



## **Community & Children's Services Committee INFORMATION ONLY REPORTS**

**JULY 2023**

20. **DRAFT MINUTES FROM THE RECENT SUB-COMMITTEE MEETINGS**
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21. **REVENUE OUTTURN 2022/23 - COMMUNITY AND CHILDREN'S SERVICES COMMITTEE (CITY FUND)**  
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22. **HOMELESSNESS AND ROUGH SLEEPING STRATEGY**  
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## **SAFEGUARDING SUB (COMMUNITY & CHILDREN'S SERVICES) COMMITTEE**

**Monday, 19 June 2023**

**Minutes of the meeting held at the Guildhall EC2 at 10.00 am**

### **Present**

#### **Members:**

Mary Durcan

Anne Corbett

Helen Fentimen (Deputy Chairman)

#### **Officers:**

Chris Pelham	- Assistant Director, People, Community and Children's Services
Rachel Talmage	- Community and Children's Services
Sacha Lewis	- Community and Children's Services
Greg Knight	- Community and Children's Services
Emma Masters	- Community and Children's Services
Keisha Nurse	- Community and Children's Services
Pat Dixon	- Community and Children's Services
Hannah Dobbin	- Community and Children's Services
Ellie Ward	- Community and Children's Services
Julie Mayer	- Town Clerks

### **1. APOLOGIES**

Apologies were received from Ceri Wilkins, Ruby Sayed (Chair), Ben Murphy and Joanne Abeyie. Ben Murphy and Joanne Abeyie joined the meeting remotely. Helen Fentimen took the Chair.

Before commencing the business on the agenda, the Chair advised that this would be the last meeting for Pat Dixon, the Local Authority Designated Officer (LADO), who is retiring at the end of the month. Members noted that Pat had been with the City of London Corporation for 15 years and was key to the Department's recent Outstanding Judgement in 2020 and the successful Focussed Visit in 2022. Pat has undertaken a number of senior roles; i.e. - Head of Children's Social Care, Head of Safeguarding and Quality Assurance, Local Authority Designated Officer and Principal Social Worker. Pat has supported our children in care and care leavers through her management of the Reviewing and Participation Service. The Sub Committee thanked Pat for her hard work and commitment and welcomed Laura Demetriades, who would be taking over as LADO.

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

Mary Durcan advised that her son and daughter-in-law had become registered foster carers for the London Borough of Hackney and she had also been approved to provide overnight care. Whilst this did not warrant a Declaration of

Interest as such, the Assistant Director, People, thanked the Member for flagging this and offered advice and support if required.

3. **MINUTES**

RESOLVED, that – the minutes of the meeting held on 9<sup>th</sup> February 2023 be approved.

4. **CARE LEAVER COMPACT**

The Sub Committee received a report of the Executive Director, Community and Children's Services in respect of the Pan London Care Leavers Compact, which provides a framework for developing consistency, breadth and quality in the support offered to London's care leavers. Member noted progress against the Compact and areas for development in 2023–24, noting the Department's ambition to achieve an excellent outcome for every child.

A Member asked if the £300 laptop budget could be reviewed, in order to obtain a higher specification. During a discussion on ringfencing of apprenticeships, Members noted that this had not been possible in the past, due to limitations on immigration status. Whilst officers were seeking protection for this group under equality legislation, a Member asked if this could be tried first, without the need for ringfencing. Members also noted the Chief Executive/Town Clerk's interest in working with City businesses offering apprenticeships and mentoring for young people, and in re-introducing such a scheme at the City Corporation.

RESOLVED, that – the report be noted.

5. **UNREGULATED PLACEMENT COMMISSIONING AND OVERSIGHT ARRANGEMENTS**

The Sub Committee received a report of the Executive Director, Community and Children's Services, which provided an update on the Corporation's current placements activity within semi-independent supported accommodation (SISA) settings. Members noted the current and proposed programme of contract management and monitoring for 16- and 17-year-olds, in preparation for Ofsted's Regulatory Framework, and the overall programme for young people up to the age of 25.

Members noted that, whilst is this unregulated, internal feedback can be provided as part of the framework with the Commissioning Alliance. Officers confirmed that they are not aware of any concerns.

RESOLVED, that – the report be noted.

6. **ADULT SOCIAL CARE SAFEGUARDING PERFORMANCE REPORT Q4 2022/23**

The Sub Committee received a report of the Executive Director, Community and Children's Services, which provided an update on performance.

RESOLVED, that – the report be noted.

7. **CHILDREN AND FAMILIES SERVICE PERFORMANCE - MONTH 12 2022/23 (MARCH 2023)**

The Sub Committee received a report of the Executive Director, Community and Children's Services, which provided an update on performance.

RESOLVED, that – the report be noted.

8. **ADULT SOCIAL CARE INSPECTION FRAMEWORK - CARE QUALITY COMMISSION (CQC)**

The Sub Committee received a report of the Executive Director, Community and Children's Services and noted that the new Health and Care Act 2022 gives new powers to the Care Quality Commission (CQC) to provide a meaningful and independent assessment of care, at a local authority and integrated care system level, starting in April 2023.

Members noted that, in response to this requirement, Adult Social Care is undertaking a self-evaluation against the Assessment Framework for local authority assurance and its four quality themes. The officer presented headlines from a Peer Review, which had taken place the previous week and advised that, once the full report had been published, it would be used to prepare an action plan. Overall, initial feedback had been very positive.

The officer advised that 'lived experience' had been the subject of discussions with the Safeguarding Adults Board over the past few years but it had not been successful, either locally or nationally. However, those on the edge of social care might be more willing to participate. Common Councillor, Joanne Abeyie, advised that she is familiar with this area of work and offered assistance.

Members noted that full grant funding is available to meet the cost of the programme in this financial year. The Chair advised that the recent Community and Children's Services Committee Awayday had suggested a deep dive into funding pressures.

RESOLVED, that – the report be noted.

9. **EARLY HELP STRATEGY**

The Sub Committee received a report of the Executive Director, Community and Children's Services in respect of the City of London Corporation's new Early Help Strategy 2023–2026.

Members noted that, despite being widely promoted by partners, there had not been any user feedback. The Officer had met with the Housing Team, in respect of promoting the service during home visits, and had arranged a meeting at the Neaman Practice for the following week. The Deputy Chair welcomed this initiative, as the Estate Offices provide a good central location for promoting Early Help Services. Members noted that multi-agency meetings take place every 2 months with key stakeholders and include representatives from the libraries and children's centres.

In response to a question, Members noted that incidents are raised in supervision sessions before being escalated to the relevant service and recorded on 'MOSAIC', in order to track any patterns. The Partnership Board had recently received a report seeking to address proportionality in terms of needs being met.

RESOLVED, that – the report be noted.

**10. CHILDREN'S SOCIAL CARE AND EARLY HELP SERVICE DEVELOPMENT PLAN 2022-23**

The Sub Committee received a report of the Executive Director of Community and Children's Services in respect of the Children's Social Care and Early Help Service Development Plan, which has been fully refreshed for 2023–24. Members noted the range of work supporting resident children in need of help and protection in the City of London.

In response to a suggestion, the Sub Committee noted that BSL training for Early Help Social Workers would be offered at level 2. In respect of the travel pass initiative, the Chair of Community and Children's Services had asked for a report seeking approval for initial funding, pending confirmation of full TfL funding.

RESOLVED, that – the report be noted.

**11. PRIVATE FOSTERING ANNUAL REPORT 2022 TO 2023**

The Sub Committee received a report of the Executive Director of Community and Children's Services and noted that, whilst there has been no private fostering arrangements identified in the City of London in 2022- 2023, the report advised how the City of London Corporation has met the National Minimum Standards for Private Fostering by raising awareness. Members noted that the City of London has been promoting private fostering through the City and Hackney Safeguarding Children Partnership (CHSCP) app, the distribution of leaflets to partner agencies and through multi-agency meetings. It was suggested that this subject be included in the next 'All Member Briefing' on Corporate Parenting.

RESOLVED, that – the report be noted.

**12. LOCAL AUTHORITIES DESIGNATED OFFICER (LADO) ANNUAL REPORT 2022 TO 2023**

The Sub Committee received a report of the Executive Director, Community and Children's Services, which advised Members of LADO activity between April 2022 and March 2023; as incorporated in the LADO Annual Report.

Members noted the positive dialogue with the City of London Police (CoLP) and the Assistant Director, People, advised that he would be seeking regular attendance of an officer (from COLP) at future meetings of this Sub Committee. Members also noted that, as there are many agencies based in the City of London, the LADO is often involved when incidents occur in surrounding local

authorities. The LADO also works with neighbouring authorities to address any performance issues with agencies and to share cross boundary issues.

RESOLVED, that – the report be noted.

**13. QUALITY ASSURANCE FRAMEWORK - UPDATED MARCH 2023**

The Sub Committee received a report of the Executive Director, Community and Children's Services in respect of the Quality Assurance Framework, which was reviewed and updated in March 2023.

Members noted that students are often engaged on serious case reviews, as part of their career development, and senior officers produce the action learning sets. The officer confirmed that all staff will be signing up to the NSC briefing, and the City of London Police have been offered training as part of the work of the Multi Agency Safeguarding/Child Exploitation Panel (MACE).

RESOLVED, that – the report be noted.

**14. CORPORATE PARENTING ANNUAL REPORT 2022/23 AND CORPORATE PARENTING STRATEGY UPDATE**

The Sub Committee received a report of the Executive Director, Community and Children's Services in respect of the performance of the City of London Corporation as a corporate parent, and the outcomes achieved for the children in its care between April 2022 and March 2023. Members also noted that the Corporate Parenting Strategy has been reviewed, with no significant changes made.

Members noted that all Looked after Children (LAC) and Children in Care are offered a property on one of the City's estates, given the lack of available accommodation within the square mile itself. This includes young people with complex needs, as part of their lifelong transition plans.

The Assistant Director advised that there would be a celebratory event for young people in the autumn, to celebrate their success and achievements. The details would be shared in due course and all Sub Committee Members would be very welcome to attend.

RESOLVED, that – the report be noted.

**15. QUESTIONS OF MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

**16. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

A Member raised safety concerns about children on Golden Lane using abandoned Lime bikes and scooters. The Members had informed the City of London Police, Streets and Walkways officers and the local Schools. As some deaths had been recorded nationally, the Member felt strongly that this should be a joined up safeguarding matter. Members noted a meeting had been scheduled with the School Youth Provider, who has been doing additional

outreach on the estates. Members noted that the Cripplegate Ward Councillors had also arranged to meet with Lime Bikes. The Assistant Director, People, agreed to explore if this had been an issue raised at the Child Death Overview Panel- which we sit on alongside other North East London Local Authorities. It would be raised during routine visits to parents where relevant .

Members asked for sensitivities around the terminology, noting that the children concerned are often around 7 or 8 years old, so it should not be categorised as 'anti-social behaviour'.

**17. 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 on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Item	Paragraph
18-19	1 & 2

**18. ADULT PERFORMANCE REPORT - NON-PUBLIC APPENDIX**

The Sub Committee received a non-public appendix in respect of agenda item 6.

