



Community & Children's Services Committee

Date: FRIDAY, 5 MARCH 2021

Time: 11.00 am

Venue: VIRTUAL TEAMS MEETING

Members:	Randall Anderson (Chairman)	Alderman Alastair King
	Ruby Sayed (Deputy Chairman)	Natasha Maria Cabrera Lloyd-Owen
	George Abrahams	Alderman Bronek Masojada
	Munsur Ali	Deputy Catherine McGuinness
	Matthew Bell	Benjamin Murphy
	Peter Bennett	Deputy Joyce Nash
	Mark Bostock	Dhruv Patel
	Deputy Keith Bottomley	Susan Pearson
	Tijs Broeke	William Pimlott
	Mary Durcan	Henrika Priest
	Helen Fentimen	Jason Pritchard
	John Fletcher	Deputy Elizabeth Rogula
	Marianne Fredericks	James de Sausmarez
	Alderman David Graves	Sir Michael Snyder
	Caroline Haines	Deputy Philip Woodhouse
	The Revd Stephen Haines	Dawn Wright
	Graeme Harrower	Laura Jørgensen (Co-optee)
	Sheriff Christopher Hayward	Matt Piper (Co-optee)
	Deputy Jamie Ingham Clark	

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Accessing the virtual public meeting

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<https://youtu.be/NFYAPRNzpVY>

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John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Reports

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and non-public summary of the meeting held on 29th January 2021.

For Decision
(Pages 1 - 10)
4. **OUTSTANDING ACTIONS**
The Committee is asked to note the outstanding actions list.

For Information
(Pages 11 - 20)
5. **REVIEW OF COMMITTEE'S TERMS OF REFERENCE: COMMUNITY SAFETY AND PUBLIC PROTECTION**
Report of the Town Clerk.

For Decision
(Pages 21 - 24)
6. **COMMUNITY CENTRE (20 LITTLE SOMERSET STREET)**
Report of the Director of Community and Children's Services.
Please note a non-public appendix at agenda item 24

For Decision
(Pages 25 - 34)
7. **HRA COMMERCIAL TENANTS AND COVID-19 - RENTAL SUPPORT (MARCH QUARTER 2021)**
Joint report of the Director of Community and Children's Service and the City Surveyor.
Please note two non-public appendices at agenda item 25

For Decision
(Pages 35 - 46)
8. **CITY OF LONDON PRIMARY ACADEMY, ISLINGTON (COLPAI) - LICENCE TO THE PRIMARY ACADEMY OVER HOUSING REVENUE ACCOUNT (HRA)**
Report of the Director of Community and Children's Services.

For Decision
(Pages 47 - 58)
9. **COVID-19 UPDATE**
Director of Public Health to be heard.

For Information

10. **UPDATE FROM THE COVID-19 WORKING PARTY**
Report of the Chairman (TO FOLLOW).
For Information
11. **CORPORATE PARENTING ANNUAL REPORT 2019/20 AND CORPORATE PARENTING STRATEGY UPDATE**
Report of the Director of Community and Children's Services.
For Information
(Pages 59 - 86)
12. **CITY & HACKNEY SAFEGUARDING CHILDREN PARTNERSHIP (CHSCP) ANNUAL REPORT 2019/20**
Report of the CHSCP's Safeguarding Partners.
For Information
(Pages 87 - 88)
13. **DIRECTOR OF PUBLIC HEALTH REPORT FOR 2019/20**
Report of the Director of Community and Children's Services and the Director of Public Health, City and Hackney.
For Information
(Pages 89 - 114)
14. **INTEGRATED CARE - NEIGHBOURHOODS MODEL**
Report of the Director of Community and Children's Services.
For Information
(Pages 115 - 126)
15. **DIGITAL INCLUSION PROJECT**
Report of the Director of Community and Children's Services.
For Information
(Pages 127 - 136)
16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
18. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act.
For Decision

Part 2 - Non-Public Reports

19. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 29th January 2021.
For Decision
(Pages 137 - 140)

