



Community & Children's Services Committee

INFORMATION-ONLY REPORTS

SEPTEMBER 2023

PUBLIC INFORMATION-ONLY REPORTS

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HOMELESSNESS AND ROUGH SLEEPING SUB COMMITTEE

Monday, 3 July 2023

Minutes of the meeting of the Homelessness and Rough Sleeping Sub Committee held at the Guildhall EC2 at 11.00 am

Present

Members:

Ruby Sayed (Chair)	Deputy Natasha Lloyd-Owen
Helen Fentimen (Deputy Chairman)	Eamonn Mullally
Anne Corbett	Henrika Priest
Deputy Marianne Fredericks	Mark Wheatley

Officers:

Simon Cribbens	- Community & Children's Services Department
Will Norman	- Community & Children's Services Department
Fleur Holley-Moore	- Community & Children's Services Department
Scott Myers	- Community & Children's Services Department
Georgiana Choak	- Community & Children's Services Department
Richard Chamberlain	- Surveyors & Property Services

1. APOLOGIES

There were none.

2. MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT

There were no declarations.

3. ELECTION OF CHAIRMAN

The Chair of the Community and Children's Services Committee advised that she had nominated Eamonn Mullally as Chair of the Homelessness and Rough Sleeping Sub Committee for 2023/2024. This nomination would be submitted to the Community and Children's Services Committee for approval.

4. ELECTION OF DEPUTY CHAIRMAN

The Chair of the Community and Children's Services Committee advised that she had nominated Natasha Lloyd-Owen as Deputy Chair of the Homelessness and Rough Sleeping Sub Committee for 2023/2024. This nomination would be submitted to the Community and Children's Services Committee for approval.

5. MINUTES

RESOLVED, that the minutes of the meeting held on 26th April 2023 be approved subject to the following amendment:-

That Bullet Point 1 – Fifth Sentence of the City of London Police Update be amended to read, "The colour scheme ranged from Green - an invitation to the

hub, to Red - stopping them from entering The City or a specified area within the City for a three-month period.”

Matters Arising

City of London Police Update

A Member asked for it to be clarified whether the red tickets issued were Community Protection Notices as these could lead to potential prosecutions. A representative from the City of London Police stated that they were Community Protection Notices and these stopped the person from entering the specified area for a specified time to encourage them to engage in the Luscombe intervention.

Streetlink

A Member asked if there was an update on whether the GLA had been written to seeking assurances about keeping the telephone service operational and whether the contract had been awarded. The Chairman stated that a letter had been drafted and she would be signing. An Officer stated that he had contacted the GLA to seek confirmation that they had awarded a contract and he understood that a contract had been awarded. He was waiting for confirmation that a representative from the new provider would attend a meeting of the Sub-Committee.

'Daniel' Safeguarding Adults Review

A Member sought assurances that lessons had been learned and embedded into future procedure to ensure patients at Maudsley Hospital were not transferred into external accommodation without support. An Officer stated that the City and Hackney Safeguarding Board were leading on communications with South London and Maudsley around the actions in the action plan.

Rough Sleeping on Trains and Buses at Night

A Member stated that Officers had advised the GLA would capture this data and she asked for a report back. An Officer stated that he had requested this data from the GLA.

6. OUTSTANDING ACTIONS

Members received a report of the Town Clerk setting out the Sub Committee's outstanding actions list.

In relation to 5/22/HRS - Homelessness and Drugs, the Chairman stated that this was initially scheduled to be delivered in November 2022 but it had been delayed. An Officer stated that there was now a City of London specific Community Drugs Partnership and an Officer from the partnership could be invited to provide an update alongside police colleagues at the next Sub-Committee meeting. A Member requested that this take place in a substantive session outside of the Sub-Committee meeting and that this include representation from the Public Health Team. An Officer stated that Officers from the Public Health Team, and Turning Point, as the commission provider, would be invited to attend.

In relation to 4/23/HRS – Streetlink, the Chairman stated this was an agenda item. Officers would give a presentation and Members could make preliminary points. The Chairman would then ask Members to give more detailed responses via email.

RESOLVED – That the Sub-Committee:

1. Note the report; and
2. Request Officers to arrange a separate session for the Homelessness and Drugs update and colleagues from Public Health and the police be invited to attend.

7. **CITY OF LONDON POLICE UPDATE**

Members received an update of the City of London Police and the following points were made:

- 220 incidents of begging were reported in the period of 31 March to 1 June with the Bishopsgate as the top location. More occurrences may have been reported on Bishopsgate due to the heavy number of footfall or the proximity of the Police Station, where officers were more likely to witness incidents.
- Through Turning Point and the Intervention Hub, an individual had successfully ceased drug use and gained employment.
- Operation Luscombe was successfully working and in operation throughout the country. Mindful of best practice and observing results of how other parts of the country ran their programmes, a review and update of the programme would take place.

A query was raised regarding the exploitation of beggars and the training of Police Officers in Modern Slavery awareness. It was noted that Police Officers were all trained on Modern Slavery. Members were informed that Officers hand out leaflets listing different services offered both in the hubs and on the streets. Safeguarding was a key concern and conversations regarding Modern Slavery and the options for help were encouraged to take place. Support and outreach for vulnerable people were at the forefront of Officers' actions.

In response to a question, Members were informed that Criminal Behaviour Orders currently expired after three months. This length of time was to be reviewed. Members expressed their concern that an increase in length might lead to criminalisation and requested the City Police review this change with the Sub Committee before finalisation.

A Member requested that where an application for a criminal behaviour order was made, Members be informed of the date so they had an opportunity to observe the hearing from the public gallery.

A Member raised concern over begging and rough sleeping in transportation links and stations. Members were informed that the British Transport Police (BTP) were involved in Operation Luscombe. The Member asked that the BTP be invited Sub Committee meetings.

In response to a question, Members were informed that no flags have been raised of assaults on those begging. It was noted that people often felt safer in the City than in other areas in and around London.

RESOLVED- That the Sub Committee:

- 1) Note the update.
- 2) Request that the leaflet be circulated.
- 3) Receive a written report at the next meeting, outlining the data collected and any justification for the change in length of Criminal Behaviour Orders.

8. **DELIVERING THE HOMELESSNESS & ROUGH SLEEPING STRATEGY 2023-27**

The Sub Committee received a report of the Executive Director of Community and Children's Services on the Homelessness and Rough Sleeping Strategy 2023 to 2027.

Members were reminded that the Strategy had already been through a public consultation period which resulted in several positive comments about the Strategy's aims and priorities. These priorities were developed in partnership focusing on co-production, including past experiences of former rough sleepers.

This update focused on how the Strategy would be delivered, setting out key actions to deliver the strategy and how the outcomes would be measured.

Members discussed the key challenges in differentiating homelessness and rough sleeping, and the different approaches each require.

A query was raised concerning an annual update of measure, and a suggestion of a progressive approach was made, so members could see the latest and most up to date positions.

Members requested that the Members meet in person with Officers to consider the strategy's actions and aims.

RESOLVED- That the Sub Committee:

- 1) That the Member would have an in-person session with Officers to further discuss the strategy.
- 2) Delegate endorsement of any additional amendments to the Executive Director of Community & Children's Services in consultation with the Chair and Deputy Chair of the Sub Committee.

9. **OPERATIONAL ARCHITECTURE SUMMARY REPORT**

The Sub Committee received a report of the Executive Director of Community and Children's Services which presented an update and review of the work of the Homelessness and Rough Sleeping Team.

Members were informed that the Team was always looking to increase the number of individuals who receive assistance and continuously sought new opportunities to increase outreach.

Members requested additional data to be provided alongside current data for comparison and directional growth and regression.

Members requested an Organisational Chart of the Homelessness Prevention and Rough Sleeping Team.

RESOLVED- That the Sub Committee:

- 1) Note the report.
- 2) Be provided with an organisational chart of the Homelessness Prevention and Rough Sleeping Team.

10. **HOT WEATHER SEVERE WEATHER EMERGENCY PROTOCOL (SWEP) UPDATE 2023**

The Sub Committee received a report of the Executive Director of Community and Children's Services presenting an update on the Hot Weather Severe Weather Emergency Protocol.

The Sub Committee discussed the importance of updating the app and providing clear and accurate information on where individuals could access a water refill station. Members were informed that a leaflet was being produced listing refill stations to hand to individuals with refillable water bottles.

In response to a query, Members were informed that the Team were looking to increase the number of cool spaces in the City. The number of spaces would increase in line with the progression of the SWEP alert level.

RESOLVED- That the Sub Committee note this report.

11. **CITY OF LONDON WOMEN'S PROJECT REPORT**

The Sub Committee received a report of the Executive Director of Community and Children's Services on the City of London Women's Project which opened in April 2023.

The Chair expressed her gratitude to the Team for completing this project.

Members were informed that this was still a pilot project. Further and more complete data would be presented at the end of the year as statistics for demand and capacity were still under review.

In response to a query, Members were informed that the centre was for single women aged 18 and over. Women with dependants would be supported in accessing a more suitable accommodation.

It was noted that the centre included six ensuite studios with a small kitchen, and a larger communal kitchen space and area for the women to socialise.

RESOLVED- That the Sub Committee note this report.

12. **HOMELESS HEALTH WORK PLAN UPDATE REPORT**

The Sub Committee receive a report of the Executive Director of Community and Children's Services with an Update of the Homeless Health Work Plan.

Members were informed of the new role of Homeless Health Coordinator. The role would help address health inequalities.

In response to a query, Members were informed that each priority area has its own dedicated set of activities and timelines to track progress of actions. The current main priority was primary care and improving access.

Members were assured that relationships were being developed with hospitals to ensure hospital discharges were coordinated.

It was noted that the Health Van had seen an increase in individuals accessing its services. Turning Point was working with peer workers to help with engagement.

RESOLVED – That the Sub Committee note the report.

13. **ROUGH SLEEPING ASSESSMENT CENTRE (RSAC) UPDATE**

The Sub Committee received a verbal update of the Executive Director of Community and Children's Services on the Assessment Centre in which structural damage was revealed during the construction. This would add length to the programme time by approximately three to four weeks resulting in a delayed opening. It was hoped to mobilise the service in January. Costs for this additional work were already accounted for with a cost of risk provision in the overall budget.

In response to a query about the remainder of the risk provision budget, Members were informed that the budget was still healthy, and all major risks should have now been revealed. The Chair thanked the team for their calm and active response to this development.

RESOLVED – That the Sub Committee note the update.

14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

In response to a query, Members were informed that Equality, Diversity, and Inclusive data had recently been published and was currently being analysed. It was noted that further support would be explored for the LGBTQ+ community.

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

The Chair thanked everyone for their inputs.

16. **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 1 of Schedule 12A of the Local Government Act.

Item no	Para no
17	3
18	3
19	3
20	3
21	3

17. NON-PUBLIC MINUTES

There were none.

18. CITY OF LONDON POLICE NON-PUBLIC UPDATE

There was no Non-Public City of London Police update.

19. DEPARTMENT FOR LEVELLING UP, HOUSING AND COMMUNITIES (DLUHC) ROUGH SLEEPING INITIATIVE (RSI) HEADROOM FUNDING APPLICATION UPDATE

The Sub Committee received a verbal update of the Executive Director of Community and Children's Services.

RESOLVED – That the Sub Committee note the verbal update.

20. QUESTIONS RELATING TO THE WORK OF THE SUB COMMITTEE WHILE THE PUBLIC ARE EXCLUDED

There were no non-public questions.

21. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT WHILST THE PUBLIC ARE EXCLUDED

There was no other business.