**19. CHILDREN'S PERFORMANCE REPORT - NON-PUBLIC APPENDIX**

The Sub Committee received a non-public appendix in respect of agenda item 7. Members noted an update on the young people not in employment or training (NEET). The Officer advised that regular meetings take place with the Virtual Head, where short courses and apprenticeships are offered.

Members asked about how they could interrogate the data more effectively given the scale and scope of it. Officers advised that all performance data will be moving onto 'Power BI' which allows better visualisation, ease of use and better analysis.

**20. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

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

There were no items.

**The meeting closed at 11.15 am**

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Chairman

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<b>Committee(s)</b>	<b>Dated:</b>
Community and Children’s Services – For Information	17 July 2023
<b>Subject:</b> Revenue Outturn 2022/23 – Community and Children’s Services Committee (City Fund)	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<b>1,2,3,4,8,9,12</b>
<b>Report of:</b> The Chamberlain and the Director of Community and Children’s Services	<b>For Information</b>
<b>Report author:</b> Beatrix Jako, Chamberlain’s Department	

## Summary

This report compares the 2022/23 revenue outturn for the non-Housing Revenue Account (HRA) services overseen by your Committee with the final agreed budget for the year. The Director of Community and Children’s Services local risk budget was overspent by £717,000 with an overspend on all risks including recharges of £2.081m. This is summarised in the table below.

<b>Summary Comparison of 2022/23 Revenue Outturn with Final Agreed Budget – Community &amp; Children’s Services Committee</b>			
	<b>Final Agreed Budget £000</b>	<b>Revenue Outturn £000</b>	<b>Variations (Increase) / Reduction £000</b>
<b>Local Risk</b>	<b>(12,388)</b>	<b>(13,105)</b>	<b>(717)</b>
Central Risk	(1,343)	(2,245)	(902)
Surveyors R&M	(3)	-	3
<b>Total all Risks</b>	<b>(13,734)</b>	<b>(15,350)</b>	<b>(1,616)</b>
Recharges	(2,371)	(2,836)	(465)
<b>Overall Totals</b>	<b>(16,105)</b>	<b>(18,186)</b>	<b>(2,081)</b>

The local risk overspend was mainly due to :

- £350k provision for back-dated cost of rent from 2010 to 2017 for Half Moon Court (subject of a separate report to this Committee), £70k net pressure on Childrens placements and £173k increased energy costs in Housing Services. Note that the current (2023/24) years local risk budget has been increased by £500k to help meet ongoing pressures.

The central risk overspend was mainly due to :

- £433k overspend on unaccompanied asylum seeking children and £383k overspend on benefits administration. Note that the current (2023/24) years

central risk budget has been increased by £700k in recognition of the ongoing pressures in these areas.

### Recommendation

It is recommended that this revenue outturn report for 2022/23 is noted.

### Main Report

#### Revenue Outturn for 2022/23

- Actual net expenditure for your Committee's services during 2022/23 totalled £18.186m. A summary comparison with the final agreed budget for the year of £16.105m is tabulated below. In the tables, figures in brackets indicate expenditure or adverse variance.

<b>Comparison of 2022/23 Revenue Outturn with Final Agreed Budget</b>					
	<i>Original Budget</i>	<b>Final Agreed Budget</b>	<b>Revenue Outturn</b>	<b>Variations to Final Agreed Budget (Increase) / Reduction</b>	<b>Paragraph</b>
	<i>£000</i>	<b>£000</b>	<b>£000</b>	<b>£000</b>	
<b>Local Risk</b>					
Supervision & Management	(1,387)	(1,432)	(1,422)	10	
Partnerships & Commissioned Services	(1,090)	(1,155)	(1,639)	(484)	4
People's Services	(9,641)	(9,321)	(9,391)	(70)	5,6
Housing Services	(618)	(480)	(653)	(173)	7
<b>Total Local Risk</b>	<b>(12,736)</b>	<b>(12,388)</b>	<b>(13,105)</b>	<b>(717)</b>	
<b>Central Risk</b>	(402)	(1,343)	(2,245)	(902)	8,9,10
<b>Surveyors R&amp;M</b>	(3)	(3)	-	3	
<b>Recharges</b>	(2,383)	(2,371)	(2,836)	(465)	11
<b>Overall Totals</b>					
	<b>(15,524)</b>	<b>(16,105)</b>	<b>(18,186)</b>	<b>(2,081)</b>	

- A reconciliation of original local risk budget to the final agreed local risk budget is provided in Appendix A.
- The 2022/23 final approved central risk budget includes additional resources of £10,000 in relation to the flexible retirement scheme along with additional resources of £5,000 to cover cost of living staff pay rises effective from July

2022, and an adjustment of £926,000 relating to capital charges mainly in relation to the High Support Hostel – Site Development project.

#### Reasons for significant variations

4. The net adverse variance of £484,000 in Partnerships and Commissioned Services is mainly due to a backdated rent review in relation to 15 Halfmoon Court, London, 3<sup>rd</sup>,4<sup>th</sup> & 5<sup>th</sup> floor premises. There was also an overspend relating to the Portsoken Community Centre, expenditure incurred during the year was above income collected. In addition, the budget for the advice service was understated.
5. The net adverse variance of £70,000 in People's Services is due to the continued pressures within the children social care service area, offset by a reduction in employee costs across the service area as a results of staff vacancies.
6. DCCS are currently reviewing the highest care cost placements which could potentially result in savings however both the social care and asylum budgets are very volatile and a small change in client numbers could have a major effect on the outturn.
7. The £173,000 worse than budgeted position within Housing Services is mainly due to an increase in energy costs, offset by less clawback of overpaid housing benefits made than budgeted during the year.
8. The Unaccompanied Asylum Seekers central risk budget was overspend by £433,000 this year due to the number of children aged 18-25. The funding received from the Home Office is not adequate to cover the full cost of those asylum seekers who have now become care leavers. Once a client turns 18, the funding from the Home Office is reduced and this stops when they turn 21. The city has decided to support these clients until they are 25.
9. There was a £383,000 adverse variance within Benefit Administration. This is largely attributable to a shortfall between housing benefits awarded for temporary accommodations and what the Department for Work and Pensions paid. Some of the accommodations are over their limit and shortage of temporary accommodation at reasonable prices led to the increasing shortfall in this area.
10. The Afghanistan Resettlement Programme and the Homes for Ukraine Scheme continued during the year. The costs involved with these programmes have been fully met from government grants and have had no impact on the Directors overall net outturn.
11. The table below shows a breakdown of the Capital and Support Services budgets and expenditure.

	<i>Original Budget</i>	Final Agreed Budget	Revenue Outturn	<b>Variation (Increase)/ Decrease</b>
	£000	£000	£000	£000
<b>CAPITAL &amp; SUPPORT SERVICES</b>				
Capital Charges	(503)	(502)	(526)	<b>(24)</b>
Support Services, including Chamberlains, Comptrollers* & Town Clerks	(1,059)	(1,059)	(1,385)	<b>(326)</b>
Surveyors Employee Recharges	(1)	(1)	(1)	<b>0</b>
IS Recharges	(551)	(541)	(641)	<b>(100)</b>
Guildhall Admin Buildings	(265)	(265)	(270)	<b>(5)</b>
Insurances, including premises & Liability	(55)	(54)	(67)	<b>(13)</b>
Other recharges	19	19	22	<b>3</b>
Corporate & Democratic Core	32	32	32	<b>0</b>
<b>TOTAL CAPITAL &amp; SUPPORT SERVICES</b>	<b>(2,383)</b>	<b>(2,371)</b>	<b>(2,836)</b>	<b>(465)</b>

\*The Comptrollers and City Solicitors department continue to recharge departments for any external legal fees that they have incurred.

The budgets for Community & Children's Services departmental support service costs and IS costs were based on 2021/22 actual attributions whereas the final charges for 2022/23 reflect the most recent time and costs attributions.

Recharges have a corresponding contra entry in their own accounts. Consequently, these charges have no overall impact on net expenditure for the Corporation as a whole.

### **Local Risk Budget Carry Forward to 2023/24**

12. Chief Officers can request underspends of up to 10% or £500,000 (whichever is the lesser) of the final agreed local risk budget to be carried forward provided the underspending is not fortuitous and the resources are required for a planned purpose. Such requests are subject to the approval of the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resources Allocation Sub Committee.
13. The Director of Community and Children's Services' is not able to request a carry forward this year due to the adverse variance on Local Risk.

### **Corporate & Strategic Implications**

Financial implications: None

Resource implications: None

Legal implications: None

Risk implications: None

Equalities implications: None

Climate implications: None

Security implications: None

## **Appendices**

- Appendix A – A reconciliation of 2022/23 original local risk budget to the final agreed local risk budget 2022/23

**Caroline Al-Beyerty**  
**Chamberlain & CFO**

**Judith Finlay**  
**Director of Community &**  
**Children's Services**

### **Contact Officers:**

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## **Appendix A**

	£'000
Original Local Risk Budget 2022/23	(12,736)
Centrally funded cost of living staff pay rises effective from July 2022	(257)
Centrally funded budget uplift to cover increasing energy prices	(10)
Virement to libraries	45
Local risk funding provided to fund High Support Hostels – Rough Sleeping capital project	400
Transfer the administration of the Housing Benefit service to the cost of collection area	170
<b>Final Agreed Local Risk Budget 2022/23</b>	<b>(12,388)</b>

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Delivering the Homelessness & Rough Sleeping  
Strategy  
2023-27

# Priority 1 – Rapid, effective and tailored interventions

This priority aims to minimise the duration of and prevent homelessness by maximising early interventions to provide the most appropriate response that is personalised

## Over the next 4 years, we will:

- Embed co-production with people with lived experience of homelessness when designing or renewing services
- Improve access to rapid 'off the street' options for rough sleepers to end rough sleeping events quickly
- Deliver a clear, consistent approach to protect those sleeping rough, our communities and our services from ASB and criminality ensuring our community feels safe for all
- Strengthen our communication methods to improve referral pathways to local providers and outreach services

## Key actions include

- Open a new Rough Sleeping Assessment Centre
- Undertake a review of and recommission our frontline outreach services that consider inclusion of best practice examples and input from those with lived experience
- Implement new Severe Weather Emergency Protocols (SWEP) so these interventions reach more people in an impactful way

## Progress:

- ✓ Commissioning of a specialist co-production organisation to guide a 2- year work plan
- ✓ Pilot for safe and secure accommodation project for women fleeing domestic abuse
- ✓ Development of Homelessness & Rough Sleeping web pages to provide enhanced information and advice

## How will we measure impact:

- Number of referrals met, and assessments undertaken within statutory timescales
- Decrease in number of 'unknown' rough sleepers via CHAIN data
- Number of Credible Service Offers accepted and achieved increases
- Increase in number of relief duties discharged for rough sleepers

# Priority 2 – Suitable and affordable accommodation

This priority aims to improve access to suitable and affordable accommodation which is appropriate to the level of need of the client to prevent homelessness occurring in the first place

