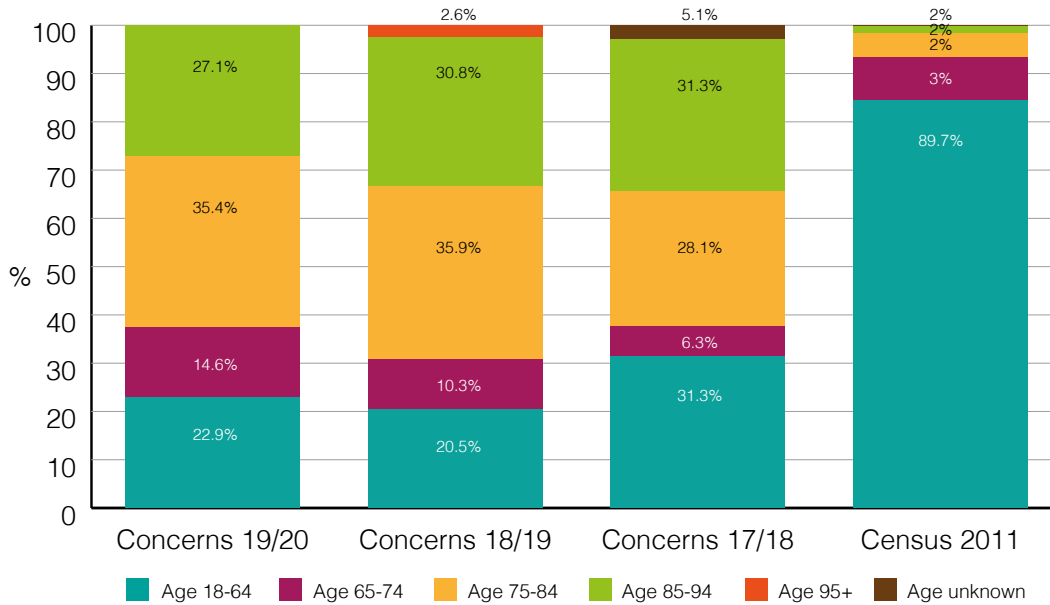
S42 enquiries by ethnicity



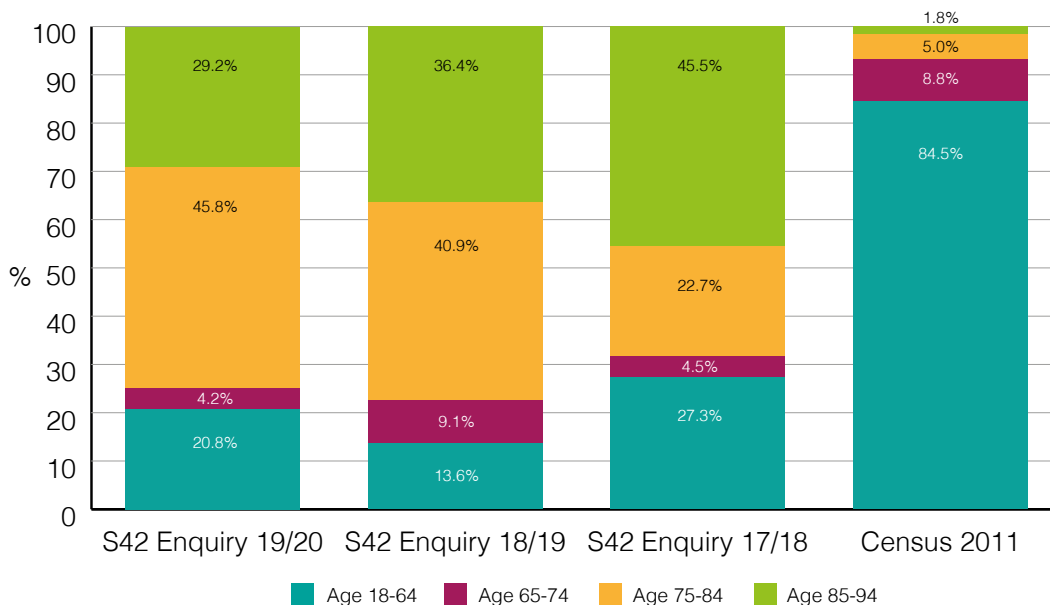
The data shows that the majority of safeguarding concerns were raised in respect of people from a white ethnic group, which is consistent with

previous year's data and the 2011 census. There has been a slight increase in 'unknown' ethnicity group and the data team has been working with practitioners to ensure that this column is reduced for future years. Of the 24 concluded s43 enquiries, 23 of the individuals were white.

Concerns by age

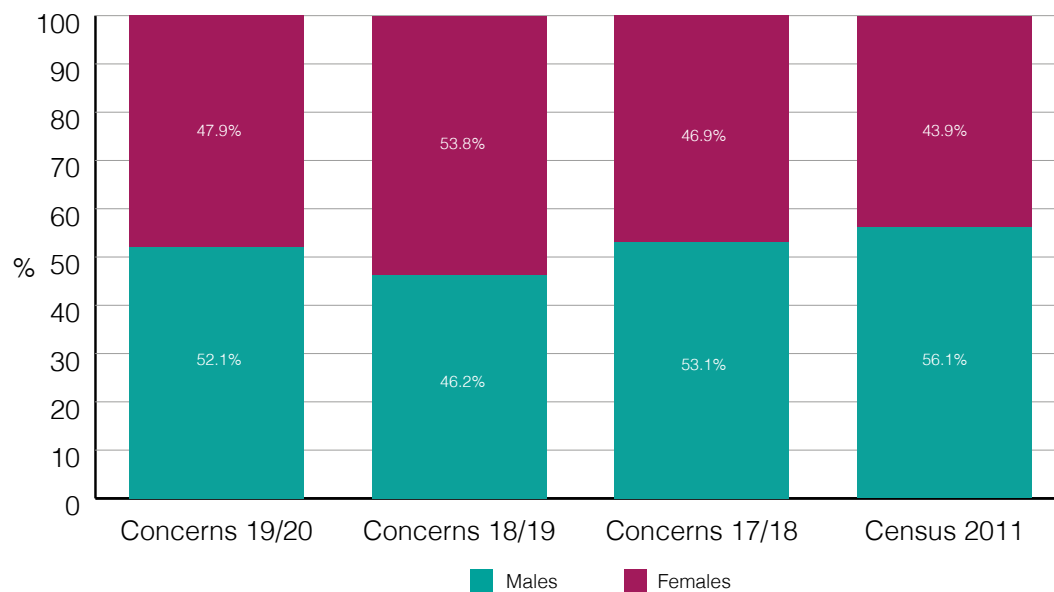


Enquiries by age



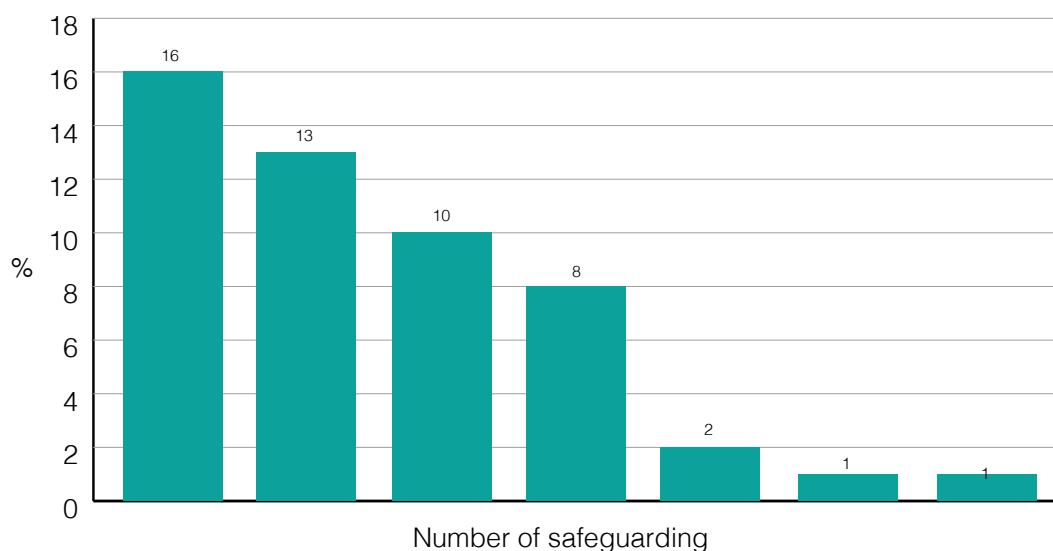
The largest proportion of concerns were received regarding people aged between 75 – 84 years old, this also represented the most safeguarding enquiries. The data for 2019/20 shows that the older age of the adult at risk the more likely that they will meet the threshold for a s42 enquiry.

Concerns by gender



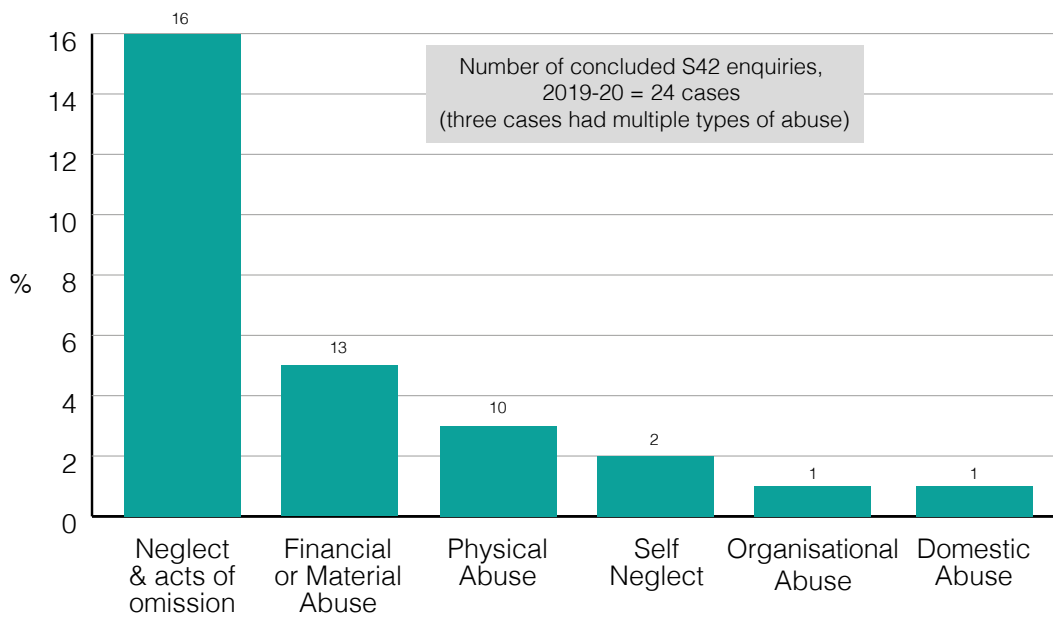
In contrast to last year's data there were a slightly higher proportion of males referred to Adults Social Care. This is consistent with census data which shows a higher proportion of males living in the City of London.

Types of abuse



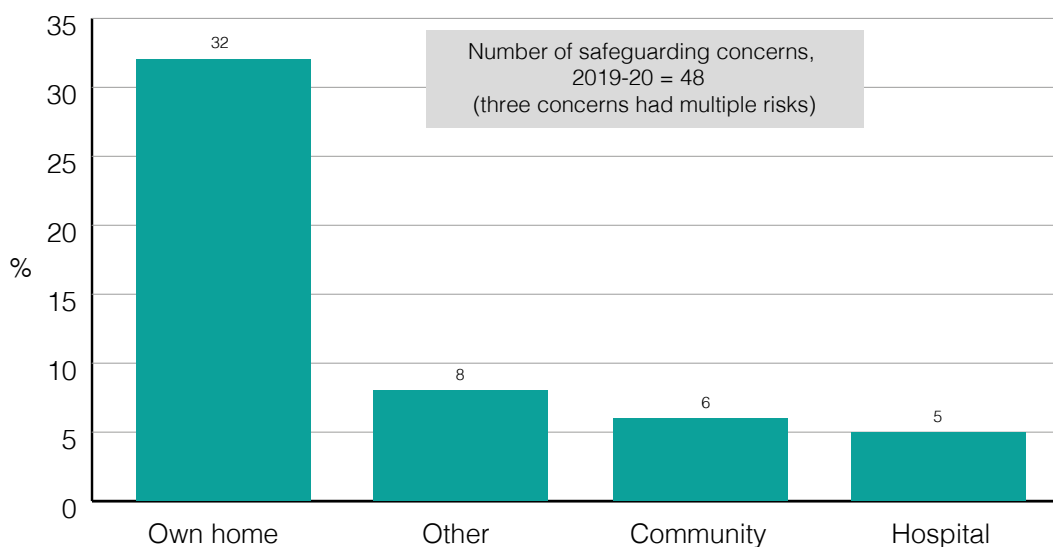
The above chart has recorded multiple forms of abuse logged by practitioners rather than just the primary form of abuse. The most common forms of abuse noted are neglect and omission, physical abuse, self-neglect and financial abuse. This is consistent with data provided nationally in recent years.

Safeguarding enquiries by types of abuse

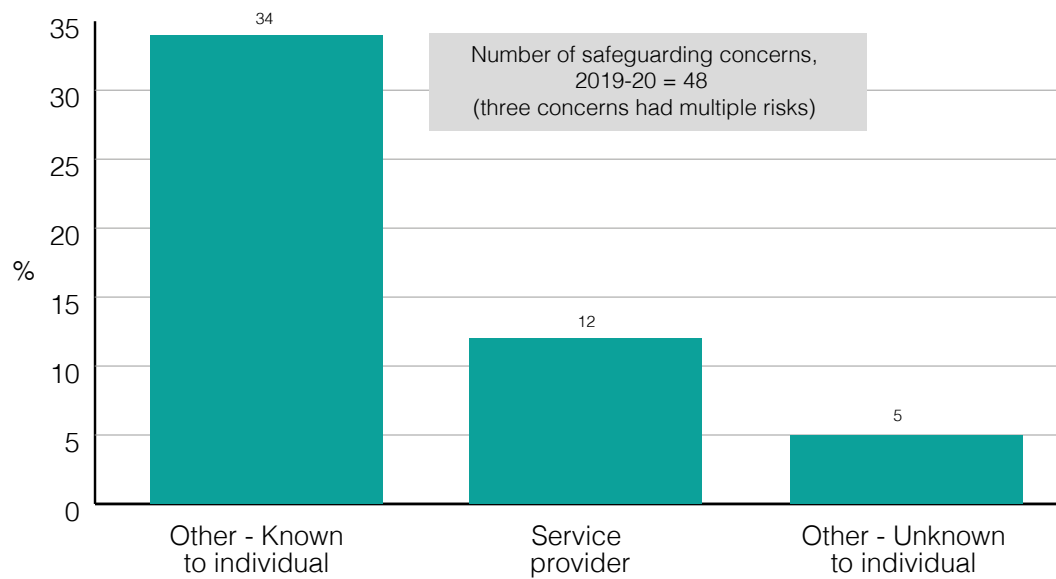


The data shows a broadly consistent picture to the concerns data, with neglect and acts of omission being the highest proportion of enquiries. The data shows proportionately slightly higher amount of financial abuse cases meeting the threshold for s42 enquiries and a slightly lower number of self-neglect cases meeting the threshold.

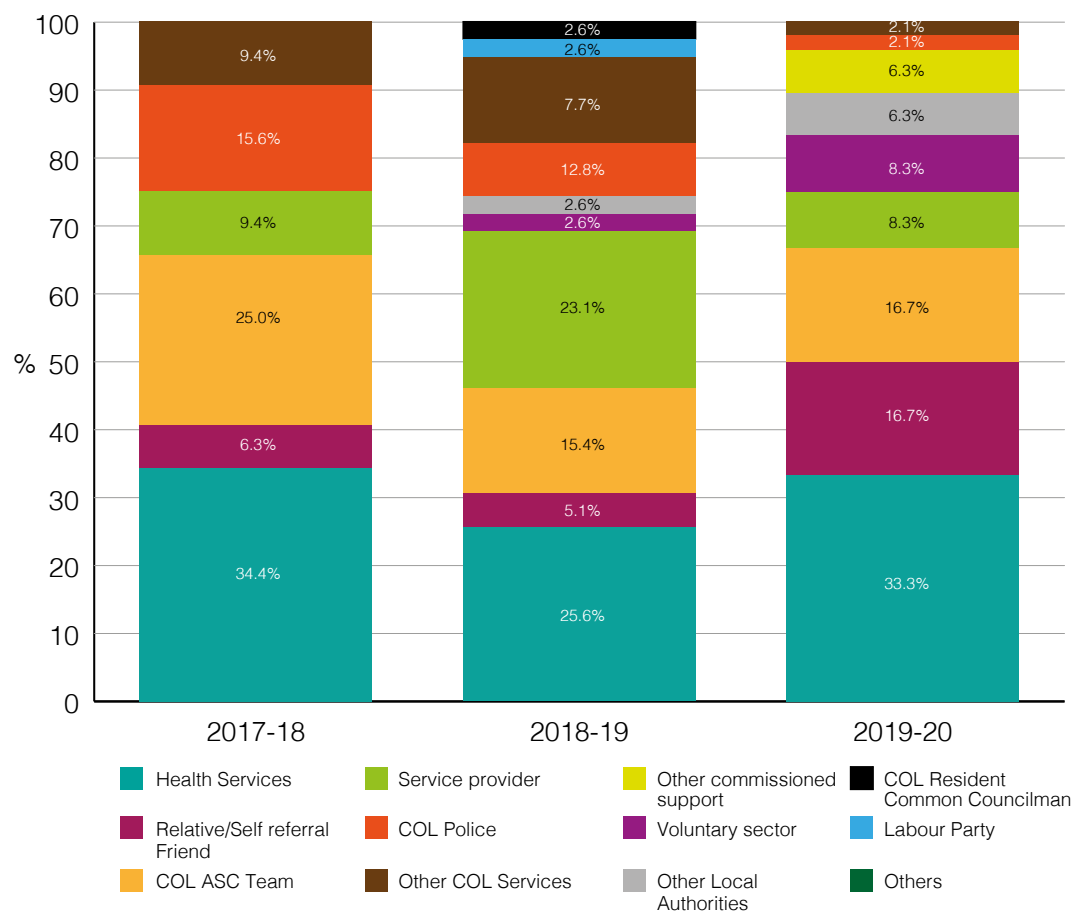
Location of abuse



In line with previous year's data abuse is most likely to occur in the individual's own home. This is consistent to historic national data, which has consistently shown that abuse is far more prevalent within the home than any other location.

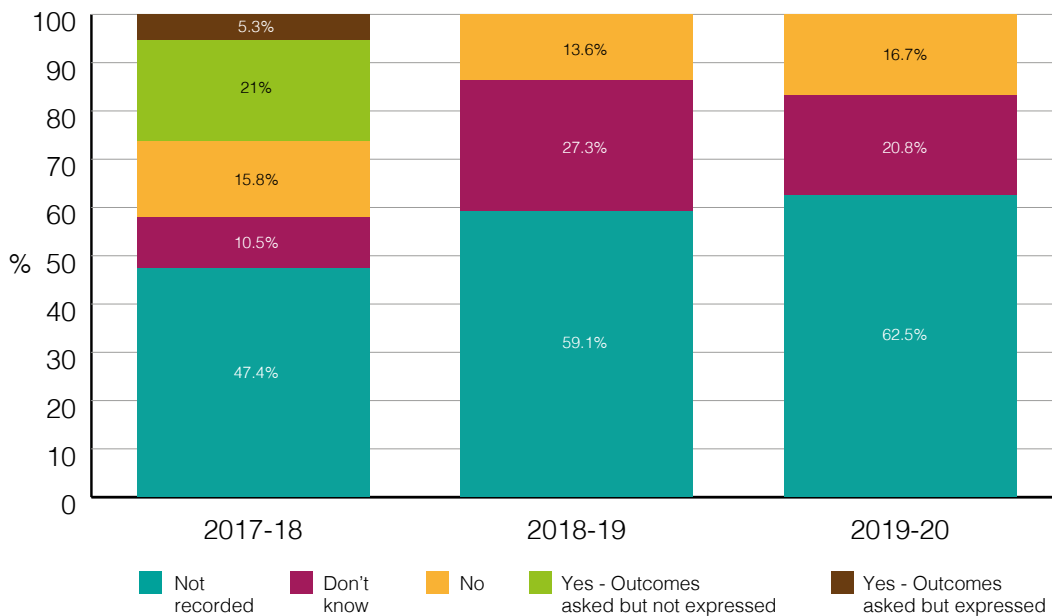
Source of risk

The data demonstrates that abuse or neglect in City of London is most likely to be perpetrated by someone known to them. This is again consistent with historic national data and previous data within City of London.

