



Community & Children's Services Committee INFORMATION PACK

Date: MONDAY, 13 MARCH 2023

INFORMATION ONLY ITEMS

21. **CONSULTATION: 2023-2027 JOINT LOCAL HEALTH AND WELLBEING STRATEGIC PRIORITIES**

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

For Information
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22. **DEPARTMENT OF COMMUNITY AND CHILDREN'S SERVICES HANDBOOK AND CENSUS INFORMATION**

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

For Information
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23. **LIBRARY MANAGEMENT SYSTEM GATEWAY 6 - OUTCOME REPORT**

Report of the Interim Executive Director, Community and Children's Services.

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24. **YORK WAY PROGRESS REPORT - GATEWAY 5**

Report of the Interim Executive Director, Community and Children's Services.

For Information
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Committee: Community and Children’s Services	Dated: 13/03/2023
Subject: Consultation: 2023–2027 Joint Local Health and Wellbeing Strategic Priorities	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2, 3, 4
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Clare Chamberlain, Interim Executive Director of Community and Children’s Services	For Information
Report author: Zoe Dhami, Strategy and Projects Officer, Community and Children’s Services	

Summary

The City of London Corporation has launched a public consultation on the draft Joint Local Health and Wellbeing strategic priorities. The consultation will support the production of the strategy action plan, and how outcomes are measured.

Recommendation

Members are asked to:

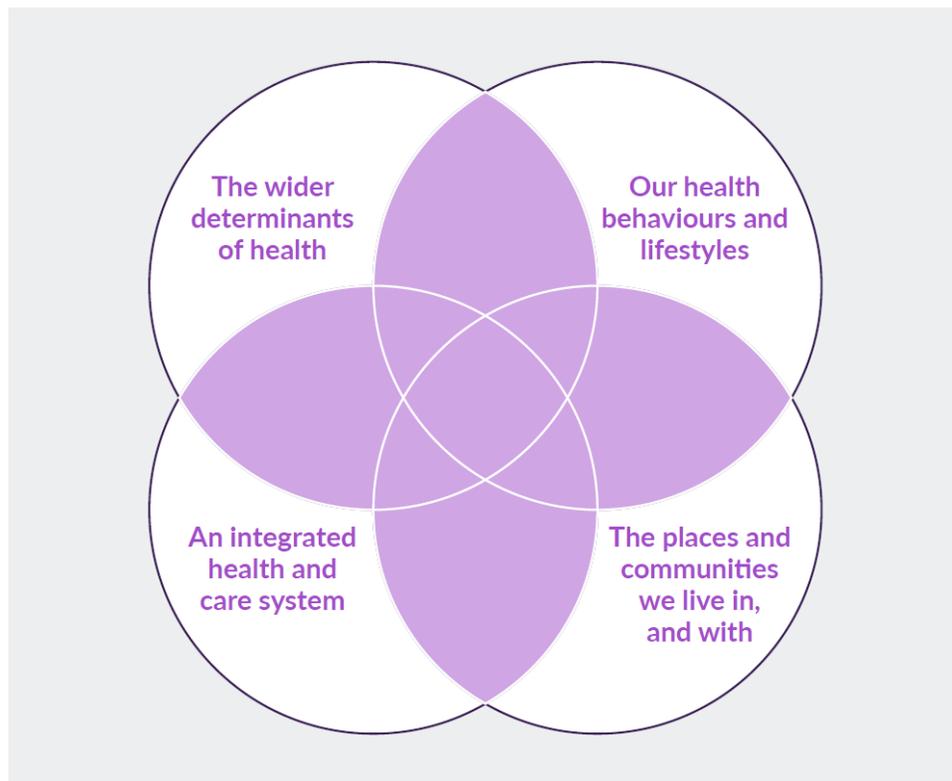
- Review the draft Joint Local Health and Wellbeing strategic priorities – see Appendix 1.

Main Report

Background

1. The Joint Local Health and Wellbeing Strategy (JLHWS) sets out the priority, outcomes and action agreed by the Health and Wellbeing Board (HWB) to meet the needs identified within the Joint Strategic Needs Assessment (JSNA) and to improve the health, care and wellbeing of local communities and reduce health inequalities. The JLHWS is for the footprint of the local authority (with children’s and adult social care and public health responsibilities).

2. During the development of the City of London strategic priority and outcomes, we have been using the King's Fund Population Health Framework (below) to group some of the things that can influence health and wellbeing and help define who might be involved in taking action. There is now a wealth of evidence that the wider determinants of health are the most important drivers of health. These determinants include income, wealth, education, housing, transport, our physical environment (such as the built and natural environment, air quality and green spaces) and leisure facilities and opportunities. There are many government policies that can shape these wider determinants of health.



Current Position

3. The draft priority and outcomes are:

Priority:

Address the economic determinants to improve health equality for residents and workers in the city of London.

Outcome 1:

Strengthened community collaboration and partnership.

Outcome 2:

Improved mental health.

Outcome 3:

Improved physical health.

Outcome 4:

Improved opportunities for City of London children to live longer lives in good health.

4. The priority and outcomes were developed through national and local research about the impact of the cost-of-living crisis. The research and reasoning that led to the development of the priority and outcomes is outlined on the [consultation page](#).
5. By setting the priority above, the City of London Corporation can address the impact of financial vulnerability across all the determinants of population health. These outcomes have both short- and long-term positive implications.

Consultation

6. The [consultation webpage](#) is featured on the City of London Corporation website. It includes the draft strategy and a questionnaire for residents and other stakeholders to leave feedback.
7. The consultation includes:
 - Focus groups with residents.
 - Stakeholder engagement, which includes:
 - Health services
 - Social services
 - Community and volunteer sector
 - Housing services
 - Employment services
 - Relevant City of London Corporation committees and groups
 - Residents
 - Extensive promotion of the consultation page and questionnaire.
 - The consultation will support the production of the strategy action plan.

Corporate & Strategic Implications

8. Strategic implications

The Joint Local Health and Wellbeing Strategy will directly support the achievement of the following outcomes set out in the City Corporation's Corporate Plan 2018–2023:

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

9. This strategy sits below the Department of Community and Children's Services business plan. It contributes to the plan's delivery by mirroring its five priorities and applying them to the specific needs of our population. The strategy will also support:

- Early Years Strategy
- Carers Strategy
- Children and Young People's Plan
- Housing Strategy
- Homelessness and Rough Sleeping Strategy.

10. Financial implications

None

11. Resource implications

None

12. Legal implications

None

13. Risk implications

None

14. Equalities implications

Equalities implications have been considered throughout the strategy development process and an Equalities Impact Assessment will be shared with Members with the final version of the strategy.

15. Demographic analysis from the Census 2021 will also allow identification of any specific equality issues arising.

16. Climate implications

None

17. Security implications

None

Conclusion

18. Members are asked to review the draft 2023–2027 Joint Local Health and Wellbeing strategic priority as part of the 12-week consultation.

Appendices

- Appendix 1 – Draft 2023–2027 Joint Local Health and Wellbeing Strategic priority and outcomes.

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Joint Local Health and Wellbeing strategic priority and outcomes 2023 – 2027

Please note:

The 12 week consultation period also includes the production of the strategy action plan. The strategic action plan will outline the areas of focus for each outcome, the action and how the impact will be measured.

Priority:

Addressing economic determinants to improve health equality for residents and workers in the City of London.