The meeting closed at 12.43 pm

Chair

Contact Officer: Katie Davies
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HEALTH AND WELLBEING BOARD

Thursday, 29 June 2023

Minutes of the Meeting at Guildhall at 11 am

Present

Members:

Mary Durcan (Chair)
Ruby Sayed (Deputy Chair)
Deputy Marianne Fredericks - City of London Corporation (CoL)
Deputy Randall Anderson - CoL
Gail Beer - Healthwatch
Simon Cribbens - Safer City Partnership
Nina Griffith - City and Hackney Place Based Partnership and North East London Integrated Care Board
Dr Sandra Husbands - Director of Public Health, City and Hackney
Helen Fentimen - Port Health and Environmental Services Committee (CoL)
Tony de Wilde - City of London Police
Matthew Bell - Policy and Resources Committee (CoL)
Judith Finlay – Executive Director, Community and Children’s Services

In Attendance

Officers:

Chris Pelham	- Assistant Director, People, Community and Children's Services
Chris Lovitt	- Deputy Director of Public Health, City and Hackney
Ellie Ward	- Community and Children's Services
Emma Masters	- Community and Children’s Services
Adrian Kelly	- Community and Children’s Services
Carolyn Sharpe	- London Borough of Hackney
Hilary Ross	- Director of Strategy, NE London Integrated Care Board
Amy Wilkinson	- NHS NE London
Danny Turton	- Public Health Registrar
Froeks Kamminga	- City and Hackney Public Health
Joia de Sa	- City and Hackney Public Health
Anna Garner	- City and Hackney Public Health
Chandni Tanna	- Town Clerks
Julie Mayer	- Town Clerks

It was moved by Deputy Randall Anderson, seconded by Mary Durcan and agreed that Deputy Marianne Fredericks takes the Chair until the election of the new Chair of the Board at agenda item 4.

1. **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Helen Fentimen and Gavin Stedman (who was represented by Joanne Purkiss).

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

There were no declarations.

3. **ORDER OF THE COURT**

The Board received the order of the Court of Common Council, dated Thursday 27th April 2023, which appointed the Committee and approved its Terms of Reference.

Members noted that, as the Court of Common Council had approved the Board's Terms of Reference for 2023/24, officers would now approach the East London Foundation Trust, St Barts and the Primary Care Network in order to seek expressions of interest for two co-optees with experience relevant to the work of the Health and Wellbeing Board.

RESOLVED, that – the order of the Court be noted.

4. **ELECTION OF CHAIRMAN**

The Board proceeded to elect a Chair in accordance with Standing Order No. 29. The Town Clerk has received no further expressions of interest within the timescale set out in the Standing Order and the position of Chair was uncontested.

RESOLVED, that Mary Durcan be appointed as Chair of the Health and Wellbeing Board for 2023/24.

On taking the Chair, Mary Durcan thanked past Deputy Chair and Chair Marianne Fredericks for her commitment to issues affecting residents and workers in the City of London and Hackney.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Board proceeded to elect a Deputy Chair in accordance with Standing Order No. 30.

RESOLVED, that – being the only Member expressing a willingness to serve, Ruby Sayed be appointed as Deputy Chair of the Health and Wellbeing Board for 2023/24.

6. **MINUTES OF THE PREVIOUS MEETING**

Members considered the draft public meeting of the previous meeting held on the 24th March 2023.

Matters arising

In respect of the request from Members for a report and presentation on the Street Triage Nursing Service, the Chair asked if this could be added to the agenda for the September Board. Members also noted the Forward Plan for the Integrated Commission Board, at item 11 on this agenda, which presented an opportunity to engage and co-ordinate the work with mental health partners.

RESOLVED, that - the public minutes and non-public summary of the meeting held on 24th March 2023 be approved.

7. HEALTHWATCH UPDATE

The Board received the regular Healthwatch update and, in response to questions, the following points were noted:

- Healthwatch had been given assurance of funding for another year and were looking to move the contract onto the next phase. The Assistant Director, Commissioning and Partnerships at the City of London Corporation and the Health and Wellbeing Board were thanked for their support in this matter.
- There has been extensive discussion about future management of the St Leonard's building and it was suggested that the City Corporation could provide space, given its close proximity. Officers agreed to provide an update to the next meeting.

RESOLVED, that – the report be noted.

8. COMMERCIAL ENVIRONMENTAL HEALTH SERVICE PLAN 2023-24

The Board received a report of the Executive Director, Environment in respect of the Commercial Environmental Health and the Port Health Service Plans for 2023/24. Members noted that the report had been approved by the Port Health and Environmental Services Committee, in accordance with their Terms of Reference.

Members noted the enhanced control on Brazilian Chickens, in line with EU Commission recommendation, with 50-100% of consignments being inspected and 100% documentary checks. The officer advised that the Port of London Authority is only one of a few in the UK to do this, as it was advisory. The officer further advised that all animal origins into the UK must be declared and high risk countries are subject to surveillance checks.

Members noted that the hygiene inspections backlog was clearing, with the City Corporation performing better than other boroughs, and the FSA confirmed that the required milestones had been met. The officer advised that if the public have any concerns about a particular restaurant in the City, they should contact the Public Protection Team.

RESOLVED, that – the report be noted.

9. **CARE QUALITY COMMISSION (CQC): ADULT SOCIAL CARE INSPECTION FRAMEWORK**

The Board received a report of the Executive Director, Community and Children's Services in respect of the CQC's launch plan. The report also provided an update on progress and the ongoing approach to local authority and integrated care system assessments.

RESOLVED, that – the report be noted.

10. **CHILDREN AND YOUNG PEOPLE (CYP) COMMISSIONING UPDATE**

The Board received a report of the Director of Public Health, City and Hackney and the Executive Director, Community and Children's Services which provided updates on commissioning activities for children and young people and highlighted key strands of work within the Children, Young People, Maternity and Families Integrated Commissioning Workstream.

The Executive Director, Community and Children's Services advised that the November Board would receive a presentation on Young People with complex and special educational needs.

RESOLVED, that – the report be noted.

11. **NORTH EAST LONDON JOINT FORWARD PLAN**

The Board received a report of the NHS North East London Integrated Commissioning Board in respect of the NE London Joint Forward Plan.

During the discussion, the following points were noted:

1. The new Joint Health and Wellbeing Strategy for the City and its focus on the economic determinants of health, which will provide contextual links to poverty.
2. A change of behaviours in terms of accessing services requires extensive and careful communications and is likely to take some time.
3. The Integrated Care Partnership had agreed that Rough sleepers would be a key group, together with those with learning disabilities and carers.
4. A Workforce Strategy was underway, which would feed into an overarching delivery plan.

RESOLVED, that – the report be noted.

12. **ANNUAL REPORT OF THE DIRECTOR OF PUBLIC HEALTH FOR THE LONDON BOROUGH OF HACKNEY AND THE CITY OF LONDON CORPORATION**

The Board received the Director of Public Health's Statutory Annual Report in respect of the health of the local population.

Following the presentation, the following points were noted:

1. Members asked for a breakfast briefing in respect of 'World Aids Awareness Day' in November.
2. Members noted that psycho-sexual services are excellent but there is a waiting list and areas where the commissioning is complex and a single strategy for NE London will aim to address this. The Deputy Director of Public Health suggested the briefing request above could include subject.
3. The level of access to services is better in some community groups than others and the uptake of reversible and long-acting contraception is poor.
4. The good co-production figures, given the community/cultural issues at play. All partners are receptive to change and young people have been consulted as to the best way of communicating and accessing services, rather than enforcing a 'specialist knows best' approach.
5. The commitments made in respect of sex education in schools to ensure it is appropriate.
6. The City and Hackney could do more about the high re-infection rates and prevention work, thereby reducing the need for repeat prescriptions for antibiotics.
7. The offer of flexible medical appointments for working women was commended. The Womens Health Hub has been very successful and was recently visited by the Minister for Women.
8. A 5-Year Strategy is ambitious, noting the funding available. Members noted that the action plan to be presented to the Board in September will contain more detail.

RESOLVED, that – the report be noted.

13. **CONSULTATION ON THE PROPOSED CITY AND HACKNEY SEXUAL AND REPRODUCTIVE HEALTH STRATEGY (2023-2028)**

The Board considered a report of the Executive Director, Community and Children's Services which sought approval to commence a formal 12-week consultation on the proposed five-year sexual and reproductive health strategy for the City and Hackney, to commence on 1 July 2023.

RESOLVED, that :

1. The strategy and proposed priorities be noted.
2. The formal 12-week consultation on the proposed five-year sexual and reproductive health strategy for City and Hackney be approved.

3. The process of action planning for the strategy, to run alongside the consultation period be approved.
4. The consultation process shall inform the proposed North East London Sexual and Reproductive Health Strategy.

14. **PAN LONDON ONLINE SEXUAL HEALTH SERVICE CONTRACT**

The Board received a report of the Executive Director, Community and Children's Services in respect of the options for re-procurement of a city-wide online sexual health service. Members noted that a decision was not required at this stage and that the contract had been widely referred to as an exemplar of digital transformation in health care delivery in the UK.

RESOLVED, that – the report be noted.

15. **AN INTRODUCTION TO THE POPULATION HEALTH HUB AND HOW WE CAN SUPPORT WORK IN THE CITY OF LONDON**

The Board received a Joint report of the Executive Director of Community and Children's Services and Director of Public Health which introduced the Population Health Hub; a system wide resource to support teams across the City and Hackney in improving population health and reducing health inequalities.

Members noted the City of London Corporation's Committee Report Template which has a prompt in respect of 'Outcomes in the City Corporation's Corporate Plan' and the option to select 'people enjoy good health and wellbeing' under section 2 of the Plan.

RESOLVED, that – the report be noted.

16. **BETTER CARE FUND (BCF) - END OF YEAR REPORT 2022/23**

The Board considered the end of year BCF report, of the Executive Director, Community and Children's Service, which set out how plans were met and funding was allocated.

Members noted that funding was slightly higher for next year and this had been allocated to existing schemes, with some refinements. The officer advised that a future meeting of the Board would receive a report on virtual wards and discharge from hospital/reducing admissions. Members noted that the care market was facing considerable pressures and all local authorities had been required to produce a market sustainability plan. It was suggested that it would be helpful for the Board to be sighted on this work, as part of the above report.

In response to a question, the officer advised that a brokerage pilot was underway in respect of adult placements, which had been funded from this year's BCF. The officer also agreed to investigate the work being undertaken by NE London in this area.

RESOLVED, that – the Better Care Fund End of Year Report 2022/23 be approved.

17. A VERBAL UPDATE ON THE HIDDEN WORKFORCE

Members noted the following:

1. A meeting had taken place with the Director of Equality, Diversity and Inclusion, who welcomed the report's synergy with the City of London's equality objectives in terms of the London Living Wage and social mobility. The Director agreed to attend the Health and Wellbeing Board when it receives the next iteration of this report.
2. A further meeting had taken place with the Chief Operating Officer, who advised that 15% of the weighting on contractual awards criteria is on responsible procurement, including the London Living Wage. The COO further advised of the complexities in casual staffing structures and the cost and impact implications of the various recommendations would need to be analysed. Therefore, the Health and Wellbeing Board (HWB) might need to take a formal Resolution to the relevant Committee(s) in terms of the next steps.
3. A presentation of the report and its recommendations was made to the Senior Leadership Team (SLT), chaired by the Town Clerk and Chief Executive, on 23 May. The following actions were taken from this meeting:
 - The Chief Operating Officer to conduct a health check on the Procurement Code and to feed the 'hidden workers' suggestions into the ongoing review of pay and reward.
 - The City Surveyors to review the Facilities Management contract to look at quick wins; i.e. the provision of microwaves and break spaces.
 - The Town Clerk and Chief Executive asked for any further suggestion to the next SLT Meeting.

Overall, the report was very well received and Members noted that some of the actions, in terms of reviewing procurement and workplace policies, would need to be undertaken by other partners on the Health and Wellbeing Board.

Members noted that they would receive a more comprehensive report at the September Board, at which time consideration could be given to the Resolution, suggested under (2) above. The Deputy Director of Public Health suggested presenting the report to NHS partners who contract out their cleaning and support staff.

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

In response to a question, Members noted that Health Impact Assessments are now carried out on building designs in respect of suicide prevention measures. The DPH advised that there are no statutory requirements on developers beyond this but the Director of Public Health can be invited to comment. Members noted that the City and Hackney have gone further than other LA's in

terms of design standards for new buildings. The Deputy Director of Public Health suggested that the Building Control Team might be able to assist further, in terms of their regular audits. A Member suggested that the HIA's could be enhanced, with an offer of webinars to developers in terms of designing out suicide, noting again that this would fall within the remit of the Building Control Team.

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

There were no urgent items considered in the public session.

20. **EXCLUSION OF 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 NO	PARA NO(s)
21-23	2 & 3

21. **NON PUBLIC MINUTES**

The Board considered the draft non-public meeting and non-public summary of the previous meeting held on the []2023.