Source of referrals

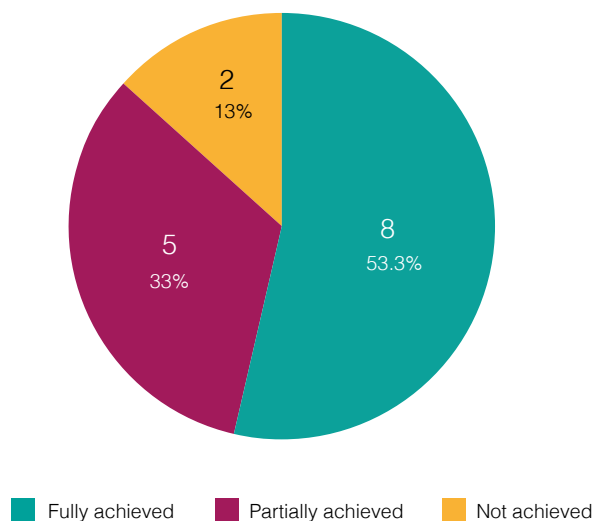
The data shows that there continues to be a wide range of organisations referring concerns into City of London. It was positive to see referrals from sources such as a significant proportion from friends and family, referrals from political parties, the voluntary and commissioned services sector.

Making Safeguarding Personal



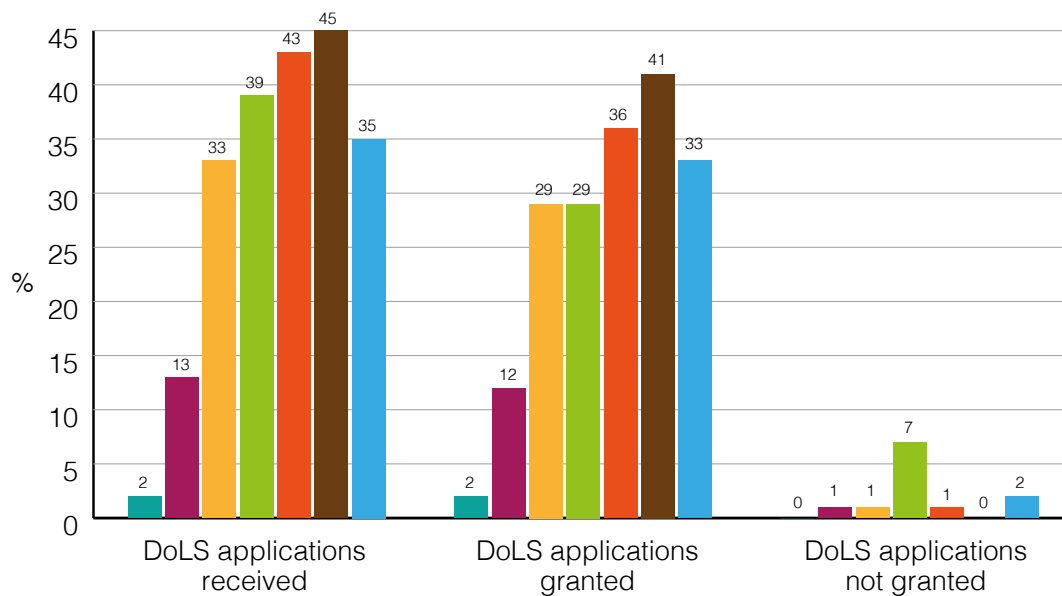
In 2019-20, 24 concluded S42 enquiry cases were submitted to the NHS Digital. Out of these cases, 20 individuals were asked about their desired outcomes, but individuals in the remaining four cases were not asked about their desired outcomes. For two of the enquiries the individual was unable to express their desired outcomes and in another case the enquiry was withdrawn.

Making Safeguarding Personal Outcomes



The data showed that where the adult at risk of abuse and neglect expressed outcomes, in 13 cases wishes were either partially or fully met.

Deprivation of Liberty Safeguards (DoLS)



In 2019-20, 58 DOLS applications were submitted to the City of London for approval. Out of these 58 cases, 35 were new applications made between 1 April 2019 and 31 March 2020, the other applications were DoLS extensions. Of the 35 new DoLS applications, 33 were granted but two were not. The two cases where a DoLS was not granted was due to a change in circumstances.

Appendix A:

CHSAB Annual Strategic Plan 2020-2021

CHSAB Annual Strategic Plan 2020 – 2021

The CHSAB Plan addresses the six core principles contained in the CHSAB's Strategy for 2020 – 2025

| Partner | Lead | Partner | Lead |
|---|-------------------------------|---|----------------------------|
| London Borough of Hackney (LBH) | Anne Canning/Simon Galczynski | City of London Corporation (CoL) | Andrew Carter/Chris Pelham |
| City and Hackney CCG (CCG) | David Maher / Jenny Singleton | Hackney Metropolitan Police (MPS) | Marcus Barnett |
| City of London Police | Gareth Dothie | Homerton University Hospital Foundation Trust (HUHFT) | Catherine Pelley |
| Barts Health NHS Trust | Clare Hughes | East London Foundation Trust (ELFT) | Dean Henderson |
| London Fire Brigade Hackney | Lee Sandy | London Fire Brigade City of London | David Bulbrook |
| National Probation Service | Stuart Webber | London Community Rehabilitation Company | Kauser Mukhtar |
| Healthwatch Hackney | Jon Williams | Healthwatch City of London | Paul Coles |
| Hackney CVS | Kristine Wellington | The Advocacy Project | Judith Davey |
| London Borough of Hackney Public Health | Damani Goldstein | London Borough of Hackney Housing | Jennifer Wynter |
| Hackney Recovery Service | Ruth Williamson | Safeguarding Children's Partnership | Jim Gamble |

| Sub-group | Chair | Task & Finish Groups | Chair |
|-----------------------------|-----------------|-----------------------------|--------------------------|
| SAR & Case Review | Chris Pelham | Homelessness & Safeguarding | John Binding/Ian Tweedie |
| Quality Assurance (QA) | Jenny Singleton | User engagement | Dr Adi Cooper |
| Workforce Development (WFD) | Zak Darwood | Transitional safeguarding | Dr Adi Cooper |

| Sub-Committee | Chair |
|----------------|---------------|
| City of London | Dr Adi Cooper |

| Principle 1: Proportionality - “I am sure that the professionals will work in my interest, as I see them and they will only get involved as much as needed.” | | |
|---|---|--|
| Priority | Action | Lead |
| 1. To respond to any safeguarding issues that arise following the outbreak of the Covid-19 pandemic | 1.1 The Board will hold monthly Executive Group meetings to enable partners to consider any safeguarding issues relating to covid-19 and how to respond to these | Executive Group |
| | 1.2 The Board will review data to identify safeguarding trends that emerge as a result of Covid-19 and identify any proportionate Board response | Executive Group / QA sub-group |
| | 1.3 The Board will review its functioning to identify how it can ensure business continuity during the covid-19 pandemic | Executive Group |
| 2. To ensure that agencies are preparing staff for the introduction of Liberty Protection Safeguards (LPS) through training and development of skills and knowledge | 2.1 LPS Leads in City and Hackney will provide assurances to the Board that they have appropriately prepared for the introduction of LPS. This includes responding accordingly to any national issues identified. | LPS Leads |
| | 2.2 Partners who have duties under LPS will provide assurances to the Board that appropriate training has been commissioned for their staff. The Board will further consider whether training should be commissioned for agencies who may require a general understanding of LPS. (Please refer to section four for further details on training requirements) | All partners with LPS responsibilities |
| 3. To reflect upon how well the Board has embedded learning from the fire death SAR and embed further learning around fire safety | 3.1 The SAR sub-group will commission an independent review of a death due to fire in Hackney identifying how the CHSAB has embedded learning from a previous SAR. | SAR sub-group |
| | 3.2 The SAR sub-group will lead on the implementation of any further recommendations in relation to the review a fire death. The group will be supported by the Quality Assurance group as required. | SAR sub-group |
| | 3.3 The workforce development group will review how the CHSAB can raise awareness of Fire Safety across City and Hackney and implement any training recommendations borne out of the thematic review. | WFD sub-group |

| Principle 2: Empowerment - “I am asked what I want as the outcomes from the safeguarding process and this directly inform what happens.” | | |
|--|--|--------------------------------|
| Priority | Action | Lead |
| 4. To continue to embed and develop frontline practitioners understanding of Mental Capacity in relation to complex issues | 4.1 The Board will undertake a scoping exercise to assess what the key issues and challenges are for practitioners working with people who may lack executive capacity. | CHSAB Manager / MCA Leads |
| | 4.2 A small group of MCA Leads will put together a suite of resources for frontline practitioners to help them work effectively with people whose mental capacity may not be clear. | MCA Leads |
| | 4.3 The Board will endorse and promote any best practice guidance that is published in relation to mental capacity and higher executive functioning. | CHSAB Manager |
| | 4.4 The Head of Adults Safeguarding LBH will review its current self-neglect and chronic hoarding protocol to ensure that it has sufficient focus on the issue of higher executive functioning within mental capacity. | Head of Adult Safeguarding LBH |
| | 4.5 The workforce development sub-group will identify training needs and commission virtual training in relation to assessing executive capacity. | WFD sub-group |

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| 5. To continue to embed work on service user engagement and ensure that service users influence all aspects of the Board's work | 5.1 A report will be presented to the CHSAB on the progress of the service user engagement Task and Finish Group's work. The Board will make a decision with regards to closing the group and embedding work into ongoing practice/business as usual. | Service user engagement Task & Finish group |
| | 5.2 The Board Manager will develop a brochure for residents living in City of London and Hackney outlining options on how they can get involved in the work of the Board. | CHSAB Manager |
| | 5.3 The Safeguarding Lead for LBH and Independent Chair to continue to explore options to develop a process for people who use safeguarding services to feedback to the Board. | Independent Chair / Head of Safeguarding LBH / CHSAB Manager |
| | 5.4 The Board will fund Hackney CVS to commission virtual refresher training for the Safeguarding Champions in Hackney. | HCVS |
| | 5.5 The Board will provide funding to the Advocacy Project to support and train peer-to-peer supporters to provide awareness and signposting in the community in City and Hackney . | The Advocacy Project |
| | 5.6 The Board will engage with faith networks that exist in City of London and Hackney to raise awareness of safeguarding issues and to listen to any safeguarding issues affecting their community. | CHSAB Manager |

| Principle 3: Prevention - “I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help.” | | |
|--|---|--------------------------------|
| Priority | Action | Lead |
| 6. To engage with frontline professionals to share learning from adult safeguarding | 6.1 The workforce development sub-group will continue to identify innovative virtual ways of working with frontline staff across City and Hackney, with specific focus on multi-agency learning sessions and digital content. | WFD sub-group |
| | 6.2 An offer will be made to teams working across City and Hackney for the partners to deliver briefings on 1) specific safeguarding issues that the Board is working on and 2) the role and work of the Board | WFD sub-group |
| | 6.3 The Board Business Support Officer will continue to build its SAB frontline practitioner network by disseminating learning via online training resources and SAB newsletter and LinkedIn. | CHSAB Business Support Officer |
| | 6.4 The workforce development group will consider whether it is viable to deliver a virtual conference for Safeguarding Adults Week (November 2020). | WFD sub-group |
| | 6.5 All partners will report data pertaining to safeguarding training to the Board. This will include assurances that all staff have undertaken appropriate training and details of safeguarding training offered to staff. | All partners |
| | 6.6 The City of London will identify how we can better support frontline professionals to understand vulnerability and safeguarding risk | CoL |

| | | |
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| 7. To understand how much impact SARs are having on changing safeguarding practice across City and Hackney | 7.1 The SAR sub-group will develop a process for communicating learning from SARs which will be embedded into the SAR Protocol and incorporate into City & Hackney's SAR quality markers.. | SAR sub-group |
| | 7.2 The Quality Assurance sub-group will create an impact analysis tool to help determine how well learning from SARs have been embedded into frontline practice. Feedback from the impact analysis tool will be report to the SAR sub-group and Executive Group. . | QA sub-group |
| | 7.3 The workforce development sub-group will develop a set of resources that partners can use for new members of staff so that learning from SARs continues to be filtered into practice. | WFD sub-group |
| 8. To ensure that the Integrated Commissioning and Neighbourhood Model continues to filter safeguarding through all elements of their work | 8.1 The Executive Group will seek assurance from the Neighbourhood Team that safeguarding continues to be embedded into practice. . | Executive Group |
| | 8.2 The Neighbourhood Team and Board will work together to identify how safeguarding can be included into on-going projects being undertaken by the Neighbourhoods Team.. | Neighbourhood Team / CHSAB Manager |
| | 8.3 The Board support safeguarding learning in Neighbourhood Teams This includes offers of training, involvement in the MACFA and SAR process. . | CHSAB Manager |

| Principle 4: Partnership - “I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best result for me.” | | |
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| Priority | Action | Lead |
| 9. To continue to engage with Community Safety Partnership, Safeguarding Children's Partnership and Health and Wellbeing Boards | 9.1 The Board Manager will work with the Safeguarding Children's Partnership to identify cross-cutting priorities in the City. The Board will also deliver one joint meeting with the Children's Partnership in the City. | CHSAB Manager / CHSCP |
| | 9.2 The Board will continue to engage with strategic cross cutting issues affecting CSP, CHSCP and HWB raised through the Joint Chairs meeting. | Independent Chair |
| | 9.3 The Board will look at opportunities to commission joint work and/or training on areas of joint interest. All partners will be responsible for raising potential areas of interest to the attention of the Board and Executive Group. | Independent Chair / CHSAB Manager |
| 10. To identify opportunities to engage with new partners | 10.1 The Board will continue to build its relationships with organisations across City and Hackney, specifically it will look at: <ul style="list-style-type: none"> i). Building links with the social housing and social care provider sector ii). Assisting probation services with work they are undertaking around transitional safeguarding iii). Strengthening links with the voluntary sector | CHSAB Manager / NPS / CRC / HCVS / CoL |

| Principle 5: Protection - “I get help and support to report abuse and neglect. I get help so that I am able to take part in the safeguarding process to the extent to which I want.” | | |
|--|---|--|
| 11. To progress work around transitional safeguarding 12. To assure ourselves that residents using Out of Borough placements or placed in unregulated settings are appropriately safeguarded from abuse and neglect | 11.1 The Transitional Safeguarding Task and Finish Group will continue to work with the Safeguarding Children's Partnership and Community Safety Partnerships across City and Hackney to identify how the Board can better support young people aged between 16 – 25 at risk of abuse and exploitation. | Transitional safeguarding T&F group |
| | 12.1 LBH, CoL and the City and Hackney CCG will review deaths as a result of Covid-19 for residents placed out of Borough, and any safeguarding issues relating to this. | LBH / COL / City and Hackney CCG Teams |
| | 12.2 LBH, CoL and City and Hackney CCG will report to the Board any actions taken following the aforementioned review and how these have been implemented. Any further safeguarding issues that are experienced should also be reported back to the Board. | LBH/CoL/City and Hackney CCG Commissioning Teams |
| | 12.3 The Board will support and publicise any work at a national level to strengthen cross Borough working. | Independent Chair / CHSAB Manager |

| Principle 6: Accountability - “I understand the role of everyone involved in my life and so do they.” | | |
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| Priority | Action | Lead |
| 13. To ensure the delivery of the Board's core business | 13.1 The Board Manager will review all CHSAB policies to ensure these are up-to-date and compliant with equality responsibilities for SABs outlined in the Care Act 2014. | CHSAB Manager |
| | 13.2 The Board Manager will update its expectations for Board Members and circulate to all Board members. | CHSAB Manager |
| | 13.3 A small working group will be created to deliver and support activities across the partnership Safeguarding Adults Week. | WFD/ service user engagement sub-group |
| | 13.4 The Quality Assurance group will oversee the delivery of one multi-agency audit on the theme of self-neglect. | QA sub-group |
| | 13.5 To reform the structure of the Safeguarding Adults Sub-Committee meeting in the City of London to ensure that it includes a focus on partner development. | CHSAB Manager / AD People CoL |
| 14. To ensure that existing projects are brought to completion | 14.1 The Board will continue to assist with on-going work on the following projects: a). Homelessness and Safeguarding b). Modern Day Slavery c) Suicide Prevention . | CHSAB Manager |

City & Hackney Safeguarding Adults Board

1 Hillman Street

Hackney

London

E8 1DY

Email: **CHSAB@hackney.gov.uk**

Tel: **020 8356 6498**

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|--|----------------------------|
| Committee: Community and Children's Services | Date: 28/09/2020 |
| Subject: Recovery and Resilience | Public |
| Report of: Andrew Carter, Director of Community and Children's Services | For Information |
| Report author: Simon Cribbens, Assistant Director – Commissioning and Partnerships | |

Summary

In the period ahead, the response of the City of London Corporation to support its communities will evolve from reactive emergency services to support the needs that reflect the longer-term impact of the COVID-19 pandemic. This will require preparedness and resilience to further lockdown measures, and provision of support to those impacted by the social and economic consequences of COVID-19 to ensure future recovery. This report summarises the approach of the Department of Community and Children's Services to respond to this next phase.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. Since March 2020, services within the Department of Community and Children's Services (the department) have responded to the restrictions and impact of COVID-19 on the City's communities. Delivery has been co-ordinated across the service divisions, adapting in real time to meet needs and comply with the latest Public Health England and Government guidance and direction.
2. As a result, key services such as our libraries, schools, leisure and community centres were temporarily closed, and our housing office and social care services were temporarily limited in their face-to-face contact with residents.
3. The progressive easing of restrictions, and the manifestation of wider economic and social impacts associated with the pandemic mark the transition to a new phase for our communities and the department's response.
4. The department's focus and planning is now to: first, ensure the resilience of services providing essential support in the next 'recovery' phase in the event of

further local, regional or national lockdown; and second, to respond effectively to the economic and social impacts of the pandemic.

5. In the circumstances of lockdown, the Government has required local authorities to ensure that those who must shield have social wellbeing support. Food support was delivered by Government, and medicine supplies by pharmacies. Of the around 200 individual residents shielding in the City, the department provided support to 10 individuals with food shopping, and nine with medicine collection. No shielded person required emergency food support during lockdown, but 28 requested Government food boxes at some point. Food provision to shielded individuals will become the responsibility of the City Corporation in a future lockdown, while the NHS Volunteer Responders will support medicine collection.
6. During the first lockdown period, the department's support extended beyond those shielding, by providing increased provision and welfare checks to a range of other vulnerable individuals, including those sleeping rough in the Square Mile. Communities in the City also benefitted from an extensive network of local volunteer responders, the emergence of a local food bank and the work of local voluntary sector services.
7. The phase ahead is very likely to see an increase in residents requiring additional support in response to the consequences of economic pressure, and the legacy impacts of lockdown such as an increase in mental ill health or family breakdown.
8. This report sets out the assessment of potential impacts, service mitigations and opportunities to strengthen the approach and identify any gaps or opportunities in provision in the context of growing or changing needs, or future COVID-19 restrictions.

Current Position – Local Lockdown Planning

9. The City and Hackney Integrated Commissioning Board has established a Local Outbreak Board to oversee the response to a local spike in COVID-19 infections. Its work is supported by a suite of standard operating procedures that have been developed for a variety of settings, and it outlines individual and organisational responsibility in the case of an outbreak of COVID-19. Further detail is available on the City Corporation's website:
<https://www.cityoflondon.gov.uk/services/health-and-wellbeing/covid-19-local-outbreak-prevention-and-management>.
10. This approach is supplemented by a City-specific Local Lockdown and Transition Plan developed by the department to ensure readiness in the event of a future lockdown. This plan can be found at Appendix 1.
11. The plan sets out the approach to:
 - a. identifying needs
 - b. access to food
 - c. access to medications
 - d. meeting wider needs

e. communications planning.

12. The department has the capacity to contact shielded individuals should there be another lockdown, although it is proposed that this will be led by primary care. Work is being continued to ensure that the ability to provide food parcels to shielded individuals who need them is in place. Community volunteers have provided essential and additional support in the period to date, but their capacity and availability cannot be relied on, as many will be focused on other priorities in the coming period.

Current Position – Recovery Phase

13. A departmental officer group (the Recovery and Resilience Group) has formed to identify possible changes in need and services demand in the period ahead. Such changes may include increased homelessness, poverty, domestic violence and unemployment. Several headline risks have been identified which fall within, and may need the support of, critical service areas. These are set out in the table below:

| Critical Service Area | Potential Risks | Indicators |
|------------------------------|--|--|
| Adult Social Care (ASC) | i. Increased social isolation ii. Developing of acute needs | a) Number of new referrals for ASC support b) Number of safeguarding enquiries |
| Children's Social Care (CSC) | iii. Increased safeguarding issues | c) Number of CSC referrals d) Number of Education and Health referrals |
| Rough Sleepers | iv. Increase in rough sleeping | e) Number of new rough sleepers (flow) |
| Statutory Homelessness | v. Increase in homelessness | f) Number of homeless applications |
| Housing | vi. Increase in number and length of arrears | g) Number of Notices Seeking Possession h) Number of tenants in eight weeks arrears |
| Financial Hardship | vii. Increased financial issues leading to acute problems | i) Number of successful Council Tax benefit claims j) Numbers of local housing allowance applications |
| Education and Early Years | viii. Increase in absence ix. Increased support needs beyond available capacity | k) Number receiving Free School Meals (Aldgate School) l) School Attendance (Aldgate School) m) Number of Education, Health and Care Plans |

14. The risks and related indicators, are not meant to be exhaustive, but indicative to changing patterns of community need that the City Corporation (and other partners) will need to respond to. There is also acknowledgement that some issues, such as social isolation, mental ill health and financial hardship can remain hidden in some groups.