## Over the next 4 years, we will:

- Increase access to safe and suitable accommodation for those fleeing domestic abuse
- Minimise the use of inappropriate temporary accommodation
- Improve options within the private rented sector to support move on
- Reduce the number of rough sleepers returning to the streets

## Key actions include

- Maximise our temporary accommodation offer by using targeted support, help with rent deposits and support to sustain long-term tenancies
- Create and implement a temporary accommodation framework for procurement of interim and emergency housing
- Deliver new accommodation solutions, such as increases in the number of available hostel beds and access to social housing
- Expand the City of London's Housing First offer to maximise the number of tenancies available to rough sleepers

## Progress:

- ✓ Introduced a Private Rental Sector framework to eliminate short term contracts with housing providers
- ✓ Mobilisation of a high support hostel to provide 29 beds, securing a more effective response to rough sleeping
- ✓ Funding secured for a tri-borough 'staging post' hostel to relieve pressure on assessment and emergency placements

## How will we measure impact:

- Homelessness duties successfully discharged for those fleeing domestic abuse
- Increase in number of tenancies created in the private rented sector for service users
- Increase in tenancies sustained using a Housing First approach for service users
- Increase in the use of long term, stable accommodation, decrease use of short-term temporary accommodation

# Priority 3 – Collaboration and Partnership

This priority highlights the importance of working in partnership with multiple agencies and reach across traditional boundaries to support those facing homelessness or are rough sleeping to deliver a consistency of service across service and local authority boundaries

## Over the next 4 years, we will:

- ❑ Develop sub regional and pan-borough solutions to homelessness
- ❑ Strengthen our engagement with health partners to improve interventions for the most vulnerable
- ❑ Maximise the use of commissioned drug and alcohol services, City Advice and psychological services to prevent homelessness
- ❑ Deliver an embedded multi-agency response to ASB and criminality to protect rough sleepers and our communities

## Key actions include

- Develop and implement a new Youth Homelessness Protocol to improve the holistic approach to supporting young people facing homelessness
- Implement an improved pathway for non-UK nationals who have no recourse to public funds
- Improve the safeguarding of vulnerable adults who are street homeless by developing solutions with the City & Hackney Safeguarding Adults Board
- Use engagement with City Businesses through Business Improvement Districts to shape their involvement in our work

## Progress:

- ✓ Rough Sleeping Mental Health Programme (RaMHP) introduced in partnership with ELFT
- ✓ Mobile Primary Care unit pilot in collaboration with ELFT and Turning Point underway
- ✓ New Homeless Health Coordinator role to deliver dedicated work plan
- ✓ Shared rough sleeping interventions with Tower Hamlets and Hackney under way
- ✓ New Rough Sleeping and Community Safety MOU

## How will we measure impact:

- Sub-regional decrease in rough sleeping numbers
- Increase in the number of referrals from the public through StreetLink
- Decrease in contacts from businesses and the community for assistance with ASB
- Decrease in the number of rough sleepers

# Priority 4 – Support beyond accommodation

This priority reflects the importance of providing wrap around support alongside appropriate accommodation which will secure better outcomes, enhance employability, support recovery and reduce the likelihood of a return to the streets

## Over the next 4 years, we will:

- Improve health outcomes among those facing homelessness or are rough sleeping
- Improve tenancy sustainment in the private rented sector so clients on the path to recovery remain housed
- Improve the employability of former and current rough sleepers
- Support service users with complex substance misuse needs remain in long term accommodation
- Strengthen feedback opportunities by giving service users a stronger voice to shape the services they use

## Key actions include

- Reduce delays in hospital discharge by improving communication with hospital teams
- Expand the support offer available to those with complex substance misuse needs by maximising the involvement of commissioned Pan-London services
- Deliver a clinical space in the City of London to provide primary care for those rough sleeping
- Encourage local businesses to employ and train those who have or who are experiencing homelessness

## Progress:

- ✓ New employability and training provider commissioned to work across rough sleeping vulnerably housed groups
- ✓ Extending our substance misuse offer to former rough sleepers accommodated beyond the Square Mile
- ✓ New partnership with Guy's and St Thomas' to provide clinic in-reach to Grange Road hostel

## How will we measure impact:

- Increase in number of service users remaining in long term accommodation
- Increase in number of rough sleepers accessing primary care
- Increase in numbers of individuals leaving our accommodation Pathway to long-term tenancies
- Increase in completed detox/rehab programmes by service users

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<b>Committee:</b> Safeguarding Sub Committee – For Information	<b>Dated:</b> 19/06/2023
<b>Subject:</b> Care Leaver Compact	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	3, 10
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Claire Chamberlain, Interim Executive Director of Community and Children’s Services	<b>For Information</b>
<b>Report author:</b> Rachel Talmage, Head of Service, People Department, Department of Community and Children’s Services	

## Summary

The Pan London Care Leavers Compact provides a framework for developing consistency, breadth and quality in the support offered to London’s Care Leavers.<sup>1</sup> The compact was established in early 2022 to deliver a consistent and high-quality offer for care leavers across the capital.

This paper sets out our current progress against the Compact and areas for development in 2023–24. Our ambition is to achieve an excellent outcome for every child.

## Recommendation

Members are asked to:

- Note the report.

## Main Report

### Background

*National*

#### 1. London Innovation and Improvement Alliance (LIIA) Programme: Care Leaver’s compact

The Pan London Care Leavers Compact will provide a framework for a consistent and high-quality offer across the capital. The City of London is involved in the LIIA programme.

2. It is a duty under the Children and Social Work Act 2017 that England’s local authorities must publish information about the services offered for care

<sup>1</sup> [Care Leavers Compact – LIIA](#)

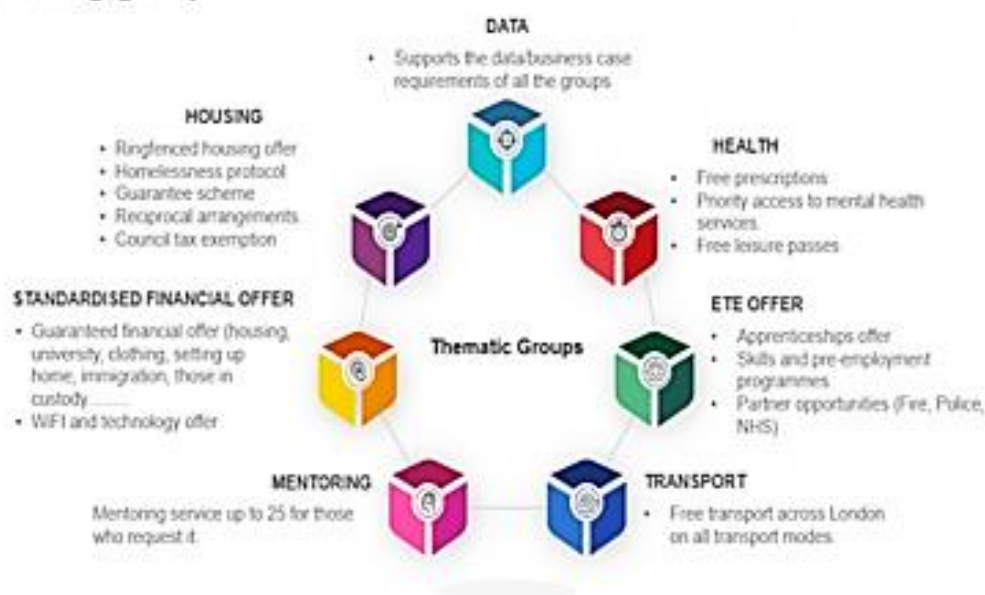
leavers. Each London borough therefore has a care leaver offer, but these are individual to each area and do not provide a consistent and shared offer for our care leavers. Care leavers do not always live in the borough responsible for them, which poses further challenges with the variation in offers. It is also important that the offer to care leavers reaches beyond services provided by local authorities. Partners such as health, education and transport have important roles to play, as do the private and voluntary sectors.

3. Ofsted has introduced a new, separate judgement to the framework for Inspecting Local Authority Children’s Services (ILACS). Our current care leaver local offer is published on the City of London website, and is in easy read printed format appended to this report (see Appendix 1).

### Current Position

4. The Service Development Plan 2023–24 sets out plans to meet every aspect of the covenant for our care leavers. Our care leaver offer is midway through revision and will be published in the summer 2023.
5. The current areas for commitment across the covenant are shown in the graphic below.

### Areas to be explored as part of the guarantee – Our thematic working groups



### Key Data

6. The covenant ambitions are set out below, including the current position underneath each sub-heading.
7. **Council tax scheme for care leavers**
  - a. We have a council tax scheme for care leavers.
  - b. Care leavers aged up to 25 who reside in the City are exempt at source; the corporation does not bill these young people.

- c. Care leavers aged up to 25 who reside outside the City, and who are eligible to pay council tax, ensure that they have applied for any discounts from their local council; their council tax is paid direct from the corporation to their local authority.

Note: No care leaver supported by the City has to pay council tax to age 25.

- d. At present we do not offer council tax exemption at source for care leavers supported by other local authorities who live in the City.

Note: At present we are unaware of any care leavers residing within the City of London boundary. Any amendment to this offer would likely have minimal impact on the budget.

#### **8. Housing policy exempting care leavers from becoming intentionally homeless**

- a. Our housing policy ensures that care leavers are offered accommodation/are supported to access private renting, and are not ever in a position to be found intentionally homeless.

Note: No care leaver supported by the City has ever been found intentionally homeless.

- b. We have a rent deposit scheme for care leavers aged 18-25 for whom private rented accommodation is assessed as a suitable option.

Note: This option has been taken up by two care leavers in 2022–23, as these young people did not want to take up permanent accommodation within the City of London estates.

#### **9. All care leavers up to the age of 25 are to be found as being in ‘priority need’ under homelessness legislation**

- a. Our care leavers are at the top band (band F) for bidding for City of London accommodation.

#### **10. A joint protocol between Housing and Children’s Services for Care Leavers**

- a. There is a joint protocol between our two services, and the services sit in the same department. This protocol is in line with good practice advice, including tenancy support and banding. The protocol will be revised again in 2023–24 as set out in the Service Development Plan.
- b. The housing lead sits on the Child in Care and Care Leavers Strategic Development Group, and regular housing/social care meetings are held.

Note: The Housing department has created a video for care leavers about realistic expectations of their new studio flats. The Housing team ensures that every care leaver has an allocated tenancy support officer. No care leaver has ever been evicted from their home.

**11. Signatory to the Care Leaver Covenant in terms of its role as a large employer.**

- a. The Corporation is signed up to the covenant. The covenant is both separate and connected to the compact.<sup>2</sup> The covenant is a national improvement programme, following governmental commitment to care leavers. The Compact was established in early 2022, supported by the LIIA to deliver a consistent and high-quality offer for care leavers across London. The compact asks local authorities to sign up to the care leaver covenant.<sup>3</sup>

**12. Ring-fenced opportunities for care leavers within the local authority**

- a. This is an area for improvement, and needs buy-in across all departments of the Corporation. Employment, internships, work experience, and apprenticeships are not yet ring-fenced for our own care leavers, and this will be an ongoing area of development.