20. **PROPERTY PROJECTS GROUP (PPG) COVID-19 CAPITAL PROJECTS FUND - UPDATE**
Report of the City Surveyor.
For Decision
(Pages 141 - 148)
21. **1ST FLOOR MIDDLESEX STREET, CAR PARK, MIDDLESEX STREET E1 7AD - LEASEHOLD DISPOSAL TO BANKSIDE GROUP LTD**
Report of the Director of Community and Children's Services.
For Decision
(Pages 149 - 190)
22. **MIDDLESEX STREET, CAR PARK, MIDDLESEX STREET E1 7AD - CITY OF LONDON POLICE OCCUPATION UPDATE**
Report of the City Surveyor.
For Information
(Pages 191 - 196)
23. **AVONDALE SQUARE ESTATE - GATEWAY 2 (ISSUES REPORT)**
Report of the Director of Community and Children's Services.
For Decision
(Pages 197 - 228)
24. **CLIMATE ACTION STRATEGY - HOUSING UPDATE**
Report of the Director of Community and Children's Services.
For Decision
(Pages 229 - 246)
25. **COMMUNITY CENTRE (20 LITTLE SOMERSET STREET) - APPENDIX**
A non-public appendix in respect of agenda item 6
For Information
(Pages 247 - 248)
26. **HRA COMMERCIAL TENANTS AND COVID-19 - RENTAL SUPPORT (MARCH QUARTER 2021) - APPENDICES**
Non-public appendices in respect of agenda item 7.
For Information
(Pages 249 - 256)
27. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
28. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Confidential Agenda

29. **REVIEW OF COMMUNITY ENGAGEMENT AND RESIDENT INVOLVEMENT**
Report of the Director of Community and Children's Services.
For Decision

COMMUNITY & CHILDREN'S SERVICES COMMITTEE Friday, 29 January 2021

Minutes of the meeting 2.00 pm streamed lived to:
<https://youtu.be/vCwFctINDuQ>

Present

Members:

Randall Anderson (Chairman)	
George Abrahams	Natasha Maria Cabrera Lloyd-Owen
Munsur Ali	Alderman Bronek Masojada
Matthew Bell	Deputy Catherine McGuinness
Peter Bennett	Benjamin Murphy
Mark Bostock	Dhruv Patel
Deputy Keith Bottomley	Susan Pearson
Tijs Broeke	William Pimlott
Mary Durcan	Jason Pritchard
Helen Fentimen	Deputy Elizabeth Rogula
John Fletcher	James de Sausmarez
Marianne Fredericks	Sir Michael Snyder
Alderman David Graves	Deputy Philip Woodhouse
Caroline Haines	Dawn Wright
The Revd Stephen Haines	
Graeme Harrower	
Sheriff Christopher Hayward	
Deputy Jamie Ingham Clark	

In attendance for items 7 and 8:

Larissa Howells – City Connections
Kevin Jones – City Connections

Officers:

Andrew Carter	- Director of Community and Children's Services
Sandra Husbands	- Director of Public Health, City and Hackney
Chris Lovitt	- Deputy Director of Public Health, City and Hackney
Carol Boswarthack	- Head of Barbican and Community Libraries
Simon Cribbens	- Community and Children's Services
Ellie Ward	- Community and Children's Services
Paul Murtagh	- Community and Children's Services
Jason Hayes	- Community and Children's Services
Mike Kettle	- Community and Children's Services
Gerald Mehrtens	- Community and Children's Services
Paul Murtagh	- Community and Children's Services
Chris Pelham	- Community and Children's Services
Will Norman	- Community and Children's Services

Chandni Tanna	- Town Clerks, Communications Department
Julie Mayer	- Town Clerks
Mark Jarvis	- Chamberlains
Ola Obadara	- City Surveyors
Julie Fittock	- City Surveyors
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1. **APOLOGIES**

Apologies were received from Deputy Joyce Nash, Henrika Priest and Ruby Sayed.

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

Member Susan Pearson had a dispensation to speak on general housing matters, which applied to agenda Item 12 (Golden Lane Area Lighting and Accessibility Gateway 1-4 Project Proposal & Options Appraisal). Member Pearson would not be voting on this item due to a potential application of Section 618 of the Housing Act, which applied uniquely to resident Members of the City of London Corporation, a repeal of which was currently being lobbied by the City's Remembrancer.

3. **MINUTES**

RESOLVED, that – the public minutes and non-public summary of the meeting held on 11th December 2020 be approved.

Matters arising:

An unpaid carer would be attending the next meeting of the Covid Working Party and the Library was assisting with IT connection.

4. **OUTSTANDING ACTIONS**

The Committee received its outstanding actions list.

5. **TO ELECT A NEW MEMBER TO THE HOUSING MANAGEMENT AND ALMSHOUSES SUB COMMITTEE**

Being the only Member expressing a willingness to serve, it was RESOLVED, that – Caroline Haines be appointed to the Housing Management and Almshouses Sub Committee for the ensuing year.

6. **ANNUAL REVIEW OF THE COMMITTEE'S TERMS OF REFERENCE**

The Committee received a report of the Town Clerk in respect of the Annual Review of its Terms of Reference.