15. A dashboard has been developed for the departmental leadership team to provide early warning of escalating needs, and to assess the capacity and breadth of responses in place to respond. The dashboard provides a high-level set of indicators that can be regularly monitored and provide monthly evaluations to support evidence-based decisions and service co-ordination. It can be found in Appendix 2.
16. The Recovery and Resilience Group has assessed the level of preparedness and the range of mitigating responses to the risks identified. This ongoing work will identify risks (such as limited capacity and/or resilience in services) and gaps in – or opportunities to improve – provision, and will identify cross-cutting enablers such as communication and digital access. In doing so, it will propose responses or escalate issues to the departmental leadership team for consideration as demand for support emerges or changes.
17. A summary of the service and support in place to respond to risks, and opportunities to strengthen support is set out in Appendix 3.
18. Gaps and opportunities identified include: delivery of outreach sessions and workshops by advice services; strengthened processes with the Guinness Trust to identify tenants at risk of eviction; greater diversity of communication channels and languages; better promotion of skills training, and staff training across partners to support a ‘make every contact count’ approach in signposting people to available support.

Cross-cutting issues

19. During the period of lockdown, key cross-cutting issues have emerged that are relevant to a range of risks and responses. These include digital exclusion and emergency food support for those experiencing acute or emergency financial hardship.
20. Digital exclusion is a feature of data, skills and device poverty. The City Corporation and partners have some initiatives to tackle this issue, especially in relation to skills, but officers are exploring options for a more strategic response, aimed at supporting digital access to tackle financial, social and health exclusion. Costed proposals will be developed and put to Members for consideration.
21. Food support to some City residents has been provided since the beginning of the lockdown by the Square Mile Food Bank – a volunteer-led group. To ensure that such support is resilient and targeted at those in greatest need, officers are developing proposals for a longer-term model that delivers targeted food support and welfare advice to those experiencing financial hardship. This will support those who lose their employment and are transitioning to benefits, those struggling with debt and other sudden loss of income.
22. Raising awareness of support services and practical help will remain critical. Communications will remain a key theme and deliverable across this work, and the need to reach all community groups will remain a key challenge.

Risks and Issues

23. The period ahead is very uncertain. The scale and nature of impact on the community remains unclear. While services are confident at this stage that there is capacity to meet needs, and a range of support is available to people, there is a risk that future demand could place significant pressure on services and budgets.

Corporate & Strategic Implications

24. The approach set out is consistent with the Corporate Plan objective to contribute to a flourishing society.

Conclusion

25. The work of the Recovery and Resilience Group seeks to provide assurance to Members and the department's leadership team that the City Corporation is prepared to respond to the challenges of future lockdown and economic recession. In doing so, its work will help maximise the opportunities for all in the City's communities to recover from the COVID-19 pandemic and its impacts.

Appendices

- Appendix 1 – Local Lockdown and Transition Plan
- Appendix 2 – Recovery Indicators Dashboard
- Appendix 3 – Service and Support Responses

Simon Cribbens

Assistant Director – Commissioning and Partnerships
Department of Community and Children's Services

T: Microsoft Teams/Skype

E: simon.cribbens@cityoflondon.gov.uk

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City of London Corporation

Local lockdown and transition plan

1. Background and Context

In response to COVID 19 and national lockdown in March 2020 City of London (CoLC) acted quickly to respond and support the needs of those residents who were identified as Shielding. The NHS Shielded list was provided to CoLC to identify those that had a clinical condition that made them extremely vulnerable and were advised by government to isolate. CoLC responded by undertaking welfare calls directly to all identified on the list to ensure they had enough supplies of food and were managing with essential needs such as shopping and medication collection. CoLC also developed an in-house service to provide Befriending Calls to those who were feeling isolated.

Welfare checks were also undertaken with those not on the NHS Shielded list but were determined as being vulnerable by City of London Corporation (CoLC). This included residents known to be in receipt of Telecare services and those identified through estates teams for the Barbican and Golden Lane. Welfare checks were also taken directly by the estate's teams for Mansell Street and Middx Street.

Community Resident Networks (CRNs) volunteers established themselves across each of the large estate areas of Barbican, Golden Lane and Mansell St/Middx St. These volunteers supported those identified through CoLC welfare check that needed help with essentials.

The government has now paused the Shielding programme and ended the food package delivery scheme. Shielded vulnerable are now able to go to shops themselves and form social bubble groups with friends and family.

The demand in the City for support for shielding and non-shielding vulnerable during the national lockdown was managed and all residents that asked for support were signposted to service offers established. From March through to end of July there were 209 residents identified on the NHS Shielded service and ten people asked for support with grocery shopping and nine for medication collection. There were no requests for emergency food packages through CoLC. For the 255 CoLC identified non-shielding vulnerable residents that were contacted directly, ten requested help with grocery shopping and three for collection of medications. The Befriending Call service was requested and provided to eight for shielding and seven for other non-shielding vulnerable residents.

Whilst restrictions on lockdown are easing there is a need to ensure there is continued access, for the NHS Shielded, the CoLC non-shielded vulnerable and those experiencing financial hardship, to food packages, essential support for grocery shopping, medication collection and wellbeing due to isolation. There is a need to look at lessons learned from CoLC's initial response and ensure continued support for access to food and be ready to remobilise areas of our initial response to support any future national or local lockdown.

This plan outlines the proposals to support food transition in easing of lockdown together with the key functions / services to be maintained during this period. It also considers the key actions to be completed to support a remobilisation of service areas in response to a local lockdown.

2. Transition of service provision in easing of lockdown

In immediate response to COVID 19 CoLC and its community volunteer networks established service offers to support residents to enable them to Shield and offered these services to others that had been identified as vulnerable. In transition planning these service areas have been reviewed and actions identified to support the continuation in transition of easing of lockdown and readiness to remobilise for any future local lockdowns enforced.

The service areas that will be continued through transition are:

- Identifying needs through the CoLC COVID 19 email and online request for support through website.
- Food packages and food voucher scheme for those experiencing financial hardship or in immediate need of supplies due to an enforced local lockdown.
- Grocery shopping for residents who are experiencing difficulties in getting out to shops themselves.
- Medication collection for residents who are unable to collect prescription medications themselves. This service provision also include collection and deliver of non-prescription medications.
- Wellbeing contacts for those experiencing difficulties due to being isolated and not having a direct support network.

3. Continued functions/services, assumptions, mitigations and identified actions to support gaps in provision

In support of transition the key functions / services below will be continued with potential gaps and issues identified to support an increased demand due to local lockdown. Considerations have also been given to assumptions with working with NHS and volunteer partners and mitigations identified through learning for CoLC during national lockdown.

CoLC have used existing commissioned services, local volunteer networks and some staff to support service offers for food and essentials during lockdown. The scale to support food transition and potential local lockdown can be absorbed back into existing commissioned services.

The table below outlines the key actions identified to support continued operation for food transition and remobilisation for a local lockdown with an identified CoLC Officer to lead in each function / service provision.

| Item | Function / Service | Assumptions / service continuations | Mitigations | Actions | CoLC Lead Officer |
|----------|---|---|--|--|----------------------------------|
| 1 | Identifying needs: | | | | |
| 1.1 | Maintain COVID 19 Email and MS webform for Contact Centre to record identified need from resident calls | <ul style="list-style-type: none"> Access to the web link and COVID 19 email will continue and reviewed regularly to determine continued need for this access | <ul style="list-style-type: none"> This is still operating and being monitored regularly for new resident requests for support. Managed through DCCS Business Unit. | | Head of Strategy and Performance |
| 1.2 | Up to date Shielded Patient List (SPL) data list – cross reference with Government Digital Services (GDS) data lists that will be sent through to LAs on weekly basis | <ul style="list-style-type: none"> Final self-registration for to the government shielding programme was on 17 July. There may be changes to data lists with new names and residents being removed | <ul style="list-style-type: none"> The CoLC master SPL / NSV data list is reviewed regularly with one identified Lead to manage this. | 1. Cross reference of incoming data through GDS / CCG on weekly basis and/or as data is submitted to CoLC | Project Manager Integration |
| 1.3 | Contacting the SPL residents in response to local lockdown for a wellbeing check | <ul style="list-style-type: none"> Expectation that GPs will undertake a direct contact with resident in event of local lockdown. If there is an additional requirement to make direct contacts with these residents the Contact Centre and/or Libraries staff can again be redeployed to make direct contacts on behalf of CoLC. | <ul style="list-style-type: none"> All residents on the SPL were contacted through 1st lockdown and needs identified and responded to. Follow up calls made to over 70s on SPL and the Non-Shielded Vulnerable (NSV) lists in June and there were not additional / new needs identified with residents. | 2. Confirm through CCGs if there will be a specification for GPs to undertake contacts for SPL in local lockdown 3. Develop and distribute a brief to GPs for C&H and Tower Hamlets to notify them of offers available for residents in terms of essential and key contacts and | Project Manager Integration |

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| | | | <ul style="list-style-type: none"> Of the 464 residents contacted through SPL and NSV lists 20 (4%) needed help with grocery shopping and 12 (2%) with medication collection. | <p>referral process to CoLC</p> <ol style="list-style-type: none"> Brief for Contact Centre / Libraries staff in readiness for a potential direct welfare check through CoLC. Adopt a strengths-based approach to best understand residents needs and signposting to support when they make direct contact to CoLC. Training through (Making Every Contact Count (MECC) programme. Develop communication plan for all DCCS teams lead and Contact Centre staff to provide information on service offers, criteria for access and referral process | |
| 1.4 | Engagement with Housing Associations within Mansell Street / Middx Street Estates to support welfare checks on vulnerable residents | <ul style="list-style-type: none"> Estate managers for these housing estates undertook welfare checks for their identified vulnerable residents | <ul style="list-style-type: none"> This information was shared with CoLC and could be picked up again for a local lockdown | <ol style="list-style-type: none"> Reinstated connection with these estates for a local lockdown | Project Manager Integration |
| 2 | Access to Food: | | | | |

| | | | | | |
|-------|--|---|---|--|---|
| 2.1 | Food support packages | | | | |
| | Food support packages of essentials prepared in advance in readiness for identified immediate need of grocery supplies | <ul style="list-style-type: none"> The government food package scheme being provided to the Shielded ended on the 31st July. There are no plans by government to reinstate this in the event of a local lockdown and it will be up to Local Authorities to support any identified need At the start of the Shielding programme a food depot was set up at the Guildhall. One food package was made up and delivered on request for emergency need. | <ul style="list-style-type: none"> There is no evidence to support the need for CoLC to establish an emergency food depot in support of local lockdown based on learnings from 1st lockdown. Emergency food supplies will be prepared in advance and be ready to be delivered direct from the Guildhall. | <p>8. Determine required contents for an emergency food package.</p> <p>9. Prepare boxes in advance and store at Guildhall in readiness for potential distribution.</p> <p>10. Confirm a process for delivery of food package/s.</p> <p>11. Communication for key DCCS staff teams on availability, access criteria and process for emergency food packages.</p> | AD Commissioning and Partnerships / Project Manager Integration |
| 2.2 | Grocery Shopping for those that can pay | | | | |
| 2.2.1 | Ensuring there is access to support for grocery shopping for those recommended to self-isolate during a local lockdown | <ul style="list-style-type: none"> Continuation with the current Community Resident Networks (CRNs) volunteers to provide support with shopping. Continuation with the same referral process from CoLC to CRNs for any additional requests for support. | <ul style="list-style-type: none"> The demand for grocery shopping was proportional during the 1st lockdown with 4% of residents across both the SPL and NSV lists requesting support with grocery shopping. A defined referral process has been established and is | <p>12. Review with CRN leads on volunteer capacity to support a local lockdown</p> <p>13. Confirm access process to NHS Volunteer Responders Scheme to supplement any shortage of local volunteers.</p> <p>14. Communication Plan for DDCS Team Leads (see action 6).</p> | Partnerships and Engagement Assistant |

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|-------|---|--|--|---|--|
| | | | ready to be remobilised if needed. | | |
| 2.2.2 | Access to online supermarket shopping – providing support and guidance to those who want online shopping but are struggling with priority slots | <ul style="list-style-type: none"> Government is encouraging signposting residents to utilise online shopping. SPL residents do have priority slots with supermarkets participating in government scheme. Their data has been shared with supermarkets through DEFRA CoLC is registered for the DEFRA online supermarket priority scheme for the NSL now. This means resident details can be onboarded directly to participating supermarkets namely Iceland and Tesco. | <ul style="list-style-type: none"> Following 1st and follow up CoLC welfare calls the general response was people who wanted to use online shopping were registered with supermarket of choice and were managing this to receive weekly groceries. There is now an extended offer for those not prioritised on the SPL list through the DEFRA supermarket online delivery scheme for NSV. | <p>15. Complete registration for DEFRA onboarding scheme for NSV for priority slots – DEFRA DPIA and data sharing agreement to be signed off by Legal. CoLC DPIA produced for this scheme.</p> <p>16. Determine CoLC criteria to access this scheme.</p> <p>17. Communication Plan for DDCS Team Leads (see action 6).</p> | Project Manager Integration |
| 2.3 | Grocery Shopping for those that cannot pay | | | | |
| 2.3.1 | Food vouchers – access to support for food shopping through Food Voucher Scheme | <ul style="list-style-type: none"> There will be an extension of food voucher scheme to support potential increased demand. The food voucher scheme is now fully embedded within the City Advice service pathway which gives residents access to | <ul style="list-style-type: none"> Since March 2020 17 referrals and triaged for food voucher scheme and 12 residents have received vouchers | <p>18. Include within communication brief to DCCS team leads on process to and criteria for access.</p> <p>19. Obtain weekly monitoring on issue of food vouchers for</p> | Project Manager Communities and Children's |

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| | | wider advice and support to manage with financial difficulties. | | reporting to BECC Weekly SitRep. | |
| 2.3.2 | Access to Morrisons Supermarket scheme for direct purchase of food packages by CoLC for residents | <ul style="list-style-type: none"> Access to this support offer would be for those who are struggling with finances | | <p>20. Research Morrisons Scheme to onboard CoLC for access</p> <p>21. Determine criteria for referral to this offer for residents</p> <p>22. Communication Plan for DDCS Team Leads (see action 6).</p> <p>23. Data monitoring on referrals to scheme.</p> | Partnerships and Engagement Assistant |
| 2.3.3 | Food Banks | | | | |
| | Mutual aid food bank service established in Lilac room in Barbican – providing access to food for those in financial hardship across Barbican, Golden Lane and Aldgate areas. | <ul style="list-style-type: none"> This service is available to those that can leave their houses but are struggling with finances | <ul style="list-style-type: none"> No direct referrals have been made in welfare contacts with SPL or NSV to the food bank. Self-referrals directly to food bank | <p>24. Partnership working with mutual aid group to determine demand, criteria for access and monitoring of use. Ensuring there is enough supplies to support a potential surge in demand.</p> <p>25. Negotiation with partner food bank within Tower Hamlets to secure more resilience for this service and the residents located on the East side of the City.</p> | AD Commissioning and Partnerships |

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| 3 | Access to medications: | | | | |
| 3.1 | Delivery of prescription and non-prescription medications to Shielding residents | <ul style="list-style-type: none"> Currently prescriptions delivered directly from local pharmacies (contractual agreement between Government and NHS Pharmacies). There is an expectation that this agreement will be continued with extension of the contract for pharmacies. CRN volunteers will continue to support residents with collection of non-prescription medicines on request. NHS Volunteer Responders scheme is still in place to support any additional demand for CoLC | <ul style="list-style-type: none"> The demand for medication collection was proportional during the 1st lockdown with 2.5% of residents across both the SPL and NSV lists requesting this help. | <p>26. Review government framework for LAs in responding to local lockdown when issued to ensure continuation of local pharmacy delivery contract.</p> <p>27. Review capacity of CRN volunteers to continue with this offer in event of local lockdown.</p> <p>28. Identify process to access NHS Volunteer Responders scheme to support additional demand.</p> <p>29. Communication Plan for DDCS Team Leads (see action 6).</p> | Project Manager Integration |
| 4 | Meeting wider needs: | | | | |
| 4.1 | Befriending Contact Service | <ul style="list-style-type: none"> In response to 1st lockdown an in-house Befriending Call Service was developed with delivery through Librarian staff. This service has now ceased with transfer our partner voluntary service City Connections. | <ul style="list-style-type: none"> The demand for regular befriending calls was proportional during the 1st lockdown with 3.4% of residents across both the SPL and NSV lists requesting this support | <p>30. Brief City Connections on and the requirements of this service if there is an increased demand.</p> | Project Manager Integration |

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| | | <ul style="list-style-type: none"> • Agreement and referral process in place with City Connections to take additional referrals for those identified as wanting a befriending call • Referral to City Connections will provide wider access to their service packages | | | |
| 4.2 | Wider Mental Health needs | <ul style="list-style-type: none"> • Identified needs for wider mental health needs signposted to referral to local GP • Signposting to local and integrated partner services: <ul style="list-style-type: none"> ○ IAPT – GP and self-referral ○ 24hr mental health crisis helpline ○ Hackney Talks ○ City & Hackney CAMHS ○ MIND – City, Hackney and Waltham Forest ○ NHS Choices ○ Mental Health Foundation ○ Bereavement Support Services | <ul style="list-style-type: none"> • Established integrated working with these services for advice on referrals and access | <p>31. Ensure website update with relevant links and information on regular basis</p> <p>32. Communication Plan for DDCCS Team Leads (see action 6).</p> | Project Manager Integration / Communication Support Officer |

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| 4.3 | Welfare and debt advice, local hardship support, tenancy sustainment and housing maintenance | <ul style="list-style-type: none"> • Integrated service delivery through City Advice service • Integrated pathways with CoLC housing support services | | <p>33. Developed brief for City Advice in response to food transition plan and support for increased demand</p> <p>34. Communication Plan for DDCS Team Leads (see action 6).</p> | Project Manager Communities and Children's |
| 5 | Communication Planning: | | | | |
| 5.1 | Develop communication plan for DCCS team leads across ASC, CSC, Education, Housing and Contact Centre Staff | <ul style="list-style-type: none"> • Plan will provide information on offers available to support those who need to Shield again • Include information on contacts for services, referral process and criteria • Briefings for partner organisations on support available through CoLC and referral / access processes | | <p>35. Align with existing internal communication channels and team leads</p> <p>36. Determine and align to other communications from government and NHS – NHS Looking after yourself in coronavirus, NHS Test and Trace toolkit, MHCLA Shielding guidance comms toolkit</p> | Project Manager Integration / Communications Support Officer |

4. Concerns, gaps and potential risks

In mobilising this plan there are some gaps and potential risks. These gaps have been identified through learning from the initial response programme to support the NHS Shielded residents and the CoLC identified non-shielded vulnerable residents. To support preparedness for a potential local lockdown there are actions that need to be undertaken now. These are identified in the table above and will be developed into a more detailed action tracker which identifies responsible officer which timelines for response.

Other areas that need to be considered ensure assurance of the plan include:

| | | |
|-----|--|---|
| 4.1 | CoLC DPIA for processing of GDS shielded date list | <ul style="list-style-type: none">DPIA drafted and reviewed by Information Officer. Ready for sign off by Legal w/c 10th Aug 2020 |
| 4.2 | Making Every Contact Count (MECC) training for Contact Centre staff and wider staff groups that will support direct resident contact for welfare checks during a lockdown. | <ul style="list-style-type: none">There is a MECC training programme developed within DCCS. This has recently been made available to staff within ASC and CSC.The expansion of the training programme to wider staff groups namely Contact Centre would align and support the strength-based approach for identifying and responding to resident needs. |
| 4.3 | Volunteers supporting CRNs | <ul style="list-style-type: none">The volunteers working directly with the Community Resident Network leads are not known to CoLC. They galvanised as volunteer groups in early March for immediate response to COVID 19 in providing support for essentials for those on shielded and CoLC non-shielded listsReview with for CRNs volunteer capacity to continue support through transition and support any potential increased demand for a local lockdown |
| 4.5 | Redeployment of staff to support plan for increased demand | <ul style="list-style-type: none">Direct calling to shielded and vulnerable residentsPacking of essential food packages and delivery |

5. Governance

- CoLC GOLD Command group to inform Senior Officers / Silver Command of any local lockdown being enforced, or to decide related to implementing a local lockdown
- This preparedness for local lockdown plan to be managed through Bronze Command Group who will oversee mobilisation of areas outlined.

- CoLC Silver Command will support identified gaps in plan to support full mobilisation in event of a local lockdown. Identified lead from Silver to ensure continued relationship with London Food Alliance.
- Lead Officers are assigned to each area outlined within plan and will be responsible for remobilising / implementing their areas of work. They will report updates and progress through Plan Lead for updates to Bronze
- Bronze will report on progress, risks and challenges to SILVER group, as well as taking key decisions to GOLD.