RESOLVED, that - the non-public minutes of the meeting held on 24 March 2023 be approved,

22. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

There were no non-public questions.

23. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no non-public items of urgent business.

The meeting ended 12.55 pm

Chairman

Agenda Item 22

Committee(s): Community and Children's Services	Dated: 14 September 2023
Subject: Housing Revenue Account - Outturn 2022/23	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,2,3,4,12.
Does this proposal require extra revenue and/or capital spending?	N
Report of: The Director of Community and Children's Services and the Chamberlain	For Information
Report author: Goshe Munir, Senior Accountant, Chamberlain's Department	

Summary

- This report compares the outturn for the Housing Revenue Account (HRA) in 2022/23 with the final agreed budget for the year.
 - The total net transfer to reserves for the year was £0.064m, £0.177m higher than the final agreed budgeted deficit of £0.113m, mainly as a result of higher than expected repairs and maintenance and supervision and management costs, offset by higher rent and service charge income than budgeted. As a result, Revenue Reserves ended the year with a balance of £0.226m.
 - The Major Repairs Reserve (MRR) ended the year with a balance of £1.018m, £0.768m higher than budgeted, mainly due to lower than expected net capital expenditure due to slippage on projects.

Table A - Summary Comparison of 2022/23 Outturn with Final Agreed Budget			
	Final Agreed Budget	Outturn	Variation Underspend / (Overspend)
	£000	£000	£000
HRA Revenue (see Table B)			
Expenditure	(12,958)	(14,185)	(1,227)
Income	15,953	17,215	1,262
Other	(145)	33	178
Transfer to MRR (see below)	(2,963)	(2,999)	(36)
(Deficit)/Surplus in year	(113)	64	177
Opening Reserves	163	163	0
Closing Reserves	<u>50</u>	<u>226</u>	<u>177</u>
Major Repairs Reserve (see Table C)			
Opening reserve	1,386	1,386	0
Net Capital expenditure in year	(4,099)	(3,368)	731
Transfer from Revenue (as above)	<u>2,963</u>	<u>2,999</u>	<u>36</u>
Closing Reserves	<u>250</u>	<u>1,018</u>	<u>768</u>

Recommendation(s)

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

Main Report

Housing Revenue Account

3. The HRA is ringfenced by legislation which means that the account is financially self-supporting. Although the “Capital” Account is not ringfenced by law, the respective financial positions of the HRA and the City Fund has meant that capital expenditure is financed without placing a burden on the use of City Fund resources. All HRA related capital expenditure continues to be funded from the HRA, including the Major Repairs Reserve and certain capital receipts from sales of HRA assets, with homeowners making their appropriate contributions. In practice, therefore, the capital account is also ringfenced.

HRA Revenue Outturn for 2022/23

4. The HRA revenue outturn has a net surplus of £0.64m, £0.177m better than the expected deficit in the budget, for the reasons set out in detail in Table B below.

Table B

Table B	Original Budget 2022/23 £000	Final Agreed Budget 2022/23 £000	Revenue Outturn 2022/23 £000	Variation (Underspend) / Overspend 2022/23 £000	Paragraph Number
<u>Expenditure</u>					
Repairs, Maintenance & Improvements					
Breakdown and Emergency Repairs	(1,622)	(1,762)	(2,416)	(654)	5
Contract Servicing	(920)	(780)	(762)	18	5
Cyclical and Minor Improvements	(434)	(434)	(375)	59	5
Supplementary Revenue	(671)	(255)	(101)	154	6
Technical Services and City Surveyor's Costs	(1,539)	(1,539)	(1,472)	67	7
Total Repairs, Maintenance & Improvements	(5,186)	(4,770)	(5,127)	(357)	
Supervision and Management	(4,560)	(4,762)	(5,622)	(860)	8
Specialised Support Services					
Central Heating	(275)	(828)	(839)	(11)	9
Estate Lighting	(268)	(379)	(553)	(174)	10
Caretaking and Cleaning	(1,608)	(1,721)	(1,652)	69	11
Community Facilities	(185)	(185)	(177)	8	
Welfare Services	(39)	(46)	(2)	44	
Garden Maintenance	(307)	(267)	(213)	54	
Total Expenditure	(12,428)	(12,958)	(14,185)	(1,727)	
<u>Income</u>					
Rent					
Dwellings	10,992	11,045	11,664	619	12
Car Parking	625	619	552	(67)	13
Baggage Stores	127	127	127	(0)	
Commercial	1,667	1,622	1,617	(5)	
Community Facilities	99	99	108	9	
Service Charges	2,480	2,420	3,125	705	14
Other	4	21	23	2	
Total Income	15,994	15,953	17,215	1,262	
Loan Charges – Interest	(122)	(55)	0	55	
Interest Receivable	0	0	33	33	
Net Operating Income	3,444	2,940	3,063	123	
Loan Charges – Principal	(244)	(90)	0	90	
Transfer to Major Repairs Reserve	(2,953)	(2,963)	(2,999)	(36)	
	247	(113)	64	177	
Opening Reserves	593	163	163	0	
Closing Reserves	840	50	226	177	

5. Repairs, Maintenance and Improvements costs were overspent by £654k. The increased expenditure was driven by increased demand for breakdown and emergency repairs including significant fire safety work. However this overspend was partially offset by a total of £77k underspend on contract servicing and cyclical and minor Improvements works.
6. Supplementary Revenue Projects underspent by £154k due to projects coming in under budget and some slippage in planned works.
7. The underspend of £67k in Technical Services and City Surveyor costs is due to the technical recharge cost, based on hours spend (worked) on HRA Projects being lower than anticipated.
8. Supervision and Management costs had an overspend of £860k mainly due to adverse variances on energy and water rates of £300k. In addition, Legal Fees were over-budget by £96k, Management Fees by £172k, Professional Fees by £256k, and Surveyor's Valuers Fees by £36k.
9. Central Heating had an overspend of £11k which was related to the higher gas cost at Golden Lane Estate & Middlesex Street Estate.
10. Estate Lighting actual cost was £174k more than budgeted at William Blake, Golden Lane, Middlesex and York Way Estates. This is due to higher than increases in unit prices (tariffs) and standing charges, and the use of estimated, rather than actual, meter readings.
11. Caretaking and Cleaning has an underspend of £69k mainly due to reduced charges on the refuse collection and window cleaning.
12. Dwellings rental income had a favourable variance of £619k, mainly due to higher than budgeted income from Golden Lane Estate & Isledon House Estate as well as additional rent in the form of damages related to COLPAI due to delayed completion.
13. The Car Parking has an underspend of 67k mainly due to reduced income from Middlesex Street Estate and York Way Estate.
14. The Service Charge has a favourable variance by £705k compared to the latest budget profiled, this is mainly due to the recovery of higher than expected expenditure in the year and additional reimbursements from long lessees.

15. Comparison of 2022/23 Major Repairs Reserves Outturn with Final Budget as set out in Table C below.

Table C

Table C	Latest Budget	Revenue Outturn	Variation (Underspend)/	Notes
	£000	£000	£000	
HRA Reserves				
Major Repairs Reserve				
Balance Brought Forward	(1,386)	(1,386)	0	
Transfer from HRA	(2,963)	(2,999)	(36)	Table B
Capital Expenditure	20,587	17,086	(3,501)	Annex A
Section 106 funding	(1,639)	0	1,639	
Capital Receipts applied	(1,000)	(568)	432	
GLA and City Cash Grants	(11,747)	(11,879)	(132)	
Reimbursements from Homeowners	(2,101)	(1,271)	830	
Major Repairs Reserve Balance Carried Forward	(250)	(1,018)	(768)	

16. The net underspend of £0.768m in the balance on the Major Repairs Reserve was mainly due to significant slippage in capital expenditure.

17. Members note the reasons for the underspend set out in the report above.

Appendices

- Annex A - CAPITAL PROJECTS

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	CAPITAL PROJECTS	Latest Budget 2022/23	Actual 2022/23	Variance Overspend/ (Underspend)	Comments on main variations
29100160	L4-Avondale Square L5-Avondale Square Play & Ball Games Areas Refurbishment	12,124	6,589	(5,535)	Retention
29100156	L5-George Elliston & Eric Wilkins Houses Refurbishment	15,000	0	(15,000)	Awaiting design award
29100111	L5-Harman Close Decent Homes	12,892	0	(12,892)	Retention
29100159	L5-Installation of Sprinklers - Avondale Square Estate	334,850	1,063,919	729,069	Awaiting budget update
29100168	Buyback - 7C Petticoat Tower S106	0	359,200	359,200	Project completed Jan 23
29100167	Fire Door Replacement - Avondale	0	12,210	12,210	Capital budget with a larger budget.
		374,866	1,441,919	1,067,053	
29100105	L4-Dron House L5-Dron House Windows Replacement	0	76,803	76,803	Retention (awaiting H&S File before release)
		-	76,803	76,803	
29100076	L4-Golden Lane L5-Crescent House & Cullum House Heating Replacement	0	(44,532)	(44,532)	Project no longer progressing.
29100113	L5-Fire Safety Doors - Great Arthur House	0	21,250	21,250	Work complete
29100086	L5-Golden Lane Community Centre	0	(60)	(60)	
29100102	L5-Golden Lane Windows Replacement	618,892	184,181	(434,711)	Awaiting capital budget
29100085	L5-Great Arthur House New Flats	0	25,421	25,421	Work complete
29100010	L5-Great Arthur House Window Cladding	0	(10,835)	(10,835)	Work on going, issues outstanding against this project.
29100157	L5-Installation of Sprinklers - Great Arthur House	37,993	27,955	(10,038)	Awaiting Fire Strategy
		656,885	203,380	(453,505)	
29100166	L4-Holloway Estate L5-Fire Door Replacement - Holloway	637,988	554,927	(83,061)	Work complete, retention
29100103	L5-Holloway Estate Windows Replacement	2,554,863	646,431	(1,908,432)	Work in Progress, awaiting planning approval
		3,192,851	1,201,359	(1,991,492)	
29100146	L4-Housing General HRA L5-Decent Homes Call-backs 2020-22	18,300	4,990	(13,310)	Work on-going and dependant on demand
29100062	L5-Decent Homes Various Estates	0	0	0	
29100101	L5-Fire Door Replacements - Various Estates	1,081,460	5,996	(1,075,464)	On-going works
29100125	L5-Installation of Sprinklers in Social Housing Tower Blocks	2,729	0	(2,729)	Budget superseded by 29100159, 29100157, and 29100158
29100078	L5-Richard Cloudesley Housing	87,832	6,840	(80,992)	Project in progress and actual cost combined with Project 29100098
29100098	L5-Richard Cloudesley Housing	5,950,819	3,111,058	(2,839,761)	Project in progress and actual cost combined with Project 29100098
29100150	L5-Tenants Electrical Services Testing & Smoke Detector Installation - Phase 5	200,000	92,599	(107,401)	Work on-going
29100057	L5-Water System Testing at HRA Estates	28,104	0	(28,104)	Project in progress
		7,369,244	3,221,483	(4,147,761)	
29100079	L4-Isleden House L5-Isleden House Additional Housing	1,786,803	1,193,436	(593,367)	Negotiating final account
		1,786,803	1,193,436	(593,367)	
29100158	L4-Middlesex Street L5-Installation of Sprinklers - Petticoat Tower	18,405	19,452	1,047	Work in progress