RESOLVED, that :

1. The Terms of Reference of the Committee (as set out at Appendix 1 to the report) be approved
2. The frequency of meetings remain unchanged.

7. **PRESENTATION FROM CITY CONNECTIONS**

Members received a presentation from City Connections in respect of maximising independence for all residents and workers. During the discussion and questions, the following points were noted:

- a) Given that most of the City's children and young people attend out-of-borough schools, City Connections take a partnership approach with Hackney, Islington and Tower Hamlets, who deliver young carer services via their youth provision and schools. Often young carers do not identify themselves as such and want to be with their peers and friends, which City Connections encourages. Since the start of the pandemic there had been more reliance on social services for referrals but there had been successful work with a couple of new young carers during this time. City Connections would also be refreshing its communications and promotions to prioritise young carers.
- b) City Connections agreed to check the timings of the Informal Carers Café on the website, which appeared to be missing. They had not been able to reach enough working carers to consult on preferred times for meetings. Some working carers are reluctant to come forward and there had been some allegations of perceived discrimination in some workplaces. Furthermore, the majority do not live in the City but City Connections are in a good place to reach them, once workers start returning to the City. Those living outside of the City might also be in receipt of local support.
- c) A lot of referrals come from the care navigators, working with hospital discharges. Carers and their families are often at a point of crisis if the hospital admission is unplanned. Referrals also come from Adult Social care and some are self-referrals. The care navigator is also based at the Neaman Practice 2, days a week, in order to pick up GP referrals. They also work with the social prescribing service delivered through Family Action, which is also based in the Neaman Practice.
- d) A number of mental health service providers have been invited to carers groups to give presentations. Tavistock have launched a Wellbeing Service in the City and they have sought views from carers as to how they would like to access services. The cost of mental health services can be a barrier for some carers, so the new City Wellbeing service was welcomed.
- e) Surveys are conducted quarterly throughout the engagement pathway and City Connections have been commissioned to deliver 4 basic outcomes; i.e.- personal safety, place in the community, independence and quality of life, and there are some secondary outcomes. Once the engagement ends, City Connections continue to check in with the client, in case of any changing circumstances. Survey results are reviewed by the Outcomes Board and with other Stakeholders; i.e. Adult Social Care and the Voluntary Sector. For example, telephone befriending came on stream as a result of consultation during the pandemic and digital support has strengthened.

- f) The next round of promotions will be more narrative based and reflective of true-life scenarios that potential service users can relate to. City Connections are fully aware that there are more carers in the City than they are aware of and will continue to try and reach them.
- g) Portsoken Members had been looking at producing Sylheti videos on 'WhatsApp' in order to overcome exclusions experienced by the Bengali population. Connections are aware of this work and welcomed a conversation with the Portsoken Member in order to take it further.

8. **SUPPORT TO INFORMAL CARERS**

The Committee received a report of the Director of Community and Children's Services which provided an update on the support provided to informal carers in the City of London, and was linked to the presentation at the previous agenda item. Members noted that some issues about the support provided to informal carers has been raised by an informal carer who lives in the City of London. The report also includes this feedback, with a response to each of the points raised.

During the discussion and questions, the following points were noted:

- a) The Carers Strategy Implementation Group originally had members from Community and Children's Services and Public Health and were looking to to widen this to include carers' representatives and Healthwatch, who have been running a listening group.
- b) A Workshop in February would review the action plan in light of changes over the past year and emerging needs. The Workshop would also restart the implementation group, which had not been able to meet during the pandemic.
- c) A Winter Carers Support Grant is likely to come on stream shortly (funded by the CCG) It would offer Supermarket Vouchers to carers over the Winter months and will be administered by City Connections.
- d) PPE digital amazon vouchers were sent out at the beginning of the week, with an explanatory email and followed up with a phone call.
- e) A 'digital buddying' scheme provides IT support and reminders were due out today, in addition to the IT support being offered by the Library Service.
- f) The government Bi-annual survey of carers had been postponed to next year; evaluations and value for money were part of City Connections contract with the City of London Corporation, including the 4 outcomes referenced in 7(e) above.
- g) The Committee commended carers for their unpaid service and support for each other throughout the pandemic.
- h) Officers were in discussion with the contact centre in respect of streamlining the Red Badge scheme application process for carers.

RESOLVED, That – the report be noted.

9. **DRAFT COMMUNITY AND CHILDREN'S SERVICES BUSINESS PLAN FOR 2021/22**

The Committee considered a report of the Director of Community and Children's Services which present the Headline Business Plan for the Department of Community and Children's Services for 2021/22.