6. Interdependencies














- City and Hackney Local Outbreak Control Plan
- CoLC wider planning for local outbreak including staff redeployment plan
- NHS SOC Phase II planning
- MHCLG shielding strategy and guidance
- Rough sleepers and homeless transition planning

Annie Roy
Project Manager Integration

Version: 4
06 Aug 2020

Appendix 2: Recovery Phase Dashboard

NB: Figures are for illustration only

| Recovery Phase Dashboard | | | | | | | | | | |
|---|-----------------|----------------|---------|---------|-----|-----|-----|--------|---|-----|
| | | Previous Years | | 2020/21 | | | | | | |
| | Measure | 2018/19 | 2019/20 | Q1 | Jul | Aug | Sep | Change | 3 Mth Trend | YTD |
| Adult Social Care | | | | | | | | | | |
| Number of new referrals | Number | | 25 | 5 | 4 | 3 | 2 | ↓ -1 |  | 14 |
| Number of safeguarding enquiries | Number | | 5 | 4 | 1 | 1 | 1 | → 0 |  | 7 |
| Children's Social Care | | | | | | | | | | |
| Number of EH referrals | Number | | 20 | 3 | 0 | 0 | 0 | → 0 |  | 3 |
| Number of CSC referrals | Number | | 100 | 16 | 7 | 9 | 7 | ↓ -2 |  | 39 |
| Rough Sleepers | | | | | | | | | | |
| Number of new rough sleepers (flow) | Number | | 100 | 30 | 20 | 10 | 15 | ↑ 5 |  | 75 |
| Statutory Homelessness | | | | | | | | | | |
| Number of Homeless applications | Number | | 25 | 8 | 7 | 6 | 5 | ↓ -1 |  | 26 |
| Housing | | | | | | | | | | |
| Number of Notices Seeking Possession | Number | | 10 | 5 | 2 | 4 | 6 | ↑ 2 |  | 17 |
| Number of households in 8 weeks arrears | Number | | 80 | 50 | 60 | 80 | 40 | ↓ -40 |  | 230 |
| Financial Hardship | | | | | | | | | | |
| Successful Council Tax Benefit Claims | Number | | 120 | 40 | 10 | 15 | 15 | → 0 |  | 80 |
| Local Housing Allowance Applications | Number | | 20 | 8 | 4 | 6 | 4 | ↓ -2 |  | 22 |
| Education and Early Years | | | | | | | | | | |
| Number of Education Health and Care Plans | snapshot figure | | 15 | 15 | 16 | 16 | 16 | → 0 |  | 63 |
| Number receiving Free School Meals (Aldgate School) | snapshot figure | | 50 | 60 | 60 | 55 | 65 | ↑ 10 |  | 240 |
| Percentage attendance (Aldgate School) | % over period | | 98 | 95 | 94 | 92 | 93 | ↑ 1 |  | 374 |

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Appendix 3 – service and support responses

| Key themes | Potential risk/impacts | Current service responses | Gaps/opportunities identified |
|--|---|--|---|
| Education | Access to remote education for vulnerable children | <ul style="list-style-type: none"> • internet and data provided to households know to services by schools, CSC and education team • Virtual programmes have been run by the libraries, including STEM activities and COLTALE, summer reading challenge. • Statutory support through Education Health Care Plans (EHCPs). | <ul style="list-style-type: none"> • Capacity within service could be stretched should EHCPs increase significantly from September. |
| Safeguarding | Local infection impacts on delivery critical services to vulnerable adults and children | <ul style="list-style-type: none"> • Additional capacity has been built in the Children's Social Care (CSC) team, who have adapted a mixed model and working collaboratively, this includes video conferencing facilities which has provided flexibility and has saved time in service delivery. • Close monitoring of commissioned service capacity (was previously increased to meet Covid demand) | |
| | Increase in domestic violence | <ul style="list-style-type: none"> • Victim Support service still operational by telephone • CSC support to families and Early Help cases • Housing management support for tenants • Resource directory online • Monitoring of incidence through police | |
| | Increase in Covid related scams | <ul style="list-style-type: none"> • National and local campaigns warning of risk | <ul style="list-style-type: none"> • Need to sustain awareness |
| Housing insecurity, Rough Sleeping and Homelessness | Increase in rent arrears and risk of eviction | <ul style="list-style-type: none"> • Proactive and early engagement of tenants in arrears by Income Recovery Team • Tenants support on repayment plans • Referral to Tenancy Support Team and City Advice service • Use of Discretionary Housing Payments to prevent homelessness | <ul style="list-style-type: none"> • Tenancy Sustainment Team capacity • Awaiting details from Guinness Trust on support to their tenants. • Better promotion of resources and encouragement to seek early help • Financial inclusion training |
| | Increased homelessness (statutory) | <ul style="list-style-type: none"> • dedicated triage role created to provide advice and guidance • team delivers response to statutory function to provide advice and assistance, and settled accommodation • video conferencing facility available in the interview room at the Guildhall to facilitate face to face meetings - including the virtual presence of an interpreter. | <ul style="list-style-type: none"> • Demand for temporary accommodation may exceed supply across London • Review advice available on website – consider linking to diagnostic/budgeting tool. • increase awareness of risks and interventions for frontline and call centre staff. |

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| | Increase in the number of rough sleepers | <ul style="list-style-type: none"> • good outreach coverage • additional accommodation secured until 31 March 2021 • hostel and assessment hub proposals being identified • primary care outreach | <ul style="list-style-type: none"> • Limited options for those without recourse to public funds • Move-on options limited for all local authorities |
| Financial Security | Rising unemployment or reduced income | <ul style="list-style-type: none"> • Advice and support available for those experiencing financial difficulties/ redundancy: City Advice • Adult Learning employability courses which had an increase in virtual take up. • Working with Early Help to support families who are facing hardship, promoting clothing grants and monitoring the take up of free school meals • Library resources to support job search • City apprenticeship scheme • 100% Council Tax Benefit. | <ul style="list-style-type: none"> • Redundancy support groups for adults/parents facing financial difficulties • Financial inclusion training tailored to community groups and needs |
| | Food security/poverty | <ul style="list-style-type: none"> • Foodbank (temporary) • Emergency food voucher scheme through City Advice. • Access to online supermarket for most vulnerable through DFRA scheme. • Emergency Hardship Fund scheme | <ul style="list-style-type: none"> • Improved food bank offer linked to support and advice. |
| Mental Health | Increase in mental ill health | <ul style="list-style-type: none"> • Systems are in place to deal with an increase in those who suffer with severe mental illness • lower level cases end (e.g. suffering from high anxiety) signposted to support services or referred to the GP where necessary • City Connections health and wellbeing support and signposting • Child and Adolescent Mental Health Services (CAMHS) • Early intervention and mental health project for the UASC • Support mechanisms are in place via: <ul style="list-style-type: none"> • Welfare checks for shielded people – capacity to reactivate in future lockdown • Befriending and support calls • City Advice • City Connections • Dragon Café • Adult Skills mindfulness and mild mental illness programmes | <ul style="list-style-type: none"> • Reaching those that are not making contact or do not meet the threshold • The closing of the community centres has impacted on opportunities for social interaction • Tackling digital exclusion |

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| Committee | Dated: |
| Community and Children's Services | 28.09.2020 |
| Subject: Delivering foodbank support in the City | Public |
| Report of: Andrew Carter – Director, Community and Children's Services | For Decision |
| Report author: Simon Cribbens, Community and Children's Services | |

Summary

During the initial responses to the Covid-19 pandemic a foodbank was established in the City to provide support to residents unable to access or afford food. This report sets out options for longer-term delivery for Members to decide upon a preferred approach. The options are to establish a dedicated City of London foodbank in the Square Mile or seeking delivery of such support by an established partner or partners.

Recommendation

Members are asked to:

- Decide their preferred option for foodbank delivery in the City of London.

Main Report

Background

1. The onset of the Covid-19 pandemic and the restrictions resulting from it resulted in some initial food shortages in shops and prevented some individuals from getting to shops to buy food.
2. In response to such needs the Square Mile Foodbank was rapidly established by volunteers and Age UK City of London.
3. The City of London Corporation has provided £16,000 financial support and access to premises to support the Square Mile Foodbank operation.
4. The establishment of a foodbank reflected the emergency nature of the Covid-19 lockdown. Rightly, the focus was on ensuring food was available to those who sought help or who were referred for help.
5. The Square Mile Foodbank has been providing food support to approximately 70 households living in the City – 26 of which had dependent children. Just over 40 of the beneficiary households live on either Mansell Street or Middlesex Street estates, 20 on Golden Lane Estate, and the rest from other City locations.

6. The Square Mile Foodbank is not a registered charity. It is led by volunteers from the community in association with Age UK City of London. Its primary base is the Golden Lane Community Centre, but it is also storing goods in the Lilac Room at the Barbican Estate Office, and makes once weekly use of the Portsoken Health and Community Centre to distribute food in the east of the city.
7. The gradual easing of lockdown restrictions is shaping plans and demands to resume pre-Covid activities. For the Square Mile Foodbank this will impact on their ability to use the Lilac Room and Golden Lane Community Centre. It has also seen pressure on the foodbank's volunteer base - as some return to work – placing increasing reliance on the huge efforts of a small group, which is unsustainable in the longer term.
8. The trustees of Age UK City of London have also said they cannot accept further funding on behalf of the foodbank as the remit of its operation is outside of the charitable objectives of Age UK.
9. In addition to the support available from the Square Mile Foodbank, the City Corporation operates an emergency food voucher scheme through its City Advice service (based on an assessment of needs); provides food vouchers through its social services; and has an Emergency Fund that people in hardship can apply to.
10. Beyond these local interventions, the government has introduced some changes to the welfare system to support people, including a weekly uplift of Universal Credit by £20 until April 2021 and protections to some entitlements.
11. For the City's communities, the period ahead is seeing a transition from the emergency needs associated directly to the Covid-19 restrictions, to one where the economic impacts of the pandemic will shape needs more focussed on financial hardship.
12. The City Corporation is seeking to ensure that food support continues to be available to those in acute need. It should be coupled with advice and advocacy support to ensure a holistic response to financial hardship. This report sets out options to deliver a resilient and longer-term food support offer in the City for Members' consideration.

Food bank support

13. Officers have explored food support provided in other local authorities to better understand the models and focus of delivery. This has included discussion with independent foodbanks, those within the Trussell Trust network (the Trussell Trust supports 1,200 foodbanks nationwide), the Square Mile Food Bank and local authority partners working to tackle deprivation.
14. Foodbanks provide emergency food to local people in a short-term financial crisis. Models are designed to avoid dependency on a foodbank and to help people find solutions to the underlying cause of their crisis. Some will limit

support, and others place no limit on the number of times they support an individual or family, but all described a focus on helping those in a short-term crisis rather than providing indefinite long-term assistance.

15. Financial crisis may relate to debt, sudden job loss, benefit delays and immigration issues. Receipt of income related benefits is not in itself described as reason for needing foodbank support. However, all the established foodbanks spoke of individualised assessment of needs and a flexible approach to identifying those in need of help.
16. Typically, foodbanks have at least two paid members of staff and a large volunteer support network. However, many include accredited advice workers, fundraisers and warehouse staff – of which some roles are met by volunteers. They are usually registered charities, with governance and subject to the regulation of the Charity Commission. They will have a warehouse and foodbank centre – and some operate satellite hubs and delivery services where they cover larger geography.
17. Foodbanks work closely with statutory and voluntary services to ensure the right support to those they work with and meet safeguarding requirements and regulation.

Needs in the City of London

18. Identifying the scale of need for support with food is difficult. Such support is usually given at times of transition or crisis – and therefore measures of low income can be limited in quantifying need.
19. The 2019 Indices of Deprivation report that overall the City of London is a relatively affluent district; it is 208 in the Rank of the Average Ranks out of the 318 Local Authorities in England. Thus, the City is within the 40% least deprived Local Authorities in England and is the sixth least deprived in Greater London.
20. The average rank identifies Barbican East and Barbican West as being within the 20% least deprived local areas in England. The Mansell Street & Petticoat Lane area is the most deprived in the City falling into the 40% most deprived in England.
21. End Child Poverty (a campaigning organisation) publishes data on children described as living in poverty if their household income is less than 60% of the median. For the City it reports that 9% of children live in poverty before housing costs, and 30% after housing costs. Population levels are too small to accurately estimate at ward level. In neighbouring authorities these figures before and after housing costs are: Westminster 22% and 46%, Tower Hamlets 35% and 57% and Hackney 28% and 48%.
22. The neighbouring authority of Hackney has high levels of deprivation and a population of 280,000: its foodbank has experienced growth in the need for support and reports supporting approximately 500 households.

23. There are approximately 270 households in receipt of unemployment, sickness or income related benefits in the City. This includes 60 recipients of pension credits and 54 claimants with dependent children.

Foodbank delivery options

24. The City Corporation is seeking to ensure foodbank support is available in the coming period to those experiencing financial hardship.
25. Support should combine with accredited advice, advocacy and signposting to enable residents in need to tackle the underlying cause of financial crisis.
26. It is proposed that financial hardship is assessed and defined by the service delivering food support, drawing on their experience and expertise, and that the duration of that support is determined by the service. It is anticipated that this will be consistent with the predominant foodbank models that focus on moving people away from indefinite support or dependence.
27. Officers are working to develop additional support to those whose needs relate to limited mobility and ability to get to shops, rather than poverty alone.
28. Options for future delivery are:
- a) *Dedicated City foodbank*
29. Members may wish to establish a long-term food bank within the City – whether the Square Mile Foodbank or another. A resilient long-term model would be likely to have at least two paid members of staff, and dedicated premises. Operating costs could include a delivery and collection van, utilities, rent and food supplies.
30. To ensure proper accountability and governance the delivery organisation should be a registered charity. This would also unlock access to potential grant funding. While many foodbanks choose not to receive local authority support, if the department were to fund such delivery in full or part, this would need to be funded within existing budgets.
31. Premises within the City may be costly or hard to identify. However, there may be scope within the network of church buildings that could support a provider. Underutilised commercial space may also provide an opportunity to rent or lease space. The department's community assets could provide distribution points, but storage of equipment and food would impact too greatly on other activity – and income - to allow them to provide a permanent base.
32. Local delivery may provide better knowledge of and links to the existing community of recipients and volunteers.
33. It would be reasonable to expect the cost of a dedicated City foodbank to be in excess of £60,000 per annum – possibly significantly so. If funded by the department, this cost could be established by taking a commissioning approach

which allows providers to propose the cost and model of operation but would also require commitment to a recurring budget.

b) Support by partner provider – Tower Hamlets: First Love Foundation

34. The First Love Foundation has been established since 2010 and has provided help to thousands of people in Tower Hamlets. The organisation has said it would be willing in principle to deliver their service to the whole of the City. It has five staff members and dedicated premises in Poplar. Before lockdown it operated a number of satellite hubs including one in Aldgate. They currently support around 150 households a week – although during lockdown demand was higher and they were able to help 400 at the peak in May. All food is currently delivered to individuals.
35. Their core offer is the “Enabling Lives Programme” which provides instant access to advice, support and food at the point of need. Individuals are referred for help by one of a range of referring partners – housing, advice services, social services, GP etc. Needs are assessed by the service. There are no fixed criteria beyond “no money, no food”. The focus is to support people through a crisis to “help restore dignity and build resilience to individuals and families”. No time limit is placed on support, but it aims to be transitional and not permanent.
36. All recipients are supported by a project worker who supports them until the need for food support ends. They would expect to work closely with the City’s statutory, commissioned and voluntary services to support those they work with and would require the necessary Data Sharing Agreement to enable this.
37. In the current period they are delivering all food and assessing people by telephone. Some complex advice work may require attendance at their main site in Poplar which is directly accessible by the number 15 bus from St Pauls, Bank and Aldgate.
38. Were they to deliver services in the City they are willing for all current recipients of help by the Square Mile Foodbank to be referred to them for assessment. We have suggested supporting this process by training a local voluntary sector officer to aid assessment.
39. Officers have further proposed that if the First Love Foundation were to deliver in the City, that there is the opportunity for financial support (subject to Member approval) from the Stronger Communities Grants programme. The Foundation is aware that the maximum award is £20,000. The Foundation would also welcome the support of local volunteers, donations and food collections.

c) Support by partner provider – St Luke’s Community Centre

40. The St Luke’s Community Centre is situated just north of the City in Islington. Its offer to the local community includes activities, advice and support, employment services and a café among many other services.

41. During the Covid lock down period the centre set up and operated the St Luke's Food Hub – to support those without food. In the latter period of operation, the centre observed that the hub was providing food to those not experiencing food poverty and not restricted from accessing local shops. In response it has written to all recipients informing that food hub will close from 9 September.
42. In order to tackle continued food poverty, St Luke's is launching on the same day a new service called Food Connections for anyone living within their "Area of Benefit". The service will be by appointment for people who are experiencing the following: no recourse to public funds; awaiting Universal Credit; reduced income due to Furlough or loss of income due to Covid-19; or those referred from partnership agencies.
43. Golden Lane estate falls within the St Luke's Area of Benefit – and therefore the service (along with their other services) is already available to residents who live on the estate and who are experiencing food poverty. An assessment is made by the Centre's officers, and St Luke's is willing to assess anyone on Golden Lane who currently receives the support of the Square Mile Foodbank. Individuals can self refer by contacting the Centre.
44. St Luke's is aware of the City's grants programme and will apply if demand for their support warrants that.

Additional support for older households

45. Officers are discussing with Age UK a further initiative to identify and support the needs of older people in the community who may experience food poverty, or who need support with shopping. The project is being scoped with Adult Social Care support to ensure residents in need of care and support by the City – and who may need domiciliary care or personalised budgets - are identified. The aim is to develop a project to support those who may fall below the threshold for formal care services, but would benefit from some help.

Proposals

46. It is proposed that the delivery of foodbank support in the City of London transitions to the First Love Foundation. The service will be available to all City residents who are assessed as needing help from the First Love Foundation. It is noted that residents of Golden Lane can also choose to seek help from the St Luke's Food Connections service.
47. If a transition is supported work will be undertaken to ensure awareness among referring partners such as housing, social services, City Advice, GP services and the Jobcentre. All existing clients will be offered referral to the new service for an assessment of their support needs.

Corporate & Strategic Implications

48. The ability to support those who cannot afford food at a point of crisis is consistent with the Corporate Plan objective to contribute to a flourishing society and the strategic aims of the department.

Implications

49. The delivery of a dedicated City of London foodbank may have significant budgetary implications for the department if such a service was unable to secure sufficient independent funding to support its operation.

Health Implications

50. Tackling food poverty is critical to securing better health and addressing wider health inequalities.

Conclusion

51. It is vital that those who cannot buy food have access to emergency support. Securing a long-term foodbank service for City residents will complement other services and responses to help communities through the uncertain period ahead.

Appendices

- None

Simon Cribbens

Assistant Director, Commissioning and Partnerships
Department of Community and Children's Services

E: simon.cribbens@cityoflondon.gov.uk

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| | |
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| Committees: Corporate Projects Board <i>[for information]</i> Projects Sub <i>[for decision]</i> Community & Children's Services <i>[for decision]</i> | Dates: 26 August 2020 15 September 2020 28 September 2020 |
| Subject: Decent Homes at Dron House, Golden Lane, Southwark, Sydenham, Windsor, and York Way Estates. Unique Project Identifier: 11542 | Gateway 6: Outcome Report Regular |
| Report of: Director of Community & Children's Services Report Author: David Downing, Asset Programme Manager | For Decision |
| PUBLIC | |

Summary

| | |
|--|---|
| 1. Status update | Project Description: A structured programme of works to bring the kitchen, bathroom and central heating facilities within tenanted, residential properties on several City housing estates up to modern, 'Decent Homes' standards thereby meeting statutory requirements. Works to 376 out of a potential 572 properties have been completed. RAG Status: Green (Green at last report to Committee) Risk Status: Low (Low at last report to Committee) Costed Risk Provision Utilised: £0 Final Outturn Cost: £2,626,951 |
| 2. Next steps and requested decisions | Requested Decisions: <u>Projects Sub Committee and Community & Children's Services Committee</u> 1. To note the content of this report, 2. To note the lessons learnt, 3. To authorise closure of this project. |

| | |
|---------------------------|---|
| 3. Key conclusions | <p>1. Works were completed within budget but not to the initial timescales envisaged. Extensions of time were requested and approved to allow the contractor a further six months to satisfy heritage constraints at the Listed Golden Lane Estate and to complete works at hard to access properties.</p> <p>2. Works to 376 properties were completed (with these works comprised of 265 kitchens, 313 bathrooms, 33 separate WCs and 8 heating system replacements) out of a total of 572 identified for conclusion at the commencement of the project.</p> <p>3. A tight 'all-inclusive' specification with clearly defined cost reductions for omissions as opposed to a looser basket rate with an accompanying schedule of rates for additions (as was used in the preceding project) enabled costs to be managed effectively.</p> |
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Main Report

Design & Delivery Review

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| 4. Design into delivery | <p>The project design worked well. Internal condition surveys to as many properties as would grant access were completed prior to tender to reduce project uncertainty at an early stage.</p> <p>Tightly defined 'all-inclusive' specifications were drawn up setting a maximum upper price limit on all components that could be scaled down on instruction but not exceeded. This was a large factor in the successful delivery of the project and a significant aid to overall cost control and is a recommended approach for future projects of this nature.</p> |
| 5. Options appraisal | <p>The selected option to procure a contractor to deliver a structured programme of works via open tender successfully delivered the projects objectives. No changes were required during project delivery.</p> |
| 6. Procurement route | <p>The works contract was successfully procured via open tender. The tender generated an appropriate and manageable number of competitively priced bids for evaluation. This procurement route can be recommended for future projects of this nature.</p> <p>Procurement Reference: itt_COL_5729</p> |

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| 7. Skills base | The City of London project team had the required skills and experience to deliver the project. An external quantity surveyor was employed to verify contractor valuations and to aid in ensuring rigorous cost control. |
| 8. Stakeholders | Satisfaction surveys have been completed; the project was completed with a 95% resident satisfaction level (based on 203 returned surveys – a response rate of 54%). |

Variation Review

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| 9. Assessment of project against key milestones | <p>The project progressed as expected throughout the design period with a main works contractor appointed in July 2017 for a September 2017 start as anticipated.</p> <p>During the delivery phase, two requests by the contractor for extensions of time, initially to 31 January 2019 and then to 31 March 2019 were approved. The extension of the contract allowed additional time to finalise designs and secure heritage approvals for works to the listed Golden Lane Estate, and also additional time to re-book surveys and carry out works at hard to access properties at the request of the City. The contract extensions delayed the conclusion of the project for seven months.</p> |
| 10. Assessment of project against Scope | <p>The scope of the project remained unchanged throughout both the design period and project delivery.</p> <p>During project delivery, 180 properties designated for potential Decent Homes works either did not grant access or refused the works and were therefore omitted from the project. A further 16 properties were omitted from the project as works had already been completed as part of Void works under the Decent Homes Callbacks budget.</p> |
| 11. Risks and issues | <p>The project proceeded as planned with no significant risks realised. This is largely attributable to the successful application of lessons learnt from previous Decent Homes projects which were incorporated into the project design, specification and procurement which greatly aided the management of the resultant contract.</p> <p>Costed Risk Provision was not applicable to this project.</p> |

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| 12. Transition to BAU | The new installations have a defect liability period of 12 months commencing from the date of practical completion. At the close of this period, the ongoing maintenance of these components will transfer to the general Repairs & Maintenance contract. |
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Value Review

13. Budget

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| <i>Estimated Outturn Cost (G2)</i> | Estimated cost (excluding risk): Range £4,000,000 – £5,000,000 |
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The Gateway 2 cost range was a product of analogous estimating with comparative cost data drawn from previous Decent Homes projects. As previous projects were beset by cost control issues, which were successfully addressed during design phases of this project, the over-estimation is not surprising.

