

Community and Children's Services

Community and Children's Services works to support those with additional needs, tackle health inequalities, provide safe and secure homes, deliver education to children and adults, and deliver services enhancing the welfare of the City's communities. It does so through maximising the use and reach of its assets (libraries, housing stock, community centres and staff), through its wider partnerships with health, policing, neighbouring authorities and corporate colleagues, and leading on pan-London initiatives.

Our aims

Safe: People of all ages and all backgrounds live in safe communities; our homes are safe and well maintained and our estates are protected from harm

Potential: People of all ages and all backgrounds are prepared to flourish in a rapidly changing world through exceptional education, cultural and creative learning and skills which link to the world of work

Independence, Involvement and Choice: People of all ages and all backgrounds can live independently, play a role in their communities and exercise choice over their services

Health and Wellbeing: People of all ages enjoy good mental and physical wellbeing

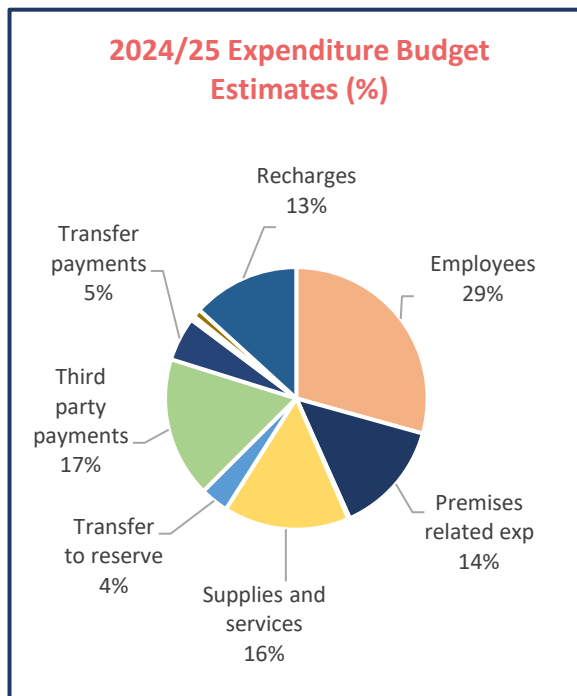
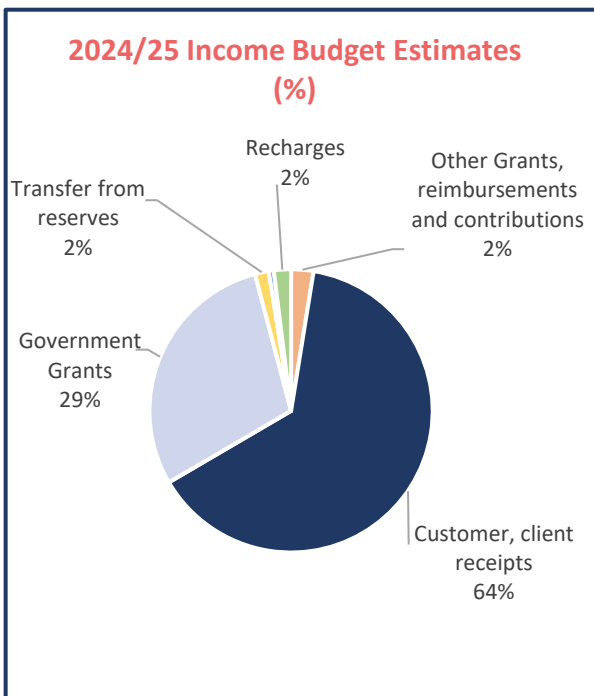
Community: People of all ages and all backgrounds feel part of, engaged with and able to shape their community