**13. Bespoke care leaver pre-employment and employment programmes**

- a. Adult education does not offer bespoke care leaver pre-employment and employment programmes.
- b. Care leavers have the support of Prospects, Information Advice and Guidance. Social workers and the Virtual School Head are creative in using voluntary sector opportunities.

Note: No young person has completed an adult education programme in 2022–23.

**14. Social value contracting approach that benefits care leavers (whether around ETE or other areas)**

- a. The Corporation does use a social value approach, and this work was taken forward in 2022 by central strategy, the Head of Social Care and Early Help and Education, and Early Years.

Note: Potential developments that might assist could include central monitoring of impact along with contract monitoring; this will be explored as part of ongoing development work.

**Corporate & Strategic Implications**

***Corporate plan***

- 15. Work supporting care leavers sits within a commitment to a flourishing society, ensuring equality of opportunity. We would like to see equal outcomes for our young people: being able to access well-paying jobs and receive a good quality education. Our ambition for care leavers is equivalent to our hopes for our own children, and that they outperform us and achieve more than us.

***Financial implications***

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<sup>2</sup> [Home - Care Leaver Covenant \(mycovenant.org.uk\)](https://mycovenant.org.uk)

<sup>3</sup> [Care Leavers Compact – LIIA](#)

16. Creation of bespoke educational/employment programmes would affect the Adult Education and Skills budget. Meeting the free travel for care leavers impacts on the budget for Children's Social Care and Early Help service.

**Resource implications**

17. If central procurement reported on social value contracting, this would be minimal in terms of resources.

**Legal implications – none**

**Risk implications**

18. Providing a full, creative, enrichment programme and ensuring that young people are provided with opportunity and courses that will stretch them offers an antidote to boredom which can lead to risk/unhealthy behaviours on an individual basis. The City of London will be subject to an Ofsted inspection in this area. There is a risk that, should the impact of the offer continue to innovate and grow, the City of London would suffer reputational risk.

**Equalities implications**

19. It is hoped that care leavers will be adopted as a protected characteristic by the City of London, and that our care leavers will be considered in every Equalities Impact Assessment, and therefore corporate parenting outside the Department of Community and Children's Services will be visible and impactful.

**Climate implications – none**

**Security implications – None**

**Conclusion**

20. The Pan London Care Leavers Compact sets out a comprehensive ambitious offer for all London local authorities to sign up to. The City of London is well positioned in this regard, having adopted many of the provisions already, following national research and findings.
21. There are several key areas which would make a huge difference to our care leavers: notably being supported via a protected characteristic; employment/education offers; and procurement being accountable as to whether social value contracting is impacting our young people.

**Appendices**

- Appendix 1 – City of London Care Leaver Offer

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<b>Committee(s):</b> Culture, Heritage and Libraries – For Information Community and Children’s Services- For Information	<b>Dated:</b> 17/7/23 17/7/23
<b>Subject:</b> Barbican Library Community Room	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	3,4,10
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>£0</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of: Judith Finlay, Director of Community and Children’s Services</b>	<b>For Information</b>
<b>Report author: Rachel Levy, Head of Barbican and Community Libraries</b>	

## Summary

The Barbican Association and the Department of Community and Children’s Services have been awarded £449,550 from the Community Infrastructure Levy Neighbourhood Fund in order to construct a community meeting room in Barbican Library.

The room will be self-contained within the library space. It will be acoustically protected and have an external entrance to enable access outside of library hours. Groups will be able to hire the room, with local community groups able to pay a lower hire charge. The library service will also use the room to enhance its programme of events and activities for library users, as well as for study/reading space when the room is not hired out.

The work is expected to begin in September 2023 and take 12 weeks. The Barbican Library Team and the Barbican Association will work together to promote the room to local community groups and other potential hirers.

It is anticipated that the hire fees for the room will significantly contribute towards eliminating the need to charge late return fines across all three City of London lending libraries.

## Recommendation(s)

Members are asked to:

- Note the report.

## Main Report

### Background

1. Barbican Library is situated on level two of the Barbican Centre. It is a major London public library with special collections in art, music, classic crime and books about London. The library contains separate Children's and Music libraries and produces two major exhibition programmes every year. It also hosts the collection of the Society of Technical Analysts. Customers include City of London residents, City workers, students, researchers, visitors to the Barbican Centre and more. In 2022–2023, 218044 people visited the library. This is nearly a return to pre-pandemic levels.
2. When the library opened in 1982, it was seen as the epitome of a modern public library. However, since that time, public library use has radically changed, from only providing books and other loan items and answering enquiries, to a much more diverse offering as a 'community hub'.
3. Barbican Library was designed to be open-planned and, unlike modern public library buildings, it has no enclosed spaces for library events, private hire and meetings. The *Barbican Listed Building Management Guidelines* exist to preserve the integrity of the original architecture and this constantly presents library staff with a number of creative challenges: talks, adult education classes and health checks take place in the open library space; staff meetings and reading groups take place in the staffroom and the Head of Barbican and Community Libraries' office is the only suitable space for recruitment interviews.
4. In 2018, building on the success of the hireable rooms at Artizan Street Library and Community Centre, the Community and Children's Services Departmental Leadership Team agreed to scope the feasibility of building a room in the Barbican Library, similar to the Artizan Street multi-hall. This room would be available for hire and provide flexible space to house known needs, including meetings, events, activities and rehearsal space. Working with colleagues from Barbican and Property Services, a brief for the architects was produced. The design had to address sufficient soundproofing, primarily to cope with noise ingress from Barbican Centre activities, especially amplified music from level one events such as graduation ceremonies. The design would also have to prevent noise egress from the room into the general library space.
5. Following a procurement exercise, Evolution Architects was appointed to produce a feasibility report. They addressed the soundproofing issue by subcontracting Anderson Acoustics personnel to carry out acoustic tests at times of loud activity



with the Barbican Centre and provide appropriate advice. At this time, though, it was not possible to secure any local authority funding to build a new room.

6. In 2020, the Department of Community and Children's Services partnered with the Barbican Association to apply for funding from the Central Grants Unit's Stronger Communities strand for preparatory design/costing work for the community room and to support the development of a larger bid to the Community Infrastructure Levy Neighbourhood Fund (CILNF). Only charity, resident or community organisations are able to bid to this fund.
7. The partnership with the Barbican Association also had the benefit of ensuring that there would be pre-existing groups that could already potentially benefit from using the room, such as the residential house groups, mothers' groups, the Barbican Tuesday club.
8. The Barbican is the City's largest residential estate, but has always had limited community space provision. Social isolation has been identified as a problem on the estate because of this lack of provision that could enable residents of all ages to come together. (Green R, Stacey T (2015). The Voices of Older People: Exploring Social Isolation and Loneliness in the City of London).
9. Using the Stronger Communities fund, Evolution Architects were commissioned to draw up detailed plans for the room (Appendix 1) and planning permission (listed building consent) was granted on 2nd December 2022. The proposed cost to build the room to this specification was £449,550.
10. The new design included the creation of a separate entrance for the community room, to allow for out of hours use. This was done in consultation with the Barbican Centre.
11. Whilst planning permission was being sought, the Barbican & Community Libraries Senior Management team carried out a public consultation, inviting library users and local residents to view the proposed plans. Two information sessions were offered, in order to address any concerns library users might have with the proposals. This included addressing the issue of a reduction in stock, which will only be removed in accordance with the library's existing stock maintenance policy, and a reduction in space to read/study. The room will be made available for this purpose when there are no hire bookings.

### **Current Position**

12. In March 2023, with support from the Department of Community and Children's Services, the Barbican Association submitted a bid to the CILNF to request the full amount of £449,550 to cover the construction of the community meeting room.
13. The CILNF bid was taken to the Resource Allocation Sub Committee in May 2023 and it has been agreed to fully fund the project.

### **Proposals**

14. Work is expected to begin in September 2023. It is estimated that the work should take around 12 weeks and can be carried out without disrupting usual library functions, although some changes will need to be made to the main entrance way to accommodate the construction.
15. Building project management support is being provided by the Barbican and Property Services Major Works team, who will ensure it goes through all appropriate Gateway stages and procurement protocols.
16. The library service and the Barbican Association will work together to share up to date information regarding the construction of the room both with library users and local residents. Once a finalisation date is confirmed, they will also begin marketing the room to community groups and other potential hirers.
17. The hire model for the room will be based on the current community meeting rooms booking system at Artizan Street Library & Community Centre. This includes lower hire charges for community groups and charities. This will ensure that there is an appropriate mixed use of the space that reflects the needs and interests of local communities, including library users, as well as benefitting the service through income generation. It is anticipated that the hire fees for the room will significantly contribute towards eliminating the need to charge library late return fines.

### **Key Data**

18. £449,550 to be received from the Community Infrastructure Levy Neighbourhood Fund.
19. The room will hold 50 people seated and 90 standing.
20. Construction of the room will take approximately 12 weeks.
21. Barbican & Community Libraries annual fines income target: £41,000
22. Artizan Street Library & Community Centre income from community room hire 2022-23: £46,000

### **Corporate & Strategic Implications – [Please state ‘none’ if not applicable instead of deleting any of the sub-headings below]**

#### **[Sub-headings]**

#### **Strategic implications – Corporate & Strategic Implications**

20. The creation of a community meeting room in Barbican Library is aligned to two of the core aims of the City of London’s Corporate Plan (2018–23) which

are also reflected in the Barbican and Community Libraries' Strategy (2021–23):

**a) Contribute to a Flourishing Society**

- “People have equal opportunities to enrich their lives and reach their full potential” – through access to lifelong learning and resources to support skills development, social and digital inclusion and social mobility.
- “Communities are cohesive and have the facilities they need” – making our libraries friendly, welcoming spaces with trained staff, and well equipped for the needs of all our communities.

**c) Support a thriving economy**

- “We inspire enterprise, excellence, creativity and collaboration” – through encouraging local people to gain new skills and share them with others in their community.

**Financial implications-** As the works are fully funded by the CILNF, there is no impact on local risk budgets. The income generated will help to offset income targets related to fines.

**Resource implications-** none

**Legal implications-** none

**Risk implications-** none

**Equalities implications** – a Test of Relevance has been carried out and the conclusion is that a full Equality Analysis is not required. The creation of the community meeting room will enhance the offer of activities and events for all. It will particularly support those who are at risk of social isolation, including older residents. The design takes into account DDA requirements. The aim of removing late return fines will significantly benefit those on lower incomes.

**Climate implications-** Enclosing the space in the library should reduce energy use to heat this space.

**Security implications-** Barbican Centre Security have agreed to support this provision through regular patrols of the area when in use outside of library hours. There will be a secure out of hours access system to ensure the safety of the library and the Centre.