29100164	L5-Middlesex Street Estate - Cold Water Distribution System Replacement	87,000	80,174	(6,826)	Work in progress
29100130	L5-Middlesex Street Estate - Replacement of Heating & Hot Water	500,000	229,545	(270,455)	Work in progress
29100149	L5-Middlesex Street Estate Decant Car Park	0	0	0	
29100161	L5-Middlesex Street Play & Ball Games Areas Refurbishment	1,980	1,980	0	
29100147	L5-Petticoat Square Renewal of Flat Roof Coverings	0	0	0	
29100112	L5-Petticoat Tower - Fire Safety Doors	5,223	223	(5,000)	Retention
29100074	L5-Petticoat Tower Replacement of Windows and Balcony Doors	0	0	0	
29100073	L5-Petticoat Tower Stairwell Panels	0	10,036	10,036	Retention
		612,608	341,409	(271,199)	
	L4-Southwark Estates				
29100104	L5-Southwark Estate Windows Replacement	643,739	797,392	153,653	Work in progress
		643,739	797,392	153,653	
	L4-Sydenham Hill				
29100067	L5-Sydenham Hill - Provision of Social Housing	290,145	2,144,676	1,854,531	
29100106	L5-Sydenham Hill Windows Replacement	296,538	793,120	496,582	Work in progress
		586,683	2,937,796	2,351,113	
	L4-William Blake				
29100107	L5-William Blake Windows Replacement	15,065	1,000	(14,065)	Work in progress
		15,065	1,000	(14,065)	
	L4-Windsor House				
29100162	L5-Windsor House Play & Ball Games Areas Refurbishment	2,208	2,208	-	
29100108	L5-Windsor House Windows Replacement	235,640	835,663	600,023	Work in progress
		237,848	837,871	600,023	
	L4-York Way Estate				
29100165	L5-Fire Door Replacement - York Way	911,265	789,032	(122,233)	Work complete, retention
29100163	L5-York Way Estate - Cold Water Distribution System	7,910	15,944	8,034	Work in progress
29100129	L5-York Way Estate - Replacement of Heating & Hot Water	1,220,000	1,225,034	5,034	Work in progress
29100141	L5-York Way Estate Provision of Social Housing	2,970,914	2,802,130	(168,784)	Work in progress
		5,110,089	4,832,140	(277,949)	
	Total	20,586,681	17,085,988	(3,500,693)	

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Committee: Community and Children's Services Committee	Dated: 14/09/2023
Housing Management and Almshouses Sub-Committee	02/10/2023
Subject: Resident Focus Project (Customer Service and Repairs Review)	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	4
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	Y/N
Report of: Executive Director of Community and Children's Services	For Information
Report author: Liam Gillespie, Head of Housing Management, DCCS	

Summary

An external consultancy, Pennington Choices, was commissioned in August 2022 to complete an independent review of customer service provision across Housing and Property Services. The review included significant engagement with staff, residents and Members and resulted in a report with multiple recommendations for service improvements, to enhance our customer service provision and improve the resident experience when accessing housing and repairs services.

This report summarises the project, outlines the recommendations made and explains progress already made on implementing changes.

Recommendation

Members are asked to:

- Note the report and note progress on the action plan.

Main Report

Background

1. The Housing Division underwent a restructure in 2021/22 as part of the Target Operating Model (TOM) changes across the Corporation. This resulted in significant changes to front-line teams and individual roles in the Housing Division.

2. To build on the work done as part of the TOM changes, a review was commissioned to look specifically at customer service provision across Housing and Property Services. The review was devised to be a comprehensive examination of current service provision, with a detailed evaluation of our present service, the identification of gaps or weakness, and recommendations for improvement.
3. The commissioning process began in July 2022 and Pennington Choices, a consultancy specialising in the housing and property sector, was appointed after a competitive exercise.
4. The review itself began in September 2022 and concluded in March 2023. Officers have now begun implementing the recommendations made by the consultants.

Scope of the Review

5. The review had two key elements:
 - i. Customer service provision across Housing and Property Services
 - ii. Repairs and maintenance provision, including a review of staff resources and structures.
6. The key outcomes sought for each element of the review were:

Customer Service

- Development of design principles for a new customer service offer
- Production of several options for the new structure and service
- Mapping of key processes for customer service, and design of improved processes
- Detailed design of the preferred option or model for customer service
- Assessment of impact on stakeholders, including residents and staff
- An implementation plan.

Repairs and Maintenance

- Proposed new structure(s) and detail of new or revised job roles.
- Assessment of impact on existing post holders.
- Assessment of impact on relevant stakeholders.
- Analysis of costs.
- Implementation plan.

Key Activities Completed

7. The review included the following activities:
 - A desktop review of documents (including strategies, policies and service standards)
 - A review of key performance data and management information

- Consultations with staff, residents and Members through facilitated online workshops in September and October 2022
- Clarifying a vision for the future service, based on feedback from staff, residents and Members.
- Gap analysis and assessment of the current service
- Appraisal of options for future service delivery
- Recommendations for improvement based on the potential options.
- Creation of an implementation plan for the recommended improvements

Summary of Key Findings

8. Some of the main findings of the review are:

Operational Governance

- There are some gaps in strategy, policies and processes, meaning that operational staff are not always clear on the strategic direction of the organisation or how services should be delivered.
- Current operational policies were found to be generally good, however some expected policies are missing.
- Standard processes in many areas are unclear and should be introduced, to give clarity and consistency of service.

Operational Assurance

- A more comprehensive suite of Key Performance Indicators (KPIs) is required; many relevant KPIs are currently used, however some expected KPIs were missing or are not measured in enough detail at present.

Operational Structure

- The current staffing structure was considered adequate to meet our strategic aims, however it was identified that improvements are required to processes and use of IT to enable staff to provide a better service.

Customer Service Standards

- There was a clear desire from all stakeholders for a clearer set of customer service standards and an effective way of monitoring and 'enforcing' these.
- Accountability was seen an issue by residents, staff and Members. It was identified that lack of clarity in internal processes often led to confusion and service requests being 'lost' or misdirected.
- Estate offices were valued by all stakeholders, however residents were generally more concerned about being able to contact someone easily and get

a response within a reasonable timeframe, whether that was through an office, or by telephone or email.

Communication

- A key theme arising out of the workshops was that communication needs improvement, particularly in terms of individual enquiries or service requests. Residents are often unclear about who to contact on certain issues.
- Communication regarding communal repairs was flagged as an issue of particular concern to residents.
- A clearer strategy is required for resident communications.

Repairs

- It was felt by all stakeholders that the reporting and tracking of repairs requires significant improvement.
 - There was positive feedback on minor or straightforward repairs, however many respondents felt that more complex repairs were often mishandled and took too long.
 - Communication around repairs was felt to be poor, with stakeholders suggesting many improvements such as the ability to track a repair once it was raised.
 - It was felt that repairs appointments should be more flexible and geared towards the convenience of residents, not contractors.
9. The report identified that staff, residents and Members shared broadly the same concerns about the current service and made similar suggestions for improvement.
10. The review also identified high levels of positive engagement and interest from key stakeholders, including staff. It was noted that there is recognition that services need to improve in many areas and a willingness among Housing Division staff at all levels to make the necessary changes for the benefit of residents.

Recommendations

11. The report makes twenty-four recommendations, which are shown at Appendix One. They include recommendations at strategic and operational levels and range from changes that could be implemented relatively quickly, to those which would require quite extensive further work (e.g., the creation of a new Resident Involvement Strategy or establishing a Housing Contact Centre function).
12. Further service improvements (listed below) will be added to the action plan by officers. These additional items will complement the recommendations made by the consultant and address areas for improvement identified in the report.

- Repairs and Maintenance – regular operational meetings, post-inspection of works, works in progress reviews, review of accreditations and qualifications
- Robust monitoring and measuring approach that provides assurance properties are habitable and free from Category 1 hazards.
- Plan to ensure that housing management staff are suitably qualified as per new government requirement.
- Review methodology for collecting repairs customer satisfaction data to ensure that it is an accurate reflection of performance.
- System for monitoring and reporting on service performance, including regular transactional customer surveys
- Add workflow management to Civica (housing management IT system) to record resident contacts and an auditable trail
- Improving and developing a digital offering alongside chosen delivery model

13. Officers will allocate timescales to these additional pieces of work.

14. Overall, the recommendation is that the Housing Division takes a ‘back to basics’ approach to service delivery, ensuring that the fundamental building blocks of a good service are in place. This includes a refreshed strategy, procedures, service standards, performance measures and improvements to the use of IT.

15. Some key recommendations include:

- Develop an Asset Management Strategy to sit alongside the Housing Strategy
- Create process maps and procedural documents across a full range of housing and repairs services, to ensure clarity and consistency for both staff and residents.
- Implement a central team with one number and email address for enquiries, to deal with queries immediately where possible (i.e., a housing-wide contact centre).
- Introduce a clear resident communication strategy.
- Create a comprehensive set of service standards for all operational areas in housing and repairs.
- Improve staff induction process and complete a skills scan to identify key training required by role.

Next Steps

16. Officers have established a project group to manage the implementation of the recommendations.

17. Updates on the progress of the review and implementation of the recommendations are now provided via the housing web pages and regular resident and staff newsletters.

18. A dedicated page for the project has been created on the City Corporation website. Monthly updates on progress will be provided and the action tracker at Appendix Two will be updated monthly and published on the web page.

Corporate & Strategic Implications

Strategic implications

19. The review, and resulting recommendations, will assist us in meeting several aims in the current Corporate Plan and Housing Strategy. The overall aim is to improve services for residents and support our staff to provide quality and responsive services.

Financial implications

20. The main financial implication of this project is the additional cost of recruiting a staff member to coordinate and complete many of the recommendations, however this cost can be met from the temporary staffing budget.

Conclusion

21. An external consultancy, Pennington Choices, was commissioned in August 2022 to complete an independent review of customer service provision across Housing and Property Services. The review included significant engagement with staff, residents and Members.

22. Officers are now implementing an action plan in response to the recommendations. Many recommendations will be easily delivered, however some will require further work to complete.

23. The recommended changes are intended to support staff to deliver better services to residents and enable us to achieve our strategic aims for housing and repairs services.

Appendices

- Appendix One – Summary of Findings
- Appendix Two – Recommendations and Progress

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Customer Services and Repairs Review

Summary of Findings

1. Background

In 2022, the Housing Division appointed Pennington Choices to carry out a review of customer service functions across Housing and Repairs within the Department of Community and Children's Services. Their work included seeking the views of residents, staff and Members.

This document summarises the outcome of the workshops held in late 2022 and the findings of the final report, delivered in March 2023.

The final recommendations and further details on progress can be found on our [website](#).

2. Feedback from Resident Workshops

The main themes arising from the resident workshops were:

Customer service standards

- There are sometimes extremes of customer service (lack of consistency)
- Ownership of issues is often unclear
- Responses can be formulaic or 'robotic'
- Finding the right contact can be difficult, with lots of email addresses and telephone numbers
- Escalation process for enquiries is unclear in many cases
- Reporting issues, especially repairs, can be difficult

Communication with residents

- There is a lack of two-way communication with residents
- People feel they are not always kept informed on issues that matter to them

Repairs

- Chasing repairs because they are not done
- People not kept informed / updated
- Length of time taken on many repairs, especially communal ones
- Quality / workmanship issues are a problem
- No/not enough post inspections
- Concerns about inadequate contract management
- Communal repairs – "go into a black hole"
- Complex repairs never get done



- Repeat repairs happen regularly

3. Overall Findings

The feedback from residents, staff and elected Members identified common themes, which demonstrates that these three stakeholder groups have similar concerns about – and hold similar aspirations for – the Housing Service.

Customer Service – there was a desire for a clear set of customer service standards which are communicated to staff and customers. This was not just for overarching customer service standards, but specifically for each area. As an example, a service standard for repairs and maintenance was high on the list of priorities. It was felt this would push more ownership of customer service and pro-active maintenance of standards. Other issues raised included the measuring of performance, flexibility, and the utilisation of feedback.

Ownership & Accountability – it was clear across all workshops that ownership and accountability was an issue. This was particularly prevalent when staff internally are trying to direct queries or obtain information. A lack of understanding internally over who looks after what, as well as processes relying on individuals understanding someone who may know or be able to help. Staff felt they often had to rely on either experience or finding someone who may know.

Resource Availability – this issue was raised from two perspectives. Firstly, by City of London staff who felt more resources are required to allow them to discharge the responsibilities of their role to the appropriate standard. Secondly, several residents felt staff could be more present on site to allow them the opportunity to raise queries and report repairs. From a resident point of view, they also wanted more visibility of the responsible individuals and seeing more repairs staff on site.

Training – concerns were raised about the onboarding process for new City of London staff. It was reported that it currently lacks structure, and in some departments, new starters are being trained to varying standards as a result. Residents highlighted that they felt complaint handling and managing resident expectations could be improved. Similarly, staff members highlighted they would benefit from more training on how to handle and deliver complaints.