During the discussion and questions, the following points were noted:

- a) The Major Works Programme (MWP) will incorporate measures to reduce the City's carbon footprint. The Assistant Director and his team were working with the City Surveyor to identify opportunities for grant funding, as the MWP cannot extend beyond the budget. Furthermore, there would be a bid for additional funding from Climate Action Strategy, and this would be the subject of a further report to the Committee on 5th March, which would also consider the medium- and longer-term objectives. The Assistant Director reminded Members that the Sydenham Hill development had used heat pumps and not gas.
- b) In respect of the School's KPIs relating to good Ofsted ratings, and the impact of exclusions on academic achievement, the Director explained that the only School within the Committee's remit was the Aldgate School, with the rest falling under the Education Board. However, this suite of KPI's was being reviewed and likely to change this year.
- c) Performance is generally reported to Committee in the quarterly business plan reports. However, this had been difficult during the first 2 quarters of this year, due to the pandemic and services changing or being closed., Officers now had a more complete suite of performance indicators for quarter 3, which would be presented to the March Committee. Going forward, reporting would be more exception based, highlighting very strong performances or where a risk needs to be managed or approached differently.
- d) The Safeguarding and Housing and Almshouses Sub Committees received more narratives in their reports and drilled down into a lot of the detail behind the KPIs and benchmarking, with the headlines presented to the Grand Committee.

RESOLVED, that:

- i) The factors taken into consideration in compiling the Department of Community and Children's Services Business Plan be noted; and
- ii) The Departmental Business Plan for Community and Children's Services for 2021/22 be approved.

10. **DEPARTMENTAL BUDGET ESTIMATES COMMUNITY AND CHILDREN'S SERVICES EXCLUDING HRA**

The Committee considered a joint report of the Chamberlain and the Director of Community and Children's Services which presented budget estimates for the Department of Community & Children's Services for 2021/22.

The Director advised that the report presented efficiencies and savings in terms of value for money and contracting, whilst preserving front line services. However, the Committee noted that budgets were a lot more stringent this year, with less scope for responding to contingencies. The Committee also noted that they were being presented with a budget envelope, as set by the Resource Allocation Sub Committee. Whilst there was some element of choice, the size of the envelope cannot change and would form part of the 'budget book' presented to the March meeting of Court of Common Council. The Director stressed the likelihood of sudden changes required to demand led services, as had been the case over the past year, which would require further Committee approval. However, the City was in a strong position when compared to other London Boroughs.

RESOLVED, that:

- i) The Community and Children's Services Department's proposed revenue budget for 2021/22 (excluding HRA) be approved for submission to the Finance Committee.
- ii) The Community and Children's Services Department's proposed capital and supplementary revenue projects budgets for 2021/22 (excluding HRA) be approved for submission to the Finance Committee.
- iii) The Chamberlain, in consultation with the Director of Community and Children's Services, be authorised to revise these budgets to allow for any further implications arising from Corporate Projects, changes to the Cyclical Works Programme and realignment of budgets emanating from the new Target Operating Model.
- iv) Minor amendments for 2020/21 and 2021/22 budgets arising during budget setting be delegated to the Chamberlain.
- v) The factors taken into consideration in compiling the Community and Children's Services Department's Business Plan, including efficiency Measures be noted.

11. **HOUSING REVENUE ACCOUNT (HRA) AND CAPITAL BUDGETS 2021/22**

The Committee considered a joint report of the Chamberlain and the Director of Community and Children's Services which presented the annual submission of the revenue and capital budgets overseen by the Committee.

The Committee noted the difficult position facing the HRA and that the estimates had assumed a level of support from City Cash grants, which would be

considered when the report is presented to the Finance Committee in February, for scrutiny and agreement. The Chamberlain explained that, in the Medium Term, the HRA needs to exist within its means, with costs contained within projected rental incomes. Additionally, the timing of the MWP would need to tie in with major income streams in order to help repay loan repayments.

RESOLVED, That:

- i) The provisional 2021/22 revenue budget be approved for submission to the Finance Committee.
- ii) The draft Capital budget be approved For submission to the Finance Committee
- iii) The Chamberlain, in consultation with the Director of Community and Children's Services, be authorised to revise these budgets to allow for further implications arising from departmental reorganisations and other reviews.

12. GOLDEN LANE AREA LIGHTING AND ACCESSIBILITY GATEWAY 1-4 PROJECT PROPOSAL & OPTIONS APPRAISAL

The Committee considered a report of the Director of Community and Children's Services in respect of Lighting and Accessibility in the Golden Lane Area. The Committee welcomed a much-needed project and noted that the controls were part of the lighting replacement and would be included in the works.