**Conclusion**

23. The CILNF award will ensure that the library has a much needed event space, shielded from the noise of the Barbican Centre, and can generate income through hiring fees, potentially resulting in greater accessibility to all library services with the removal of late return fines.

24. The Barbican Association, alongside other local community groups, will have a much needed meeting space in which to hold activities. The partnership of DCCS and the Barbican Association on this project will ensure that the room is designed for library and community uses and is of a high specification and fit for purpose.

The room will foster opportunities for greater community cohesion, as well as the forming of new connections, in order to support those in the City who are more socially isolated.

## **Appendices**

- Appendix 1 – Evolution Architects plans

## **Background Papers**

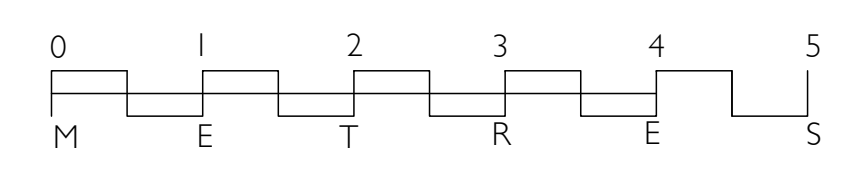
Barbican Library Community Space – 7/6/2019- DCCS/8/7/2019- CHL

### **Rachel Levy**

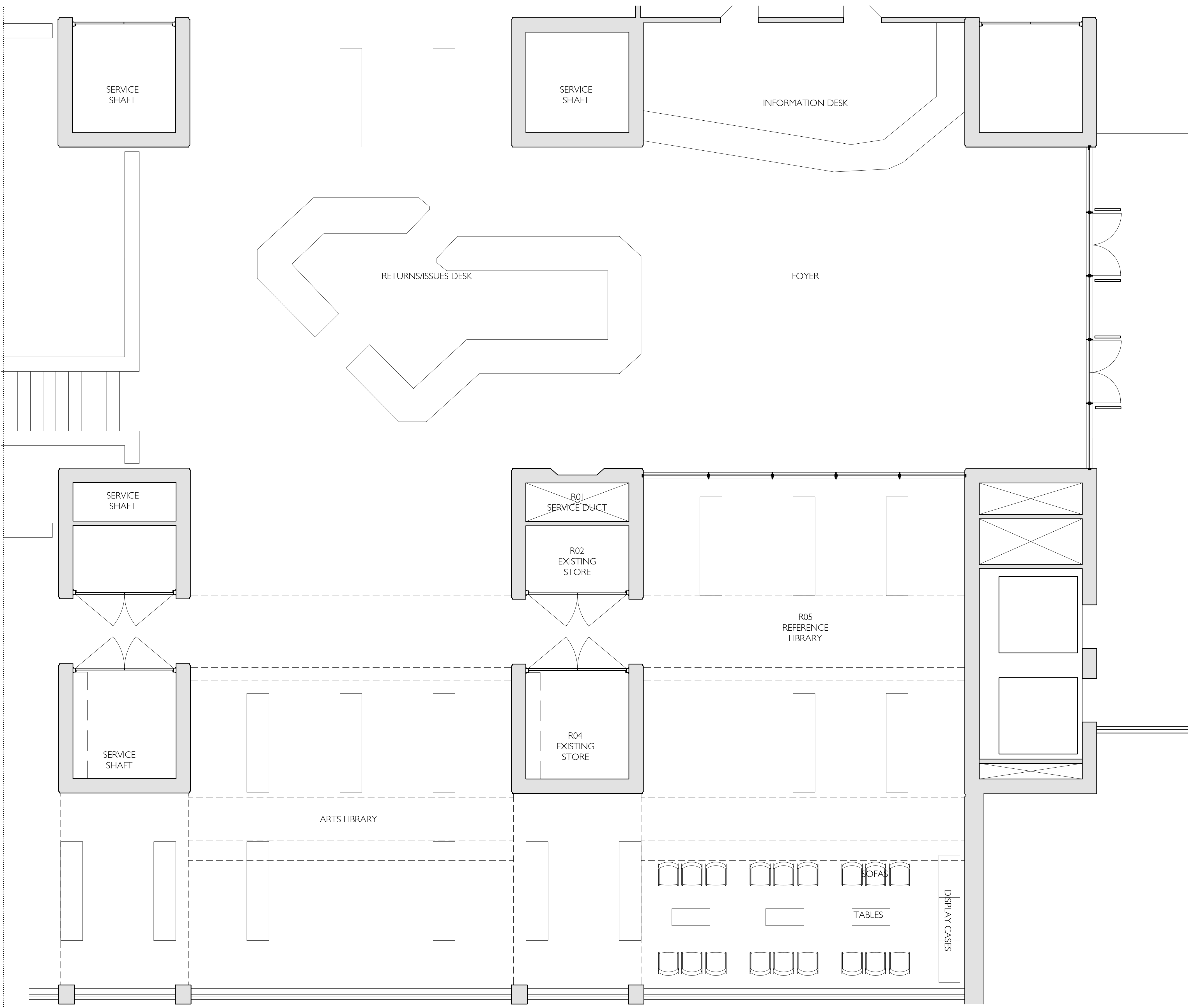
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scale bar



part floor plan  
 scale 1:50

PI	Planning issue	bw	rm	22.08.22
Rev	Revision details	Drawn	Checked	Date
Client City of London				
Project Barbican Library				
Drawing Existing part plan - level 2				
Drawn	DESIGN	FOR COMMENT		
Designed	PLANNING	X FOR INFORMATION		
File ref	BUILDING CONTROL	FOR APPROVAL	X	
Tid No	TENDER	FOR MEASUREMENT		
	CONSTRUCTION	FOR RECORD		
Drawing No	Scale @ A1	Rev		
397 / 03	1:50	PI		

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<b>Committee(s):</b> Culture, Heritage and Libraries – For Decision Community & Children’s Services - For information	<b>Dated:</b> 17/7/23 17/7/23
<b>Subject: Artizan Street Library &amp; Community Centre Makerspace Charges</b>	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	3,4,7,9,10
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>£</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of: Judith Finlay, Director of Community and Children’s Services</b>	<b>For Decision- CHL For Information- CCS</b>
<b>Report author: Sarah Townsend, Customer Services Manager, and Claire Doolan, Centre Manager, Barbican &amp; Community Libraries</b>	

## Summary

In 2021, the City of London made a successful bid to the DCMS/Arts Council England *Libraries Improvement Fund- Round 1*. This resulted in a grant of £226k to refurbish Artizan Street Library, incorporating into it a ‘Makerspace’ - a community space for learning new digital creative skills.

This work has now been carried out and the Makerspace is expected to open by September 2023. As part of this project, a scoping exercise has been carried out to develop a sustainable revenue system for the maintenance of the Makerspace equipment and the replenishment of related materials.

It is proposed that the City of London adopts a charge per use system for the Makerspace equipment. This reflects best practice in other library authorities with Makerspaces. Lower fees will be charged to City residents, in order to encourage use by local residents and to ensure that local people have access to new digital technologies that will support their learning and enjoyment within their local community.

## Recommendation(s)

Members are asked to:

- Agree to the proposed fees.

## Main Report

### Background

1. In **Libraries Deliver: Ambition for Public Libraries in England 2016-21**, a report commissioned by the Department for Digital, Culture, Media & Sport (DCMS), the Libraries Taskforce committed to support the extension of partnership projects such as makerspaces.
2. To achieve the aims of **Libraries Deliver**, DCMS has funded 3 rounds of a 'Libraries Improvement Fund' (LIF), administered by Arts Council England. This fund is specifically to improve accessibility to new digital technologies within local communities through libraries, as well as increase library footfall.
3. In 2021, the City of London Libraries were successful in the first round of the LIF and received a £226k grant to refurbish and improve Artizan Street Library, creating a modern, vibrant, public library that reflects the textiles heritage of the Portsoken ward and local communities. A digital creative Makerspace has been created as a major part of this project and is expected to open by September 2023.
4. At the beginning of the LIF project, library staff visited Makerspaces in other library services, in particular Hull, Watford and Redbridge. This experience ensured the team were able to make informed decisions on the right equipment to offer in the Makerspace at Artizan Street Library and Community Centre.
5. The library team have also worked collaboratively with library customers and local residents in developing the equipment offer in the Makerspace, to ensure the equipment provided reflects potential user needs.
6. The equipment that will be initially offered in the Makerspace is a 3D printer, Cricut vinyl cutter, electronic sewing and embroidery machines, a heat press and laptops for coding. Library staff have been trained to use all equipment effectively and safely. They have created 'how to' guides for each piece of equipment and will be available to pass on their knowledge and experience through the induction process and beyond. All members of the public using the equipment will receive training and be required to sign an agreement of use.

### Current Position

7. The capital phase of the Artizan Street Library transformation has now been completed. However, there are on-going revenue costs associated with the use and maintenance of the Makerspace equipment. An essential part of the development work around the Makerspace has been to scope out a system for



recovering these costs, whilst still ensuring that it fulfils the aim of improved accessibility to this new technology.

7. A scoping exercise was carried out to review other library authorities' policies and charges for use of their Makerspaces. These ranged from charging a membership subscription fee for fair use of the equipment and space, to charging an hourly rate for using a piece of equipment. No authority was found that either made no charge or only charged for material use.
8. As part of the public consultation on the redesign and Makerspace, members of the public were also consulted on their preferences between a subscription model and a pay per use model.
9. Costs for business/group hire of the Makerspace have also been considered within the scope of this exercise. This is to ensure that the Makerspace charges are aligned to the community hall hire function of Artizan Street Library & Community Centre.

## Options

There are three options available to members:

- a. Option 1: all equipment is free to use and there is no additional charge for materials used
  - b. Option 2: to charge Makerspace users only for materials used
  - c. Option 3: charge a fee for equipment use, which it is proposed to be lower for City of London residents (Appendix 1)
10. Option 1 would not be considered viable as this would put an unsustainable pressure on the Artizan Street Library & Community Centre budget.
  11. Option 2 has been explored extensively, as the preferred option from the public consultation. However, it has not been possible to find a suitable method to account for materials used, particularly given the range of different equipment that is being offered. This option is therefore not recommended.
  12. Option 3 is the preferred option. This option will ensure an income to cover the maintenance of the equipment and the purchase of new materials for future use. The pricing has been set to ensure costs are still accessible to all and that using the Makerspace is particularly attractive and accessible to those who live in the City of London.
  13. The pricing structure that is being proposed is reflective of the pricing structure for the hireable halls at Artizan Street Library and Community Centre. There is an additional pricing structure for individual users. The aim is to offer customers, especially residents of the local estates, the opportunity to use the equipment at a rate that is affordable and sustainable.
  14. When setting the pricing structure, many variables were considered, including the cost of filament / vinyl / plastic sheets, alongside potential maintenance of the

equipment. For each machine, the number of variables such as density of filament, the amount of support material needed, the type of vinyl and size of design could all impact on the amount of material used, the time the machine is use for, the wastage and the cost. Due to this, the pricing structure for individuals has been designed to be clear and easy to understand. A flat fee for using the equipment will result in some individuals paying a little bit more than the potential costs, and others paying a little less. However, this is outweighed by the overall benefit of ease to both customers and staff.