Outcome 1:

Strengthened community collaboration and partnership.

Outcome 2:

Improved mental health.

Outcome 3:

Improved physical health.

Outcome 4:

Improved opportunities for City of London children to live longer lives in good health.

National challenges:

- Historically high inflation of 11% with prices of essentials still increasing.¹
- Energy bills (while capped) have had two increases since the winter of 2021.²
- Housing shortages, soaring rents and rising mortgage payments are overburdening budgets across the country.
- Low-income households were already pulled into debt and arrears due to the pandemic, when the number living in poverty had already increased from 4.7 million to 6.5 million in the 20 years prior to 2020.³

¹ 'Going under and without: JRF's cost of living tracker winter 2022/23', December 2022, Joseph Rowntree Foundation.

² Ibid.

³ 'Going without: deepening poverty in the UK', 2022, Joseph Rowntree Foundation.

- Cost of living support announced in May 2022 limited hardship for those in the 20-40th percentile of household incomes, but it has not stopped rising debt and going without the basics for people on the lowest incomes who have lower financial resilience⁴.
- 1.2 million families on the lowest incomes reported not having enough money to stop them going hungry in the month preceding the Joseph Rowntree Foundation survey.⁵
- Groups facing high risks of going without and rising debt include: people on universal credit, private renters and young adults. Households with members from black, mixed and Asian backgrounds, people with children, disabled people and people with a mental health condition also face rising risks.
- Of those in the bottom 40% of incomes, in October/November 2022, 7.2 million households (62%) are currently going without essentials, like food, a warm home, toiletries or showers.⁶
- 1/3 of low-income families with children, 1.6 million families, are cutting back on food for their children.⁷
- 4.7 million households are in arrears with either household bill or lending repayment.⁸
- Many households are not eligible for support at all.
- Lack of linked data between health, social care and the community and voluntary sector.⁹

Local challenges:

- City of London Corporation limited as a local authority in what they have control over to change.
- IMD 2019, prior to the pandemic, identified the City's most deprived ward, Portsoken, as among the top 20% in the country for levels of income deprivation, including income deprivation affecting older people. The Mansell Street & Petticoat Lane area is the most deprived in the City falling into the 40% most deprived in England.
- Information gaps reduce ability to map needs across the City of London. Biases and risks are also introduced for under represented groups in the data.
- Lack of real time data on 'hot spots' within the City of London.
- Impact of stress and worry about cost of living crisis on health, mental health and wellbeing.

Local strengths:

- Embedding joint working with partners through the Integrated Care Partnership.

⁴ Ibid 1.

⁵ Ibid.

⁶ Ibid.

⁷ Ibid.

⁸ Ibid.

⁹ 'Poverty and the health and care system: the role of data and partnership in bringing change', 2022, CPP.

- The City of London, as the local authority, will hold majority of data on poverty within the Square Mile.
- Multi-agency steering group working on immediate actions to support struggling residents with access to affordable food, sharing available means to maximise income, providing warm places to reduce energy bills and promoting the Connecting Communities employment and training service.
- Current provision of services already provide advice and support on claiming benefits and filling in forms.
- The Peer Researcher Programme is making connections across the residential communities in the Square Mile, which will form on-going engagement networks.
- Business Healthy, the City of London Corporation workplace health initiative, has an established business membership to work with.
- Support from the wider system through funding opportunities.

Picture of poverty in the City of London

- The City of London has a local population of 8618 in 2021(ONS).
- 29% of City residents (aged 16 and over) are economically inactive. Around 1030 of the total (2,499) are retired.
- 74% of residents have level 4 qualifications or higher.
- 48% of residents live in private rented accommodation
- 9% live in social accommodation rented from the City of London Corporation and 6% are rented from a social housing association.
- 40% of the population are a single family household (cohabiting/married/civil partnership), 9% of which have dependent children.
- 5% of residents are living in overcrowded accommodation based on the number of bedrooms and 17% of residents are living in overcrowded accommodation based on the number of rooms in the home.
- 4% of residents have no central heating and 39% of residents have electric only central heating (the most expensive way to heat a home).
- 12% of the population who assessed their day-to-day activities as limited by long-term physical or mental health conditions or illnesses are considered disabled.
- Portsoken is in the top 20% in the country for levels of income deprivation.

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Committee: Community and Children's Services	Dated: 13 March 2023
Subject: Department of Community and Children's Services Handbook and census information	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	n/a
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: Clare Chamberlain – Interim Executive Director	For Information
Report author: Simon Cribbens – Assistant Director	

Summary

This report shares with Members a departmental handbook for Community and Children's Services and information drawn from recently published census data.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. The appended handbook has been developed to increase understanding and awareness of the roles of the Department of Community and Children's Services and the divisions that support that delivery.

Appendices

- Appendix 1 – DCCS Handbook
- Appendix 2 – Census Report

Simon Cribbens

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Handbook to DCCS

CITY OF LONDON CORPORATION

DEPARTMENT OF COMMUNITY AND CHILDREN'S SERVICES

FEBRUARY 2023

Departmental Handbook - Department of Community and Children's Services (DCCS)

Contents

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1 Overview

1. The Department of Community and Children's Services (the Department) delivers a wide range of services. These are predominantly in response to a statutory (legal) requirement to support certain adult and child residents with needs – such as with adult and children's social care, support with special educational needs, access to education or those that ask the local authority for help with homelessness. The Department also fulfils the Corporation's statutory responsibility for improving the health of our local population and for ensuring provision of public health services, and the statutory duty to provide a library service.
2. The Department provides social housing and housing management services to residents in the City of London and six London boroughs. It has additional responsibilities for education, adult skills and learning, and apprenticeships; and the Corporation's community safety function sits within the department.
3. Various legislation sets out who qualifies for help and support, and what that support should be, with limited local discretion.
4. Delivery is also shaped by the expectations and guidance of regulators such as Ofsted (children's services, education, and Adult Skills); the Care Quality Commission (adult services) and the Social Housing Regulator. Additional – often ad hoc – funding from government defines and supports specific outcomes and delivery, such as assisting hospital discharge.
5. Members also play a significant role in being responsible for key decisions, shaping the way legal duties are met, how services are delivered and prioritising the allocation of resources to support that delivery.
6. Much of the Department's delivery remains a constant – social care, housing, and education for example. However, the Department has also been central to responding to unforeseen demands, such as the Covid pandemic, cost of living pressures and the arrival of evacuees from Afghanistan and Ukraine. Many fall outside of the Department's statutory remit or planned resourcing and capacity but has benefitted from Government Funding.
7. The Department's assets include housing estates, the community centre and leisure centre on Golden Lane, the Portsoken Community Centre, and the Portsoken Pavilion Café.
8. The Department also maintains plans and preparedness across its functions for emergency humanitarian assistance – such as that provided at the time of the London Bridge terrorist attack.
9. Delivery is taken forward by the Department's six divisions – each led by a member of the Departmental Leadership Team as set out below.

2 DCCS in facts and figures

10. Where full year data is given below is taken from the last full reporting year of 2021/22, and population figures from the Census 2021.

The City of London

- Around 8,500 residents live in the Square Mile
- Around 800 are aged 0-19 years
- Around 1,200 are aged 65 and over
- There about 50 births each year
- The second smallest residential population in the capital is the Royal Borough of Kensington and Chelsea with 143,000 residents.