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|------------------------------|--|---------------------------|
| | <i>At Authority to Start work (G5)</i> | <i>Final Outturn Cost</i> |
| <i>Fees</i> | £200,000 | £54,563 |
| <i>Staff Costs</i> | £200,000 | £58,769 |
| <i>Works Contract</i> | £3,167,013 | £2,513,619 |
| <i>Costed Risk Provision</i> | £0 | £0 |
| <i>Project Total</i> | £3,567,013 | £2,626,951 |

Final retention payments to the contractor have been paid and no further expenditure is anticipated.

There is a total underspend on the approved Gateway 5 budget of £940,062. Of this sum, the £653,394 underspend on the main works contract can be attributed to the 180 properties omitted from the project which either did not grant access for the works or refused the works outright and the further 16 properties where the required works had already been completed as part of the Decent Homes Callbacks programme. Overall works were completed to 376 of the originally identified 572 properties where works were potentially required.

The remainder of the underspend is unused provision for professional fees and staff costs. The main works contractor, TSG Building Services, performed well throughout and did not require the same degree of continual monitoring and oversight to ensure cost and quality control as previous, less diligent, Decent Homes contractors have necessitated.

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| | Final accounts have been subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department. |
| 14. Investment | N/A |
| 15. Assessment of project against SMART objectives | <p>1. This project brought 376 residents homes up to required standards and ensured compliance with statutory obligations.</p> <p>2. The programme of works was delivered to the desired specification and within the agreed costs with minimal variation. Value for money has been demonstrated by the cost savings apparent when compared to previous Decent Homes projects.</p> |
| 16. Key benefits realised | <p>1. Improved and modernised facilities for the residents living in the 376 properties where works were completed.</p> <p>2. The value of the City's Housing assets was maintained.</p> <p>3. Compliance with statutory measures.</p> <p>4. Newly installed kitchens have expected lifespans of 20 years.</p> <p>5. Newly installed bathrooms have expected lifespans of 30 years.</p> |

Lessons Learned and Recommendations

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| 17. Positive reflections | <p>Cost Control - Works were delivered within the approved Gateway 5 budget. There was a significant improvement in cost control as compared to the previous Decent Homes project which ran from 2014-2016. A tightly defined specification, whereby tendered costs for component installation were 'all-inclusive' and generally only subject to variation by reduction (by the instructed omission of any priced for item not required) has proved a far more effective way to control costs than the model previously applied where a more loosely defined basket rate for key components was subject to multiple additions by variation where extra items were added in from a schedule of rates to complete the installation.</p> <p>Resident Satisfaction - The works contractor, TSG Building Services, performed well, completing works to a constantly high standard which is reflected in a resident satisfaction rate of 95%.</p> |
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| <p>18.Improvement reflections</p> | <p>Tenant Refusals - As detailed above, 180 properties (31.5%) scheduled for improvement works in this project at the previous Gateway did not grant access for the works. Although this a slightly lower refusal rate when compared to other Decent Homes projects carried out recently (the prior 2016 project had a no access rate of 34.26%), additional work engaging with residents should be considered for future projects to reduce this rate further (with the acceptance that there are always likely to be some residents, particular the elderly or those with young families, who may not desire the disruption that these works would necessarily entail at any given time).</p> <p>Increasing early engagement with residents would have the associated benefit of reducing pressure on the programme as time lost repeatedly seeking access to hard to reach properties would be minimised.</p> <p>Budget Estimation - The works budget estimates at earlier Gateways was significantly over-estimated as was largely based on previous Decent Homes projects where cost control had proved challenging. This project will now form a realistic benchmark for estimating future projects of this nature.</p> <p>Similarly, the Gateway 5 estimates for fees and staff costs were also significantly over-estimated. Estimates were again based on previous Decent Homes projects where cost control had been an issue which had required far more intrusive project management and independent oversight. Similar estimates could be adjusted downwards as appropriate for future similar projects.</p> |
| <p>19.Sharing best practice</p> | <p>1. Dissemination of key information through team and project staff briefings. A standard approach to Decent Homes work has been adopted by the Major Works team reflecting industry best practice.</p> <p>2. Lessons learned have been logged and recorded on departmental SharePoint.</p> |
| <p>20.AOB</p> | <p>N/A</p> |

Appendices

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| Appendix 1 | Project Coversheet |
|-------------------|--------------------|

Contact

| | |
|-------------------------|-----------------------------------|
| Report Author | David Downing |
| Email Address | david.downing@cityoflondon.gov.uk |
| Telephone Number | 020 7332 1645 |

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Project Coversheet

[1] Ownership & Status

UPI: 11542

Core Project Name: Decent Homes at Dron House, Golden Lane, Southwark, Sydenham, Windsor, and York Way Estates.

Programme Affiliation (if applicable): N/A

Project Manager: David Downing / Jyoti Parmar

Definition of need: A structured programme of works to bring the kitchen, bathroom and central heating facilities within tenanted, residential properties on several City housing estates up to modern, 'Decent Homes' standards to meet statutory requirements.

Key measures of success:

1. Compliance with statutory Decent Homes measures.
2. Completion of surveys to all tenanted properties at the relevant estates.
3. Completion of all required works, as determined by surveys.
4. Newly installed kitchens to have expected lifespans of 20 years.
5. Newly installed bathrooms to have expected lifespans of 30 years.

Expected timeframe for the project delivery: Project Complete

Key Milestones:

Are we on track for completing the project against the expected timeframe for project delivery? Yes

Has this project generated public or media impact and response which the City of London has needed to manage or is managing?

No

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing' G1 report (as approved by Chief Officer 03/03/15):

- Total Estimated Cost (excluding risk): £4,000,000 - £5,000,000
- Costed Risk Against the Project: N/A
- Estimated Programme Dates: Works to start April 2016

Scope/Design Change and Impact: N/A

'Project Proposal' G2 report (as approved by PSC 25/03/15):

- Total Estimated Cost (excluding risk): £4,000,000 - £5,000,000
- Resources to reach next Gateway (excluding risk): £10,000
- Spend to date: £0
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: Works to start April 2016

Scope/Design Change and Impact: None

'Options Appraisal and Design' G3/4 report (as approved by PSC 11/05/2016):

- Total Estimated Cost (excluding risk): £3,904,000
- Resources to reach next Gateway (excluding risk): £15,000
- Spend to date: £10,000
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: Works to start July 2017

Scope/Design Change and Impact: None

'Authority to start Work' G5 report (as approved by Chief Officer 08/06/2017):

- Total Estimated Cost (excluding risk): £3,567,013
- Resources to reach next Gateway (excluding risk): £3,542.013
- Spend to date: £11,670
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: September 2017 – August 2018

Scope/Design Change and Impact: None

Total anticipated on-going commitment post-delivery [£]: N/A
Programme Affiliation [£]: N/A

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| Committee: | Dated: |
| Community and Children's Services | 28/09/2020 |
| Subject: City of London Corporation Combined Relief of Poverty Charity (CRPC) (1073660) – Administration & Management | Public |
| Report of: Chief Grants Officer (CGO) and Director of City Bridge Trust | For Decision |
| Report author: Simon Cribbens, Assistant Director – Commissioning and Partnerships | |

Summary

The City of London Corporation is the trustee of the City of London Corporation Combined Relief of Poverty Charity (1073660). This report presents various matters for consideration that are intended to support the better administration and management of the charity, consistent with the City Corporation's duties as trustee to keep such matters under review to ensure that the charity is operating most effectively. Specifically, decisions are sought on the charity's reserves policy and funding strategy.

Recommendations:

Members are asked, collectively acting for the City of London Corporation as trustee of the City of London Corporation Combined Relief of Poverty Charity (Charity Reg. No. 1073660) – the CRPC – and in the best interests of the charity and its beneficiaries to:

- 1) approve the revised reserves policy at **Appendix B**
- 2) approve the revised more strategic approach to funding and charitable activities for the charity, including the proposed expenditure of up to £300,000 of income funds over 2020/21 to 2025/26 (subject to ongoing review) as set out in the report
- 3) subject to Recommendations 1 and 2 being agreed, to delegate authority to the Director of Community and Children's Services, in consultation with the Chairman and Deputy Chairman, to develop and set the framework for implementation of the charity's new funding strategy.

Main Report

Background

1. The City of London Corporation's CRPC is the principal relief of need and/or poverty charity for which the City Corporation is corporate trustee acting by the Common Council. The administration and management of the charity has been delegated to the Community and Children's Services Committee.
2. The objectives of the charity are for the public benefit:

"The relief of those in need by reason of poverty, old age, ill health, accident or infirmity who are either the widow, widower or child of a Freeman of the City of London or who reside in the City of London or the London Boroughs by the provision of grants, items and services or such other support as the trustee determines."

3. In October 2018, the charity's modest funds were more than doubled following the decision to accept the transfer to the CRPC on a restricted basis, the assets of the Corporation of London Benevolent Association (COLBA), another historic relief of need charity associated with the City Corporation's elected Members. The funds are to be used for the general purposes of the CRPC, subject to the restriction that where there are competing applications of equal merit, preference must be given to those beneficiaries residing in London who are previous or current elected Members, their dependents or connected persons; and otherwise when residing outside London preference should be given to the widows, widowers or children of previous and current elected Members; and further that, in applying the funds for these restricted purposes, the historic connection to the Association is recognised. This report seeks to implement a framework to support these commitments.
4. In the current financial year, the very modest assets of the Signor Favale's Marriage Portion Charity have also been transferred to the CRPC on an unrestricted basis. However, the funds were transferred to the CRPC subject to a wish that Signor Favale's name be retained in some way in making future grant awards, and this was accepted by your Committee.
5. When the charity's strategic funding objectives were last reviewed as part of the City Corporation's Grants Service Based Review in 2015/16, it was considered to be in the best interests of the charity to include it within the City Corporation's Central Grants Programme (CGP) and for the charity's funds to be applied under the Stronger Communities Theme, which supports projects or services delivered for the benefit of communities or beneficiaries within the City of London and its housing estates across London.
6. The Department of Community and Children's Services (DCCS) is responsible for leading on the charity's administration and management. As the charity falls within the CGP, the Central Grants Unit (CGU) within the Town Clerk's Department provides support in grants assessment and due diligence, and in implementing good practice. Financial assessments are led by the Chamberlain's Department (Head of Charity and Social Investment Finance). Decisions are taken in consultation with an advisory officer panel.
7. There is a separate report on your agenda providing an update on the CGP, and the recent activities of the CRPC as part of the CGP. It also proposed

changes to the criteria for the Stronger Communities Programme which are relevant to this report.

8. The CRPC's funds are invested in the City of London Charities Pool (Charity Reg. No. 1021138). The investment policy is to provide a real increase in annual income in the long term, while preserving the value of the capital base.
9. The CRPC has struggled to attract applications and expend funds under the Stronger Communities Programme, and significant income has accumulated. There was no expenditure on charitable activity for the year ending 31 March 2020. However, the onset of COVID-19 led officers to seek the trustee's approval to make a direct grant in support of the local response to the pandemic. Two grants totalling £16,000 were awarded to Age UK City of London in April and July this year, to support the delivery of the Square Mile Food Bank.
10. Accumulated income and the transfer of assets from other charities has left the balance of unrestricted funds at around £86,000 to date. This is higher than is required or desirable when considering the charities' Statement of Recommended Practice (SORP) which the trustee is required to follow.

Current Position

11. A charity trustee has a duty to keep their charity's administration and governance under review, and take relevant steps to ensure that their charity is operating effectively to achieve the charity's intended objectives. This will include regularly reviewing the charity's governing documents, governance arrangements, policies and activities, and so on.
12. Following the transfer of funds to the CRPC from COLBA and the Signor Favale's Marriage Portion Charity, and having regard to the restrictions and wishes attached to those funds, and the difficulties in attracting applications and in distributing funds to date, it is necessary to review the funding strategy for the charity. In so doing it is also be timely to consider the appropriate level of income reserves the charity should hold, and to set a reserves policy which is compliant with the SORP.
13. The current funding policy of the CRPC falls under the Stronger Communities criteria at **Appendix A**, and in summary provides that: "grants will be awarded to projects or services that are being delivered for the benefit of the communities or beneficiaries within the City of London and/or City of London Managed Housing Estates".
14. The CRPC's specific criteria has been removed from the Stronger Communities publicly available policy so that it can work more strategically to provide funding for the relief of poverty. However, it will still operate under the above geographical requirements.

15. As noted at paragraph 7 of this report, your Committee is also separately being asked to consider changes to the overarching Stronger Communities criteria. The principal changes to the existing criteria are:

- a) Small Grants will be assessed on a rolling basis, with decisions within eight weeks of submission.
- b) Main Grants will be assessed on a rolling basis, with decisions within 12 weeks of submission.
- c) The CRPC will work strategically as part of the Stronger Communities Programme to respond to arising need in line with its charitable objectives.
- d) The criteria for the Stronger Communities Fund has been made more geographically specific.

16. The current reserves policy of the charity is to:

“maintain the endowment funds of the charity in investments in the Charities Pool administered by the City of London Corporation and use the investment income together with other funds, in accordance with the objective of the charity. The trustee also has the discretion to distribute the expendable endowment, in addition to the unrestricted fund and restricted fund as grants, should they deem this is appropriate.”

17. SORP requirements state that the trustee’s annual report should include:

- a statement of the policy on reserves
- the level of reserves held, and why they are held
- the amount and purpose of (material) designated funds.

Proposals

Application of Funds/Funding Policy

18. Officers from the DCCS, in consultation with the Chamberlain’s and Comptroller and City Solicitor’s departments, and the CGU, have considered options for the charity’s future administration and funding activities. The recommendations in this report have been informed by the work underway through the corporate charities review. The recommendations support a more strategic approach in applying the charity’s funds to create greatest impact, while also ensuring that the cost of administration remains proportionate to the funds available for expenditure.

19. It is recommended that the Committee, acting for the City Corporation as trustee in the best interest of this charity, resolves that, in setting a new funding strategy and policy for the charity:

- a) the revised Stronger Communities criteria (as noted at paragraphs 7 and 15 above) should be adopted
- b) additional criteria are adopted for the charity as set out in paragraphs c) to i) below

- c) the funds are applied more strategically under the Stronger Community Programme rather than by inviting applications for small grants through regular open grant rounds
- d) there be no maximum limit applied to the value of a grant, subject to funds being available for distribution, and that the minimum grant awarded should be £2,500 to ensure that the cost of administration remains proportionate
- e) at least once each year, if not more frequently in response to public need or to facilitate the expenditure of available funds, the Department will –
 - hold discovery sessions to target key partner organisations to co-produce proposals in response to relevant issues
 - develop target projects/outcomes for specific projects developed by the DCCS, with applications sought on a closed or open basis, as appropriate
- f) having regard to the restrictions and conditions imposed in accepting the transfer of funds from the COLBA (as noted at paragraph 3 above), in addition to including information in the application and policy documentation relating to the charity, a standing item be included on the Community and Children's Services Committee's non-public agenda to provide an opportunity for the Committee's Members to identify suitable applicants who can then be put in touch with officers (to be minuted). This would not prevent any applicant approaching officers directly under the grants policy. It is recommended that any such award is described as being a 'Corporation of London Benevolent Association Grant'
- g) having regard to the wishes expressed and agreed to by the CRPC in transferring the funds from Signor Favale's Marriage Portion Charity, that at least one grant made each year is described as "the Signor Favale Grant"
- h) the Community and Children's Services Committee be given delegated authority to consider and award grants up to £10,000 in accordance with the charity's funding policy, with decisions for grants over £10,000 and up to £20,000 being delegated to the Director of Community and Children's Services in consultation with the Chairman and Deputy Chairman; and any decision over £20,000 being referred to the Committee
- i) a robust process of assessment and due diligence would remain in place in accordance with agreed City Corporation processes, to ensure that funds are awarded appropriately.

Reserves Policy

20. A charity will hold identified income in reserve in accordance with an agreed policy to support the charity's financial resilience, protecting it against unexpected drops in income and ensuring that it is able to meet any

unexpected costs and expenses. The reserves policy adopted by a charity should be suitable to its aims, needs and objectives and the risks it faces.

21. The Chamberlain has undertaken an analysis for the CRPC and, to align to SORP good practice and support the charity being more active in pursuing its objectives, have recommended that the level of unrestricted funds be reduced from around £86,000 as at 31 March 2020 to around £10,000 by March 2025. The proposed level of reserves would be sufficient to cover anticipated administration and management costs for a 12-month period (subject to the funding policy adopted), and the approach is in line with generally acceptable reserves policies.
22. As Members will be aware, charities should not be 'sitting on reserves' but actively managing their unrestricted income funds to ensure that they are being properly applied to further the charity's purposes. Adopting a five-year approach, subject to annual review, would also ensure that the charity can respond to any unexpected impacts on its income and expenditure over the five-year period. It should also be noted that, while the CRPC suffered some impact on the value of its investments towards the end of the last financial year (31 March 2020), it has now recovered to pre-February 2020 levels.
23. To increase the impact of the charity in supporting its beneficiaries, and should Members agree that it is in the interests of the charity to adopt a more strategic approach to funding activities, it is proposed that a total of around £300,000 of income be made available over a five-year period for expenditure on charitable activities. The charity's income is expected to be around £35,000 per year.
24. A projected expenditure of around £300,000 over five years, from 2020 to 2025 (which includes around £16,000 already given to Age UK), would provide £256,000 for grants distribution, with the remainder meeting the costs of administration and management (including finance support, audit and grants management, and so on). Should this approach be adopted, this would involve expenditure of restricted (COLBA) funds, but a retention of around £169,000 to meet any applications that meet the COLBA conditions. By seeking to actively apply more of the charity's income funds in a more impactful way, officers hope that this will enable the support of larger projects over longer periods to achieve maximum impact for beneficiaries.
25. The following table provides a summary of the changes to the charity's fund balances should this approach be adopted by the trustee.

| Amounts held | Unrestricted fund | Restricted fund | Endowment fund total | Total |
|------------------|-------------------|-----------------|----------------------|---------|
| | £ | £ | £ | £ |
| As at 31/03/2020 | 86,295 | 301,891 | 88,770 | 476,956 |
| As at 31/03/2025 | 10,064 | 169,208 | 109,070 | 288,342 |

Conclusion

26. A charity trustee has an obligation to take relevant steps for their charity's good governance and administration, including keeping funding and reserves policies under review. The matters presented here for consideration by Members acting collectively for the City Corporation as trustee of the CRPC, support that outcome so that the charity achieves maximum impact for its beneficiaries from its available funds.

Appendices

- Appendix A – Stronger Communities: Criteria for funding
- Appendix B – Draft Reserves Policy

Simon Cribbens

Assistant Director – Commissioning and Partnerships
Department of Community and Children's Services

T: Microsoft Teams/Skype

E: simon.cribbens@cityoflondon.gov.uk

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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

Main Grants

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.

Small Grants

A small grants scheme for grants of £3,000 or less will now run throughout the year on a rolling basis with no deadlines.

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

Main Grants

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.

Small Grants

Small Grants will be assessed within 8 weeks of the application being submitted.

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.

Appendix B

City of London Corporation Combined Relief of Poverty (1073660)

DRAFT Reserves Policy – based upon position as at 31/03/2020

The charity holds permanent and expendable endowment funds. The permanent endowment funds are held in perpetuity. It is the Trustee's policy to invest the assets of the charity held within this permanent endowment fund to retain the real value of the endowment whilst generating income for the activities undertaken. The expendable endowment is further held to generate sufficient income to enable the charity's objects to be met.

The charity's unrestricted income funds can be utilised at the discretion of the Trustee to further the charity's purposes and to meet the reasonable costs and expenses of administering the charity.