## Proposals

15. The proposal is that the City should agree to Option 3, approving the hire charges for the Makerspace and Makerspace equipment for group hire and individuals.

## Key Data

16. Barbican & Community Libraries' Business Plan 2023-24 KPI to recruit 80 unique adult users of the Makerspace in the first year.

17. Arts Council England has commissioned an external research consultancy to evaluate all its LIF projects. This is expected to measure increases in the following outputs:

- a. number of visits
- b. number of visits by users for whom English is a second language
- c. book issues
- d. IT use
- e. participation in learning activities
- f. number of partnerships.

18. The aim is to achieve higher level outcomes in:

- a. customer satisfaction
- b. ratings for the role of libraries
- c. participation in learning activities
- d. employment skills for users
- e. digital creative skills for users
- f. partner collaborations.

## Corporate & Strategic Implications –

19. The refurbished Artizan Street Library and Community Centre is aligned to the three core aims of the City of London's Corporate Plan (2018–23) which are also reflected in the Barbican and Community Libraries' Strategy (2021–23):

### a. **Contribute to a Flourishing Society**

- People have equal opportunities to enrich their lives and reach their full potential - through access to lifelong learning and resources to support skills development, social and digital inclusion and social mobility.

### b. **To shape outstanding environments**

- We are digitally and physically well-connected and responsive - giving access to excellent quality IT resources and innovative technologies.
- We inspire enterprise, excellence, creativity and collaboration - through encouraging local people to gain new skills and share them with others in their community

Financial implications - The work that has been carried out at Artizan Street Library makes effective use of partnerships, commissioning and grant funding opportunities and is therefore cost-effective. The proposed charging structure will mitigate pressure on the Artizan Street Library & Community Centre budget through income generation to cover costs.

Resource implications – N/A

Legal implications – N/A

Risk implications - Robust risk assessments are in place and are reviewed annually. All customers will have to complete an induction before using the equipment and sign a conditions of use form.

Equalities implications – there are no negative implications. The new Makerspace resource will improve digital creative facilities for local residents and library users.

Climate implications - N/A

Security implications – N/A

## **Conclusion**

20. City of London Libraries offer a varied range of services and activities for children and their families, going far beyond the basic library functions. The addition of a Makerspace will enhance this offer and create opportunities that are innovative and cost-effective for people from all our communities.

## **Appendices**

- Appendix 1 – Pricing Structure

## **Background Papers**

Artizan Street Library Transformation Project, author Rachel Levy - 25/04/2022

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## **Appendix 1- Proposed Pricing Structure for Artizan Street Library & Community Centre Makerspace Use**

### **3D Printing/Cricut/Form Box – Individuals Pricing Structure**

Standard Rate - £5 per job  
Subsidised Rate - £2.50 per job

City of London Resident:  
1 job free per week then subsidised rate.

### **3D Printing/Cricut/Form Box – Group/Business Pricing Structure**

Charities / Corp groups  
subsidised rate - £18 per hour to use the makerspace. Additional charges for using the multi hall as well.

Companies/Private classes  
Commercial Rate - £36 per hour to use the makerspace. Additional charges for using the multi hall as well.

### **Sublimation printing – Individuals Pricing Structure**

Plain mug - £4 per mug  
Special mug - £5 per mug  
T shirt(adult) - £8 per T shirt  
T shirt (child) - £5 per T shirt

### **Sublimation printing - Group/Business Pricing Structure**

Charities / Corp groups  
subsidised rate - £18 per hour to use the makerspace + cost of mugs/T shirts. Additional charges for using the multi hall as well.

Companies/Private classes  
Commercial Rate - £36 per hour to use the makerspace + cost of mugs/T shirts. Additional charges for using the multi hall as well.

### **Sewing/Embroidery/Overlocker Machine- Individual Pricing Structure**

Standard Rate - £2.50 per hour  
Subsidised Rate - £1.50 per hour

City of London Resident:  
1 hour free per week then subsidised rate.

## **Sewing/Embroidery/Overlocker Machine- Group/Business Pricing Structure**

Charities / Corp groups

subsidised rate - £18 per hour to use the makerspace. Additional charges for using the multi hall as well.

Companies/Private classes

Commercial Rate - £36 per hour to use the makerspace. Additional charges for using the multi hall as well.

*All prices subject to review annually*

<b>Committees:</b> Chief Officer – <i>for decision</i> Community and Children’s Services Committee – <i>for information</i>	<b>Dates:</b> 12 May 2023 15 June 2023
<b>Subject:</b> Social Care Case Management System  <b>Unique Project Identifier:</b> N/A	<b>Gateway 6:</b> <b>Outcome Report</b> Regular
<b>Report of:</b> Director of Community & Children's Services  <b>Report Author:</b> Sarah Greenwood	<b>For Information</b>
<b>PUBLIC</b>	

**Explanatory Note for Members:** The Corporate Projects Board agreed that the project should proceed under delegation until such time as determined the project would reach the thresholds of the Gateway process. Proceeding under delegation means that all usual Gateway reports are submitted to the Director, who may then choose to share the reports with Committee for information. Because previous Gateway reports were shared with Members, this report is also being shared with Members for their information.

**Summary**

<b>1. Status update</b>	<b>Project description:</b> IT system designed to manage the caseload for children and adult social care users with interfaces with the NHS  <b>RAG Status:</b> Green (Green at last report to Committee)  <b>Risk Status:</b> Low (Low at last report to Committee)  <b>Costed Risk Provision Utilised: £0</b> (of which £0 amount was drawn down at the last report to Committee)  <b>Final Outturn Cost: £266,800</b>
<b>2. Next steps and requested decisions</b>	<b>Requested Decisions:</b>  Members are asked to note the contents of the report and that the project will now be closed.

<b>3. Key conclusions</b>	The project met all of the original SMART objectives and realised all the planned benefits. The solution has enabled the City to continue to meet its statutory duties effectively and support planning for the forthcoming changes within Adult Social Care, including the Care Cap. Although the IT system was implemented on time, the delay in signing the contract led to cost increases. The final contract cost was within the original budget set at Gateway 1 and still achieved savings by direct award of the contract to the incumbent supplier.

## Main Report

### Design & Delivery Review

<b>4. Design into delivery</b>	The design of the specification covered all of the City's requirements with regard to both statutory duties and wider responsibilities.
<b>5. Options appraisal</b>	The option to outsource enabled leveraging of market expertise for the software.
<b>6. Procurement route</b>	The direct award of the contract to the existing supplier using the G-Cloud Framework meant that no capital outlay or data migration was required. There was a seamless transfer from the end of the existing contract to the new contract.
<b>7. Skills base</b>	No external consultants were required because the City's officers (both in IT and Community and Children's Services) were suitably skilled and worked in partnerships to develop the specification, complete the options appraisal and mobilise the contract.
<b>8. Stakeholders</b>	System users were consulted early in the development of the specification to determine their priorities, and identify any issues with the existing service and improvements required. Users were represented on the Mosaic Advisory Board which oversees the development of the system under the current and new contract.



## Variation Review

<p><b>9. Assessment of project against key milestones</b></p>	<p>The key timeframe of implementation by October 2022 was achieved. Sufficient time was built into the project timetable to procure and migrate data from one system to another, but this was not required.</p>
<p><b>10. Assessment of project against Scope</b></p>	<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 consultation with social care and education staff (users of the system).</p>
<p><b>11. Risks and issues</b></p>	<p>As reported at Gateway 5, only one foreseen risk was realised – financial stability of potential providers.</p> <p>A financial appraisal of the existing supplier identified significant financial risk, but this risk reduced to an acceptable level following the acquisition of the supplier by the Access Group. As an ongoing mitigation, the supplier has been included as a strategic provider in the business continuity plan for the Department of Community and Children’s Services. Regular business continuity testing has been included in account meetings.</p>
<p><b>12. Transition to business as usual (BAU)</b></p>	<p>The Information and Systems Officer within Community and Children’s Services is responsible for the day-to-day operation of the Social Care Case Management System. The strategic oversight is through the Mosaic Advisory Board, chaired by the Assistant Director (People). No mobilisation plan was required because the incumbent provider is the new provider, and BAU continued between contract periods.</p> <p>There was a delay in the signing of the contract due to negotiations between the City’s and the provider’s legal teams on liability limits. The clause was agreed in January 2023. However, this meant the original framework documents had been superseded and pricing had been revised, leading to a contract increase of £49,536. The revised contract was agreed and signed in April 2023, and the Technology Category Board authorised the increased expenditure. The Chamberlain was consulted through the Mosaic Advisory Board and the Category Board, and advised that the planned cost increase could be met through the social care grant. The provider continued to supply the service on the terms of the preceding contract until the new contract was agreed.</p>