Adult Social Care

- 165 residents requested support from Adult Social Care Services: Requests for help have increased by six per cent over the last four years, but among those aged over 65, requests for help have increased by 73 per cent in the same period
- 19 residents were placed in residential or nursing care while 78 received care in their homes
- Of those receiving long term support 43 per cent were of working age and 57 per cent were aged over 65
- Adult Social Care services currently support around 30 carers. City Connections – a commissioned service supporting adults whose need fall below social care provision works with 30 carers. They also support 101 other adults with need for support and activities
- Over the past five years, Safeguarding Adults Concerns have increased by 88% (increase of 28 cases) and enquiries by 50% (increase of ten cases)

Children's Social Care

- 18 children were supported as Children in Need (children and families where an assessment has identified the need for help and support for a range of issues) at the end of October 2022
- No children were subject to a Child Protection Plan (put in place where social workers have reasonable suspicion that a child is suffering, or likely to suffer, significant harm at that time); one child has been subject to such a plan this year compared to five last year in 2021/22
- There were 11 Children Looked After (children and young people who are provided with accommodation for a continuous period) at the end of October 2022
- The number of Children Looked After has decreased, but as they leave care they become Care Leavers – the number of which has grown from 42 at the end of 2020/21, to 55 at the end of 2021/22 and 57 at October 2022.

Special Educational Needs and Disability (SEND)

- There are currently 19 children and young people in the City of London with an Education, Health, and Care Plan (EHCP) for children and young people aged up to 25 who need more support. This number has increased over the last five years from 13 at the end of 2017-18

Education

- 34 applications were made this year for primary school places – of which 94% got their first choice
-and 34 secondary school applications – of which 72% of children got their first choice

Housing

- The City Corporation manages 12 housing estates, containing approximately 2,000 homes across the Square Mile and six other local authorities (Hackney, Islington, Lambeth, Lewisham, Southwark, and Tower Hamlets)
- Residents on our social housing estates are social tenants, leaseholders and those who rent privately from leaseholders.

- There are currently 820 households on the City Corporation's Housing waiting list as of 11 January 2023 of which 327 are in the two highest need categories (Part Six Housing Act 1996 reasonable preference categories)
- There are just over 2,000 homes managed on the Barbican estate

Homelessness and rough sleeping

- 428 people approached the City Corporation for help because of the risk of experience of homelessness – an increase of 26% on 2020/21; the majority of these were connected to the City of London through work
- 45 households were placed into temporary accommodation in 2021-22, an increase of a quarter from the previous year
- 372 people were recorded as sleeping on the streets of the Square Mile In 2021-22 – the seventh highest among London's local authorities – an increase on the previous year, but down from 2018 -19 (441 people) and 2019 -20 (434 people)
- Half of those sleeping rough were new to the streets of London and 38 had long-term histories of rough sleeping. In 2020-21, the recorded rough sleeping in the City of London fell to 350 in response to London-wide initiatives to house every rough sleeper during the pandemic

Commissioned delivery

- 144 contracts - not including social care placements – under management with a total value over the contracts' durations more than £25,000,000

Libraries

- 266,000 physical items (books, CDs, DVDs) were borrowed in 2021-22 (pre-covid, average was approx. 450,000)
- 59,000 e-books/e-audiobooks/e-magazines were borrowed in 2021-22
- 172,000 visits to the libraries in 2021-22 (pre-covid approx. 400,000 annually)
- 454 events for adults and 549 events for children and families hosted in 2021-22 with 13,400 attendees

More information

- The City of London and Hackney Health and Wellbeing Profiles website brings together data and evidence that help to develop local priorities for policy, strategy, and commissioning with an aim of improving residents' health and reducing inequalities.

[Home - City and Hackney Health and Wellbeing Profile \(cityhackneyhealth.org.uk\)](https://cityhackneyhealth.org.uk)

- The City Corporation's website also publishes briefings and data on population and employment on the planning policy library:

[Planning policy library - City of London](#)

3 Key responsibilities of the divisions

3.1 Barbican and Community Libraries

Rachel Levy – Interim Head of Barbican and Community Libraries

11. The Department's Public Lending Library Service is open to all residents and workers – operating from libraries at the Barbican, Shoe Lane, and Artizan Street. Some offers – such as home delivery – are limited to those who live in the Square Mile. The provision of a 'comprehensive and efficient library service for all persons' is a statutory duty. Artizan Street Library - located in the east of the City of London – also has four hireable rooms and the staff provide a public library, a community centre and frontline housing services to the local community.
12. The budget for the library service is held by the Culture, Heritage, and Libraries Committee.
13. Summary of functions:
 - **Management of the three community libraries:** Barbican, Shoe Lane, and Artizan Street Library - including the Barbican Children's and Barbican Music Libraries
 - **Management of Artizan Street Community Centre:** part of Artizan Street Library
 - **Library and Bibliographical Services**
 - **Ownership and maintenance of the Libraries Management System**
 - **Provision of free computers and Wi-Fi for public use** in all City of London libraries and the London Metropolitan Archives
 - **Home Delivery Service:** delivery of books and more to residents who are unable to get to a library by themselves
 - **Event Management and training delivery**

3.2 Commissioning and Partnerships

Simon Cribbens – Assistant Director of Commissioning and Partnerships

14. The Department commissions delivery of several services. Most support statutory functions or responsibilities – such as care provision and placements – and so are predominantly for residents. However, City Advice is funded by both the Department and City Cash so is available to all those who work in the City of London; the Golden Lane Leisure Centre delivers to all wishing to use it, but outreach sports development is delivered to residents; and commissioned rough sleeping services work with anyone found homeless on the streets of the Square Mile.
15. The Community Safety Team sits within this division but works across the City Corporation and with partner services (City of London Police, probation, health, and fire services among others) to address community safety issues that arise in the Square Mile.
16. The division responds to ad hoc initiatives – such as the development of the City Wellbeing Centre, which provides access to therapeutic intervention for residents in and close to the City of London, and those who work in the City of London.

17. It also hosts the delivery of some pan-London commissioning such as the Pan-London Specialist Substance Misuse (drug and alcohol) Services. These activities are externally funded.

18. Summary of functions:

- **Commissioning:** procuring most departmental contracts; managing the commissioning cycle, including the analysis, planning, implementing, and reviewing of services.
- **Strategy and Performance:** delivery of statutory returns and performance reporting: development of strategies required by legislation or regulatory expectation; support for ad hoc projects
- **Business Support Unit:** coordination of the departmental risk register, audit response, resilience and emergency planning, departmental communications, complaint handling, freedom of information requests and Executive Director's office
- **Community Safety:** coordinating the Safer City Partnership; works with partners to provide advice and support in relation to crime and Anti-social Behaviour (ASB) in the Square Mile
- **Pan-London Commissioning Projects:** commissioning and contract monitoring of specialist drug and alcohol services
- **Ad hoc projects:** Afghan evacuee support, Ukrainian resettlement and others

3.3 Education and Skills

Deborah Bell – Strategic Education and Skills Director

19. The Department is responsible for delivering the City of London's Education, Cultural and Creative Learning and Skills Strategies. This tripartite of strategies are overseen by the Education Board. The intention of these three distinct but connected strategies is to deliver the City of London's single vision of "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". The Education Strategy Unit does not deliver statutory education services but works closely with that department to ensure themes and synergies are identified and responded to coherently.