The free reserves of the charity are held to cover working capital needs. The Trustee has resolved that an amount of £10,000 should be held in reserve, which sum will be subject to annual review.

The charity currently holds free reserves of £86,295, being £76,295 above the stated policy, with the Trustee being sensitive to the as yet unknown long-term impacts of the Covid-19 pandemic on investments held and subject to a review of its funding policies which are intended to support increased distribution of charitable funds.

Useful information for the funds balances held

| Funds held | 31/03/2020 | 31/03/2019 | Increase / (Decrease) |
|--|----------------|------------|--------------------------|
| | £ | £ | % |
| Unrestricted income funds (free reserves) | 86,295 | 57,944 | 48.9% |
| Restricted funds | 301,891 | 355,207 | (15.0%) |
| Endowment funds: | | | |
| - Permanent | 3,037 | 3,732 | (18.6%) |
| - Expendable | 85,732 | 105,338 | (18.6%) |
| Total funds | 476,956 | 522,221 | (8.7%) |

Any income arising from the endowment funds and restricted funds held are accounted for within the unrestricted income funds.

In addition to the unrestricted and restricted funds, the Trustee also has the discretion to apply the expendable endowment. To enable this to take place, the Trustee would need to resolve to release the restrictions on expenditure of the expendable endowment. Further, investments currently held in the Charities Pool would need to be disposed of.

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| | |
|---|---------------------|
| Committee: | Dated: |
| Community and Children's Services | 28/09/2020 |
| Subject: Stronger Communities Programme | Public |
| Report of: Andrew Carter, Director of Community and Children's Services | For Decision |
| Report author: Jack Joslin, Head of Central Grants Unit | |

Summary

The Stronger Communities theme of the Central Grants Programme (CGP) opened in October 2016. The integration of the Small Grants Scheme into the Stronger Communities Programme took place in February 2018. The Central Grants Unit (CGU) offered the Small Grants scheme on a rolling basis to ensure that the funds were more accessible to City of London Communities. The CGU is seeking approval to offer the Stronger Communities programme both small and main grants on a rolling basis from 1 October 2020. This will allow for the fund to respond to emerging needs in the community that the fund serves.

Recommendations

Members are asked to:

- approve the new Stronger Communities process
- note the revision to the criteria for the Stronger Communities Programme at **Appendix 1**
- note the recent grants awarded from the Stronger Communities Fund at **Appendix 2**

Main Report

Background

1. The Stronger Communities theme is a strand of the City of London Corporation's (CoLC's) Central Grants Programme (CGP) that awards grants to projects or services that are being delivered for the benefit of communities or individual 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 (DCCS) 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. Applications 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.

Stronger Communities Programme

5. 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. A discreet budget was made available to ensure that Small Grant applications would be available under the main programme.
6. In February 2020, Members of this Committee agreed that the CGU should offer the Stronger Communities Small Grants Scheme on a rolling basis. Members approved delegated authority to the Director of DCCS on all Small Grant applications of £3,000 or less.
7. Delivering the grants programme on a rolling basis has allowed for Communities to seek funding when it is required and get quicker responses to applications. The Stronger Communities Programme has continued with application deadlines, the last deadline passed at the end of April 2020 during lockdown.
8. During the April Deadline the CGU received 26 Applications, the most received for any Stronger Communities round. Out of the 26 applications received 5 were awarded funding, with one application being a Small Grant. The 5 projects awarded funding can be found at **Appendix 2**.
9. The majority of the 21 applications received by the CGU were ineligible and were for projects responding to the needs of communities across London due to the impact of the Coronavirus Pandemic. Most of these applications were not taking place in the City of London or its managed housing estates.
10. The CGU in consultation with Officers from DCCS responded to these applicants within the first 3 weeks to inform them their applications had been rejected and provide advice and guidance on Covid-19 emergency funds that were available and more suitable to their needs, including the London Community Response Fund.
11. During this period, the CGU worked closely with officers from DCCS to provide funding to Age UK City of London to support the set up and running

costs for the City of London Foodbank. This funding was made available from the Combined Relief of Poverty Charity to respond to this emerging need.

12. Analysis of the activity on the fund during the period of lockdown has given officers a better understanding of how to manage the fund going forward to ensure it can be more responsive to emerging community needs. Members are therefore being asked to approve that the Stronger Communities programme is delivered from the 1st October on a rolling basis.
13. Both programmes will be assessed on a rolling basis as follows:
 - i) Small Grants will be assessed within 8 weeks of submission
 - ii) Main Grants will be assessed within 12 weeks of submission
 - iii) An expert officer panel will be used to make decisions on applications, this will be done digitally and on a rolling basis to ensure that the programme is agile and responsive to community needs
 - iv) Small Grant decisions are delegated to the Director of DCCS, Main Grants are delegated to the Director of DCCS in consultation with the Chairman and Deputy Chairman of the Committee as previously agreed.
 - v) The Combined Relief of Poverty Charity will work strategically as part of the Stronger Communities Programme to respond to arising needs, a further report at this committee will outline this approach
 - vi) A geographically specific criteria has been created to ensure that applicants do no waste energy on ineligible applications
14. The CGU manages the City of London Community Infrastructure Levy Neighbourhood Fund which also operates on a rolling basis, advice can be provided to applicants on the best route for support across all programmes
15. Updates on the scheme will be provided to Committee on a bi-annual basis.

Corporate & Strategic Implications

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

Conclusion

18. The Stronger Communities Programme will be established on a rolling basis to ensure consistent community access for all levels of funding. The CGU will provide advice and guidance to applicants about all of the funding that may be available to City of London Communities or those living in its housing estates.

Appendices

- Appendix 1 – CoLC Stronger Communities Eligibility 2020

- Appendix 2 – Stronger Communities – Approved Assessments

Jack Joslin

Head of Central Grants Unit

T: 020 7332 3712

E: jack.joslin@cityoflondon.gov.uk

Stronger Communities

1. Geographical eligibility

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:

- i. Within the City of London (the Square Mile – see red boundary on the map below)



And / Or

- ii. On City of London Corporation managed housing estates. A current list is available at: <http://www.cityoflondon.gov.uk/services/housing/housing-estates/Pages/default.aspx>

Please only apply to this programme if your project is directly targeting beneficiaries within one or more of the above geographical areas. Applications that do not meet these criteria will unfortunately be rejected.

2. Types of activity to be supported

The Stronger Communities funding theme has been separated into two sub-themes. Applications should fit one or both of these 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).

3. 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.

4. Opening Dates

Main Grants

A Main Grant Scheme will be run throughout the year on a rolling basis with no deadlines. Decisions will be made within 12 weeks of the application submission.

Small Grants

A small grants scheme for grants of £3,000 or less will now run throughout the year on a rolling basis with no deadlines. Decisions will be made within 8 weeks of the application submission.

5. 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.

6. 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.

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

Main Grants

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

Small Grants

Small Grants will be assessed within 8 weeks of the application being submitted.



8. 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.

9. 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.

10. 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.

11. 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.

12. 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.

13. 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

14. 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.

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Stronger Communities

Assessment Pack

Jack Joslin & Lily Brandhosrt

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY: a) Stronger Communities

The Barbican Tuesday Club (ref. 16444)

Amount requested: £2,000

Amount recommended: £2,000

Purpose of grant request: To support the costs of weekly meetings for older isolated people on the Barbican Estate.

The Applicant

The Barbican Tuesday Club (BTC) is a small voluntary constituted organisation, with 4 committee members. The club has been running since the 1970's and provides social opportunities for older and often isolated residents of the Barbican to socialise.

Background and detail of proposal

BTC has been running for over 30 years and schedule a range of talks, visits, coach outings and parties throughout the year to tackle social isolation of older residents on the Barbican Estate. Funding is being sought to pay for a coach trip to the seaside, educational visits to museums and galleries, speakers to visit the group, a summer and Christmas party and a New Year lunch. The schedule of events and trips will start in the spring of 2019 and will carry on over a 12-month period.

Financial Information

BTC have a very small turnover and rely on a small grant each year and membership fees to ensure that they can run all the events they wish to.

Recommendation

This application clearly meets the outcomes of the Stronger Communities programme as it both develops stronger communities while improving the health and well-being with older residents of the Barbican Estate. BTC have been running this well attended club for a long time and have a range of interesting trips, talks and excursions planned which this funding will support. Funding is therefore recommended as follows:

£2,000 to support the cost of a coach outing, educational visits, speakers, a Christmas and summer party and a new year lunch for older isolated residents of the Barbican.

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY: a) Stronger Communities

Faith Matters CIC (ref. 16436)

Amount requested: £8,740

Amount recommended: £8,740

Purpose of grant request: To create a social media campaign targeting City of London residents, by producing a series of short videos challenging extremist conspiracy theories around Covid-19

The Applicant

Faith Matters CIC (FM) launched in 2006 as a vehicle to enable faith communities to reduce conflict using conflict resolution tools. It works on integration, cohesion, hate crime and countering extremism projects. Faith Matters has also influenced social policy at local, regional and governmental levels through its research reports. Its programmes strengthen the capacity of faith leadership, working on developing shared values that act as a glue between communities and in developing voices against extremism and extremist rhetoric. It has also specialised in online campaigns against extremism.

Background and detail of proposal

FM has worked with individual residents of the City of London through TellMAMA, its service supporting victims of anti-muslim hate crime. This has included work on issues including housing, racism, discrimination and domestic abuse. Based on this experience it has found that City residents can sometimes feel isolated from the wider City of London community. Such feelings of isolation can only be compounded by the isolation of Covid-19. FM is also aware of the online dissemination of conspiracy theories about the Coronavirus, propagated by both UK far right and Islamic extremist groups. People who are feeling disconnected from the community may be more vulnerable to such misinformation.

To combat this, FM seeks funding to create and disseminate via social media three 60-90 second videos challenging extremist Covid-19 theories and reinforcing a sense of community and connection to others. Videos will invoke a sense of community pride by reflecting on the challenges Londoners have faced together in the past, on the pluralism of the NHS, and on the faith communities – such as churches and mosques – which are there for people even though they may be closed at present. Videos will be targeted at City of London housing estate residents but will also be shown to audiences in other parts of London and the UK. They will be shared primarily via Facebook, Instagram and Twitter. In order to reach the older generation and people who do not use these platforms, videos will also be shared via Whatsapp, which enjoys wider use. The video assets will also be shared with the CoL Police, so that they can help disseminate them to target groups. It is hoped as a result of watching the videos people will be better equipped to check the facts and will feel more part of a community with their neighbours.

Financial Information

The organisation is in a reasonably stable position financially, with reserves increasing. It anticipates that 2021 income could take a hit from Covid-19 measures, but is working to move much of its engagement work online to avoid disruption as far as possible. 82% of 2021 income is confirmed, so the organisation should be able to survive the pandemic.

| Year end as at 31st March | 2019 | 2020 | 2021 |
|---|----------------|----------------|----------------|
| | Draft Accounts | Draft Accounts | Forecast |
| | £ | £ | £ |
| Income & expenditure: | | | |
| Income | 902,355 | 690,000 | 690,141 |
| - % of Income confirmed as at 1/6/2020: | N/A | N/A | 82% |
| Expenditure | (842,342) | (628,000) | (513,575) |
| Total surplus/(deficit) | 60,013 | 62,000 | 176,566 |
| Split between: | | | |
| - Restricted surplus/(deficit) | 69,038 | 55,000 | 29,566 |
| - Unrestricted surplus/(deficit) | (9,025) | 7,000 | 147,000 |
| | 60,013 | 62,000 | 176,566 |
| Total expenditure | 842,342 | 628,000 | 513,575 |
| Free unrestricted reserves: | | | |
| Free unrestricted reserves held at year end | 103,738 | 110,738 | 257,738 |
| No of months of total expenditure | 1.5 | 2.1 | 6.0 |

Recommendation

This proposal meets the programme criteria of seeking to strengthen communities resident in the City of London. There are many individuals who are isolated and vulnerable at this time. Your officer was initially sceptical about the idea of a social media campaign but the expertise and learning FM has from its work in this area suggests that such a campaign can make a difference to people's resistance to extremist ideas and their faith in the communities around them. Research exists to suggest that by debunking and disrupting misinformation before it becomes entrenched, it can lose its hold.¹ There is a question as to whether a campaign so reliant on digital technology will reach the most vulnerable and isolated, who may not use digital devices. A grant could be recommended as follows:

£8,740 to create a social media campaign targeting City of London estate residents, by producing a series of short videos challenging extremist conspiracy theories and promoting a sense of community during the Covid-19 pandemic.

¹ "Who is most likely to believe and share misinformation?", Dr Dora Olivia Vicol, 2020

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY: a) Stronger Communities

**St Mary Moorfields Parish (Westminster Roman Catholic Diocese)
(ref. 16435)**

Amount requested: £3,500

Amount recommended: £3,500

Purpose of grant request: Lecture on history of the City of London and a panel speaker event to equip participants to serve the community.

The Applicant

St Mary Moorfields in Eldon Street, between Moorgate and Liverpool Street station, is the only Catholic church in the City of London. Founded in 1820, it has a long history of work in the community, opening its doors in 1860 as a night shelter for homeless men and women, regardless of faith: the organisation Providence Row has its origins in this work. Formally, this application is from the Westminster Roman Catholic Diocesan Trust, a registered charity of which St Mary Moorfields Parish is part.

Background and detail of proposal

In its bicentennial year, looking back to its earlier social work, St Mary Moorfields is now considering what it can offer the wider community in and around the City of London. To this end it wishes to organise a public talk on the church's history and the social history of the surrounding area. It also wants to host an event organised by its Young City Catholics group, taking Providence Row as a case study of what social engagement can look like in practice. Charities will be invited to contribute their expertise. The event will be aimed at young City professionals of all faiths and none. It will encourage discussion about how they can make the changes they want to see in society, for example through volunteering, and how to take the lead within their organisations to promote public benefit. Both events will be free and the church hopes that they will be the first of many. It has been discussing the event with other City organisations such as Heart of the City, Museum of London and of course Providence Row. Its network of contacts will help to publicise the event. Originally intended for the summer of 2020, due to the Coronavirus pandemic the events have been rescheduled for November 2020.

Financial Information

The charity is working to bring its reserves up to the level of £9,000,000 – a modest two months' total expenditure. Income is falling, partly due to declining parishioner numbers as families return to other European countries in the light of the UK leaving the EU. The charity is bringing expenditure down, but anticipates this will take a few years to fully implement.

| Year end as at 31st December | 2018 | 2019 | 2020 |
|---|-------------------|------------------|------------------|
| | Signed Accounts | Draft accounts | Forecast |
| | £ | £ | £ |
| Income & expenditure: | | | |
| Income | 70,977,000 | 53,360,000 | 54,066,000 |
| - % of Income confirmed as at | N/A | 100% | 2% |
| Expenditure | (44,394,000) | (52,134,000) | (52,430,000) |
| Total surplus/(deficit) | 26,583,000 | 1,226,000 | 1,636,000 |
| Split between: | | | |
| - Restricted surplus/(deficit) | 25,856,000 | 3,381,000 | 3,271,000 |
| - Unrestricted surplus/(deficit) | 727,000 | (2,155,000) | (1,635,000) |
| | 26,583,000 | 1,226,000 | 1,636,000 |
| | | | |
| Total expenditure | 44,393,000 | 52,134,000 | 52,430,000 |
| | | | |
| Free unrestricted reserves: | | | |
| Free unrestricted reserves held at year end | 7,075,000 | 4,920,000 | 3,285,000 |
| No of months of operating expenditure | 1.9 | 1.1 | 0.8 |
| Reserves policy target | 9,000,000 | 9,000,000 | 9,000,000 |
| No of months of operating expenditure | 2.4 | 2.1 | 2.1 |
| Free reserves over/(under) target | (1,925,000) | (4,080,000) | (5,715,000) |

Recommendation

This proposal can arguably be said to meet the criteria of Stronger Communities: it aims to encourage people in the City to become more involved in their communities and would promote the creation of new and potentially innovative community projects. It also links well with the city's volunteering and philanthropy agenda. A grant could be recommended as follows:

£3,500 for events on history of the City of London and a panel speaker event to equip participants to serve the community

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY: a) Stronger Communities

Tower Hamlets Youth Sport Foundation (ref. 16354)

Amount requested: £9,000

Amount recommended: £9,000

Purpose of grant request: A contribution towards the costs of establishing cricket activities for children in the City, Tower Hamlets and Islington

The Applicant

Tower Hamlets Youth Sport Foundation (THYSF) was formed in 2012 to continue the work previously developed and provided under the School Sport Partnerships in the London Borough of Tower Hamlets (LBTH). THYSF continued to deliver sports activities in the borough's schools, working in partnership with the council. In 2018/19 the Trustees opted to bring these activities to a close, as they were no longer financially viable. Since 2018 the charity has run the Platform Cricket programme for children in Tower Hamlets and other inner London boroughs. As well as seeking to improve young people's health and fitness, it also works to indirectly support educational attainment, social cohesion and reductions in anti-social behaviour.

Background and detail of proposal

THYSF seeks funding to run its Platform Cricket programme for disadvantaged children in the City, Tower Hamlets and Islington. The programme has two main aims: to improve the lives and future prospects of young people through sport, and to contribute to the diversification of UK elite cricket, in which state-educated and BAME players are underrepresented. Drawing on THYSF's experience of delivering sports activities in inner London boroughs, it will work by removing some of the key barriers to participation in cricket such as cost, distance to travel to the activity and the image of cricket as being exclusive or old fashioned.

The project will create two cricket clubs: one encompassing Portsoken, Spitalfields/Banglatown and Whitechapel, the other Aldersgate, Cripplegate, Farringdon, Clerkenwell and Bunhill. It will work with 14 state schools across the two areas, many of which will draw pupils from City of London housing estates. Phase one, starting in September 2020, will be a five-week schools' programme for Year 4 with delivery in schools (not part of statutory PE provision). Information about the new clubs will be circulated to participants during this phase. In phase two, children interested in continuing with cricket will join their nearest club, attending weekly training sessions at evenings and weekends and beginning to play competitions around February half-term 2021. Children who have completed one year in the programme will be encouraged to stay for a second year. As it will be in its pilot phase in this area of London, THYSF will work with local schools, parents and communities to see how the programme develops and whether provision over third and fourth years is a desirable and achievable option.

Covid-19 measures may mean that the project has to start later than the planned date of 14th September. THYSF is working with schools on this and will postpone the start date as necessary.

Financial Information

The charity is building its reserves since the end of its longstanding relationship with LB Tower Hamlets in 2018/19. Covid-19 is having an impact on its ability to fundraise over the summer of 2020, as an important source of income is from people participating in sporting events. However grant income will mostly be delayed rather than lost (due to the pushing back of project start dates). Because most staff are sessional workers, it is easier for it to scale back expenditure until activities can start up again. The charity is confident of its survival and has contingency plans in place – such as increasing grants fundraising and running some additional, income generating programmes in more affluent areas of London.

| Year end as at 31st March | 2019 | 2020 | 2021 |
|---|-----------------|----------------|--------------|
| | Signed Accounts | Draft accounts | Forecast |
| | £ | £ | £ |
| Income & expenditure: | | | |
| Income | 127,799 | 142,608 | 257,149 |
| - % of Income confirmed as at 15/05/2020 | N/A | 100% | 35% |
| Expenditure | (158,749) | (136,721) | (255,000) |
| Total surplus/(deficit) | (30,950) | 5,887 | 2,149 |
| Split between: | | | |
| - Restricted surplus/(deficit) | (28,140) | (2,763) | (24,083) |
| - Unrestricted surplus/(deficit) | (2,810) | 8,650 | 26,232 |
| | (30,950) | 5,887 | 2,149 |
| Operating Expenditure (unrestricted) | 63,564 | 85,028 | 180,000 |
| Free unrestricted reserves: | | | |
| Free unrestricted reserves held at year end | 9,637 | 18,287 | 44,519 |
| No of months of operating expenditure | 1.8 | 2.6 | 3.0 |
| Reserves policy target | 31,782 | 42,514 | 90,000 |
| No of months of operating expenditure | 6.0 | 6.0 | 6.0 |
| Free reserves over/(under) target | (22,145) | (24,227) | (45,481) |

Recommendation

It is unclear how many children resident in the City of London this programme will engage. However the assumption, based on THYSF's previous work with three of the proposed schools, that some children attending schools on the City's fringes will be CoL residents, may be reasonable. The proposed programme is ambitious but delivered by an organisation with considerable experience and working relationships with some of the schools it wishes to engage. In summary, an interesting pilot but one that may be considered to stretch the programme's geographical criteria slightly too far. A grant could be recommended as follows:

£9,000 towards the costs of establishing the Platform Cricket programme for children in the City, Tower Hamlets and Islington

CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY: a) Stronger Communities

Tudor Rose Court Residents' Association (ref. 17307)

Amount requested: £9,975

Amount recommended: £3,000

Purpose of grant request: Purchase of comfortable and attractive furniture for our residents' lounge to enable suitably distanced social interaction between residents and guests.

The Applicant

The Tudor Rose Court Residents Association (TRCRA) is a voluntary constituted organisation set up to look after the interests of the tenants and residents at Tudor Rose Court. The Association works with residents to ensure they are consulted, improve relationships between residents and the manager and preserve local amenities in the area.