Restructure – ensuring that the wider business and customers understand the new structure, the allocation of roles and responsibilities, and the benefits expected to be realised by the change. Both residents and staff highlighted that they struggled to understand who is responsible for some of the issues and



queries being raised. Staff felt this took up a lot of their time when trying to direct queries to the right individual or team. It was highlighted that this is not just in relation to the recent restructure, but the structure in general following years of natural tweaks and changes.

Communication – it was evident across the workshops that communication could be improved both internally at the City of London, and externally to residents. Workshop attendees reported that they felt clearer lines of communication were required within the organisation to ensure the expectations of leadership are properly understood and to facilitate better outcomes when working across different teams. Several residents reported that more information should be provided to update them on repairs including timescales and updates if repairs cannot be fixed first time – this was particularly relevant to repairs in communal areas.

Repairs - several issues were raised in the context of repairs. It was felt that the current reporting system is flawed, and repairs 'fall into a black hole'. The process needs to be made more accessible, with more information available once a repair is logged, for example where a live job is up to, what the current timeline for resolution is and the ability to escalate if required. The feedback on quality was mixed across the different groups. Some residents reported a positive experience for low level repairs logged and completed within their properties but then felt this was less accurate for repairs delivered in communal areas. Residents also felt that more clarity could be provided on the expected standard of works. For any repairs that became complex and required further input there was a consensus across all groups that these take too long. People are required to constantly chase, and nobody appears to take ownership or accountability for them.

3.1 - Themes from Resident Workshops

The primary customer focus was on **easy and accessible systems to contact the City of London**, as well as timely outcomes. Residents spent a lot of time highlighting the repairs service and ensuring issues were resolved within an appropriate timescale and to a satisfactory standard. The key feedback included the difficulties in reporting repairs, the lack of updates provided once they have been logged, the timescales taken to complete them and the quality of the workmanship. The phrase 'lack of ownership' was raised in all three resident sessions on numerous occasions.

Communication was also key to residents and ensuring they can communicate with the right person or team to resolve their issue. Residents in attendance felt it was difficult to know who to contact, especially with repairs if they wished to escalate these further. They also reported that the dialogue



with City of London could be more open. From their perspective they are often told about changes without being invited to participate in them or provided with an understanding of why decisions or changes are made.

Estate offices were discussed, which were seen as a good thing from a resident's point of view, however more importantly to them was that they wanted the ability to interact with the City of London on their terms. It was accepted that ultimately residents just wanted a simple way of communicating with the City of London that provided the easiest and quickest resolution for their issues.

Customers would like to see **estate walkabouts** return and at different times to allow the participation of all residents e.g., evenings and weekends, as well as repairs staff joining these to be held more accountable. It was felt the walkabouts resulted in better kept estates both physically and visual, as well as more ownership on repairs being completed.

Finally, residents recognised that staff members ultimately were trying to deliver a good service for them. They recognised that internally there were issues restricting front line staff members in their ability to deliver services. This was at the exclusion of repairs however where they felt the team could be doing more and communicating better.

3.2- Staff Workshops

The quality of the current induction process was raised as a concern. It was felt that staff are expected to deliver their roles without any structured training – this sentiment was echoed by those who had been in the business for a while and felt they had similar experiences/concerns when they were employed. It was felt that there is a lack of clarity between teams as to what people's roles and responsibilities are. The concern is that this results in lost time due to issues being passed around internally between teams and individuals without anybody taking any ownership or accountability. In turn, the standard of the service delivered to residents is impacted and frontline staff then feel they receive negative feedback for things that are outside of their control.

Some staff raised concerns that they did not have **access to the IT system** for several weeks, whilst others had not received their mobile phones - both issues were negatively impacting their ability to do their jobs. It is also felt that limited access to key information limits staff's ability to quickly deal with queries as time is lost trying to find either the appropriate team or response.

Estate offices were generally regarded as a positive by staff. However, it was felt this resulted in an impact on resources as estate office staff spend time dealing with queries that little is left to sit down and complete other work. This is also accentuated by the points made above regarding staff not having the right information and tools at the front line to deal with issues quickly.



3.3 - Workshops with Elected Members

The feedback provided by the elected members was broad ranging and covered several key elements associated with delivering the service.

Common themes included:

- Internal & external communication
- Accountability
- Roles & responsibilities
- Front line staff
- A centralised contact centre
- Straight forward and simple to access services

They echoed a lot of what the customers put forward but understood some of the challenges being faced internally. As a priority for the elected members, they wanted to see **more ownership and accountability** from individuals and teams. We were provided with several examples of where elected members had received a better and quicker response than customers had. This has led to more queries and requests for support being directed at these members who then get more involved.

Elected members in one of the sessions seemed more protective of the **estate offices** than the residents are themselves. Residents as already detailed are more interested in having easily accessible systems to report issues or talk to staff, with quick and relevant outcomes. Although residents do recognise their importance this was not necessarily a key priority for them.

4. Recommendations

A total of 24 recommendations were made in response to the findings of the review. These are available to view [online](#), along with the latest progress.

Work has already begun to implement changes, which will be publicised on the project web page each month.

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RESIDENT FOCUS PROJECT
(Customer Service and Repairs Review)
 City of London, Department of Community & Children’s Services
 Housing Division
UPDATED 31 AUGUST 2023

>> The latest updates are in green <<

Key to projected timescales

	Not started
	In progress
	Completed

Page 41

Recommendation	Management Response	Projected Timescale
<p>Recommendation 1</p> <p>Develop an overarching Asset Management Strategy alongside your upcoming review of the Housing Strategy. Ensure both strategies support and supplement each other and are aligned with the organisational drivers and performance measures.</p> <p>The strategy should incorporate all areas of asset management: Repairs and Maintenance, Investment, Compliance and Strategy.</p>	<p>This recommendation will be adopted. Work will commence on the Asset Management Strategy in Q2/3 of 2023-24</p> <p>Work on the Asset Management Strategy will now commence in July 2023.</p>	<p>October 2023</p>

<p>Recommendation 2</p> <p>Following the development of the Housing Strategy and Asset Management Strategy, ensure these are formally rolled out to staff members. They should be made aware of and understand how their roles are linked to the strategies.</p>	<p>Agreed. Stakeholders (including staff) will be included in the formulation of the new strategies. Once finalised, staff will be made aware of their roles in delivering the strategic priorities.</p> <p>Staff objectives and performance indicators will be set with reference to these priorities and outcomes.</p> <p>The Housing Management Strategy is at an advanced stage and is on track to be launched in October 2023.</p> <p>Consultation events were held with staff in June 2023 and 40 people contributed.</p>	<p>Both strategies due for completion in October 2023</p>
<p>Recommendation 3</p> <p>Identify the key services you provide to your residents as a housing provider and which policies you wish to introduce based on these findings. A summary of key services you should consider a policy for is included within the report.</p>	<p>A suite of policies has already been introduced over the past several years, however there are still some gaps.</p> <p>A full review of missing policies will be completed in line with this recommendation.</p> <p>This exercise is complete.</p>	<p>Completed June 2023.</p>
<p>Recommendation 4</p> <p>Following recommendation 3, develop a policy for each of these areas. Ensure each policy is developed by a senior manager with input from operational managers and staff with the technical expertise related to the policy contents. Once each policy is completed, ensure they follow your internal policy sign-off mechanism.</p>	<p>This recommendation will be adopted.</p> <p>The following policies will be developed:</p> <ul style="list-style-type: none"> - Fire Safety (drafted) - Repairs and Maintenance (drafted) - Leasehold Management (drafted) - Tenancy Sustainment & Management (drafted) 	<p>Drafts to be completed by September 2023.</p> <p>Policy approval is subject to the committee timetable. Meetings are scheduled for 2</p>

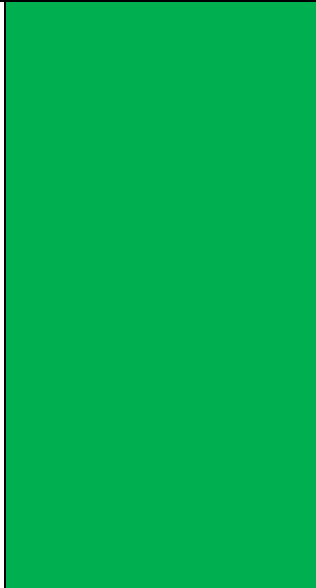
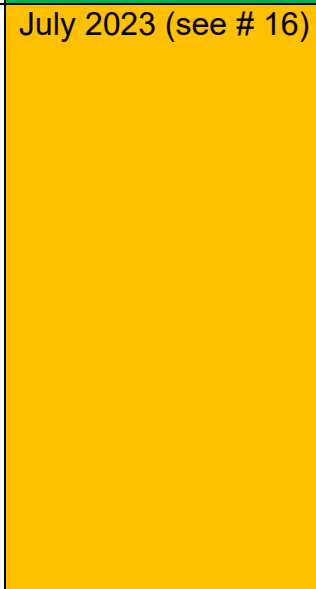
	<ul style="list-style-type: none"> - Equality, Diversity and Inclusion - Electrical Safety - Asbestos Management - Water Hygiene - Lift Safety - Resident Engagement - Recharges <p>Some existing policies will be amended in light of recommendations from this review.</p> <p>The policies are being drafted and will be submitted to Committee for approval in October and November 2023 (subject to agenda space)</p>	<p>October and 29 November 2023.</p>
<p>Recommendation 5</p> <p>Once each policy is signed off, you should develop process maps and procedural documents which outline how each service will be delivered operationally.</p>	<p>This recommendation will be adopted.</p> <p>Work has started on writing process maps and procedural documents.</p> <p>A list of key procedures has been compiled and work has started on developing these.</p>	<p>December 2023</p>
<p>Recommendation 6</p> <p>Your recently reviewed overarching customer service standards document should be supported by a subset of standards for each key area of service. Identify the key policies and processes that would be applicable in developing a customer service standard.</p>	<p>This recommendation will be adopted. Any service standards that require development will be introduced.</p> <p>This is complete. Standards will be written for these areas (final titles may vary):</p> <ul style="list-style-type: none"> - Customer Service Standards (drafted) - Complaints 	<p>Completed June 2023</p>

	<ul style="list-style-type: none"> - Allocations & Lettings (drafted) - Rents and Money Matters (drafted) - Antisocial behaviour (drafted) - Resident Involvement and Influence - Repairs (drafted) - Estate Services (drafted) - Home Ownership (drafted) - The Lettings Standard (drafted) - Tenancy Management and Support (drafted) 	
<p>Recommendation 7</p> <p>Once you have identified your key service areas, implement a program to develop these service standards. These should be easily digestible by residents, written in plain English and set out the key expectations for residents. We can provide an example of these if required.</p>	<p>This recommendation is adopted, and our customer service standards will be comprehensively re-written, to cover all applicable service areas.</p> <p>We have begun writing the standards – an initial suite of 11 standards have been chosen.</p> <p>Nine of the standards are drafted and these will be reviewed before being published by September 2023. The remaining two will be finalised in August 2023.</p>	<p>September 2023</p>
<p>Recommendation 8</p> <p>Once these service standards are complete and signed off, ensure these are rolled out to residents and staff, and that all parties are aware of the key expectations for each of the service areas.</p>	<p>Agreed. We will ensure that new standards are made available for comment before being finalised. They will then be communicated to residents and published on our website.</p> <p>Raising awareness of the standards will be an ongoing task – we will make residents aware of the relevant standards at point of contact, or as part of</p>	<p>September 2023 onwards (once recommendation 7 complete)</p>

	<p>special campaigns (e.g. enclosing the standard on Rents and Money Matters with rent statements).</p> <p>See Recommendation 7.</p>	
<p>Recommendation 9 Develop a mechanism for staff to be able to identify the responsible person(s) for queries, which is concise and identifies key responsibilities with examples of common issues. Ensure this document is live and regularly reviewed to map any departmental changes.</p>	<p>The Housing and Barbican SharePoint site would be the natural home for this facility. We will develop an index of common issues and responsible teams or people, as well as providing role profiles outlining key responsibilities of each role type.</p> <p>Work has started to review the current resource and deliver improvements.</p> <p>Significant progress has been made on updating team profiles and an index of common issues.</p>	<p>September 2023</p>
<p>Recommendation 10</p> <p>Review and develop your onboarding process. Ensure it is a formalised process which accounts for both corporate induction and job specific requirements.</p>	<p>This recommendation will be adopted. We will work with HR colleagues to improve the current process and develop a standard approach to job-specific induction for new staff.</p> <p>This is underway as of July 2023.</p>	<p>September 2023</p>
<p>Recommendation 11</p> <p>Establish easily accessible services and a single point of contact for customers with a centralised team with one phone number and email address. Ensure the team are adequately trained with the</p>	<p>This recommendation will be considered in more detail and relevant stakeholders' opinions collected. Further thought will be given to the potential impact of the model on current services.</p>	<p>Early 2024</p>