Our Work Locations

Guildhall	174 FTE
Barbican Estate Office	111 FTE
Barbican Library	26 FTE
Avondale Square	9 FTE
Golden Lane Estate	6 FTE
Yorkway Estate	5 FTE
Pakeman House – Southbank Estates	4 FTE
Artizan Street Library and Community Centre	6 FTE
Isleden House	2 FTE
William Blake Estate	1 FTE
Windsor House	1 FTE
Holloway Estate	1 FTE
Shoe Lane Library	5 FTE
Harman Close Sheltered Housing	1 FTE

Where our money comes from and what we spend it on

Total 2024-25 budget estimate allocation is £56,154,000



What's changed since last year

- "Front door" demand and needs increasing across statutory service areas
- Growing demand and complexity of children with Special Educational Needs and Disability
- Adult Social Care transformation programme implemented supporting more efficient and effective delivery
- Barbican Estate Office Transformation Programme developed and initiated
- Homelessness strategy renewed and new Rough Sleeping Assessment Centre opened in the Square Mile
- 69 new social homes delivered (COLPAI) with new homes on York Way receiving a New London Architecture Award for Housing
- Carers Strategy renewed and piloted service improvements mainstreamed
- Library strategy delivery of a new Artizan "makerspace" and state of the art replacement of Shoe Lane Library agreed
- Enhanced Health Visiting Services commissioned to support children and their families
- City Hope Conference strengthened the partnerships and defined actions to prevent suicide in the Square Mile



Our 2024/25 timeline planner priority workstreams and key milestones

Q1 2024/25			Q2 2024/25			Q1 2024/25			Q1 2024/25			Beyond 2024/25	
Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	25/26	26/27



Community and Children's Services 2024/25 Business Plan

Efficient and effective statutory services

Delivery of efficient and effective statutory services

Homelessness is prevented where possible or resolved

Delivery of the Homelessness Strategy Action Plan

Safe and sustainable homes

Crescent House Contract Award (Apr)

Crescent House start on site (May)

Golden Lane Estate Contract Award (Oct)

Golden Lane Estate start on site (Nov)

Development and implementation of new Education Strategies

Soft launch (Apr)

Initial implementation (Sep)

Activated in schools (Jan)

Securing approach for the future of sports and leisure provision for city residents

Approach approved (Sep)

(Library Capital works)

Invitation to tender (May)

Tender awarded (Jun)

Start on site (Jul)

Refit completion (Mar)

Recommissioning of Sexual Health service

Sexual and Relationship Health Strategy and action plan to HWB (Apr)

Recommissioning Tender out (Nov)

New contract awarded (Mar)

Development and Implementation of new Housing Strategy

Consult and agree Housing Strategy (Apr)

Implementation and delivery of Strategy (Jul)

Our major workstreams this year will be

Workstream Name	Priority #	Funding allocated	People resource	Prioritisation category	Dependency	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
1. Efficient and effective statutory services	1	20%	11.6%	Duty & Statutory	External drivers of demand; legislative change	Children and young people safeguarded; vulnerable adults and carers of all ages are supported; all children including those with special educational needs are educated; engagement and co-production shapes our services	Care Leavers in EET	Monthly	95%	91%
							Care Leavers in suitable accommodation	Monthly	95%	93%
							Carer reported quality of life	Annual	10/12	7.8/12
							Adult Social Care service user satisfaction	Annual	50%	37.1%
							% of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	Quarterly	95%	92%
							Education Health and Care plans within 20 weeks	Quarterly	100%	100%
							Review of Children's Centre delivery complete	June 2024	Review complete and future operating model agreed with implementation plan	n/a
% Children Looked After (CLA) with three or more placements	Monthly	0%	0%							
2. Homelessness is prevented where possible or resolved	1	7.7%	2.8%	Duty & Statutory; political priority	External drivers of demand; legislative change	Homelessness is prevented where possible or resolved. This reduces the impact on people's lives and on wider services	Number of people experiencing long term rough sleeping	Quarterly	decrease	460 (annual)
							Homelessness prevented and relieved	Quarterly	8	new