Background and detail of proposal

Tudor Rose Court is a sheltered housing scheme with 35 mostly single-occupancy flats. The TRCRA is looking to create an attractive and comfortable space where residents can meet socially. Tudor Rose Court has extensive Communal facilities that are currently underused due to the furniture being over 20 years old. The TRCA are requesting funding to buy new Sofas, Chairs and soft furnishings to make the area more attractive. In turn this will improve the community spirit as there will be space where people wish to meet socially.

Financial Information

The organisation has a very small turnover and hold funds for work on the gardens and for social events each year. This grant would significantly increase turnover, but these are for one of items.

Recommendation

This application meets the criteria of the Stronger Communities fund as it will improve communal areas in Tudor Rose Court which will lead to more social activity. However, there are several issues that need to be considered too. This application arrived one month after the deadline. Normally we would decline an application for this, however I have given this the benefit of the doubt and brought it to panel to discuss. The Panel felt the budget was very high and that there had not been a good enough case made for the purchase of designer furniture, where much cheaper alternatives could be sourced. The panel also felt there needed to be a risk assessment completed on the spacing of furniture to ensure it complied with social distancing and public health guidelines. Any funding is made conditional on this. Therefore, a much reduced grant of £3,000 has been approved. Funding is recommended as follows:

£3,000 towards the cost of furniture to improve the communal areas on Tudor Rose Court. Funding being released is conditional on the Residents Association seeking a Covid-19 related risk assessment from the landlord to ensure that the spacing of the furniture adheres to social distancing and public health guidelines.

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| Committee(s) | Dated: 28 th September 2020 |
| Community & Children's Services Committee | |
| Subject: Change of name for Sir John Cass's Foundation Primary School | Public |
| Report of: Andrew Carter, Director of Community and Children's Services | Decision |
| Report author: Theresa Shortland, Head of Service – Education and Early Years | |

Summary

This purpose of this report is to update members on the change of name of Sir John Cass's Foundation Primary School ("the School"), a voluntary aided school located in the City of London, and to ask Members to approve draft Instrument of Government ("IoG") as varied (Refer **Appendix 1**)

- In June 2020, the Governing Body unanimously resolved to change the name of the school considering Sir John Cass's involvement in slavery. Following a consultation period, the Governing Body's decision was to change the name of the school so that Sir John Cass's Foundation Primary School will be known as "The Aldgate School" from the start of the new academic year 2020. The Cass Child and Family Centre, which is based in the School and houses its reception class alongside a nursery and children's centre, will change its name to The City of London Child and Family Centre.
- At a meeting of the Governing Body held on 9 September 2020, a draft IoG was considered and approved by both the School Governors and the Foundation Governors. The revised IoG incorporates the following changes:
- Change of name of the School to "The Aldgate School", and
- The inclusion of a new Clause 10 which refers to the School's Diversity Statement.
- The Draft IoG incorporating the above changes has been submitted to the City of London Corporation for approval, and once approved, shall supersede the current IoG approved by the City of London Corporation on 9 August 2019.

Recommendation

Members are asked to:

1. Approve the draft loG as varied.

Main Report

Background

1. The City of London Corporation exercises the relevant functions of a local authority in respect of Sir John Cass's Foundation Primary School, the one local authority-maintained school which is in the City of London.
2. The Statutory guidance for governing bodies of maintained schools and local authorities in England - August 2017, outlines the requirements of the arrangements for the constitution of governing bodies of maintained schools constituted under The School Governance (Constitution) (England) Regulations 2012.
3. Section 20 of the Education Act 2002 requires all maintained schools to have an instrument of government which determines the constitution of the governing body and other matters relating to the school. Part 5 of the 2012 Constitution Regulations makes provision regarding the contents and form of the instrument and the procedure for making and reviewing it. Regulation 30 requires the governing body to notify the local authority of the proposed variation, in this case the change of name and reference to the Diversity Statement, together with their reasons for proposing such a variation.
4. The City of London Corporation approved the current loG submitted by the school on 9 August 2019. The change of name has been amended in the loG along with the variation at Clause 10. (Appendix 1)

Current Position

5. In June 2020, the Governing Body resolved to change the name of the school in light of Sir John Cass's involvement in slavery. The decision was taken by the Governing Body following consultation with parents, pupils, staff and other stakeholders.
6. There was a four-week consultation period with stakeholders. The Governing Body would like to thank pupils, former pupils, staff, parents, the Sir John Cass's Foundation, the Parochial Church Council (PCC) of St Botolph's Aldgate, the City Deanery Synod, and the London Diocesan Board for Schools (LDBS) for their involvement in that process. Over 100 people attended virtual consultation meetings and a similar number of written representations were received. The Governing Body reviewed every comment, and these informed

their final choice of name. A statement by the School to this effect is available at **Appendix 2**.

7. Following the consultation, the Governing Body's decision was to change the name of the school. Sir John Cass's Foundation Primary School will be known as The Aldgate School from the start of the new academic year 2020. The Cass Child and Family Centre, which is based in the school and houses its reception class alongside a nursery and children's centre, will change its name to The City of London Child and Family Centre.
8. The City of London Corporation is required, in exercising their statutory functions as a local authority, to approve the revised loG in accordance with the 2012 Constitution Regulations.
9. Members should also note that the Sir John Cass's Foundation ("the Foundation") is also in the process of reviewing its legal name. When the name has been formally changed in accordance with the Charity Commission's requirements, the Governing Body will need to submit a revised draft loG with the change to the Foundation's name, for approval by this Committee.

Conclusion

10. The Governing Body of Sir John Cass's Foundation Primary School propose to change the name of the School to 'The Aldgate School' and have submitted a revised draft of the loG to the City of London Corporation for approval.

Background Papers

- The School Governance (Constitution) (England) Regulations 2012 (the "2012 Constitution Regulations")

Theresa Shortland

Head of Service – Education & Early Years

T: 020 7332 1086

E: theresa.shortland@cityoflondon.gov.uk

Appendices

Appendix 1.

This Instrument of government was submitted by the Governing Body of Sir John Cass's Foundation Primary School on 3rd September 2020 to the City of London Corporation and approved on 28th September 2020 by the Community & Children's Services Committee.

Instrument of Government The Aldgate School

1. The name of the school is The Aldgate School.
2. The school is a voluntary aided school with a foundation. The foundation is the Sir John Cass's Foundation. *
3. The name of the governing body is "The governing body of The Aldgate School".
4. The governing body shall consist of:
 - 2 parent governors;
 - 1 LA governor;
 - 1 co-opted local community governor;
 - The headteacher (ex-officio);
 - 1 staff governor; and
 - 8 foundation governors.
5. The total number of governors shall be 14.
6. The foundation governors shall be appointed as follows:
 - i. 1 shall be appointed by the London Diocesan Board for Schools;
 - ii. 1 shall be appointed by the Parochial Church Council of St Botolph-without- Aldgate;
 - iii. 1 shall be appointed by the City Deanery Synod; and
 - iv. 4 shall be appointed by the Sir John Cass's Foundation.
7. a) The holder of the following office shall be a foundation governor ex officio: The Rector of St Botolph-without-Aldgate.
b) The Archdeacon of the Archdeaconry in which the school is situate shall be entitled to appoint a foundation governor to act in the place of the ex officio governor whose governorship derives from the office named in a) above, in the event that the ex officio governor is unable or unwilling to act as a foundation governor, or has been removed from office under regulation 23(2) of the Regulations.

8. The Archdeacon of the Archdeaconry shall be entitled to request the governing body to remove the ex-officio foundation referred to in 7 above and appoint any substitute governor.

9. Ethos statement: Recognising its historic foundation, the school will preserve and develop its religious character in accordance with the principles of the Church of England and in partnership with the Church at parish and diocesan level. The school aims to serve its community by providing an education of the highest quality within the context of Christian beliefs and practice. It encourages an understanding of the meaning and significance of faith and promotes Christian values through the experience it offers to all of its pupils.

10. Diversity and inclusion are important to the school. A copy of the school's Diversity Statement will be given to all new Governors and reviewed by the Governing Body on a regular basis.

11. The term of office of all categories of governor shall be 4 years with the exception of the Headteacher and the Rector of St Botolph-without-Aldgate, whose terms of office shall be for the periods they were appointed to their respective offices.

12. A copy of this Instrument of Government must be provided (free of charge) to every member of the governing body (and to the Headteacher if not a governor), to the trustees of Sir John Cass's Foundation and to the London Diocesan Board for Schools.

13. This Instrument of Government comes into effect on .

14. This Instrument was made by order of the City of London Corporation on 28 September 2020.

7. Appendix 2. A statement by the School.

Aldgate takes its name from one of the seven gates in the former London Wall, the site of which lies directly outside the school grounds and which dates back to Roman times. The gate gave its name to the twelfth century priory, Christchurch Aldgate, the remains of which lie below the school playground. Aldgate is also one of the 25 ancient wards of the City of London. Due to its location at the entrance to the City, Aldgate has long been a place of great welcome and diversity, both ethnically and culturally. It has also been an area of great change, an aspect that continues to this day. Aldgate is currently undergoing significant redevelopment and a large public space, Aldgate Square, has recently opened alongside the school building. Governors believe that the choice of name conveys a sense of this diverse history while placing the school at the heart of the thriving and fast-changing Aldgate community.

Working together

A key message arising from the consultation was the importance of the school's links to three historic institutions: the Sir John Cass's Foundation, the Church of England, and the City of London. The school derives huge benefit from each of these institutions, financially, culturally, and in terms of the education it delivers. These relationships make the school the special and unique place everyone recognises it to be. Many views were expressed during the consultation period and governors decided that the most appropriate way to address all three institutions was in the strapline to the school's name. This will be used on signs, on letterheads, and on the school website. The wording of the strapline will be decided once the Sir John Cass's Foundation has completed its own renaming process.

Committed to diversity

The Governing Board would also like to thank the members of the Working Group it established in June to consider the school's response to the issues raised by the Black Lives Matter movement. In addition to the renaming of the school and the removal of all statues relating to Sir John Cass, the Working Group made further recommendations that have been approved by the Board. The way in which the curriculum is delivered in school will be reviewed, helping children gain a greater understanding of all histories. This will build on existing work in this area to ensure that children are aware of the potential bias of Eurocentric interpretations. In addition, the school will ensure that the transition to a new name is recorded in an appropriate manner and that its long history will continue to be celebrated, allowing all members of the community to retain their rightfully held sense of pride in the institution. This includes replacing Founder's Day with a new, more appropriate ceremony held at St Botolph's Aldgate.

Finally, in addition to the above measures, the Governing Board will further its attempts to increase the diversity of its members. As part of the renaming process, governors have requested an amendment to the Instrument of Government of the school, strengthening its commitment to the principles of diversity and inclusivity. When ratified by the City of London Corporation, the new Instrument of Government will make explicit reference to the school's Diversity Statement. This will be reviewed by the Governing Board in the Autumn Term and regularly thereafter. These measures have the approval of the Foundation and the LDBS and will be used to

guide governor appointments by all relevant bodies. The lack of diversity of governing boards is a national problem. We are committed to removing barriers that may have discouraged members of certain parts of our society from considering applying to become a school governor, and to ensuring a diverse board that better reflects our school community.

The new school year

The Governing Board would like to take this opportunity to thank Ms Allan and her staff for all their hard work in preparing for the school to reopen on 4th September. The Board welcomes all its families, old and new, to the new academic year at this time of great change and uncertainty. We look forward to building on the long-standing success of the school and celebrating the many and varied achievements of all its pupils in the years to come.

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| Committee: | Dated: |
| Community and Children's Services Committee | 28/09/2020 |
| Subject: Special educational needs and disability (SEND) – Strategy 2020–24 | Public |
| Report of: Andrew Carter, Director of Community and Children's Services | For Information |
| Report author: Theresa Shortland, Head of Service – Education and Early Years | |

Summary

- The duties on local areas regarding provision for children and young people with special educational needs and disability (SEND) are contained in the Children and Families Act 2014. The Ofsted/Care Quality Commission (CQC) Inspection Framework sets out the legal basis and the principles of inspection.
- The SEND Strategy 2017–20 has been the overarching driver to develop the SEND services in the City since it was launched in 2017. The three-year development plan was reviewed annually and culminated in a co-production workshop in October 2019.
- The SEND Strategy 2020–24 sets out the City of London Corporation's ambitious vision for children and young people with SEND from birth to 25 years and details what we will do to achieve this vision. It builds on the previous SEND Joint Strategy 2017–2020.
- Staff in the Education and Early Years team have maintained the capacity to provide services during the COVID-19 lockdown. In May 2020, the Department for Education (DfE) made modifications to the law on Education, Health and Care needs assessments and plans due to the COVID-19 pandemic.

Recommendation

Members are asked to note the report.

Main Report

Background

1. The duties on local areas regarding provision for children and young people with SEND are contained in the Children and Families Act 2014. The Ofsted/CQC Inspection Framework sets out the legal basis and the principles of inspection.
2. The SEND Strategy 2017–20 has been the overarching driver to develop the SEND services in the City since it was launched in 2017. The three-year development plan was reviewed annually, and a self-evaluation development plan has underpinned the delivery of services. The City now has a Parent Carer Forum and an independent information and advice services for families of children with SEND. The SEND co-production group established a set of core values, and a co-production workshop in October 2019 generated the ambitions for the future for the City SEND community.
3. The Ofsted/CQC Local Area SEND Inspection in March 2018 concluded that: *“leaders and professionals have a detailed understanding of the needs of children, young people and their families. Professionals involved in meeting the needs of children and young people work well together, sharing information and communicating effectively. Strong support is also provided to parents and carers where needed.”*

COVID-19 Context

4. Staff in the Education and Early Years team have maintained the capacity to provide services during the COVID-19 lockdown. In May 2020, the DfE made modifications to the law on Education, Health and Care needs assessments and plans due to the COVID-19 pandemic. While there is no change to the legislation covering special educational needs, the Government has introduced some flexibility around aspects of the Children and Families Act 2014 through the recent Coronavirus Act 2020. Statutory functions continue to be fulfilled in a timely manner and are consistent with current DfE guidelines, including the Education, Health and Care needs assessment process.
5. Children and young people have continued their education and studies at home, using online resources provided by their schools. The SEND team very quickly established regular contact with all children with Education, Health and Care Plans (EHCPs). The team have continued to monitor the wellbeing of the children and their education. Children and young people with EHCPs have actively been encouraged to attend school if it has remained open. Home-to-school transport has continued to enable those with EHCPs to attend school. Preparations have been made for the return to school, and support has been secured for those going through transition phases.

SEND Strategy 2020–24

6. The SEND Strategy 2020–24 sets out the City of London Corporation’s ambitious vision for children and young people with SEND from birth to 25

years, and details what we will do to achieve this vision. It builds on the previous SEND Joint Strategy 2017–2020.

7. The SEND Strategy 2020–24 reflects the City of London’s Corporate Plan 2018–23 and Children and Young People’s Plan 2018–21. The principles of co-production are central to the delivery of the outcomes in the SEND Strategy.
8. The values within the strategy were established by a co-production working group of all stakeholders and focus on ‘*Co-designing as equal partners through trusted relationships for the benefit of the City of London SEND community*’. Our aim is to provide an inclusive and safe environment where children and young people with SEND can learn, achieve and participate in activities with other children and young people.
9. To achieve our vision, we have three key outcomes for 2024:
 - We have a robust and inclusive multi-agency approach to identifying, assessing and meeting the needs of children and young people with SEND.
 - All children and young people with SEND are well-prepared for and have successful transitions to adulthood.
 - Children and young people with SEND are integral and valued members of the City of London community.
10. We will continue to support the Special Educational Needs Co-ordinators (SENCO) network and ensure that continued professional development is secured for staff working with children and young people with SEND in the City. We will offer a SEND development programme for the school/setting and children’s service workforce. The programme will provide training for professionals to improve identification of need, consistency of approaches and delivery of services.
11. Our well-established partnerships with the City of London Parent Carer Forum, ‘Contact’, City libraries, Tower Hamlets SEND Information, Advice and Support Service (SENDIASS) and other voluntary and community organisations are central to the implementation of this strategy.

Conclusion

12. The SEND Strategy 2020–24 sets out the City of London Corporation’s ambitious vision for children and young people with SEND from birth to 25 years, and details what we will do to achieve this vision. It builds on the previous SEND Joint Strategy 2017–2020.

Appendices

- **Appendix 1. The City of London SEND Strategy for children and young people 2020–24**

Theresa Shortland

Head of Service – Education and Early Years.

E: theresa.shortland@cityoflondon.gov.uk

Appendix 1. The City of London SEND Strategy for children and young people 2020–24

The City of London SEND Strategy for children and young people 2020–24

SEND City Together: ‘Going the extra Square Mile’

Our vision

We want the City of London (the City) to be the best possible place for children and young people to grow up.

We will work in partnership to provide a safe, inclusive and supportive environment where all our children and young people, regardless of background and circumstance, feel they belong.

We will provide high-quality services, world-class education and excellent opportunities that enable children and young people to be healthy, develop resilience, achieve their potential and thrive.

(The City of London Corporation Children and Young People’s Plan 2018-21)

Our shared values

Co-designing as equal partners through trusted relationships for the benefit of the City of London SEND community.

- **Commitment:** we are committed to supporting our SEND community to thrive
- **Partnership and transparency:** we work together as equal partners
- **Trust and honesty:** we share information and are open about our work priorities and challenges
- **Mutual respect and acceptance:** we value each other’s experience and expertise
- **High ambition:** we support and challenge each other to achieve the best possible outcomes for our children and young people with SEND and their families.

Our aim

Our aim is to provide an inclusive and safe environment where children and young people with SEND can learn, achieve and participate in activities with other children and young people. To create a City where the City Corporation and the City and Hackney Clinical Commissioning Group (CCG) work together with children and young people with SEND and their families to give them real choices and to guide them on their future pathways: a City where everyone is welcome and children and young people with SEND feel they belong as equal members of our community; a City where we consider working with children and young people with SEND to be a privilege rather than a challenge.

We can and together we will.

In order to achieve our vision, we have three key outcomes for 2024:

1. We have a robust and inclusive multi-agency approach to identifying, assessing and meeting the needs of children and young people with SEND.
2. All children and young people with SEND are well-prepared for and have successful transitions to adulthood.
3. Children and young people with SEND are integral and valued members of the City of London community.

These key outcomes accord particularly with three outcomes in the Corporate Plan:

- Outcome 1 – people are safe and feel safe
- Outcome 2 – people have equal opportunities to enrich their lives and reach their full potential
- Outcome 3 – communities are cohesive and have the facilities they need

The key outcomes link into the Corporate Plan and the Children and Young People's Plan. They are based on what our families tell us, issues identified through the co-production workshop, and feedback from partners including health, social care, education settings, and community organisations.



In line with the SEND Code of Practice 2015, our SEND Partnership includes: the local authority and partner commissioners from across education, health and social care. This includes clinician's commissioning arrangements and NHS England for specialist health provision.

This is a joint strategy that will be adopted by all partners. The term 'schools' is inclusive of all education settings in the City of London family of schools, including academies. In partnership, we will jointly commission SEND services and work towards meeting our aims for all children and young people with SEND.

Our key partners

- The City of London's Education and Early Years Service
- Children's Social Care and Early Help
- Adult Social Care
- City and Hackney CCG
- City of London Parent Carer Forum (CPCF)
- City and Hackney Safeguarding Children Partnership
- City and Hackney Safeguarding Adults Board.

We also work with:

- parents, carers, children and young people with SEND
- education providers in the City of London, including the independent schools and Early Years providers
- the City of London academies and education providers/settings where City resident children and young people are on roll
- commissioners
- community groups and leisure facilities
- housing
- local employers
- City of London Police.

We will offer a SEND development programme for the school/setting and children's service workforce. The programme will provide training for professionals to improve identification of need, consistency of approaches and delivery of services.

Our well-established partnerships with the CPCF, Contact, and voluntary and community organisations are central to the implementation of this strategy. This strategy is based on liaison with CPCF over the past couple of years, including a commissioning mapping exercise, regular feedback from parent carers, and a co-production day that involved representatives from all stakeholder organisations.

BACKGROUND AND CONTEXT

1.1 The purpose of this strategy

The SEND Strategy sets out the City of London Corporation's ambitious vision for children and young people with SEND from birth to 25 years and details what we will do to achieve this vision. It builds on the previous SEND Joint Strategy 2017–20.

The strategy should be read alongside the 2020 SEND Self-Evaluation and 2020 SEND Action Plan.

- The 2020 SEND Self-Evaluation is a tool for us to use to assess where we are on the road map, how far along the road we have travelled and how far we have yet to go.
- The 2020 SEND Action Plan sets out the things we need to do if we are to achieve our vision.

The City of London's Corporate Plan 2018–23 sets out 12 outcomes, under three key areas:

Contributing to a flourishing society

Support a thriving economy

Shape understanding environments.

The outcomes in this strategy are aligned to the outcomes for contributing to a flourishing society:

- People are safe and feel safe
- People enjoy good health and wellbeing
- People have equal opportunities to enrich their lives and reach their full potential
- Communities are cohesive and have the facilities they need.