20. The Adult Skills and Apprenticeship Service, and the Family of Schools (ten academies within the City of London Academy Trust, one maintained Primary School in the City of London, four independent schools of which the City of London is proprietor, two co-sponsored academies and five schools with which the City of London has historic links), provide for residents and non-residents alike – although each school setting will apply admissions criteria and restrictions.

21. Summary of functions:

- **Education Strategy Unit:** Delivery of Forums to share best practice for Headteachers, Chair of Governors, Skills leads, Partnership leads, Culture and Creative leads as well as Governor training opportunities in safeguarding, finance and school data and performance. Research and horizon scanning, creation and sustaining of partnerships, and provision of enrichment opportunities for learners to promote social mobility. Environmental and outdoor learning development.
- **Adult Skills and Community Learning:** providing statutory Adult Community Learning (ACL) and the Apprenticeship Scheme for the City Corporation and co-ordinating pan-London provision on behalf of the Mayor of London's office.

- **Connecting Communities:** connecting Londoners with work, training, and other support into employment (overseen by Anne Bamford, former Strategic Education and Skills Director).
- **Academy Sponsor for the City of London Academy Trust:** Delivering exceptional quality of education and academic excellence through the City Premium Grant which supports 'additionality' to the education offer through bids, assessment, and evaluation of impact activity.
- **Delivery of cultural learning programmes:** Access to the City of London's cultural heritage and environmental assets offer through bids, assessment, and evaluation of impact activity, working closely with schools within the Family of Schools, the Open Spaces team and 25 cultural partners.
- **Education events:** including the City Schools' Conference, London Career's Festival, Chess Tournament, Maths Challenge, Art Exhibition, City Schools' Concert, and various other one-off opportunities for Primary to Sixth Form pupils.

3.4 Housing and Barbican

Paul Murtagh – Assistant Director of Housing and Barbican

22. The division provides housing services (management, repair, and development of housing stock) to residents in the Square Mile and across our estates in six other London local authority areas. Housing management and services are also provided to the Barbican Estate.
23. The division maintains the City Corporation's Housing Register for social housing – commonly referred to as a housing waiting list. To join, applicants must have lived or worked in the City of London for 24 months or be an existing tenant or their adult child who has always lived at home.
24. Summary of functions:
 - **Management of Social Housing Estates:** managing tenancies and leases, supporting vulnerable residents, estate maintenance, cleaning, and gardening, responding to complaints and ASB reports (including safeguarding older residents on sheltered estates)
 - **Management of the Barbican Estate:** managing tenancies and leases, supporting vulnerable residents, estate maintenance, cleaning, and gardening, responding to complaints and ASB reports
 - **Housing Needs Management:** assessing Housing Register applications, managing the housing waiting list and supporting allocation of homes.
 - **Income Services:** collecting current and overdue rent; supporting tenants to maintain tenancies and collecting overdue rent payments
 - **Revenue services:** managing leasehold services and right to buy requests.
 - **Resident Involvement:** conducting resident satisfaction surveys, resident consultations, policy reviews and management of two community centres
 - **Management of Housing Assets:** providing repairs and maintenance services, property services and customer services
 - **Major Projects and Developments:** delivery of maintenance works and new developments
 - **Business Support:** responsible within the Housing Division for managing corporate risk, complaints, resilience, statutory returns, freedom of information

requests, information, and systems management, DCCS health and safety and managing resident communication channels and housing webpages

3.5 People's Services

Chris Pelham – Assistant Director of People's Services

25. The People's division delivers needs-based services. Some – such as homelessness – can be accessed by those who work in the City of London. Residents of any local authority can approach any other local authority for homelessness help, but if there is no clear “local connection” to that authority (for the City of London that is by residence or working) it is likely an applicant will be referred to the authority with which they have closer ties. If an applicant has no local connection – the Department will progress their application. Those who sleep rough on the City of London's streets are considered eligible for the Department's homelessness assistance and services.
26. Safeguarding of children and adults is the responsibility of all partners working to support residents in the City of London – including many of the division's services. These arrangements are overseen by the independently chaired City and Hackney Safeguarding Children Partnership and the City and Hackney Safeguarding Adults Boards respectively.
27. Duties to lead on the safeguarding investigations, in respect of child protection and adults at risk living in the City of London, are the responsibility of the division's Children Social Care Service and the Adult Social Care Service respectively. Allegations made against adults working with children in the City of London are investigated by the Department's Local Authority Designated Officer (the LADO).
28. The division also provides a “Virtual School” for children with a social worker, which promotes educational excellence and offers advice, support and guidance to all staff working with children who have, or who have had, a social worker. The Virtual School supports all children in care aged three to 18 and will continue to provide support and advice with further education, apprenticeships, and university applications to “care leavers” up to the age of 25.
29. The Department supports one “maintained” (state) school that provides primary education for some children living in the Square Mile and others in neighbouring authorities and has a legal duty to ensure resident children have school places.
30. Summary of functions:
 - **Adult Social Care:** services to vulnerable and older adults providing social work, reablement and occupational therapy through a strengths-based approach.
 - **Children Social Care:** services to vulnerable children providing social work, early help, and family therapy services.
 - **Safeguarding and Quality Assurance:** providing independent reviewing, child protection, workforce development co-ordination and participation services for children and young people.
 - **Homelessness Prevention and Rough Sleeping:** providing pathway co-ordination, tenancy support, homelessness prevention and rough sleeper outreach services.
 - **Education and Early Years:** school admissions, supporting children and families with their education and the statutory Family Information Service.
 - **Virtual School:** educational support to children and young people in care.

3.6 Public Health

Dr Sandra Husbands – Director of Public Health

31. Public Health services are delivered through the City and Hackney Public Health Service. Sitting within the Department it works across the City Corporation and with partner services (City of London Police, probation, health, and fire services among others) and external partners, to address public health issues across the Square Mile. The team provides public health advice to officers and Members, as well as commissioning key public health services, such as stopping smoking, health promotion, sexual health, and drug and alcohol services – targeting both those who live and work in the Square Mile.
32. Summary of functions:
- **Business Healthy:** A free, unique, and award-winning programme that provides support and signposting to employers in the City of London to help improve the health and wellbeing of the workforce.
 - **Children and young people wellbeing services:** A range of services to support healthy lifestyles and the best start in life for children including the antenatal and early years support, promotion and provision of healthy start vitamins and vouchers and health promotion in outreach work in schools and youth settings.
 - **Community champions programme and community wellbeing outreach:** working in partnership with local communities to improve wider health outcomes and tackle inequalities.
 - **Domestic violence prevention:** Specialist domestic violence and abuse (DVA) training, support and referral programme for General Practices as well as domestic abuse training and a case consultation service for front-facing practitioners.
 - **Health protection:** Protecting the population's health from infectious and non-infectious hazards through identifying and mitigating health protection risks, ensuring system resilience and outbreak/emergency response. Health protection also includes work on immunisations as well as infection prevention and control.
 - **Health visiting:** A service that promotes positive family health by working with and supporting families during the crucial early years of a child's life.
 - **Joint strategic needs assessment (JSNA):** An ongoing process which helps to identify the health and wellbeing needs of the local population to inform and underpin the key strategies and other local plans that seek to improve the health of our residents.
 - **Mental health awareness training:** Provided by MIND, training is provided for people in organisations supporting our communities, with a focus on recipients returning to their own organisation and embedding the learning among colleagues.
 - **Public Health Intelligence (PHI):** Produces insight to inform the JSNA programme of work as well as supports colleagues in delivering on their portfolio tasks, provides research, briefings and facilitates access to key data required for decision-making.
 - **School-based health service:** A nurse-led service for school-age children which includes the National Weight Measurement Programme (NCMP) and school entry health check.