RESOLVED, That:

1. That a budget of £15,000 be approved for internal staff costs in order to reach the next Gateway.
2. The project budget of £15,000 (excluding risk) be noted
3. The total estimated cost of the project at £500,000 (excluding risk) be noted and that release of funding is subject to the further approval of Resource Allocation Sub and Policy and Resources Committees.
4. Option 2 (upgrade existing external lighting provision to energy-efficient modern fittings) be approved to proceed to procurement.

13. COVID-19 UPDATE

The Deputy Director of Public Health for the City and Hackney provided the headline statistics for London and the City. During the discussion and questions, the following points were noted:

- a) There was some cautious good news in respect of falling infection rates but the new variant transmitted faster and might be connected to higher mortality rates. Furthermore, the impact on the NHS was still at high levels and this would continue for some weeks beyond the reduction in the number of new cases. The Committee noted an interactive map showing improvement since start of this month, but it would take some time to get back to the levels in the late Summer of 2020.
- b) The NHS's excellent work in progressing vaccinations was commended. The rate of vaccinations for the over 80s in London, at 64.4%, was slightly lower

than the rest of the UK and anyone over 80 who hadn't been invited for a vaccination should contact their GP. Spare Pfizer vaccines are used at the end of the day, as it cannot be stored for long. These have been offered to primary care staff, rather than members of the community, as availability is very short notice.

- c) Work was underway in Hackney in terms of vaccine hesitancy amongst some ethnic groups. However, there had been some strong messaging from community leaders across all ethnicities and there were no cultural implications connected to the content of either vaccine. There would be more data emerging from the NHS, which would enable the team to look at individual ward uptakes. All forms of messaging would be used: i.e. Community Champions, Barbican Talk and the Whatsapp Groups in the East of the City, in order to empower communities in making good choices.
- d) There was some work underway with the East London Foundation Trust and Outreach Groups in respect of recognising rough sleepers as a vulnerable group, in terms of the vaccination waves. There was currently no directive from the NHS, and ultimately this would be a CCG decision, but they had asked Public Health for data. The NHS had also been reinforcing the message in that you do not need documentation to register with a GP and obtain a vaccination. Furthermore, the homeless population often have underlying health conditions that would put them in a clinically vulnerable categories and a great majority were now at the Youth Hostel or Lodge 2.
- e) Barts had been asking for NHS numbers to ensure that data on vaccinations was being reported back to GPs but the numbers were not required to receive the vaccination. The Director and officers agreed to seek clarity on this offline and report back to Members.
- f) When the CCG sends an invitation to receive a vaccination, an offer transport is made. The Healthwatch newsletter was circulated to Members this week, which includes Age Concern's offer for transport and taxi-cards can also be used. Furthermore, the GP Confederation were looking at offering home vaccinations

14. **COVID-19 WORKING PARTY UPDATE**

The Chairman advised that this was progressing well and the Working Party had met twice since the last meeting of the Committee. It is expected to achieve its work plan over the course of its next 2 scheduled meetings.

15. **IMPLEMENTATION OF LATERAL FLOW TESTING IN THE CITY OF LONDON**

The Committee received a report of the Director of Community and Children's Services in respect of lateral flow testing for asymptomatic residents.

A Member expressed concern at the initial location of the asymptomatic test centre, given the availability of alternative suitable venues in the City. The Members also expressed that it had been located in a small sports hall, in a densely populated housing estate, resulting in extra footfall, with some people

not wearing masks and asking residents for directions, potentially increasing the risk of transmission.

The Member reminded the Committee that issues arising from the City Corporation's earlier responses to the pandemic had led to the establishment of the Covid Working Party, and it was hoped that this would make a discernible change.

Another Member, whilst accepting some shortcomings in the location of the initial test centre, stressed there was positive feedback in that lateral flow testing had resulted in 7 positive results amongst the staff of Pryor Western, which had a significant impact in protecting other staff and pupils at the School.

RESOLVED, that – the report be noted.

16. BARBICAN AND GOLDEN LANE CONSERVATION AREA CHARACTER SUMMARY AND MANAGEMENT STRATEGY - DRAFT SUPPLEMENTARY PLANNING DOCUMENT

The Committee considered a report of the Director of the Built Environment which sought agreement of the draft Barbican and Golden Lane Conservation Area Character Summary and Management Strategy. The Committee noted that the Planning and Transportation Committee had also approved this report.

RESOLVED, that – the draft text of the Barbican and Golden Lane Conservation Area Character Summary and Management Strategy SPD, appended as Appendix A to this report, be approved for public consultation for 6 weeks from March 2021.

17. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE
There were no questions.

18. ITEM OF URGENT BUSINESS

The Chairman had agreed to receive an item of urgent business and noted that a decision had already been taken under urgency provision by the Town Clerk, in consultation with the Chairmen and Deputy Chairmen of the Policy and Resources Committee and Health and Wellbeing Board, subject to this Committee's approval.

The Committee considered a report of the Director of Community and Children's Services in respect of Pan London Commissioning Support. Members noted that the initial response to the Covid-19 pandemic in London had seen an unprecedented effort to accommodate those sleeping rough in the capital. To address the complex needs of this cohort, a pan-London Homeless Drug and Alcohol Service was commissioned to co-ordinate and provide support for substance misuse issues.

RESOLVED, THAT – an extension to the original remit, approved under Urgency on 9th October 2020, be approved in order to expand the In-Patient Detox provision, as part of a wider funding announcement by government. *NB -this supply would be linked to crime reduction and not specifically rough sleeping.*

19. **EXCLUSION OF THE PUBLIC**

RESOLVED, that - under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act.

Item No	Para no
20-26	3

20. **NON-PUBLIC MINUTES**

RESOLVED, that – the non-public minutes of the meeting held on 11th December 2020 be approved.

21. **INTERIM ASSESSMENT CENTRE FOR ROUGH SLEEPERS: GATEWAY 1-5 AUTHORITY TO START WORK**

The Committee considered and approved a report of the Director of Community and Children’s Services

22. **LEASE FOR COVID-19 RELATED HOMELESS ACCOMMODATION**

The Committee considered and approved a report of the Director of Community and Children’s Services

23. **HOUSING DELIVERY PROGRAMME - PROGRESS REPORT**

The Committee received a report of the Director of Community and Children’s Services

24. **REPORT OF ACTION TAKEN**

The Committee received a report of the Town Clerk in respect of a decision on the Sydenham Hill Redevelopment, Lewisham, SE26 6ND taken under delegated authority.

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

There were no questions.

26. **ITEMS OF URGENT BUSINESS**

There were no items

The meeting ended 4.35 pm

Chairman

Contact Officer: julie.mayer@cityoflondon.gov.uk

CCS Outstanding Actions

Date added	Title	Action	Responsible Officer and target date	Comments/ Update
29/01/2021	8.SUPPORT TO INFORMAL CARERS	Officers were in discussion with the contact centre in respect of streamlining the Red Badge scheme application process for carers.	<i>Assistant Director of Commissioning and Partnerships</i>	Discussions about process and timeline are ongoing with the contact centre.
29/01/2021	9.DRAFT COMMUNITY AND CHILDREN'S SERVICES BUSINESS PLAN FOR 2021/22	Furthermore, there would be a bid for additional funding from Climate Action Strategy, and this would be the subject of a further report to the Committee on 5th March, which would also consider the medium- and longer-term objectives.	<i>Assistant Director – Barbican and Property Services</i>	Report is included in the Agenda for meeting 5 March 2021.
29/01/2021	9.DRAFT COMMUNITY AND CHILDREN'S SERVICES BUSINESS PLAN FOR 2021/23	Officers now had a more complete suite of performance indicators for quarter 3, which would be presented to the March or April Committee. Going forward, reporting would be more exception based, highlighting very strong performances or where a risk needs to be managed or approached differently.	<i>Assistant Director of Commissioning and Partnerships</i>	Noted, report will be brought to the April committee
29/01/2021	13.COVID-19 UPDATE	Work was underway in Hackney in terms of vaccine hesitancy amongst some ethnic groups. However, there had been some strong messaging from community leaders across all ethnicities and there were no cultural implications connected to the content of either vaccine. There would be more data emerging from the NHS, which would enable the team to look at individual ward uptakes.	<i>Deputy Director of Public Health</i>	There continues to be some delays in ensuring that full data on demographics on uptake of vaccine- however resident and GP registered uptake is now being reported