Our major workstreams this year will be

Workstream Name`	Priority #	Funding allocated	People resource	Prioritisation category	Dependency	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
3. Safe and sustainable homes	1	42%	10%	Duty & Statutory; political priority	legislative change; resourcing	Homes are safe and thermally efficient	Increase the thermal efficiency (SAP) rating of social housing stock	Annual	75	65
							% of stock Decent Homes	Annual	90%	80%
							Asset Management Strategy approved	Quarterly	Sept 2024	n/a
							Refurbishment of Golden Lane Estate homes	Quarterly	566 homes	n/a
							Fire Safety assessments completed and actioned	Quarterly	100%	New
4. Improving health and reducing health inequalities	2	1%	C&H Public Health team	Duty & Statutory	Wider determinants of health	Reduced health inequalities and better quality of health improves wellbeing and reduces impact on services	Smoking cessation: % of quits at 4 weeks of referral	Quarterly	50%	45%
							City and Hackney Sexual Health service recommissioned	Quarterly	Tender to start Nov / December 2024	N/A
5. Managing our homes better	2	13.9%	7.7%	Duty & Statutory; political priority	legislative change; regulatory guidance	Quality services and engagement with tenants and leaseholders increases satisfaction	Increased tenant satisfaction	Annual	New	New
							Proportion of rent collected	Quarterly	100%	98%
6. Libraries and community assets	3	6.4%	12.2%	Duty & Statutory	None	Increased wellbeing, community interaction, reduced social isolation and opportunities to learn, grow and develop.	Library services and activities have positive impact on health and wellbeing	Quarterly	90%	81%
							Increase % of bookable community Centre	Quarterly	65%	59%
							Library Capital Works	Quarterly	Refit Complete March 2025	N/A

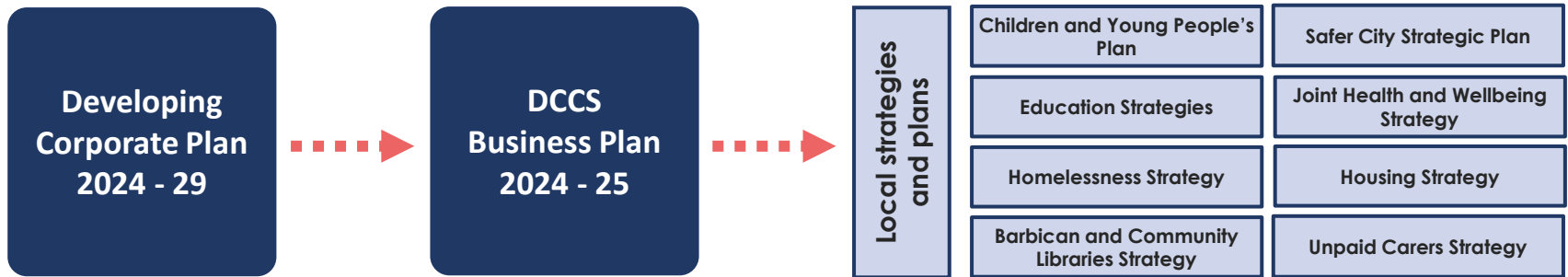
Our major workstreams this year will be

Workstream Name	Priority #	Funding allocated	People resource	Prioritisation category	Dependency	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
7. Development and Implementation of new education strategies	3	<1%	<1%	Political priority	Legislative changes; resourcing	Enrich the education experiences of learners within the City of London family of schools. Pupils in the family of schools who are experiencing disadvantage benefit from targeted funding	Education Strategies approved and implementation begins	Quarterly	April 2024	n/a
8. Securing approach for the future of sports and leisure provision for City residents	3	0%	0%	Political priority	Sport Strategy; capital funding allocation	Increased sports and leisure participation available to all communities; health and wellbeing improved	Forward strategy agreed and funding identified and secured	Quarterly	March 2025	n/a

Medium Term Plans under consideration (2025/26 and 2026/27)