- **Sexual Health:** Open-access sexual health services are commissioned to provide confidential contraception and the testing and treatment of sexually transmitted infections.
- **Substance misuse:** The City and Hackney Substance Misuse service provides support to adults who misuse drugs and alcohol through an integrated service model managed by Turning Point.
- **Suicide prevention and awareness:** Working with the Central London Samaritans, Public Health has developed a short, two-hour package to further strengthen skills in the City of London business community.
- **Tobacco control and smoking cessation:** Smokefree City and Hackney is commissioned as a fully integrated service providing free personal and confidential support to those studying, working, or living in the City of London or Borough of Hackney.

4 Who are DCCS services for?

	City residents	Non-residents	City housing tenants and leaseholders (Square Mile)	City housing tenants and leaseholders (outside Square Mile)	Workers
Libraries	Yes	Yes	Yes		Yes
Library – home delivery service	Yes	No	Yes	No	No
City Advice	Yes	No	Yes	yes	Yes
City Connections	Yes	No	No	No	No
Golden Lane Leisure Centre	Yes	Yes	Yes	Yes	Yes
Adult Skills and learning	Yes	Yes	Yes	Yes	Yes
Academy Schools¹	Yes	Yes	No	No	No
Housing Management	No	No	Yes	Yes	No
Housing Waiting list²	Yes	Yes	Yes	Yes	Yes
Adults Social Care	Yes	No ³	Yes	No	No
Children's Social Care	Yes	No ³	Yes		
Homelessness services	Yes	Yes	Yes	No	Yes
Education and early years	Yes	No	No	No	No
City Wellbeing Centre	Yes	Yes ⁴	Yes	No	Yes

¹ subject to school admission criteria

² eligibility and other criteria apply

³ support is given to young people/adults open to services but living outside of the Square Mile

⁴ those living on the City of London fringe

5 Committee and Sub-committees

- Community and Children's Services Committee (Grand Committee)
 - Homelessness and Rough Sleeping sub-committee
 - Housing Management and Almshouses Sub Committee
 - Integrated Care Partnership Board
 - Safeguarding Sub-committee
- Barbican Residential Committee
- Crime and Disorder Scrutiny Committee
- Culture, Heritage, and Libraries
- Education Board
- Health and Wellbeing Board
- Health and Social Care Scrutiny Committee
- Safer City Partnership Board

6 Commissioned Providers

33. Major commissioned service provision includes:

- Outreach (Thames Reach)
- High Support Hostel (St Mungos)
- City Advice (Toynbee Hall)
- Groundwork (Green Doctors)
- City Connections (Age UK East London)
- Youth Services (Society Links)
- Information Advice and Guidance (Prospects)
- Leisure Services (Fusion Lifestyle)

7 Key delivery partnerships

34. Across its functions the Department works with a range of partners and partnership bodies to influence delivery and strategy to secure outcomes for the City of London. This includes work related to the integration of health and social care in partnership with the London Borough of Hackney, and local health providers and authorities across the Northeast London sub-region.

- City and Hackney Health and Care Board
- City and Hackney Safeguarding Children Partnership
- City and Hackney Safeguarding Adults Board
- Safer City Partnership
- Northeast London ICB
- London Association of Directors of Children's Services
- London Association of Adults Social Services
- Life Off the Streets Executive Board
- London Councils - various

8 Budget

DCCS Financial information by division - original budget 2023/24

-	TOTAL	Supervision and Management	People's Services	Commissioning and Partnerships	Housing Directorate	Barbican Res	Educational Board	HRA	Libraries
-	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Employees	20,531	1,292	3,554	1,560	471	5,056	424	6,138	2,036
Premises	17,431	2	55	245	41	12,404	0	4,475	209
Transport	164	5	140	2	2	1	0	8	6
Supplies and Services	6,986	139	2,041	2,288	255	307	390	1,150	416
Third Party Payments	7,003	0	6,300	684	19	0	0	0	0
Transfer Payments	128	0	37	76	0	0	0	15	0
Capital Charges	291	0	0	0		0	0	291	0
Transfer to Reserves	3,577	0	0	0	0	0	0	3,577	0
Surveyor's Repairs and Maintenance	295	0	3	248	0	0	0	0	44
Total Expenditure	56,406	1,438	12,130	5,103	788	17,768	814	15,654	2,711
Total Income	(22,586)	(62)	(1,907)	(3,580)	(324)	(18,872)	0	(16,402)	(311)

Total Local Risk	14,948	1,376	10,223	1,523	464	(1,104)	814	(748)	2,400
Central Risk	2,330	0	1178	(140)	67	(1,257)	2,226	(27)	283
Total Local and Central Risk	17,278	1,376	11,401	1,383	531	(2,361)	3,040	(775)	2,683
Re-charges	9,137	(1,376)	2,454	939	423	5,074	2	775	846
Total Net Expenditure	26,415	0	13,855	2,322	954	2,713	3,042	0	3,529

35. See the notes below for additional information around divisional budgets.

People:

- Local risk includes payments relating to social care clients' care packages, fostering costs, adoption costs, occupational therapy, early years education and homelessness. We receive income from clients as contributions towards their care packages and various government grants including the Better Care Fund.
- Central risk includes payments regarding unaccompanied Asylum-seeking children who are presented to the City of London which is partly met from Home Office funding. The central risk also includes the schools delegated budget (which is the budget for our maintained school) and if fully met from the Dedicated Schools Grant.

Commissioning and Partnerships:

- Local risk includes the cost of the Business Support Team, Public Health responsibilities and the Adult and Community Learning service which are both met fully from government funding. Local risk also includes the cost of our information and advice service as well as the Portsoken Health and Community Centre.
- Central risk includes the cost of the Taxi Card and Concessionary fare scheme which is fully reimbursed from the City of London's parking meter reserve. This also includes a contribution from City of London's cash towards the information and advice service.

Housing:

- Local risk includes welfare support and the cost of administering housing benefit payments which is partly met from government grants. This also includes the former Spitalfields property which generates approximately £116k of rental income per year.
- Central risk: this includes housing benefit payments to individuals of which the majority is offset by government funding.

Libraries:

- Local risk includes the lending libraries' book fund. The main sources of income for the libraries are through fines, registration fees and hire fees. In addition, Artizan St library also hires out space for commercial and community events. Artizan St Library and Portsoken Health and Community Centre is a joint funded service with Commissioning.
- Central risk largely comprises the Barbican Library's share of utilities and rates costs at the Barbican Centre.