29/01/2021	13.COVID-19 UPDATE	Barts had been asking for NHS numbers to ensure that data on vaccinations was being reported back to GPs but the numbers were not required to receive the vaccination. The Director and officers agreed to seek clarity on this offline and report back to Members.	<i>Deputy Director of Public Health</i>	If known NHS numbers are helpful to ensure vaccinations are recorded on GP records but not needed for vaccinations. St Barts will no longer be able to offer 1st dose vaccinations to residents but will be ensuring all 2nd dose are provided. Additional vaccination sites across NE London are under consideration by NHS England and additional locations will be announced soon.
11/12/2020	SUPPORTING DIGITAL INCLUSION	The Chairman of the Committee, also Chairman of the Digital Services Sub Committee, advised that he had enquired as to whether City Corporation equipment, due for upgrading, could be diverted into this project.	<i>Assistant Director of Commissioning and Partnerships</i>	Dept has engaged with IT to discuss upgrade programme.
11/12/2020	SUPPORTING DIGITAL INCLUSION	Although the timescale would be driven by the partners' processes they were keen to start work and as soon as a proposal was ready it would come to the Committee, as they would need to approve the funding in their role as Trustees.	<i>Assistant Director of Commissioning and Partnerships</i>	On-going
06/11/2020	OUTSTANDING ACTIONS TRACKER	A report on Internet Access would be presented to the December Committee and include sign posting to charities.	<i>Assistant Director of Commissioning and Partnerships</i>	Completed - Paper on digital inclusion added to the 11th Dec agenda
06/11/2020	OUTSTANDING ACTIONS TRACKER	Members asked for the position on the Ralph Perring Centre to be reviewed, so that it could come back into use as soon as possible. Officers advised that this was dependent on which tier we might be in after Lockdown 2.	<i>Assistant Director – Barbican and Property Services</i>	Officers are liaising with Sue Pearson to find a solution that meets the needs of residents and COVID Secure requirements. (On hold due to further lockdown).

06/11/2020	PRESENTATION FROM CITY ADVICE	The City of the London Corporation's digital support communication was soon to be released and the Chairman asked if this could align with Tower Hamlets' communications. Officers agreed to liaise and there was a further request for the marketing tool kit to be shared.	<i>Assistant Director of Commissioning and Partnerships</i>	Flyer produced and is being distributed
06/11/2020	CREDIBLE OFFER POLICY (In respect of those with 'No Recourse to Public Funds (NRPF)')	The Chairman of the Homelessness and Rough Sleeping Sub Committee asked if the minutes of the last Sub Committee Meeting could be circulated to all Members of the Grand Committee, when this matters was discussed, and the Grand Committee would receive a further report at the December Committee.	<i>Director of Community and Children's</i>	Completed - NPRF paper added to the 11th Dec agenda
06/11/2020	RESETTING OF DEPARTMENTAL BUDGETS - 2020/21	The Committee received a report of the Chamberlain in respect of the recommended budget adjustments which, subject to the agreement of the Court of Common Council in December, would be reflected in their detailed Revised Estimates for 2020/21 and Proposed Budget Estimates for 2021/22.	<i>Chamberlains</i>	
06/11/2020	RESOLUTION IN RESPECT OF CONSULTATION ON THE COVID-19 PANDEMIC	Members noted the table in the appendix, which reflected the views of Members, and the Director agreed to circulate an amended version, providing names against the various comments.	<i>Director of Community and Children's</i>	Town Clerk's have provided the table with names.
06/11/2020	RESOLUTION IN RESPECT OF CONSULTATION ON THE COVID-19 PANDEMIC	The Director advised that a submission on behalf of unpaid carers would be addressed as part of a response planned for January.	<i>Director of Community and Children's</i>	Added to the 29th January agenda
06/11/2020	RESOLUTION IN RESPECT OF CONSULTATION ON THE COVID-19 PANDEMIC	Whilst it was possible to drill down into particular community groups, the small numbers in the City would make it easy to identify individuals, and the data would need to be redacted before it could enter the public domain. However, the Deputy Director of Public Health could confidentially share this information with Ward Members, on request.	<i>Deputy Director of Public Health</i>	Information available upon request

06/11/2020	RESOLUTION IN RESPECT OF CONSULTATION ON THE COVID-19 PANDEMIC	A working party be set up to assist the Department of Community and Children's Services to respond with positive actions to the ongoing Covid crisis; to meet by virtual means every two weeks, from the week beginning 9th November 2020, until this Committee decides otherwise, to produce a note of actions and outcomes of its meetings for consideration by this Committee at each of its meetings,	<i>Director of Community and Children's/ Committee Clerk</i>	Committee Clerk to include actions and outcomes in the agenda pack
06/11/2020	QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE	In response to a question about rent rebates for HRA Commercial tenants, the Chairman had agreed to admit an item of urgent business which appeared next on the agenda. The Member reserved the right to ask their question, which had sought clarity in respect of the criteria for which a business could receive a full or partial rent rebate, and the reporting and decision-making processes supporting it. The Member also enquired as to whether businesses with a strong cash balance should be expected to pay, regardless of how badly their turnover had suffered, and what would happen to those business that might not survive? In respect of the final point, Members noted that this would be revisited at the December Committee, once there was more clarity.	<i>Assistant Director – Barbican and Property Services</i>	Completed
28/09/2020	MATTERS ARISING	The City's elected representatives, residents' associations, Square Mile Food Bank and volunteer Covid support hubs be asked, by the Department of Community and Children's Services, for their views on the Department's response to the Covid crisis, and that their input be published in a report brought to the next meeting of this Committee on 6 November 2020.	<i>Director of Community and Children's</i>	on the agenda for the 6th November
28/09/2020	MATTERS ARISING	The Policy and Resources Committee be asked to organise a Virtual City-Wide Residents' meeting, as soon as possible.	<i>Sent to P&R clerk</i>	actioned