<p>correct equipment and IT to deal with low level queries.</p>	<p>This recommendation affects several teams and work will begin shortly to refine options, evaluate their impact and select the preferred model.</p> <p>Discussions have begun on the various models that might be adopted and how these will impact current structures and staff.</p>	
<p>Recommendation 12</p> <p>Treat your implementation of the new IT system as a priority. Implementation brings several benefits for measuring your performance against your customer service standards and providing a transparent view of the services you provide.</p>	<p>This recommendation is adopted. We are currently considering what additional resources we need to enable us to accelerate the implementation of the new system.</p> <p>We are recruiting an Information and Systems Manager who will work across Housing and Property Services to implement improvements to Civica.</p> <p>We are completing a health check of the system with the provider and this will make recommendations for improving its capability. Timescale to be updated once health check completed.</p>	<p>September 2023</p>
<p>Recommendation 13</p> <p>Undertake an annual review of your scheme walkabouts. Ensure each review includes feedback from staff and residents on the current approach, and action any recommendations you consider suitable to improve the service.</p>	<p>This is agreed. The walkabouts will continue. We are acting on feedback to ensure that the outcomes of walkabouts are published in an accessible and useful format. We are also listening to ideas on how the schedule can best be communicated.</p>	<p>July 2023</p>

	The review has been completed. The frequency of some walkabouts and drop-ins has been changed, and a new timetable is being published on each estate and online.	
<p>Recommendation 14</p> <p>Undertake a full review of your compliance activities for the 'big 6'. The outcome should be to gain assurance you are meeting your legal obligations as a landlord, ensuring your residents are safe, and to review your system and processes to test whether they are appropriate for delivering your regulatory responsibilities.</p>	<p>The Corporation has robust internal processes and procedures for ensuring compliance with legislation and best practice in relation to the 'Big 6' activities. This includes specific and targeted internal audits and health checks. We do accept however, that some form of external independent validation could be of considerable benefit and, we are looking to carry out this recommendation by the end of March 2024.</p> <p>We are currently recruiting someone to complete this review.</p>	October 2023
<p>Recommendation 15</p> <p>Build upon your Housing Management Strategy and Vision Statement during its review. Consider the vision and aims we have provided for the repairing element of the services and draft scorecards to support your Asset Strategy and ensure these two documents are aligned.</p>	<p>Agreed. Once we have finalised the new Housing Strategy for 2024-27 and the Asset Strategy, we will implement effective ways of measuring the outcomes and ensure that performance data is published at regular intervals.</p> <p>KPIs and metrics will be aligned with strategic aims, to enable tracking of progress towards achieving the relevant outcomes.</p>	October 2023 – both strategies will be launched
<p>Recommendation 16</p> <p>Review and develop a suite of KPIs for the customer service and repairs and maintenance.</p>	<p>Agreed. Performance measurement and accountability is a priority in our new Housing Management Strategy.</p>	Completed June 2023

<p>The development of these should take into consideration what you can currently measure within your systems, any IT development requirements for future KPIs, a gap analysis of your system outputs, and what you aim to achieve as an outcome for each KPI.</p> <p>These KPIs should be subject to a periodic review.</p>	<p>We are currently considering additional resources to ensure that we have useful, accurate and reliable data on our operations.</p> <p>Current performance measures will be reviewed and simplified where possible.</p> <p>Reporting capabilities of our housing management system will be reviewed. We are currently working on the creation of additional reporting capability to harness the most from the new system.</p> <p>This action is complete. A set of KPIs and metrics has been agreed and dashboard reporting will commence from July 2023.</p>	
<p>Recommendation 17</p> <p>Consider and develop a similar KPI supporting document to the one provided, which ensures each KPI is broken down into a format which covers: the KPI owner(s) and accountable person(s), which system data is extracted from, and what is/isn't included under the KPI.</p>	<p>Agreed. This will be addressed as part of recommendation 16.</p> <p>A scorecard/dashboard reporting system is due to be implemented by July 2023. Each KPI or metric will have an accountable person.</p> <p>Reporting will take place monthly, showing data from April 2023 (and will include previous years' performance where data exists).</p> <p>The dashboards for Repairs and Income Collection are finalised and others are in production, with completion now scheduled for w/c 4 September 2023. We are finalising where and how performance reporting will be published, in</p>	<p>July 2023 (see # 16)</p> 

	discussion with Members.	
<p>Recommendation 18</p> <p>Develop a clear and transparent resident communication strategy and plan. This should be communicated with residents, and regularly refreshed with them. It should incorporate a feedback loop to ensure the resident voice is heard, and you are feeding back on how the service is being shaped and changed based upon the information being fed back.</p>	<p>Agreed. We are currently beginning the process of formulating a new strategy and formal involvement mechanisms for residents.</p> <p>This will be subject to further consultation and work with residents, staff and Members.</p> <p>It will result in a clear strategy document and measurable outcomes.</p> <p>We have appointed TPAS to assist with the creation of our new Involvement Strategy and we will include residents in this process, as well as using feedback received during the Customer Service and Repairs Review.</p>	November 2023
<p>Recommendation 19</p> <p>Develop a standardised approach to each operational role to determine the correct equipment (including IT) that should be provided to deliver the role effectively. If any gaps are found, the relevant equipment should be provided to staff members.</p>	<p>This will be addressed as part of the analysis carried out in recommendation 20 below.</p> <p>Please see recommendation 20 below.</p>	See # 20
<p>Recommendation 20</p> <p>Review operational roles to determine the relevant training each role should receive. Once this is developed ensure all staff are trained appropriately</p>	<p>Agreed. We have a training plan and will review each role to ensure that recurrent and one-off training and development needs are captured and held in one place.</p>	July 2023

<p>and that this is reviewed as a minimum annually.</p>	<p>Training needs have been analysed by operational role, across Housing and Repairs. A training plan is being drafted in a calendar format, to ensure recurrent training is scheduled. This will be completed in August 2023.</p>	
<p>Recommendation 21</p> <p>Prior to the implementation of the proposed contact centre structure, undertake an assessment of the current volume of customer enquires to ensure the proposed level of resource is accurate.</p>	<p>Agreed. This will be completed as part of recommendation 11.</p> <p>Customer enquiries are being logged through the Civica system. This information will be used to inform work completed as part of recommendation 11.</p>	Ongoing
<p>Recommendation 22</p> <p>Formally review the new job descriptions proposed to ensure they meet the requirements of the City of London.</p>	<p>Agreed. Will be reviewed as part of the proposed structure</p> <p>The review of job descriptions has been completed.</p>	July 2023
<p>Recommendation 23</p> <p>Review job description and structure in relation to the role of Customer and Service Support Officer. Currently these documents conflict on who the role should be reporting in to.</p>	<p>Agreed. Will be reviewed as part of the proposed structure.</p> <p>Complete. These posts report to the Customer Service and Support Manager.</p>	July 2023
<p>Recommendation 24</p> <p>Formally review the implementation plan before the commencement of any major improvements. This should take in to account the wider priorities of the organisation, especially in relation to any</p>	<p>Agreed. A project plan will be created and corporate, departmental and divisional strategic priorities given due consideration as part of this work.</p>	Ongoing – will be reviewed monthly and before any major changes are made

time frames recommended.		
Recommendation 25 Repairs and Maintenance – regular operational meetings, post-inspection of works, works in progress reviews, review of accreditations and qualifications		
Recommendation 26 Robust monitoring and measuring approach that provides assurance properties are habitable and free from Category 1 hazards.		
Recommendation 27 Plan to ensure that housing management staff are suitably qualified as per new government requirement.		
Recommendation 28 Review methodology for collecting repairs customer satisfaction data to ensure that it is an accurate reflection of performance.		
Recommendation 29 System for monitoring and reporting on service performance, including regular transactional customer surveys		
Recommendation 30 Add workflow management to Civica to record resident contacts and an auditable trail	Officers are considering	
Recommendation 31		

Improving and developing a digital offering alongside chosen delivery model		
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Committee: Department of Community and Children’s Service – For information	Dated: 14/09/2023
Subject: Special Educational Needs and Disability (SEND) Internship and Employer Forum Project	Public
City Corporation’s Corporate Outcomes Contribute to a flourishing society. <ol style="list-style-type: none"> 1. People are safe and feel safe. 2. People enjoy good health and wellbeing. 3. People have equal opportunities to enrich their lives and reach their full potential. 4. Communities are cohesive and have the facilities they need. 	1, 2, 3 and 4
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	Department For Education/National Development Team for Inclusion
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Judith Finlay – Director of Community and Children’s Services	For Information
Report author: Barbara Hamilton: Department of Community and Children’s Services – Adult Skills Education and Apprenticeships	

Summary

This report provides a brief outline of the arrangements in place to support young people between the ages of 16 and 25 with special educational needs and disabilities (SEND) including those who have or have had an Education, Health, and Care Plan (EHCP).

The head of the City of London Corporation’s SEND team will prepare the EHCPs. The plan is designed to provides details of the young person’s needs and level of support. The plan will be discussed with the young person and their parents or Carers.

Each learner will be given a post-16 Study Plan. This plan will focus on their individual learning needs. The actual delivery plan will include the details of the 12-month work placement/internship arrangements. The SEND Internship project will

concentrate on working with young people who have traditionally found it hard to progress into employment.

This report will also include a brief description of the SEND Employer Forum. The role of the forum is to work with employers, specialist departments, parents, and young people to provide guidance on the effectiveness of the different work placement arrangements. The intention is for the Adult Skills team's dedicated officer to work closely with local partners, employers, and some specialist training institutions to cater for the learning and employment needs of the City of London Corporation's young people with SEND. The offer can be made available to residents of other inner London boroughs too.

The project will seek additional funding to support the training and employment of a work placement coach, this is intended to be sought from the Department for Education through the National Development Team for Inclusion. It is the responsibility of the work placement coach to assist the young person during the internship (to support confidence building and help with formal study skills).

Recommendation

Members are asked to:

- Note the report.

Main Report

1. Background

1.1 The Children and Families Act 2014, Children and Young People in England with Special Educational Needs or Disabilities sets out the strategic planning duties on local authorities and other services, in relation to disabled children and young people with special educational needs.

1.2 In 2022 the Government reinforced its commitment to supporting more young people with SEND into employment by the Department for Education (DfE) funding a three-year programme to strengthen Supported Internships.

1.3 The Adult Skills project team submitted a programme delivery plan outlining the delivery model that was to be used to support the agreed number of interns with SEND. The delivery plan also clarified the role of the Employer Forum and the responsibilities of its members.

1.4 There is a three-year contract between the Adult Skills team and the DfE to work with 20 young people between the ages of 16 and 25 who have or have had EHCPs (a legal document setting out a young person's special educational needs, the support they need, and what they would like to achieve). This contract was committed to in October 2022.

1.5 It was agreed that an Employer Forum would be established to support the work placements.

1.6 In April 2023, the first Employer Forum meeting took place. This meeting was attended by partners from several different sectors. For example, health and social care, community youth services, special schools, and neighbouring boroughs with extensive experience of working with young people with SEND.

1.7 The purpose of the Employer Forum is to support the development of a strategic approach and action plan aimed at improving employment outcomes for young people with SEND. The forum brings together all local partners who can assist with the development and delivery of high-quality realistic learning pathways. The Forum is intended to create a practical route that will support young people with SEND into paid employment. It will also develop important assessment, monitoring, and evaluation milestones for all young people.

1.8 The Supported Interns will be encouraged to engage with the programme following discussions with their schoolteachers, medical professional specialist advisers, Social Workers, SEN case officers and parents. The project team will also work with community groups and local Outreach teams to promote the project in local residential settings. The Internship opportunities will be promoted on the City of London Corporation's website. Information about the programme will be included in several local authority newsletters and publications.