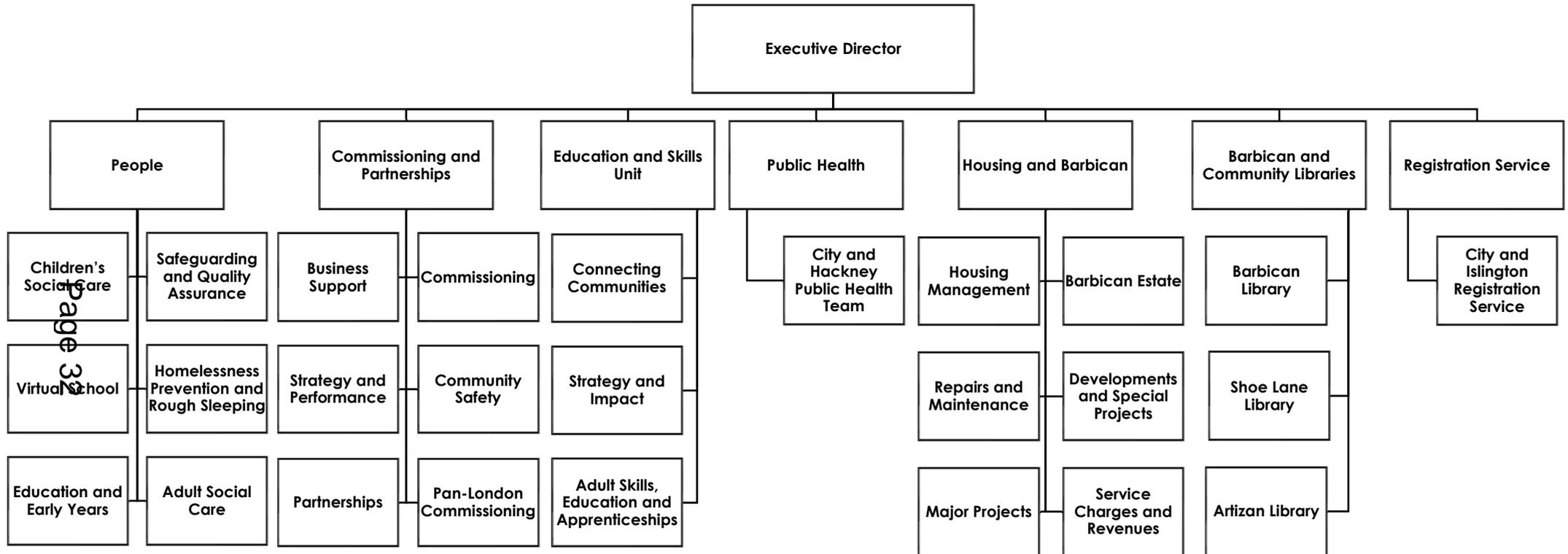
Barbican Residential:

- Local risk includes expenditure relating to the running expenses for both long- and short-term lessees, car parking, stores, and trade centre - all part of the Barbican residential estate. The main expenditure items are employees, "repairs and maintenance" and utilities. The expenditure is funded mainly from income received from long and short lessees in the form of housing rent, service charges and car parking rent.
- Central risk is income relating to (1) service charges (this is a transfer from local risk - an amount deemed to relate to central risk) and (2) leaseholders' insurance.

HRA - Housing Revenue Account:

- The HRA is ring-fenced (financially self-contained)
- Local risk includes expenditure relating to repairs, maintenance and improvements, estate-based services such as caretaking, cleaning, grounds maintenance and lighting.
- Supervision and management and resident engagement and communications. Income is received from three main sources: rents from dwellings, shops, and parking facilities, service charges from tenants and homeowners.
- Central risk includes recharges to Capital Projects and SLP.

9 Organisational Structure



City of London | Census Report

Census data provided by Office for National Statistics: [How life has changed in City of London: Census 2021 \(ons.gov.uk\)](#)

Population

ONS reporting on changes experienced in the City of London shows;

"The population reached nearly 8,600:

Between the last two censuses (held in 2011 and 2021), the population of the City of London increased by 16.4%, from around 7,400 in 2011 to around 8,600 in 2021.

This means the City of London's population saw the third-largest percentage increase in London, behind Tower Hamlets (where the population increased by 22.1%) and Barking and Dagenham (17.7%). The population of London increased by 7.7%, while the population of England rose by 6.6%."

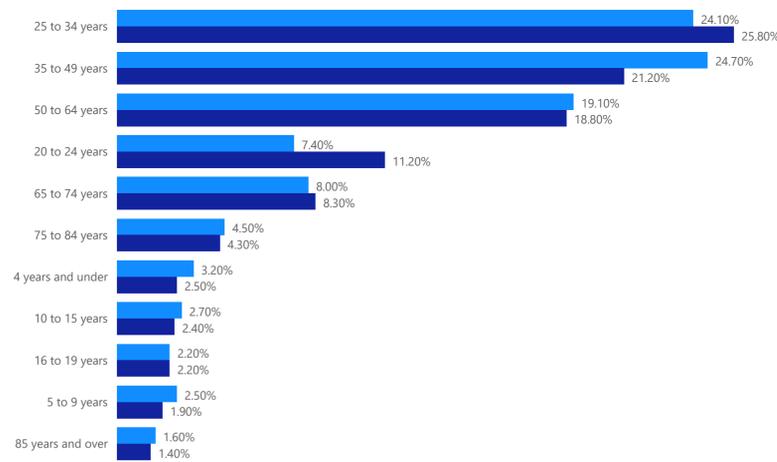
Data on Ethnicity shows that since 2021 the City has become more diverse. Residents in the Chinese ethnicity group and "Other" group increasing by 3 percentage points respectively. Similarly a 5.38% increase in the number of residents who are in the Other White ethnic group.

Population growth was higher in the City of London than across London

Area name	Percentage change
City of London	16.4%
England	6.6%
London	7.7%

Percentage of usual residents by age group

● 2011 ● 2021



City of London residents by Age Group

City of London Population age analysis by the ONS highlights some of the changes;

"Between the last two censuses, the average (median) age of the City of London decreased by two years, from 39 to 37 years of age.

This area had a higher average (median) age than London as a whole in 2021 (35 years) but a lower average (median) age than England (40 years).

The median age is the age of the person in the middle of the group, meaning that one half of the group is younger than that person and the other half is older.

The number of people aged 25 to 34 years rose by just under 450 (an increase of 24.6%), while the number of residents aged 4 years and under fell by fewer than 50 (9.3% decrease)."

Ethnicity in the City of London

Ethnic group (20 categories)	2011	2021
Asian, Asian British or Asian Welsh: Bangladeshi	3.11%	3.34%
Asian, Asian British or Asian Welsh: Chinese	3.61%	6.35%
Asian, Asian British or Asian Welsh: Indian	2.91%	3.74%
Asian, Asian British or Asian Welsh: Other Asian	2.91%	3.02%
Asian, Asian British or Asian Welsh: Pakistani	0.20%	0.38%
Black, Black British, Black Welsh, Caribbean or African: African	1.30%	1.78%
Black, Black British, Black Welsh, Caribbean or African: Caribbean	0.60%	0.63%
Black, Black British, Black Welsh, Caribbean or African: Other Black	0.70%	0.29%
Does not apply	0.00%	0.00%
Mixed or Multiple ethnic groups: Other Mixed or Multiple ethnic groups	1.40%	2.20%
Mixed or Multiple ethnic groups: White and Asian	1.50%	2.09%
Mixed or Multiple ethnic groups: White and Black African	0.50%	0.57%
Mixed or Multiple ethnic groups: White and Black Caribbean	0.50%	0.62%
Other ethnic group: Any other ethnic group	1.20%	4.29%
Other ethnic group: Arab	0.90%	1.33%
White: English, Welsh, Scottish, Northern Irish or British	57.62%	42.51%
White: Gypsy or Irish Traveller	0.00%	0.00%
White: Irish	2.40%	2.16%
White: Other White	18.64%	24.02%
White: Roma		0.69%
Total	100.00%	100.00%

Ethnicity in the City of London

Analysis from ONS.gov.uk mentions:

In 2021, 16.8% of the City of London residents identified their ethnic group within the "Asian, Asian British or Asian Welsh" category, up from 12.7% in 2011. The 4.1 percentage-point change was the largest increase among high-level ethnic groups in this area.