The **Children and Young People's Plan 2018–21** sets out five priorities for outcomes for children and young people:

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

The strategy is also informed by the:

- Joint Health and Wellbeing Strategy 2017/18 – 2020/21 – Working in partnership to achieve longer, happier, healthier lives in the City of London
- Borough of Hackney & City of London All Age Autism Strategy 2019–24 – Autistic people living and working in the City of London and the London Borough of Hackney should be able to live fulfilling and rewarding lives within a society that accepts and understands them
- Early Help Strategy 2019–21– *The right help, at the right time, in the right place*
- Short Breaks Policy and Guidance
- Early Years Strategy 2019–22 – *Quality and Inclusion for all children under five*
- Education, Cultural & Creative Learning and Skills Strategies 2019–23 – *Preparing people to flourish in a rapidly changing world through exceptional education, cultural and creative learning and skills which link to the world of work*
- City & Hackney Safeguarding Children's partnership (CHSCP)
- City & Hackney Safeguarding Adults Board (CHSAB).

1.2 National strategic context

The legal framework

The following primary legislation and guidance specifies our duties and governs our practice:

- SEND Code of Practice (0–25years) 2015
- Special Educational Needs and Disability Regulations 2014
- Equality Act 2010 – Section 6 Disability
- Education Act 1996/2002/2006
- Children Act 1989/2004
- The Equality Act 2010
- Care Act 2014.

The Children and Families Act 2014 established a clear programme of SEND reforms which developed best practice in service quality and delivery into a set of robust requirements:

- a person-centred, joined-up approach to identifying and meeting the needs of children, young people and their families
- increased engagement and participation of young people and families so that they have greater choice and control, are listened to, and their concerns are resolved swiftly
- a published Local Offer of support, services and provision, how to access it and how to raise concerns or seek redress
- the use of effective practice, data and wider intelligence and independent assessment to drive improvement

- clearly defined and understood roles and responsibilities
- increased integration of services and joint commissioning across the local authority and health service.

This legislation sits in the context of the Equality Act 2010.

Public bodies must give due regard to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- advance equality of opportunity between people who share a protected characteristic and those who do not
- foster good relations between people who share a protected characteristic and those who do not.

1.3 The national impact of the COVID-19 pandemic

This SEND Strategy was at the final stage of being formulated during the first acute phase of COVID-19 in March 2020. COVID-19 swept across the world, leading to the World Health Organization pronouncing a global pandemic. The UK Government responded to this threat by imposing a nationwide lockdown, which included the temporary closure of many businesses, all educational establishments, and restrictions on travel and outside activity. Many people, including those in local government, switched to working from home, meaning that some services were necessarily curtailed while others had to be delivered in different ways. Children and young people continued their studies at home using resources from their schools, reinforced with online and television resources.

In May 2020, the Department for Education made modifications to the law on Education, Health and Care needs assessments and plans due to COVID-19. While there is no change to the legislation covering special educational needs, the Government introduced some flexibility around aspects of the Children and Families Act 2014 through the Coronavirus Act 2020.

The modifications are:

- Rather than an ‘absolute duty’ to provide the provision contained in an Educational, Health and Care Plan (EHCP) in Section 42, the local authority now has to make ‘reasonable endeavours’ to provide this during the period of the pandemic. This should be reviewed regularly as situations change for families and services.
- Where there is a reason related to COVID-19, the usual statutory timescales within the EHCP process are replaced by the requirement that it must be completed as soon as possible. This was in place until 25 September 2020.

The City of London will continue to have the highest aspirations for all children and young people resident in the City, including those with SEND. However, the uncertainties around the future will mean that some services for these children and young people and their families will need to be shaped and developed around the priorities and restrictions applicable at any one time.

There are also opportunities to consider different ways of working that have emerged from the COVID-19 pandemic. The partnership should draw on national, regional or local evidence of any improved outcomes that might have emerged. The increased use of technology in multi-agency working has been central to our work practice and keeping everyone safe during the early stages of the lockdown.

1.4 Local strategic context

The City of London Corporation is the smallest local authority area in London. The population of children with SEND is also small and, partly because of this, our families enjoy well-resourced services and a stable team of professionals, some of whom have worked with the children and young people for many years. We are deeply committed to maintaining the quality of services and the

strength of our relationships as we move forward, to go beyond service improvement to achieving true excellence for our children and young people with SEND and their families.

Since the introduction of the SEND reforms in 2014, the City of London Corporation has completed all statutory assessments within 20 weeks of commencement, which is the legal timeframe. The Ofsted/Care Quality Commission (CQC) Local Area SEND Inspection in March 2018 concluded that: *“leaders and professionals have a detailed understanding of the needs of children, young people and their families. Professionals involved in meeting the needs of children and young people work well together, sharing information and communicating effectively. Strong support is also provided to parents and carers where needed.”*

Our schools and settings provide excellent services and support to children and young people with SEND and their families. The 2018 inspection identified that, due to its small size, the local area faces significant challenges. A large proportion of children and young people in the City who have SEND are educated outside the local area. Although the inspection judged that *“leaders have effectively mobilised resources and staffing, and used joint commissioning, to manage these challenges effectively”*, we still need to understand much more about all children and young people with SEND, including those at SEN support, to make sure they have the high-quality services they need. We want to know what is working well for them and what additional or different support and advice they might need. We also want to make sure that they know how to access the support and opportunities necessary to enable them to meet their individual potential and life outcomes. Achieving this goal is highly dependent on the quality and effectiveness of partnership working in the City.

There is a very high satisfaction rate among our families. The 2018 Local Area SEND Inspection reported that *“parents find professionals and leaders in the local area friendly, responsive and welcoming. There were numerous examples where parents explained to the inspection team that professionals working in the local area listened to their concerns and responded quickly.”*

Children and young people with an EHCP enjoy a comprehensive suite of services and feel that they have their needs well met. Parents meet regularly with City of London Corporation officers – and children often come along too.

Our one maintained primary school in the City, Sir John Cass’s Foundation Primary School, has an outstanding judgement from Ofsted (April 2013) and offers a rich curriculum and inclusive learning environment for all its pupils. In addition to Sir John Cass, we work closely with the local independent schools and the City of London family of schools that includes the City of London academies, the Early Years providers and independent schools in the City, through the Special Educational Needs Co-ordinators (SENCO) forum and other informal networks.

The City of London Corporation’s published Local Offer (everything that is offered to children and young people with SEND and their families at a local level) was refreshed in co-production with parents, children and young people. We know that we still need to go further to make the information even more accessible, to highlight opportunities, and to facilitate greater participation. The Local Offer contains a comprehensive level of information, but we need more children, young people and their families to give us feedback on how we can make it even more useful.

The Local Offer can be found on the City of London website:
<http://fyi.cityoflondon.gov.uk/kb5/cityoflondon/fyi/localoffer.page>

Families tell us that they experience good multi-agency working. Often this means that they have a close relationship with one agency or individual within an agency who then acts as a gateway for other agencies. The Local Area SEND Inspection reported that *“leaders have ensured there is effective multi-agency working... a culture has been created which means that professionals in the local area work well together to identify, assess and meet the needs of children and young people.”* However, working in partnership across agencies can have its challenges in the City. For example, the sharing of information by and with Early Years providers and related agencies is an area still to be developed further. The City’s children receive their healthcare services through either the Tower

Hamlets CCG or the City and Hackney CCG, so the City of London's partnership with both CCGs is equally important. The Ofsted Local Area SEND Inspection also acknowledged that *"with some commissioning that relates to health needs, there is confusion as to how arrangements work for families that live in different parts of the City"*. Since the inspection, the joint work across the City Corporation, the City and Hackney CCG and Tower Hamlets CCG has been strengthened. As a result, health and care pathways are now more aligned and families receive a more coherent and consistent service wherever they live.

Because of the size of the City's resident population, joint commissioning activity has been reframed specifically to meet the needs of the City's children and young people, particularly where there is a joint commission of services targeting large numbers across two boroughs. Innovative governance arrangements and multi-agency participation at SEND Programme Boards have created a new paradigm in which the voice of the City child and young person is the first voice in all that we do. The Ofsted Local Area SEND Inspection highlighted that *"leaders use joint commissioning effectively"* and recent co-production with the CPCF means that commissioned services now better reflect the requirements and aspirations of children and young people with SEND and their families.

One of the outcomes in the City of London's Corporate Plan 2018–23 is that people have equal opportunities to enrich their lives and reach their full potential. The SEND Strategy 2020–24 fortifies this outcome for the City's SEND community. We believe that education is the pathway for all children to reach their potential and achieve their dreams and ambitions in life. The belief that all children have the right to their education, their identity and the right to be proud of their heritage, culture and who they are. All children from black and minority ethnic backgrounds will always be treated with dignity and respect and the SEND City community will not be silent witnesses to any form of discrimination and harassment within our community.

1.5 The 'new normal': the impact of the COVID-19 pandemic on services for children and young people with SEND in the City of London

The City of London Corporation has addressed the challenges of the COVID-19 pandemic with customary sensitivity and vigour. All children and families who are vulnerable were quickly identified and offered support and the necessary resources to enable them to continue their schooling at home, including the provision of laptops and WiFi capability. The small number of children and young people in this category meant that social care teams and the Education and Early Years team were able to contact all families of vulnerable children and young people, including those with SEND, to identify their particular and individual needs.

The welfare of children and young people with EHCPs was very closely monitored, including regular contacts made with their families and their schools. Risk assessments were carried out by all schools for each of the children and young people, and records kept of the provision made for them throughout the period of school closures.

Sir John Cass's Foundation Primary School and the Cass Child and Family Centre remained open throughout the lockdown for the children of key workers and children with EHCPs. Sir John Cass's Foundation Primary School and the City of London School also provided education hub facilities for children whose own schools were closed.

A significant priority has been the support of children and young people who are about to face a major transition in education or move out of education and into training or employment. The key groups for this support were those children about to enter school for the first time, children who are transferring from primary to secondary school, and those transitioning into further education or training. Alongside the support for children and young people to prepare them for transitions, support was offered to parents to help to alleviate their anxieties regarding their children returning to education in their usual settings and schools.

In addition to supporting children, young people and their families, the Education and Early Years team has had to address significant limitations and challenges, especially in how the team works with children, young people and families to assess individual needs and to provide therapeutic, emotional support. This means, for example, that an educational psychologist must conduct psychological

assessments and other personal interviews using online meetings. This inevitably has some impact on the accuracy of assessments, given that some children with SEND will find the unfamiliar virtual medium challenging. There are also challenges around ensuring that sensitive information is kept private and secure.

1.6 Communication

Regular and effective communication with children and young people, families and key partners was crucial throughout the global crisis. The FYI and City of London websites have proved to be valuable modes of communicating with City residents. The SEND Local Offer is updated frequently to offer parents of children and young people with SEND the latest guidance and information on all aspects of their children's education and wider welfare.

The City of London has well-established working relationships with local partners such as the City and Hackney CCG and SEND Information, Advice and Support Service (SENDIASS). This has meant that children and young people with EHCPs have been able to continue to receive some therapeutic provision, albeit delivered virtually, and parents have continued to have access to specialist advice. Equally important throughout the COVID-19 pandemic has been the wider communication network with other organisations and national charities working in the SEND field, such as the Council for Disabled Children, Contact and I Can. These networks have helped us to stay abreast of the latest information and to access additional resources for families.

2. Our key outcomes

Outcome 1

We have a robust and inclusive multi-agency approach to identifying, assessing and meeting the needs of children and young people with SEND.

This means that:

- we listen to and act on the voices of children and young people with SEND and their families to develop a shared vision for the future
- children and young people with SEND and their families are full partners in all discussions and developments regarding SEND
- provision and opportunities are created around both individual needs and aspirations and on community-level data from families, partners and the Joint Strategic Needs Assessment (JSNA)
- we have a shared determination with key partners to evaluate and improve our services
- children and young people with SEND enjoy good health and wellbeing
- we communicate openly and with honesty.

Our current practice and successes

We are committed to working with our key partners and the local community to ensure that we accurately identify, assess and meet the special educational needs, the health needs and social care needs of the children and young people who live in the City of London. The needs, aspirations and interests of children and young people with SEND and their families are at the heart of all decisions about joint commissioning of SEND provision. As a result, services increasingly support families to have greater choice and control of their own lives while offering a high level of personalised support where and when it is needed. We work with our family of schools, particularly through the SENCO network – and schools in other boroughs where City children and young people are educated – to identify special educational needs and disabilities as early as possible and put in place effective, evidence-based provision in a timely manner.

Contact has been commissioned to support the further development of our small Parent Carer Forum, and a representative from Contact sits on the SEND Programme Board that has a strategic overview of the progress and outcomes of children and young people with SEND. A number of children and

young people with SEND are members of the City of London Youth Parliament and they are active and vocal representatives on behalf of others.

A co-production working group met regularly during the academic years 2018/19 and 2019/20 to develop new or to review existing policies and procedures. The work of this group included the development of a shared vision for SEND, the 'Expectations of all schools' document for the SEND Local Offer, contributions to the SENCO Toolkits for Early Years provision, primary and secondary schools, and a provision mapping exercise with commissioning. Significant progress was made as a result of our co-production workshop event in October 2019 that involved colleagues from Early Years provision, schools, health services, social care and the voluntary sector. This facilitated workshop captured the feelings, views and aspirations of representatives from across the City, and the output from the workshop forms the basis of this SEND Strategy.

In partnership, we want to build on this success by:

- working with key partners in health and social care to strengthen our team around the child approach for children and young people with SEND
- increasing the participation of families of children and young people with SEND with the CPCF and wider parent carer and family events
- developing a charter with the parents and carers of children and young people with SEND
- involving more children and young people with SEND to find out about their hopes and aspirations for the future and how we can help them to achieve these
- improving the consistency of identification of children and young people with SEND across education, health and social care
- developing an effective system to evaluate the outcomes achieved across education, health and social care by children and young people with SEND
- supporting our family of schools to become even more inclusive, and better meet the needs of children and young people at SEN support and those with EHCPs.

Our measures of success

- Children start school with their needs identified and appropriate provision in place.
- Children and young people with SEND and their families report that the range of services offered matches their needs and aspirations.
- New services are in place that have been developed and commissioned jointly across health, education and social care, including the development of personal budgets.

Outcome 2

Children and young people with SEND have good preparation for adulthood and are well supported through all major transitions.

As a result:

- children and young people with SEND and their families can live 'ordinary' lives as independently as possible
- flexible options are available to young people across housing, training, employment, health and leisure
- all young people with SEND have meaningful and fulfilling work and/or training, and children are well prepared to achieve this.

Our current practice and successes

We want all children and young people with SEND to have the opportunity of paid employment and/or voluntary work, to enjoy good health, to be able to live as independently as possible, to have friends and meaningful relationships, and to be part of their community. These aspirations align with the Preparing for Adulthood outcomes that inform and guide our development of services and opportunities for young people with SEND.

- All young people with SEND aged 16 to 25 are in education, training, supported internships, paid employment or supported voluntary work.

Outcome 3

Children and young people with SEND are integral and valued members of the City of London community.

This means that:

- the City celebrates diversity, and all services have a shared intent to make the lives of children and young people with SEND richer and more fulfilling
- the City is a safe and accessible place to play, learn and work for children and young people with SEND
- children and young people with SEND are welcomed and supported to participate in the cultural life of the City.

Our current practice and successes

The City of London is a vibrant and exciting place for all children and young people to live and learn. There is a rich offer of cultural and community activities – from visits to world-class museums and art galleries to participating in amazing events such as the Lord Mayor’s Show and the Aldgate Festival. Many families of children and young people with SEND participate in leisure, creative and sporting activities such as play schemes, youth clubs, art classes, yoga and swimming lessons. In addition to these activities that are open to all children and young people, the City commissions additional activities specifically for children and young people with SEND. The specialist activities are designed around what the children and young people with SEND and their families tell us they want.

The City of London Corporation has a joint contract with Hackney Council with commissioned specialist Short Breaks providers. However, many of these activities take place in neighbouring boroughs, often requiring families to use public transport, which can be difficult for some families. Most activities also require parents to stay with their children. Parents tell us that they want us to provide more activities within the Square Mile and more activities where siblings can join in too. Many residents of the City of London live very close to the border with Tower Hamlets or Islington. For this reason, some families may prefer to access provision within these boroughs. The City commissioning team has built links with these local authorities and with providers within both areas that are happy to accept City of London resident children.

Where there are no opportunities appropriate for a particular child or young person, the City of London Corporation will consider designing bespoke provision around the individual’s needs and interests.

In early 2020, the SEND team commissioned a short film of children and young people from the City talking about their interests, likes and concerns. This film has been shared across the City Corporation, including with Members, and the views expressed are now being used to inform and shape policy and practice.

In partnership, we want to build on this success by:

- introducing the SEND Friendly City audit to build awareness, understanding and capacity and to identify our strengths and areas for development
- building commissioners’ relationships with providers directly to enhance the offer for families of children and young people with SEND
- increasing the number and range of activities available for children and young people with SEND within the Square Mile
- further developing the participation of children and young people with SEND in City of London groups, such as the Youth Parliament, so that we hear their voices clearly and their views and opinions shape all developments

- increasing the number of parents/carers of children and young people with SEND engaged in the CPCF, especially parents of children and young people at SEN support.

Our measures of success

- There are 50% more universal and specialist activities available within the Square Mile for City children and young people with SEND.
- The CPCF has at least 10 active members and a functioning committee.
- At least 10 children and young people with SEND participate in City groups, such as the Youth Parliament.
- The SEND Friendly City audit evidences continuing improvements over time in the life experiences and opportunities of children and young people with SEND and their families.
- Colleagues from all teams across the City Corporation, including the City of London Police, are supported and trained in how to approach and deal with children and young people with SEND with sensitivity and compassion.

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| Committee | Dated: |
| Community and Children's Services | 28.09.2020 |
| Subject: Community Centre Governance | Public |
| Report of: Andrew Carter – Director, Department of Community and Children's Services | For Decision |
| Report author: Simon Cribbens - Assistant Director, Commissioning and Partnerships | |

Summary

This report seeks Members' recommendations in relation to the creation of an Advisory Board for the new Portsoken Community Centre and the governance frameworks across City of London Community Centres.

Recommendations

Members are asked to:

- Recommend an option for the appointment to community centre Advisory Boards
- If it is recommended that the Advisory Boards includes Members, propose the number of Members that should sit on the Advisory Board and how they are appointed.

Main Report

Background

1. A new Portsoken Community Centre adjoining the Mansell Street estate is scheduled for completion in March 2021. This will replace the City Corporation's use of the existing Portsoken Health and Community Centre (the Green Box) and add to community facilities the City Corporation has within the Square Mile on the Golden Lane estate and as part of the Artizan Street Library.
2. The vision for the new community centre is to establish a thriving and financially sustainable facility serving and driven by people living and working in the community. It aims to be accessible for all sections of the community, and responsive to meeting a variety of interests, needs and wants from different sections of the community. It also aims to be accountable to the community, with residents involved in and making decisions relating to the new centre (and that this role grows over time).
3. To secure these aims it is proposed that an "Advisory Board" is established.

Current Position

4. Members of this Committee decided that the City Corporation take initial responsibility for the management of the Portsoken Community Centre to ensure the risks of the immediate period ahead are properly addressed and the provision has a good opportunity to bed in.
5. To support that operation, an Advisory Board will be established to develop operational policies and support other elements such as the recruitment and community reach.
6. The approach echoes a similar structure set up to support the newly refurbished Golden Lane Community Centre (GLCC) when it reopened.
7. Members of the Portsoken Ward have proposed that the Board be made up of residents of Mansell Street and Middlesex Street estates, officers, a local business representative and two elected Members appointed by the Alderman. Officers have also suggested a representative of the hotel that the community centre sits within.
8. A flexible approach to membership is prudent given the differing key stakeholders. A representative of the Adult Skills service sits on the GLCC Board for instance as they are an anchor occupant. Housing are also represented as that centre is also a Housing Revenue Account asset.
9. The Golden Lane Advisory Board does not include elected Members. It was considered at the time of its establishment that there may be a conflict between Member's committee role of scrutiny and decision making on future operation, with the responsibilities of the Advisory Board.
10. However, Members are asked to consider whether elected representatives should join the new Portsoken Community Centre Advisory Board, and if so, the process for appointing them.

Options

11. Options are set out below:
12. **Option 1:** The terms of reference and membership of Advisory Boards (or other related structure) are agreed on a case by case basis. Elected Members could be members if that is agreed as appropriate to that centre. This allows for local variation, but may be seen as inconsistent
13. **Option 2:** The Advisory Board (or other related structure) of all community centres should include an elected Member or Members to further represent local views and interests.

14. **Option 3:** The Advisory Boards of City Corporation community centres do not include elected Members. This would provide for consistency and clear separation between governance and delivery.
15. Where options 1 or 2 are favoured, Members are asked to consider whether the number of Members should be agreed and set consistently across such Boards, or whether it is immaterial.
16. If Members are to sit on these Boards, Members are asked to propose how they are appointed.

Corporate & Strategic Implications

17. The new Portsoken Community Centre will deliver to the aims of the Corporate Plan and the following outcomes:
- Communities are cohesive and have the facilities they need.
 - People have equal opportunities to enrich their lives and reach their full potential.
 - People enjoy good health and wellbeing.
 - We inspire enterprise, excellence, creativity and collaboration.
 - We are digitally and physically well-connected and responsive.

Conclusion

18. The establishment of an Advisory Board for the new Portsoken Community Centre will help secure its vision to be a thriving and financially sustainable facility serving and driven by people living and working in the community.

Appendices

- None

Background Papers

- Community and Children's Services 19 June 2020: New Portsoken Community Centre – Business Planning

Simon Cribbens

Assistant Director – Commissioning and Partnerships
Community and Children's Services

simon.cribbens@cityoflondon.gov.uk

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