1.9 The SEND manager and the Supported Internship Officer will discuss the possibility of offering termly information surgery/advice sessions. This service will be available to anyone seeking advice about the Internship programme. The sessions will be held at easily accessible venues such as local libraries, community centres or at a local Sports Centre

The programme will aim to recruit a minimum of seven interns per annum.

1.10 Supported internships are work-based learning placements within mainstream employment settings and will require a young person to be working for a minimum of 20 hours per week in an employer's premises. The aim is to secure a job or apprenticeship at the end of the 12-month placement.

1.11 The Adult Skills team have prepared an information guide that responds to parents and young people's questions such as: 'How do I know that a supported internship is good?' 'How can I, with a learning disability, get a paid job?' And 'When should I begin to discuss my interest in securing a supported internship?'

1.12 A Post-16 Study Programme will be developed for each intern. This is a study plan for young people with an EHCP, who traditionally have found it challenging to move into employment. This programme is supported by a partnership between an education/training provider, supportive employers, and a local authority.

1.13 The young person (intern) is placed with an employer, usually for a four-day week. They will be allocated a job coach and a tutor. On the fifth day of the week, the intern will attend formal learning and will be encouraged to work towards a qualification as part of their internship. The individual study programme will include subjects such as language support, (if needed), Maths, Digital Skills, and English.

1.14 The City of London Corporation's SEND Internship delivery team is multidisciplinary. It has support arrangements in place to review Individual Learning Plans and assessments for learners with SEND. A qualified and experienced additional support tutor is responsible for assessing individual learning needs. An experienced Internship Placement and Coach officer is identified. The team have so far identified four new employers who are fully committed to working with the City of London interns. The City of London Corporation's Town Clerk has agreed to allocate two internal vacancies to a young person with SEND.

1.15 The Adult Skills team have started by dividing the activities into two priority areas. The first is to continue to develop the Employer Forum and to work closely with members to create internship opportunities to support young people with SEND. The second priority is to support the development of easily accessible learning pathways.

1.16 All local authorities have statutory responsibilities to identify and meet the needs of young people with SEND who are aged 0–25 years old. An important element of the 2014/15 legislation is that it ensures that young people with SEND are prepared for the next stage in their lives through Preparation for Adulthood (PFA).

1.17 PFA has four important outcomes: employment and training; good health; independence; and enabling young people with SEND to fully engage with local community activities. The Adult Skills team will work with internal and external partners to ensure that the four PFA outcomes are achieved.

2.Current Position

2.1 The initial plans required to ensure the success of this programme are now almost in place. There are four new employers who have demonstrated their commitment to support young people with SEND; they intend to sign an internship agreement to confirm their willingness to secure one 12-month internship placement. The employer and the intern will be supported with the assistance of the work placement coach.

2.2 The provision of formal learning to include Maths, English, Digital Skills, and language support will be delivered internally through existing City Corporation arrangements as part of the apprenticeship support programme. The delivery team is waiting for a response from the National Development Team for Inclusion (NDTi) regarding a grant support package for each intern.

2.4 For those young people who may require a more advanced training course, such as higher levels maths or engineering, individual discussions will take place with local Further Education colleges and universities (this will require a separate application for NDTi funding).

2.5 This approach of combining structured training, work experience and learning has been shown to help to bridge the gap between education and employment. It can also enable young people with SEND to develop a sense of independence and achievement, knowing that they have secured a nationally assessed qualification and good quality work experience.

2.6 A specially appointed trained employment coach will be available to provide additional support for the learners during their work placement. This support will ensure that the young person has sufficient time to development their confidence, to fully understand the employer's and their own expectations of the internship.

2.7 The delivery priorities for the City of London's Adult Skills Service are to ensure that, during 2022–2025, the SEND Internship targets agreed with the NDTi are fully met.

The SEND/Internship project delivery plan below outlines the actions taken to secure the achievement of the agreed work placement targets. Please see Appendix 1

3. Options

3.1 The Adult Skills Team is working to support two main activity areas.

3.2 The first is to ensure that a broad range of London-based employers are fully engaged with the Supported Internship programme and that the Adult Skills Team can successfully secure 20 work placement vacancies. The team will facilitate breakfast discussions, one-to-one meetings with employers, information workshops, and seminars. The purpose of these events is to assist employers to develop their understanding of the positive contribution that a young person with SEND can bring to the workplace through Supported Internships.

3.3 The second area of activity is the development of the SEND Employer Forum. The function of the Employer Forum is to provide guidance and support for the work placement activities. Employers will be the main members of the forum; it is their responsibility to identify suitable work placement opportunities in their organisation.

3.4 The cross-sector nature of the forum membership is a key element of success – bringing together expertise, including voices of young people, their families, education representatives, elected members, and champions for this agenda.

4. Proposals

4.1 The aim is for the Adult Skills team to extend its relationships with its apprentice employers and develop a pre-apprenticeship training option to run alongside its standard apprenticeship/training scheme. This will be one progression route for Interns who have completed their learning/work placement arrangement.

4.2 A dedicated Adult Skills team officer will work with groups of employers to secure one-year internship/work placement arrangements for a minimum of 20 young adults. In a similar way to the delivery of the current apprenticeship offer, interns will combine their four days of work placement with one day 'off the job' formal learning activity. This will include enrolling on the in-house accredited Maths, English or Digital Skills courses. Additional support will be made available in accordance with the needs of the young person.

4.3 The NDTi allocated a sum of £50,000 to support project administration. Applications for further grant support have been made to the NDTi to meet the cost of a work placement coach. A grant is also available to support the young person's daily access to work.

5. Key Data

5.1 As evidenced, of 9.58 million people of working age, between 16 to 64 years, some 23% reported that they were disabled in January 2023, (UK Parliament, 2023). This is an increase of 598,000 from the figure for 2022. In the City of London, figures from the latest census show that 919 people stated that they had a disability, equating to one in nine people (Office for National Statistics, 2023). As the numbers continue to increase as people live longer and healthcare treatments and technology improve, the greater the need for support and additional services.

6. Corporate & Strategic Implications

6.1 The SEND Internship and the Employer Forum project is aligned with and will support the delivery of the Corporate Plan. Part 3 of the Children and Families Act 2014 (Children and Young People in England with Special Educational Needs or Disabilities) sets out the strategic planning duties of local authorities and other services, in relation to disabled children and young people with special educational needs.

6.2 Financial implications – None

6.3 Resource implications – None

6.4 Legal implications – None

6.5 Risk implications – None

6.6 Equalities implications – The proposal to support the delivery of the SEND Internship programme complies with the Public Sector Equality Duty 2010 – the proposals will not have any negative impact on people protected by existing legislation – age, disability, gender reassignment, race, religion or beliefs, gender or sexual orientation, marriage and civil partnerships, pregnancy, and maternity.

6.7 Climate implications – None

6.8 Security implications – None

7. Conclusion

7.1 The City of London Corporation's SEND Supported Internship and Employer Forum programme will aim to provide several new employment and learning opportunities for young people with SEND aged between 16 and 24 years old.

7.2 The Forum members will be those people who can have the right conversations about the 'best' training, learning pathways and internships for individual young

people. The forum will be cross-sector in nature, and it will bring together a wealth of expertise and experience of working with young adults with SEND.

7.3 The report has provided a realistic but brief outline of the challenges that young people with SEND are experiencing. The long-term success of this project will be determined by whether there is a strong internal and external working partnership which delivers a minimum of 20 Supported Internships by 2025. The project will work to maximise the available knowledge and expertise that is available in local authority departments.

7.4 DfE reports highlights that young people with SEND are less likely to be in sustained employment 15 years after Key Stage 4 than their non-disabled peers (DfE 2001). Further information from a DfE research paper (2023) confirms that young people with EHCP/SEND in mainstream school after Key Stage 5 were 5.8% less likely to have an overall sustained destination than those students without SEND.

7.5 The Adult Skills team will work towards increasing the number of supported internship places. The team will also work with representatives from the NDTi to provide training to job coaches across the City of London departments. The Employment Forum will work with partners such as the Department for Work and Pensions to provide strategic partnership support and challenge to the implementation of the internships. At the same time, the project team will bring together local partners who can develop and deliver pathways to sustainable employment and promote collaborative working.

Appendices

- Appendix 1

Barbara Hamilton

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Appendix 1:

SEND/Internship and Employer Forum Project Delivery Plan 2022 – 2025

Project Task	Project Action	By Whom/By When	Outcome Action	Further Action Needed – Action to be repeated to project March 2025
Schedule further meetings with the Head of SEND Manager.	Review number of potential learners with EHCPs – Project targets – seven SEND interns to be recruited per year for a total of three years.	Head of SEND Manager. In post Ongoing Review	Agree learner number/review ILP content – put in place individual plans for delivery.	Plan delivery schedule. For each young person. March 2024
Establish termly Internship information Surgeries – the purpose of this task is to promote recruitment.	Discuss the possibility of working with the SEND manager to facilitate a series locally based information surgery	SEND Manager and Supported Internship Officer October 2023	Increased learner engagement – Continue to promote the programme	Ongoing review of the effectiveness of this type of activity - January 2024 review
Recruit Supported Interns	To schedule a series of planning meetings with school careers advisers, specialist Social Workers and SEND Manager	Project Officer October 2023	Develop a small delivery/planning team. Identify at least 2 young people to engage with the Internship programme.	Schedule monthly planning group meetings Commencing October 2023
Establish an Employer Forum.	1 st meeting has already taken. Place	April 2023 Ongoing	Expression of interest of partnership engagement	To schedule a second meeting with emphasis on developing Internship/Work placement opportunities with a range of different employers and at different levels. November 2023
Schedule one-to-one meeting with employers.	Put in place the necessary arrangements for 'in placement support' when it is needed. Employers Support agreed: <ul style="list-style-type: none"> • Carbon Theory • Meldrum and Dent 	September/October 2023. Contact with employers will continue throughout the duration of the contract	Member of staff in place to monitor employers / Internships arrangements.	Several Employer visits already in place. Enquiries for funding already made – awaiting necessary funding support from NDTI/ Access to work

	<ul style="list-style-type: none"> Standard Bank City of London Corporation 			funding will be needed. Initial discussions have taken place with the NDTI.
Arrange group meeting with City / London employers – Aim is to secure 20 Internship placement opportunities.	Arrange Breakfast Seminar for employers to learn more about the Internship/SEND Programme.	December 2023 to be repeated in April 2024 if necessary.	A total of 4) Internship/Employer options already available.	Schedule meetings with small groups of internal line managers by February 2024
Review and agree Teaching and Learning options.	The delivery of Maths and English at Functional Skills level 1 or 2. – If needed	Commencing October 2023 to completion date / May 2024.	Classroom teaching sessions now in place.	Review FE college arrangements for higher level academic and vocational courses.
Additional support for partnership delivery.	Schedule a series of meetings with London local authorities and other Providers / Partners to research delivery strengths and weaknesses.	Schedule meetings with external Providers such as Sure Trust as a provider of support for SEND learners / November 2023.	Initial conversations have already taken place – awaiting further confirmation on individual programme delivery and costs.	Compare individual provider details and costs. Compare the service delivery arrangements for a small number of Internship Providers.
Marketing, promotion and providing information online.	Marketing strategy is being planned.	Marketing / Promotions team. November 2023	Planned group workshops plus individual meetings with employers.	Ongoing discussions. Quarterly review of promotional material. Deadline for completion?
Request planning meeting with the COL Pre-Apprenticeship Project team.	Consider the possibility of working in close partnership to deliver internships with SEND learners and securing longer term employment.	October 2023. Barbara Hamilton. Arrange meetings with the Head of Pre-Apprenticeship Training Programme.	Meeting has been requested -not yet arranged.	To discuss scope for partnership working. December 2023 Deadline for completion

Committee(s): Community and Children's Services Committee	Dated: 28/07/2023
Subject: Illegal Migration Act 2023	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2 and 4
Does this proposal require extra revenue and/or capital spending?	Unknown at this stage
If so, how much?	Not known
What is the source of Funding?	Not known
Has this Funding Source been agreed with the Chamberlain's Department?	No
Report of: Remembrancer and Children's Services (joint)	For Information
Report author: Katie Foster, Remembrancer and Rachel Talmage, Children's Services	

Summary

This report provides an update on the Illegal Migration Act 2023, which was first introduced into Parliament on 7th March 2023 and received Royal Assent on 20th July 2023.