Across London, the percentage of people from the "Asian, Asian British or Asian Welsh" ethnic group increased from 18.5% to 20.7%, while across England the percentage increased from 7.8% to 9.6%.

In 2021, 69.4% of people in the City of London identified their ethnic group within the "White" category (compared with 78.6% in 2011), while 5.6% identified their ethnic group within the "Other" category ("Arab" or "Any other ethnic group") (compared with 2.1% the previous decade).

The percentage of people who identified their ethnic group within the "Mixed or Multiple" category increased from 3.9% in 2011 to 5.5% in 2021.

There are many factors that may be contributing to the changing ethnic composition of England and Wales, such as differing patterns of ageing, fertility, mortality, and migration. Changes may also be caused by differences in the way individuals chose to self-identify between censuses.

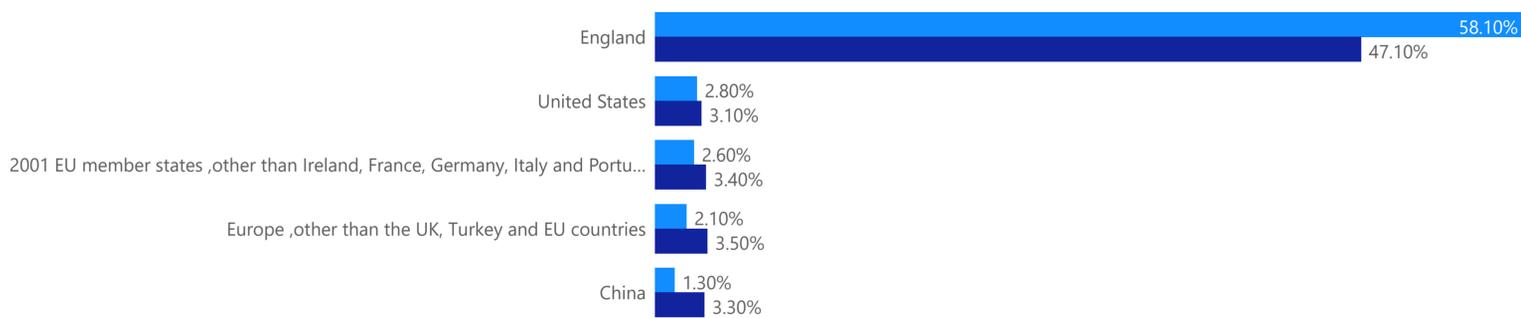
City of London residents' country of birth:

In the latest census, around 4,000 City of London residents said they were born in England. This represented 47.1% of the local population. The figure has decreased from just under 4,300 in 2011, which at the time represented 58.1% of the City of London's population.

Non-EU European countries (other than the UK and Turkey) were the next most represented, with just over 300 City of London residents reporting one of these countries as their country of birth (3.5%). This figure was up from around 150 in 2011, which at the time represented 2.1% of the population of the City of London.

In 2021, 47.1% of the City of London residents reported their country of birth as England

● 2011 ● 2021



This chart shows the five most common countries of birth in City of London in 2021

Unpaid Carers

Unpaid care (5 categories)	2011	2021
Does not apply	0.00%	0.00%
Provides 19 or less hours unpaid care a week	6.00%	4.30%
Provides 20 to 49 hours unpaid care a week	1.00%	1.00%
Provides 50 or more hours unpaid care a week	1.00%	1.00%
Provides no unpaid care	92.00%	93.70%

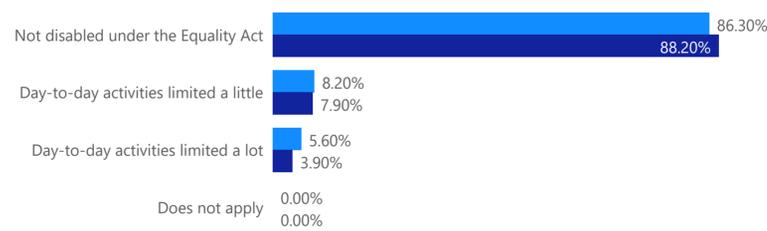
Number of residents providing care decreased:

Between the last two censuses (held in 2011 and 2021), the number of residents providing unpaid care decreased by roughly 2%.

The decrease in the proportion of people (aged five years and over) providing up to 19 hours of weekly unpaid care in the City of London (2.4 percentage points) was similar to the decrease across London (2.6 percentage points, from 6.4% to 3.8%). Across England, the proportion fell by 2.8 percentage points, from 7.2% to 4.4%.

Disabled under the Equality act

● 2011 ● 2021



Disabled under the Equality Act:

The number of people reporting to Not be disabled under the Equality Act definition has increased from 86.30% in 2011 to 88.2% in 2021.

ONS data also shows us that in neighbouring boroughs they are also seeing an increase in non-disabled residents. Southwark has seen an increase from 78.4% to 82.4%.

However, the Office for National Statistics note on their website "Census 2021 was undertaken during the coronavirus (COVID-19) pandemic. This may have influenced how people perceived their health status and activity limitations, and therefore may have affected how people chose to respond.

Caution should be taken when making comparisons between 2011 and 2021 because of changes in question wording and response options."

Disabled under the Equality act

Disability - Equality act disabled (4 categories)	2011	2021
Day-to-day activities limited a little	8.20%	7.90%
Day-to-day activities limited a lot	5.60%	3.90%
Does not apply	0.00%	0.00%
Not disabled under the Equality Act	86.30%	88.20%

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Committees: Chief Officer - <i>[for decision]</i> Community and Children's Services Committee <i>[for information]</i> Culture Heritage and Libraries <i>[for information]</i>	Dates: 20 January 2023 13 March 2023 27 March 2023
Subject: Library Management System Unique Project Identifier: N/A	Gateway 6: Outcome Report Regular
Report of: Director of Community & Children's Services Report Author: Sarah Greenwood	For Decision
<h2 style="margin: 0;">PUBLIC</h2>	

Explanatory Note for Members: The Corporate Projects Board agreed for this project to proceed under delegation until such time as it was determined whether/if the project would reach the thresholds of the Gateway process. Proceeding under delegation meant that all usual Gateway reports are submitted to the Chief Officer who may then choose to share the reports with Committee for information. The recommendations of previous Gateway reports concluded that the project was below Gateway thresholds and, as such, reports are shared with Members for information.