Priority list	2025/26	2026/27	Funded or Unfunded
Children's Social Care Reform (Potential)	X	-	Unfunded
Adult Social Care Reform (Potential)	X	-	Unfunded
Refurbishment of Shoe Lane Library	X	X	Funded
Housing Major Works	X	X	Unfunded
Refurbishment of Golden Lane Leisure Centre (Potential)	X	-	Unfunded

Our delivery, impact and accountability



Corporate Plan Outcomes

- DCCS is working to align to the developing CP2024-29
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Our Impact

- Children's Services rated 'Outstanding'
- Ofsted focussed visit 2022: 'High-quality practice which ensures that children benefit from effective and responsive front-door services'
- Carer satisfaction with Adult Social Care: ranked 1st within the peer group and 12th out of 150 councils. Carer-reported quality of life score ranked 1st in the peer group and 52nd out of 150 councils
- Social care-related quality of life score ranked 1st within peer group and of 150 councils. But overall satisfaction fell by 42% in 21-22.
- 96% of expected social housing rent collected
- 63 street homeless people provided accommodation in 2023/24 (to November 2023)
- Library service and activities valued by 96% of survey respondents (to end of Q2 2023/24)
- Adult Skills Ofsted rated 'Good'
- 5 of 10 City of London Academy schools and the City's only primary maintained school rated 'Outstanding'
- 92% of respondents said libraries offer good range of individual and group learning (to end of Q2 2023/23)

Accountability and transparency

Community and Children's Services Grand Committee	Community and Children's Services Sub Committees	City and Hackney Safeguarding Adults Board (independently chaired)	City and Hackney Safeguarding Children's Partnership (independently chaired)	Health and Social Care Scrutiny Committee
Crime and Disorder Scrutiny Committee	Ofsted, Care Quality Commission, Social Housing Regulator	Culture, Heritage and Libraries Committee	Education Board	Achieving Excellence Board (independently chaired)

Our People

341 staff (326.2 FTE)

- male 54%; female 46%
- White 57%; BAME 33%; not known 10%
- Declared disability 7%
- LGBT 10%

2022 Staff Engagement score: 48%

What our staff told us:

I have the right opportunities to learn and grow and can access the training and development I need to do my job



I feel valued and recognised for the work that I do



I am proud to say I work for the Corporation



■ Positive ■ Neutral ■ Negative

Where could we do better?

40% of staff responded negatively to the statement "senior leaders manage change well and communicate this to staff" (coincided with TOM).

In response:

- Strengthened communications
- Create Departmental staff forum and EDI Group to include range of staff from across the Department to meet with Senior Managers

Health and Safety Business Plan top three priorities

- Implement recommendations arising from external assessment on the compliance with the six key areas, asbestos, water (legionella), electrics, gas safety, lifts and fire in our social and Barbican housing
- complete Fire Door Replacement programme and implement fire door inspection programme
- Monitor and secure greater use of Peoplesafe devices for lone working

Equality, Diversity & Inclusion

Our developing role and commitments :

- **Anti-racist practice standards** developed to support delivery
- management development via the London wide **Leadership in Colour Development Programme**
- Staff survey: 68% of staff agree positively with the statement "I feel I can be **my true self at work**", 18% neutral, 14% negative
- Staff survey: 61% of staff agree positively with the statement "**Leaders understand that Diversity is critical** to our future success", 24% neutral, 15% negative
- **Celebration of diversity** in departmental newsletter including special editions celebrating Pride and Black History month and through the events and exhibitions of our libraries
- **Equality Analysis completed** for new polices, strategies and commissioned delivery

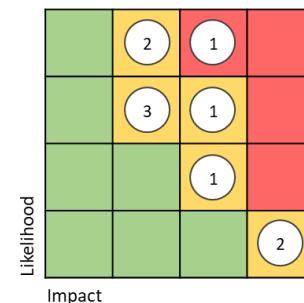
Our additional plans ahead

- Improvements to diversity monitoring processes and recording in our front-line services
- Reassessing ED&I Assessment Score
- Anti-Racist training for all senior managers