The purpose of the Act is, amongst other related matters, to make provision about the removal from the United Kingdom of persons who have entered or arrived in breach of immigration control, detention for immigration purposes and the treatment of unaccompanied children who have entered the United Kingdom through these routes. In respect of unaccompanied children, it imposes some new duties on Local Authorities (which for the purposes of the Act includes the Common Council in exercise of its local authority functions). The purpose of this report is to outline what those new duties are, and the possibility of future impact.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. In 2022, the Government calculates that over 45,700 illegal entrants entered the UK having crossed the English Channel in small boats; this compares to some 28,500 in 2021 and 8,500 in 2020. The Government has said that in 2022, many of the illegal entrants originated from what it deems to be safe countries, such as Albania (28% of the total), and that all travel through safe countries, such as France or other safe European countries, to get to the UK. The annual cost of the asylum system is the highest it has been in over two decades at £3 billion, with nearly £6 million a day spent housing migrants in over 300 hotels.

2. The Government's intention is that the Act will create a system in which anyone arriving illegally in the United Kingdom will not have their asylum claim, human rights claim or modern slavery referral considered while they are in the UK, but they will instead be promptly removed either to their home country or relocated to a safe third country to have their protection claims processed there: whether workable agreements are able to be put in place as to those relocation arrangements remains to be seen. The only way in which illegal entrants will be able to stay in the UK, and then only on a temporary basis, is if they can provide credible and compelling evidence that they face a real risk of serious and irreversible harm (for example persecution, torture or death) in the specific third country to where they are due to be removed.
3. The Bill, when passing through its Parliamentary process, proved to be a controversial Bill. Members were briefed on its progress through Parliament (via the Remembrancer's weekly Parliamentary Brief).
4. The Government sees the Bill as key to its efforts to stop small boat crossings. In a statement made in the House of Commons towards the end of the Parliamentary process on 17th July, Robert Jenrick, Minister for Immigration, said "*We believe that inaction is not an option, that we must stop the boats and that the Bill is a key part of our plan to do just that. The message and the means must be absolutely clear and unambiguous: if people come to the UK illegally, they will not be able to stay here.*"
5. It is worth noting that other influential organisations that made representations during the passage of the Bill have severely criticised the workability of the scheme proposed (in addition to its impact on human rights and international law obligations of the United Kingdom). The Law Society warned in its statement on Royal Assent that it considers that the Act will prove unworkable in practice because it does not provide solutions to the asylum backlog, and the legal aid sector does not have the capacity to provide the immigration advice needed. It is of the view that as a result, a growing number of people will be left in limbo in the UK, unable to be removed and unable to claim asylum. In this regard, it is worth noting that CoL Children's Services has never had a young person removed from the UK from its care: that includes all who have travelled via safe countries. Children's Services note that a young person being in limbo is the worst possible position in terms of impact on mental health and wellbeing, and there is therefore a risk that it will add to the social work/health work needed for any young person affected, should a limbo situation be created by the provisions of the Act.

Application to the City Corporation

6. The Act has some impact on the duties of local authorities (defined as including the Common Council in the exercise of its local authority functions). The revised duties can be found in sections 16 to 21 of the Act (these sections are annexed to this report), which deal with unaccompanied children.
7. The principle effects of these sections of the Act can be summarised as:-

- a duty to accommodate unaccompanied migrant children if required to do so by the Home Secretary,
 - a duty to stop accommodating any such child if required to do so by the Home Secretary (and transfer that child back to Home Secretary accommodation),
 - a duty to provide information to the Home Secretary (on request) in relation to accommodating unaccompanied migrant children,
 - the possibility of a Home Secretary order being given to a Local Authority if there is a perceived failure (by a Local Authority inc. Common Council) to force compliance with the duties (ultimately enforceable by a mandatory order from a Court).
8. These provisions of the Act are not yet in force (except the power to make regulations under section 18 as to the information etc that may be requested by the Home Secretary from a local authority). The substantive provisions will be brought into force (switched on) by Regulations (secondary legislation) and it is not yet known when that will be. The minimum period is usually two months after Royal Assent but that is a minimum period: a “not before” date. The Government has repeatedly stated however that this Act and the policies it represents are at the top of the Government’s priority list so early implementation is expected.
9. It is very difficult to predict whether, and if so, to what extent, these new duties will impact the Corporation. Whilst the Corporation generally has very low numbers of looked after children in its care, it is not yet clear how local authorities will be selected in terms of the power to direct under section 17 of the Act, nor as to the potential numbers of children that might be covered by any such direction. However, some initial observations are set out below.

New duty to accommodate if required by home secretary

10. The fair distribution of Unaccompanied Asylum Seeking Children (UASC) is measured, under the National Transfer Scheme for UASC (NTS) Guidance, by the proportion of the Local Authority area child population that they represent. The target level according to that guidance is that the allocation should be no more than 1.1% of that population – this figure being used to identify capacity to accommodate or where additional UASC would overburden local services. Currently, the City of London has over 1.1% of it’s child population as UASC. This means that the City does not currently take young people from the NTS due to the ratio. The City of London sends young people arriving in the City to other LAs via the NTS. It is unclear whether any transfer under the Illegal Migration Act 2023 provisions would be subject to the parameters of the NTS or not. If the 1.1% cap did not apply that may require additional capacity dependant on the numbers. The NTS system is starting to have delays now as regions across the UK struggle to find placements.

New duty to stop accommodating if required by home secretary

11. From a child centred and Corporation social care practice perspective, the duty to stop accommodating causes difficulty. Further guidance is required and will no doubt be given as to the circumstances in which this power might be exercised. The overarching standard for our support is ‘would this be good

enough for my own child?' Children's Services are required to create and update Pathway Plans for children aged 15¾ to age 25. The Pathway Plan is a legal document setting out support, and ensuring a child knows the plans for the next period of time. A duty to stop accommodating will be difficult to care plan for and would present a cultural challenge in the City of London, where the social care practice is rated as outstanding. It is difficult to see how outstanding care planning can be compatible with the provisions of this Act.

New duty to provide information to the Home Secretary regarding UASC

12. The Corporation currently shares basic information with the Home Secretary for financial and case management purposes (CoLC receives a home office financial grant). CoLC would not want to share the full detail of our assessments with the home office if the purpose was to check against asylum applications for veracity. This would be highly undesirable as it is not the purpose of the assessment and would seriously risk undermining a social worker's relationship with the children they are caring for. It is difficult to see what other information would be sought: again, we will need to await the Regulations that are to be made and such further guidance as is given at that time.

Conclusion

13. The Committee is asked to note the duties in the Illegal Migration Act 2023 and the potential implications of the new duties on Local Authorities as regards unaccompanied children who fall within the scope of the Act, insofar as it is possible to predict them at this stage.

Appendices

Appendix: sections 16 to 21 of the Illegal Migration Act 2023.

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APPENDIX: sections 16 to 21 of the Illegal Migration Act 2023

Unaccompanied children

16 Accommodation and other support for unaccompanied migrant children

(1) The Secretary of State may provide, or arrange for the provision of, accommodation in England for unaccompanied children in England.

(2) In this section, “accommodation for unaccompanied migrant children” means accommodation provided under [this section](#).

(3) While a child is residing in accommodation for unaccompanied migrant children, the Secretary of State may provide, or arrange for the provision of, other types of support to the child.

(4) Subsections [\(1\)](#) to [\(3\)](#) are to be treated as having had effect at all times on or after 7 March 2023.

(5) For the purposes of this section and section [17](#), a person (“C”) is an unaccompanied child if—

(a) C meets the four conditions in section [2](#), reading subsection [\(3\)](#) of that section as if it referred to a person entering or arriving in the United Kingdom as mentioned in subsection [\(2\)](#) of that section on or after 7 March 2023,

(b) C is under the age of 18, and

(c) at the time of C’s entry or arrival in the United Kingdom by virtue of which C meets the condition in section [2\(3\)](#), no individual (whether or not a parent of C) who was aged 18 or over had care of C.

17 Transfer of children from Secretary of State to local authority and vice versa

(1) The Secretary of State may decide that a child is to cease residing in accommodation for unaccompanied migrant children on a certain date (the transfer date).

(2) On making that decision, the Secretary of State must direct a local authority in England to provide accommodation to the child, under section 20 of the Children Act 1989, from the transfer date.

(3) The transfer date must be a date falling after the end of the period of five working days beginning with the day on which the local authority was given the direction.

(4) The Secretary of State may decide that an unaccompanied child who is being provided with accommodation by a local authority in England is to cease being provided with that accommodation on a certain date (the transfer date).

(5) On making that decision, the Secretary of State must direct the local authority to cease providing the child with accommodation from the transfer date.

(6) The transfer date must be a date falling after the end of the period of five working days beginning with the day on which the local authority was given the direction.

(7) When a local authority ceases providing a child with accommodation in compliance with a direction under [subsection \(5\)](#), the Secretary of State must arrange for the child to reside in accommodation for unaccompanied migrant children from the transfer date.

(8) In this section and sections [18](#) and [19](#)—

- “accommodation for unaccompanied migrant children” has the same meaning as in [section 16](#);
- “local authority” has the same meaning as in the Children Act 1989 (see section 105(1) of that Act);
- “working day” means any day which is not Saturday, Sunday, Christmas Day, Good Friday or a day which is a bank holiday in England and Wales under the Banking and Financial Dealings Act 1971.

18 Duty of local authority to provide information to the Secretary of State

(1) The Secretary of State may direct a local authority to provide information to the Secretary of State for the purposes of helping the Secretary of State to make a decision under [section 17\(1\)](#) or [\(4\)](#) (decision to transfer unaccompanied migrant child from Secretary of State to local authority or vice versa).

(2) The information that the Secretary of State may direct a local authority to provide is—

- (a) information about the accommodation and support provided to children by the local authority;
- (b) such other information as may be specified in regulations made by the Secretary of State.

(3) A local authority which is directed to provide information under this section must provide it—

- (a) in such form and manner as the Secretary of State may direct, and
- (b) before such time or before the end of such period as the Secretary of State may direct.

19 Enforcement of local authorities’ duties under sections [17](#) and [18](#)

(1) If the Secretary of State is satisfied that a local authority has failed, without reasonable excuse, to comply with a direction under [section 17](#) or a duty under [section 18](#), the Secretary of State may make an order declaring that authority to be in default with respect to that direction or duty.

(2) An order under [subsection \(1\)](#) must give the Secretary of State’s reasons for making it.

(3) An order under [subsection \(1\)](#) may contain such directions for the purpose of ensuring that the direction or duty is complied with, within such period as may be specified in the order, as appears to the Secretary of State to be necessary.

(4) Any such direction may be enforced on an application made on behalf of the Secretary of State, by a mandatory order.

20 Extension to Wales, Scotland and Northern Ireland

(1)The Secretary of State may make regulations enabling sections [16](#) to [19](#) to apply in relation to Wales, Scotland or Northern Ireland.

(2)The regulations may amend, repeal or revoke any enactment (including an enactment contained in this Act).

(3)The regulations may not confer functions on—

(a)the Welsh Ministers,

(b)the Scottish Ministers,

(c)the First Minister and deputy First Minister in Northern Ireland,

(d)a Northern Ireland Minister, or

(e)a Northern Ireland department.

(4)In this section, “enactment” includes—

(a)an enactment contained in subordinate legislation within the meaning of the Interpretation Act 1978;

(b)an enactment contained in, or in an instrument made under, an Act or Measure of Senedd Cymru;

(c)an enactment contained in, or in an instrument made under, an Act of the Scottish Parliament;

(d)an enactment contained in, or in an instrument made under, Northern Ireland legislation.

21 Transfer of children between local authorities

(1) Section 69 of the Immigration Act 2016 (transfer of responsibility for relevant children) is amended as follows.

(2) In subsection (9) (definition of “relevant child”)—

(a)omit the “or” at the end of paragraph (b), and

(b)after paragraph (c) insert “, or

(d)an unaccompanied child, within the meaning of section [16](#) of the Illegal Migration Act 2023.”

(3) In subsection (10), at the end insert “(a) to (c)”.

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