## Value Review

<p><b>13. Budget</b></p>	<table border="1" data-bbox="493 344 1366 495"> <tr> <td data-bbox="501 344 780 495"><i>Estimated Outturn Cost (G2)</i></td> <td data-bbox="788 344 1366 495">           Estimated cost (including risk):            £219,264            Estimated cost (excluding risk):            £219,264         </td> </tr> </table> <table border="1" data-bbox="493 533 1366 1021"> <thead> <tr> <th data-bbox="501 533 780 607"></th> <th data-bbox="788 533 1083 607"><i>At authority to start work (G5)</i></th> <th data-bbox="1091 533 1366 607"><i>Final oOutturn Cost</i></th> </tr> </thead> <tbody> <tr> <td data-bbox="501 607 780 645"><i>Fees</i></td> <td data-bbox="788 607 1083 645">£ 0</td> <td data-bbox="1091 607 1366 645">£ 0</td> </tr> <tr> <td data-bbox="501 645 780 683"><i>Staff Costs</i></td> <td data-bbox="788 645 1083 683">£ 2,000</td> <td data-bbox="1091 645 1366 683">£ 2,000</td> </tr> <tr> <td data-bbox="501 683 780 721"><i>Works</i></td> <td data-bbox="788 683 1083 721">£ 0</td> <td data-bbox="1091 683 1366 721">£ 0</td> </tr> <tr> <td data-bbox="501 721 780 759"><i>Purchases</i></td> <td data-bbox="788 721 1083 759">£ 0</td> <td data-bbox="1091 721 1366 759">£ 0</td> </tr> <tr> <td data-bbox="501 759 780 833"><i>Other Capital Expenditure</i></td> <td data-bbox="788 759 1083 833">£ 0</td> <td data-bbox="1091 759 1366 833">£ 0</td> </tr> <tr> <td data-bbox="501 833 780 907"><i>Costed Risk Provision</i></td> <td data-bbox="788 833 1083 907">£ 0</td> <td data-bbox="1091 833 1366 907">£ 0</td> </tr> <tr> <td data-bbox="501 907 780 945"><i>Recharges</i></td> <td data-bbox="788 907 1083 945">£ 0</td> <td data-bbox="1091 907 1366 945">£ 0</td> </tr> <tr> <td data-bbox="501 945 780 983"><i>Other*</i></td> <td data-bbox="788 945 1083 983">£ 217,264</td> <td data-bbox="1091 945 1366 983">£ 266,800</td> </tr> <tr> <td data-bbox="501 983 780 1021"><i>Total</i></td> <td data-bbox="788 983 1083 1021">£ 219,264</td> <td data-bbox="1091 983 1366 1021">£ 268,800</td> </tr> </tbody> </table> <p data-bbox="493 1099 1366 1205">*Other: revenue costs, including annual licences, hosting, maintenance and managed service costs for the whole contract financed from the local risk budget.</p> <p data-bbox="493 1245 1366 1317">The final account for this project did not require verification as no capital expenditure was incurred.</p>	<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): £219,264 Estimated cost (excluding risk): £219,264		<i>At authority to start work (G5)</i>	<i>Final oOutturn Cost</i>	<i>Fees</i>	£ 0	£ 0	<i>Staff Costs</i>	£ 2,000	£ 2,000	<i>Works</i>	£ 0	£ 0	<i>Purchases</i>	£ 0	£ 0	<i>Other Capital Expenditure</i>	£ 0	£ 0	<i>Costed Risk Provision</i>	£ 0	£ 0	<i>Recharges</i>	£ 0	£ 0	<i>Other*</i>	£ 217,264	£ 266,800	<i>Total</i>	£ 219,264	£ 268,800
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<i>Other*</i>	£ 217,264	£ 266,800																															
<i>Total</i>	£ 219,264	£ 268,800																															
<p><b>14. Investment</b></p>	<p>The project is not an invest to-save or revenue-generating opportunity.</p>																																
<p><b>15. Assessment of project against SMART objectives</b></p>	<p>The project met all of its SMART objectives (including the timetable as detailed above):</p> <ol data-bbox="539 1469 1366 1686" style="list-style-type: none"> <li>1) The system meets statutory requirements and identified good practice.</li> <li>2) Safe and professional experience for service users and carers with co-ordination of all records in relation to a service user or carer and their family.</li> <li>3) Accurate reporting of performance and budget trends.</li> </ol>																																
<p><b>16. Key benefits realised</b></p>	<p>All key benefits outlined in the Gateway 2 report have been realised:</p> <ol data-bbox="493 1839 1366 1937" style="list-style-type: none"> <li>1. The City of London Corporation continues to be at the forefront of excellent social work practice and is recognised as such by regulatory bodies.</li> </ol>																																

	<p>2. Accurate data dashboards detailing past and future performance trends have led to improved practice.</p> <p>3. Professional users and recipients of social care services enjoy an enhanced digital experience.</p>
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### **Lessons Learned and Recommendations**

<b>17. Positive reflections</b>	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.
<b>18. Improvement reflections</b>	Negotiating the liability limit in the contract has delayed the signing of the contract, which in turn had cost implications. A potential improvement could be an internal agreement to a City approach to liabilities (with Legal and Insurance being the key teams involved).
<b>19. Sharing best practice</b>	All Community and Children’s Services IT projects are used to further develop the good practice document for IT specifications within the department.
<b>20. AOB</b>	None

### **Appendices**

<b>Appendix 1</b>	Project Coversheet
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### **Contact**

<b>Report Author</b>	Sarah Greenwood
<b>Email Address</b>	sarah.greenwood@cityoflondon.gov.uk
<b>Telephone Number</b>	020 7332 3594

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# Project Coversheet

## [1] Ownership & Status

**UPI:** N/A

**Core Project Name:** Social Care Case 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 October 2022

**Key measures of success:**

- |  |
|--|
| 1) The system meets statutory requirements and identified good practice  |
| 2) Safe and professional experience for service users and carers with co-ordination of all records in relation to a service user or carer and their family |
| 3) Accurate reporting of performance and budget trends   |

**Expected timeframe for the project delivery:** October 2022

**Key Milestones:**

- Contract awarded April 2021
- Mobilisation May 2022 – September 2022
- Overall project: Completion and go live by 31 October 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?**

A number of potential providers have asked for information on the potential tender. They have been advised that contract opportunities would be advertised on the City's Capital E-Sourcing portal

## [2] Finance and Costed Risk

**Headline Financial, Scope and Design Changes:**

**'Project Briefing' G1 report (as approved by Chief Officer 03/02/21):**

- Total Estimated Cost (excluding risk): £143,600 one off/capital + £312,500 revenue
- Costed Risk Against the Project: nil
- Estimated Programme Dates:
  - contract start – March 2022
  - month contract negotiation/data migration and mobilisation period April – September 2022
  - existing contract ends September 2022

*Scope/Design Change and Impact:*

**'Project Proposal' G2 report (as approved by CPB 31/03/21):**

- Total Estimated Cost (excluding risk): £151.1k one-off/capital + £337k 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:

*Scope/Design Change and Impact:* Additional costs attributable to staff costs required and inclusion of NHS interoperability requirement. 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

**'Options Appraisal and Design' and 'Authority to start work' G3/4/5 report (as approved by Chief Officer 27/01/22):**

- Total Estimated Cost (excluding risk): £2,000 one-off/capital + £217,264 revenue.
- Resources to reach next Gateway (excluding risk): £500 staff costs only
- Spend to date: £1,500
- Costed Risk Against the Project: £0
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: Contract start October 2022

*Scope/Design Change and Impact:*

**Total anticipated on-going commitment post-delivery [£]:**£217,264 revenue across 4 years

**Programme Affiliation [£]:**N/A

<b>Committee:</b>	<b>Dated:</b>
Community and Children’s Services Committee	15/06/23
<b>Subject:</b> Commissioning Update	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<b>1, 2, 3, 4</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of funding?</b>	<b>N/A</b>
<b>Has this funding source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Judith Finlay, Executive Director of Community and Children’s Services	<b>For Information</b>
<b>Report author:</b> Greg Knight, Head of Commissioning, Commissioning and Partnerships	

## Summary

This report provides Members with highlights of current activities, successes, issues and priorities for the Department of Community and Children’s Services (DCCS) Commissioning Team.

## Recommendations

Members are asked to:

- Note the contents of the report
- Note the contents of the DCCS Contracts Register (**Appendix 1 – non- public**)
- Note the contents of the DCCS Sourcing Plan (**Appendix 2 – non-public**)
- Note the Public Health and Sports Development Service Update (**Appendix 3 - public**)

## Main Report

### Background

1. The Commissioning Team currently manages 140 contracts, (not including social care placement contracts), with a total value of £30,270,000.

### Commissioned Services Highlights

2. This section provides highlights of the current activities, successes, issues and priorities for the Commissioning Team and its work programme.

### Adult's and Children's Social Care – Out of Hours Service

3. The City's Service Level Agreements with the London Borough of Hackney – to provide the Adult's and Children's Social Care Emergency Out of Hours Duty Teams – have been extended. The Commissioning Team has been working with Hackney Council colleagues to improve the service, through updating user manuals for staff and enhancing contract monitoring and reporting processes. The Adult's Service is on the Departmental Sourcing Plan to be recommissioned this year. The Commissioning Team will undertake a service review and a market exploration exercise to review options, before progressing with a procurement strategy for a new service to begin in November 2024.

### Adult Social Care – Transformation Programme

4. The Commissioning Team continues to support Adult Social Care Reform, to ensure that the Department meets its obligations to: provide people with choice and control to live independent lives; ensure that people can access outstanding and tailored quality of care and support; and ensure that people find Adult Social Care to be fair and accessible. As part of the Transformation Programme, a Market Sustainability Plan, which sets out how we plan to move towards a fair cost of care over the next few years, has been completed and published on the Corporation website.

### Adult Social Care – Equipment and Aids

5. The Commissioning Team continues to work with the London Community Equipment Consortium, managed by the Royal Borough of Kensington and Chelsea and Westminster City Councils, to provide community equipment to 20 London local authorities. The service enables the City to provide home-based services supported by the provision of minor aids and adaptations, community equipment and Telecare. As a Consortium member, the City worked collaboratively in the procurement of a new framework agreement. NRS Healthcare was the successful bidding organisation. The service was able to commence on 1 April 2023, however, a reduced mobilisation phase led to several staffing, stock, logistics and ordering systems issues. Regular meetings are held between the Consortium members (including the City) and NRS Healthcare to collectively work through issues and to stabilise service performance. While the Commissioning Team is in regular contact with NRS Healthcare, we have produced contingency options to address any further delays in fulfilling orders.

### Commissioning and Partnerships – Holiday Activities and Food Programme

6. The Holiday Activities and Food Programme provides healthy food and activities for children and young people eligible for free school meals. The programme continues to be offered over school holidays, with the latest occurring over the Easter period. Activities took place at the Aldgate School and at Portsoken Community Centre, with food provided by local enterprise, All Season Foods, with local charity, the Akshaya Patra Foundation UK. The sessions were attended over the Easter holidays by 41



children who are eligible for free school meals. Activities will be expanded and delivered over the summer holidays this year.

#### Commissioning and Partnerships – City Advice

7. Toynbee Hall has a contract to provide the City Advice service until October 2023 with a potential two-year extension. Annual performance reports show that most support remains for welfare benefits, housing and debt, with an increase in utility queries. The service has worked closely with the City to support the administration of the Household Support Fund, and played an important role in the support of Afghan families through the year. Financial outcomes of £533,590 were achieved for City residents, workers and tenants in 2022–23 (a return of £2.66 for every £1 spent on the contract).
8. A Toynbee Hall restructure has recently concluded, with the appointment of a new Chief Executive, Rebecca Sycamore, who has had an extensive career within the public sector. Throughout the restructure, all frontline advice services were maintained.
9. Community advocates have been recruited and trained to promote the service formally and informally in their estates and workplaces, and to run information stalls. They also provide independent evaluations of the service and produce a quarterly report including survey results and feedback from closed cases. In the quarter 4 report, one of the advocates wrote: “The biggest revelation has been finding people who at first say they have no need of City Advice services, but who later make contact privately to say that, on reflection, they do. These are not easily measurable wins, but wins they are, and slowly they are crafting a model of a change, from isolation and alienation to community and civic partnership.”

#### Homelessness and Rough Sleeping – Rough Sleeper Assessment Centre

10. The tender to appoint a provider for the Rough Sleeper Assessment Centre went live on 6 April 2023 and was open for six weeks. The tender process included a site visit for providers, a written technical quality, social value and value for money assessment, and a face-to-face presentation, to identify the organisation suitable to provide the new service. The project is timetabled to mobilise in August 2023 with a planned opening in November 2023, as the building that will host the service is undergoing refurbishment.

#### Homelessness and Rough Sleeping – City Inn Express

11. The interim Rough Sleeper Assessment Service at the City Inn Express Hotel in Hackney continues to operate. The hotel has been recontracted with a new provider to ensure continuity of provision while the City-based Assessment Centre is tendered and mobilised. We have entered into a contract with Thames Reach Housing Association to provide the service at City Inn Express following a competitive tendering process. This new contract started on 3 April 2023.