Summary

1. Status update	<p>Project Description: IT system designed to manage the records of the Barbican and Community Libraries including stock details, availability, fines, payments and membership details</p> <p>RAG Status: Green (Green at last report to Committee)</p> <p>Risk Status: Low (Low at last report to Committee)</p> <p>Costed Risk Provision Utilised: £0 (of which £0 amount was drawn down at the last report to Committee)</p> <p>Final Outturn Cost: £153,722 (£152,255 contract cost plus £1,500 staff costs)</p>
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<p>2. Next steps and requested decisions</p>	<p>Requested Decisions: Members are asked to note this Outcome Report, and that the Project will be closed.</p>
<p>3. Key conclusions</p>	<p>The project met all of the original SMART objectives and realised all the planned benefits. Capital funding was not required as there was continuation of the previous provider, achieving savings against the original plan.</p>

Main Report

Design & Delivery Review

<p>4. Design into delivery</p>	<p>The design of the specification covered all of the City's requirements. Early partnership work with the Libraries Consortium meant that their specification could be used to inform the City's specification.</p>
<p>5. Options appraisal</p>	<p>The option to outsource to a third party leveraged market expertise for the equipment and software and was the most cost-effective option providing the most up-to-date technology.</p>
<p>6. Procurement route</p>	<p>Direct award through a framework enabled the project to progress quickly to meet the City's timetable and to leverage best value for money as no capital funding was required. The project had procurement reference number itt_COL_12213.</p>
<p>7. Skills base</p>	<p>No external consultants were required because the City's officers were suitably skilled and worked in partnerships to develop the specification, complete the legal documentation and mobilise the contract. No additional training was required.</p>
<p>8. Stakeholders</p>	<p>Users and staff were consulted early in the development of the specification to determine their priorities, issues with the existing service and improvements required. Feedback was included within the specification.</p>

Variation Review

<p>9. Assessment of project</p>	<p>All contract milestones were achieved on time as follows: Contract awarded June 2022 – achieved</p>
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against key milestones	<p>Mobilisation June 2022 – July 2022</p> <p>Overall project – completion and go live by 31 July 2022</p> <p>The Gateway 6 report was delayed to January 2023 due to other competing priorities.</p>
10. Assessment of project against Scope	<p>The scope of the project was not changed following Gateway 1. The detailed design and requirements of the service were developed and refined following library staff and user consultation and discussions with the Libraries Consortium.</p>
11. Risks and issues	<p>As reported at Gateway 5, only one risk was realised as a result of unfunded capital costs for potential change of supplier, estimated at £20,000. Chamberlain’s Department had confirmed that this amount was below the capital bid threshold and should be funded through departmental budgets.</p> <p>However, because no capital funding was ultimately required, this risk became obsolete.</p>
12. Transition to BAU	<p>The Operation and IT librarian is responsible for the oversight of the Library Management System. No mobilisation plan was required because the incumbent provider is the new provider and business as usual continued between contract periods.</p>

Value Review

13. Budget	<table border="1"> <tr> <td><i>Estimated Outturn Cost (G2)</i></td> <td> <p>Estimated cost (including risk): £153,755</p> <p>Estimated cost (excluding risk): £153,755</p> </td> </tr> </table>		<i>Estimated Outturn Cost (G2)</i>	<p>Estimated cost (including risk): £153,755</p> <p>Estimated cost (excluding risk): £153,755</p>																											
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	<p>*Other: revenue costs including annual licences, hosting, maintenance and managed service costs for the whole contract financed from local risk budget</p> <p>The Final Account for this project did not require verification as no capital expenditure was incurred.</p>
14. Investment	The project is not an invest to save or revenue generating opportunity.
15. Assessment of project against SMART objectives	<p>The project met all of its SMART objectives (including the timetable as detailed above):</p> <ol style="list-style-type: none"> 1. The system enables the City of London Corporation to deliver its library services. 2. The system has proven capability and capacity to manage the current (and future potential) requirements of library users, including flexibility to respond to changing Government, COVID-19 and technological requirements. 3. The system enables a safe and professional experience for library staff and users with co-ordination of all records in relation to stock. 4. The solution can be configured to meet local and national reporting requirements and City data intelligence. 5. The system supports flexible working on a variety of devices.
16. Key benefits realised	<p>All key benefits outlined in the Gateway 2 report have been realised:</p> <ol style="list-style-type: none"> 1. The system meets agreed modern library requirements and identified good practice. 2. Safe and professional experience for service users and staff with co-ordination of all records in relation to stock.

Lessons Learned and Recommendations

17. Positive reflections	The early formation of a cross-departmental project team brought together experience and skills so that the specification and procurement process was smooth. The use of the framework enabled a shorter procurement timetable and use of framework documentation.
18. Improvement reflections	There are no improvement actions identified.
19. Sharing best practice	All Community and Children's Services IT projects are used to further develop the good practice document for IT specifications within the department.
20. AOB	None

Appendices

Appendix 1	Project Coversheet
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Contact

Report Author	Sarah Greenwood
Email Address	Sarah.greenwood@cityoflondon.gov.uk
Telephone Number	020 7332 3594

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Project Coversheet

[1] Ownership & Status

UPI: N/A

Core Project Name: Library Management System

Programme Affiliation (if applicable): N/A

Project Manager: Sarah Greenwood, Commissioning Manager

Definition of need: The contract for the current IT system is due to expire in July 2022

Key measures of success:

1. The system enables the CoLC to deliver its library services.
2. The system has proven capability and capacity to manage the current (and future potential) requirements of library users including flexibility to respond to changing Government, Covid and technological requirements
3. The system enables a safe and professional experience for library staff and users with coordination of all records in relation to stock
4. The solution can be configured to meet local and national reporting requirements and City data intelligence
5. The system supports flexible working on a variety of devices

Expected timeframe for the project delivery: July 2022

Key Milestones:

- Invitation to tender: December 2021
- Selection of contractor: March 2022
- Data Migration: March 2022 – July 2022 (period may not be required if existing supplier is winning bidder)
- Overall project: Completion and go live by July 2022

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 September 2021):

- Total Estimated Cost (excluding risk): £40,000 one off/capital + £125,000 revenue
- Costed Risk Against the Project: nil
- Estimated Programme Dates:
 - i. contract start – March 2022
 - ii. month contract negotiation/data migration and mobilisation period April – July 2022
 - iii. existing contract ends July 2022

Scope/Design Change and Impact:

'Project Proposal' G2 report (as approved by Chief Officer September 2021):

- Total Estimated Cost (excluding risk): £50,000 one-off/capital + £275,000 revenue.
- Resources to reach next Gateway (excluding risk) £1,500 staff costs
- Spend to date:
- Costed Risk Against the Project: nil
- CRP Requested: nil
- CRP Drawn Down: nil
- Estimated Programme Dates:
 - i. Invitation to tender: December 2021
 - ii. Selection of contractor: March 2022
 - iii. Data Migration: March 2022 – July 2022 (period may not be required if existing supplier is winning bidder)
 - iv. Overall project: Completion and go live by July 2022

Scope/Design Change and Impact: The Corporate Projects Board agreed that the project should proceed under delegation until such a time that it was determined whether the project would reach the thresholds of the gateway process. Potential Revenue costs increased to match framework costs.

'Options Appraisal and Design' and Authority to start work' G3/4/5 report (as approved by Director under delegation 26/06/2022):

- Total Estimated Cost (excluding risk): £1,500 one off/capital + £152,255 revenue
- Resources to reach next Gateway (excluding risk): included within £1,500 identified in Gateway 2
- Spend to date:
- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates:

Contract awarded June 2022

Mobilisation June 2022 – July 2022

Overall project: Completion and go live by 31 July 2022

Scope/Design Change and Impact: no changes from Gateway 2

Total anticipated on-going commitment post-delivery [£]:£ 152,255 revenue across 5 years

Programme Affiliation [£]:N/A

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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