Key Risks

Risk Title	Score
Blake Tower, Barbican Estate	16
Lone working	12
Safeguarding	8
Departmental Emergency Response	8
Failure to carry out and review effective risk assessments for residential accommodation and commercial premises	8
Major works programme	8
Failure to deliver new homes programme	8
Commissioned contracts	6
Health and Safety procedures	6
Housing Finance Changes	6

DCCS Heat Map (current)



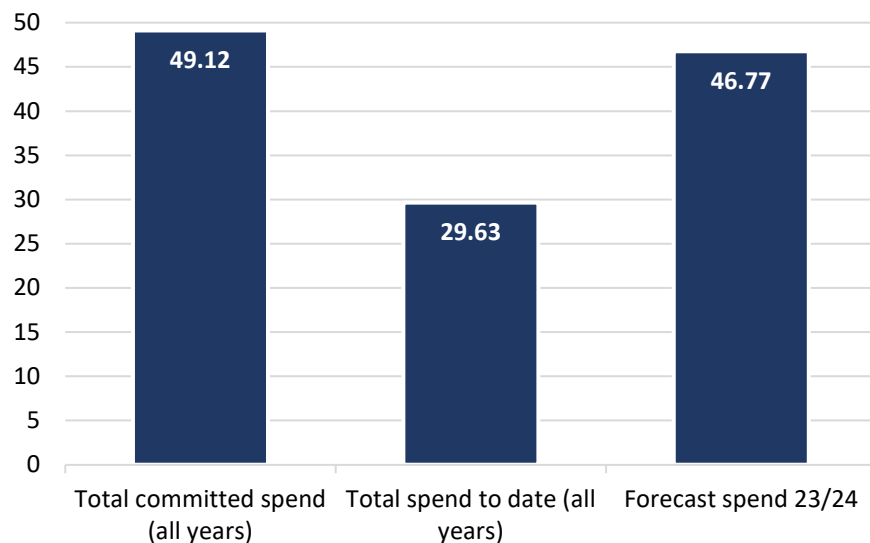
Operational Property Utilisation Assessment

Asset name	Assessment Complete?	Assessment Completion Date
Guildhall	Yes	October 2023
Barbican Estate Office	Yes	October 2023
Libraries	Yes	October 2023
Community Centres	Yes	October 2023
HRA commercial properties	Yes	October 2023
Golden Lane Leisure Centre	Yes	October 2023
Pavilion Café	Yes	October 2023

Our Stakeholders' Needs

- 8,600 residents of whom 14% are aged 65 and over
- Adult Social Care Services: 153 residents requested support in 2022/23 up 18% over the last four years, amongst those aged over 65 up by 11%. Support given to around 30 carers.
- Children's services: 57 Care Leavers supported– grown from 42 at the end of 2020/21. Six Children Looked After; 23 children and young people in the City of London supported with an Education, Health, and Care Plan (EHCP)
- 12 housing estates, containing approximately 2,000 homes; 1045 households on the City Corporation's Housing waiting list as of February 2024 of which 459 are in the two highest need categories
- 512 people approached the City Corporation for help because of the risk of experience of homelessness in 2022 /23 – an increase of 20% on 2021/22
- 482 people were recorded as sleeping on the streets of the Square Mile In 2022-23 – the seventh highest among London's local authorities and a 30% increase when compared to 2021 / 22
- 285,329 visits to the libraries in 2022/23 – an increase of 66% on 2021/22

In-flight Gateway Two to Six (G2-G6) Projects committed and forecast spend (£m)



In-flight G2-G6 Projects

- Total number of Projects in flight: 51
- 100% of which at each Gateway 2-6

Partners we work with



MAYOR OF LONDON