### Homelessness and Rough Sleeping – City Inn Express Catering Service

12. The catering service contract at the City Inn Express has also been retendered, with the outgoing provider CH&Co ending their relationship with the project, which started with them stepping up to provide the service in the COVID-19 lockdown period. We are very pleased to have entered into a contract with a local enterprise – All Season Foods – which began providing this service on 3 April 2023.

### Homelessness and Rough Sleeping – City Lodge

13. As part of the three-year Rough Sleeper Initiative Funding Award from the Department for Levelling Up, Housing and Communities, the City of London has entered into a commissioning relationship with St Mungo's for the long-standing Lodge Projects, spread across two locations in Camden and the City. The Lodge is a unique set of projects, providing a hybrid of hotel-style accommodation alongside client-led support. The Lodge caters for older or more entrenched clients who have had great reticence in leaving the streets to move into traditional support models. The ongoing funding and monitoring of this project is shared with the City of Westminster. This provides funding assurance for the scheme and will lead to a full competitive tendering of the service, subject to future funding.

### Homelessness and Rough Sleeping – High Support Hostel

14. The High Support Hostel is approaching its first six months of operation and is progressing well, allowing us to close down the “satellite” supported housing beds that previously provided support to this cohort across a number of neighbouring boroughs.

### Housing – Community Reassurance and Support Service

15. The new Community Reassurance and Support Service tender is currently being finalised, with the new service scheduled to begin on 1 July 2023. The new service combines the existing Residents Reassurance Engagement and Support Service (that sits in Housing), Begging Patrols (the Homelessness & Rough Sleeping team) and an Anti-Social Behaviour Service pilot project (the Community Safety team). The new service aims to: ensure greater collaboration and joined-up working across departments; deliver efficiencies in the management and monitoring of the service; and achieve financial savings.
16. The Reassurance Patrol Service will provide intelligence-led tasking and patrols designed to engender public reassurance through regular uniformed presence on the Corporation's residential estates, open spaces and other places as agreed within the Square Mile. The patrols will identify issues of anti-social behaviour and capture evidence that allows estate management and the police to act against individuals. Begging patrols will help reduce anti-social behaviour in the City of London, and will also support assertive outreach work.

### Education and Early Years – Special Educational Needs and Disability (SEND) Taxi and Attendant Services

17. The tender to deliver a four-year Framework Agreement, led by the London Borough of Camden, on behalf of Camden, Islington, and the City of London, is progressing in line with the timetable. Bids will be evaluated throughout May and June, with the contract scheduled to begin on 1 September 2023. The working relationships with Camden and Islington have been positive and have enabled the City to inform the tender process, including the responsible procurement and social value elements. The service will focus specifically on the provision of transport services to service users, including children and young people with Education Health and Care Plans and adults with disabilities, in pursuit of activities that include attendance at schools, colleges, day and training centres, other requirements.

#### Golden Lane Leisure Centre – Public Health and Sports Development Service

18. As requested by Members of this Committee in May, Appendix 3 provides an update of the Sports Development Service and Public Health Grant funded programmes delivered by Fusion, alongside the management of Golden Lane Leisure Centre.

#### Savings 2022–23

19. In the financial year 2022–23 the Commissioning Team secured £200,000 in savings and value through the recommissioning of service delivery.

#### DCCS Sourcing Plan 2023–24

20. The Department's Sourcing Plan (see Appendix 2) details the service contracts over £100,000 in total value which are to be procured in the financial year 2023–24. In completing the Plan, the Commissioning Team anticipated the rising costs that need to be considered throughout the service design, consultation, and market engagement, to mitigate the impact of inflationary pressures.

#### **Corporate & Strategic Implications**

21. The Commissioning Team's sourcing plans and work plan are centred around the delivery of the Corporate Plan and Departmental Business Plan objectives, most notably the aim to "Contribute to a flourishing society".

#### **Financial Implications**

22. The Commissioning Team's work will continue to focus on delivering value for money in the financial year 2023–24.

#### **Resource Implications**

23. Not applicable.

#### **Legal Implications**

24. Not applicable.

#### **Risk Implications**

25. Not applicable.

### **Equalities Implications**

26. Equalities considerations are included throughout the commissioning and management of services. Providers are required to report on the service's key performance indicators and assess the take-up and use of services from target groups.

### **Climate Implications**

27. Not applicable.

### **Security Implications**

28. Not applicable.

### **Conclusion**

29. The team continues to implement a strategic approach to commissioning, prioritising workload and effective partnership, working across the range of services and contracts. The team aims to manage service performance and ensure high-quality outcomes for City residents. The team will prioritise the procurement of the services set out within the DCCS sourcing plan.

### **Appendices**

- Appendix 1 – DCCS Contracts Register – non-public
- Appendix 2 – DCCS Sourcing Plan – non-public
- Appendix 3 – Public Health and Sports Development Service - public

### **Greg Knight**

Head of Commissioning  
Commissioning and Partnerships

T: 078 2130 1628

E: [greg.knight@cityoflondon.gov.uk](mailto:greg.knight@cityoflondon.gov.uk)

## **Appendix 3 – Public Health and Sports Development Service Update**

In addition to managing Golden Lane Leisure Centre, Fusion was commissioned to deliver the Sports Development, Adult Exercise on Referral (EoR) and Adult Weight Management Services (WM).

### **Sports Development Service**

- The service aims to provide a balanced programme of recreational, sporting and community activities to increase the physical activity levels of people living, working and studying in the Square Mile.

### **Adult Exercise on Referral and Adult Weight Management Services**

- The services aim to support targeted City residents to increase exercise levels, reduce body weight, and live healthier lifestyles. Low-paid City workers from targeted industries such as manufacturing, construction, retail, food service, transport and storage are eligible for WM services.

### **Contract Costs**

- Contract costs can be found in Appendix 1. The EoR and WM services currently is City's Public Health Grant. The Sport Development service is funded 50:50 from the Department's budget and the Public Health Grant.

### **Service highlights:**

#### **2023–24 Exercise on Referral**

Performance Indicator	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
	Number of service users referred to services by partner agencies	3	5	5	2	2	6	4	1	0	4	5
Total number of EoR starters	2	2	3	2	2	5	3	1	0	4	5	2
Total number of EoR completers	0	0	1	0	2	1	0	8	0	1	0	0

#### **2023–24 Adult Weight Management**

Rationale	Frequency of reporting	Course 1 Actual	Course 2 Actual	Course 3 Actual	Course 4 Actual	Course 5 Actual
Increased access to weight management support	Quarterly	7	2	8	12	8
Maximum uptake from eligible participants	Quarterly	5	2	6	6	4
Optimise retention to the service	Quarterly	4	2	6	6	TBC
Weight loss achieved through support provided	Quarterly	3	0	4	2	TBC
Weight loss achieved through support provided	Quarterly	1	0	3	1	TBC

## Q4 2023–24 Sports Development Service

### Golden Lane Leisure Centre Memberships and use summary

- Increase of 47 members in Q4
- Concession memberships saw an increase of 29
- 65% of all members are concessions
- Total quarter use: 6,592
- Increased participation in exercise classes, indoor activity, U15's activities

### Youth activities

- Junior Activity Group (Easter, summer and Christmas holiday camps) introduced
- Mansell Street football continues to be delivered, with 65 attendees in Q4
- Spring group tennis lessons delivered for U10s and U16s
- 17 young people from the City of London took part in the TCS Mini London Marathon held on Saturday 22 April 2023
- The City of London were represented in Girls Cricket and Year 9 Netball at the London Youth Games, finishing on 13th and 5th place respectively
- City of London School for Girls (CLSG) Girls Football London training for the Youth Games started on 28 April
- 74 children are currently on the swim school programme

### Special educational needs and disability (SEND) programme

- 116 attendees in Q4
- Fusion have developed a strong partnership with the City Parent Carer Forum
- Two new swimming instructors were recruited to reinstate swimming sessions
- A two-day Art Workshop was held to design a team logo and sports kit (see graphic below)



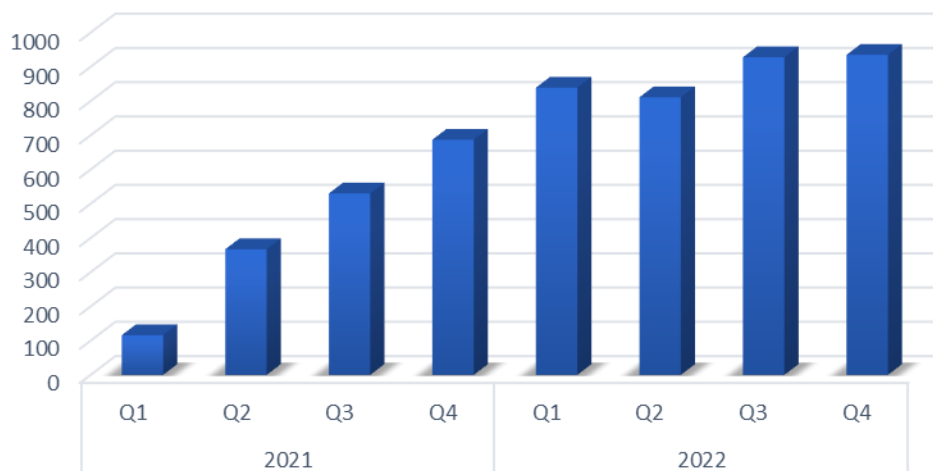
### Disability

- 121 swimming sessions for adults with disabilities launched in April 2023
- Volunteer-led We Swim Club initiative to improve mental, physical and social wellbeing
- Average of 10 swimmers per week

### Young at heart (50+ years concessionary programmes)

- 321 members, an increase of 100 year on year
- 17 classes per week delivered
- Increase in use, with 935 attendances in Q4 (see graph below)

Young at Heart  
Participation



### London Marathon 2023

- 10 runners competed from the City of London Corporation's 23-Mile Club
- Fusion coordinated the Mile 14 Lucozade Station, which saw 56 people volunteer
- Photos below are from the event and a photo opportunity with the Lord Mayor



### City of Sport (worker targeted programmes)

- Tennis programme launched on 17 April 2023, delivered at Golden Lane Leisure Centre and St Botolph Bishopgate's tennis courts
- Ladies Tennis Morning and Fitness Tennis delivered
- A summary of activities and use for Q4 below

<b>Boxfit</b>	<b>188 participated</b>
<b>Zumba</b>	
<b>Strength &amp; Stretch</b>	
<b>Yoga</b>	
<b>Aqua</b>	

### Action Plan for Q1 2023–24

- Relaunch swimming lessons as part of the SEND Project, now that recruitment of instructors has been completed
- Work with the Aldgate School to deliver the Rackets Cubed programme
- Continue to identify community facilities to increase the community outreach programmes
- Develop a wider City of Sport programme for workers
- Explore the introduction of a Corporation membership
- Meet the management session to be completed in May at Golden Lane Leisure Centre
- Monthly meetings between the Commissioning Team and Fusion to oversee the service Performance Improvement Plan and feedback log



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