28/09/2020	MATTERS ARISING	In respect of a forthcoming report on the Carers Strategy, the Director advised this was an annual report, presented to the Committee early in the new Calendar year. However, it might be possible to present it earlier this year, and the Director would advise Members when this might be. The Director confirmed that consultation with service users was part of the contact and commissioner requirements.	<i>Director of Community and Children's</i>	It is not possible to bring forward a report and this will come to committee in Jan'21
28/09/2020	OUTSTANDING ACTIONS	In response to a question about communal electricity charges attributed to projects, the Assistant Director assured Members that generally this was minimal but agreed to investigate an incident of higher than average use on a project	<i>Assistant Director, Barbican and Property Services</i>	Completed
28/09/2020	UPDATE ON COVID-19	Whilst the Director of Public Health was able to highlight issues, the role is limited in terms of implementing change. Members were, therefore, asked for their support in lobbying the Head of Test, Track and Trace and the Health Secretary. The Deputy Director offered to help draft a letter.	<i>Deputy Director, Public Health</i>	Completed
28/09/2020	RECOVERY AND RESILIENCE	Chairman asked if 'food insecurity' could be included on the dashboard and agreed to communicate with officers, outside of the meeting, as to how this might best be measured.	<i>Assistant Director, Commissioning and Partnerships</i>	Agreed to record use of food banks as proxy measure
28/09/2020	DELIVERING FOOD BANK SUPPORT IN THE CITY	Members asked if the names of those volunteers could be publicly recognised.	<i>Chairman</i>	Completed
28/09/2020	DELIVERING FOOD BANK SUPPORT IN THE CITY	It was suggested that the Department write to all volunteers, possibly providing some kind of commemoration. Members noted that there had been discussion about the possibility of a 'hidden heroes' event to recognise their contributions during the pandemic. The Chairman asked for an update to the next meeting on how this could be taken forward.	<i>Director of Community and Children's</i>	actioned

28/09/2020	CITY OF LONDON CORPORATION COMBINED RELIEF OF POVERTY CHARITY (NO 1073660) - ADMINISTRATION AND MANAGEMENT	In response to a question on child poverty, the Director advised that a project was underway with the Children's Partnership, seeking to update their strategy. Members would receive a report on this early in the new year.	<i>Director of Community and Children's</i>	actioned
28/09/2020	CHANGE OF NAME OF THE SIR JOHN CASS FOUNDATION PRIMARY SCHOOL	The Chairman, also a Member of the Tackling Racism Taskforce (TRT), confirmed that the TRT would be happy to receive this report and notice of its agreement, for information. Members also noted that the Governing Body had produced a report setting out a wider response to the issues and it was suggested that this be shared with the Education Board and the TRT.	<i>Clerks have been contacted</i>	actioned
28/09/2020	ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT	Members noted the outcome of a successful bid to the MHCLG for full cost recovery for the City's street population during the lockdown and this would be the subject of a report to the Homelessness and Rough Sleeping Sub Committee the following week. Members also noted that additional funding was being bid for drug and alcohol services which might need an urgent decision.		
09/10/2019	CITY & HACKNEY SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2018/19	1. City and Hackney Safeguarding Adults Board – Annual Report 2018/19 – re transitions from child to adult safeguarding and assessing outcomes	<i>Chair of City and Hackney Safeguarding Board and Director of Community and Children's Services</i>	On the agenda for 28th September 2020
07/02/2020	PRESENTATION ON CITY OF LONDON CORPORATION ALMSHOUSES	2. City Corporation's plans in respect of ageing population and pressure on services.		Completed

22/05/2020	GREAT ARTHUR HOUSE - SERVICE CHARGE RECOVERY (NON- PUBLIC QUESTION)	Director proposed a non-public report back to the Committee, setting out the history and costs so far in this matter, before any further decisions were taken in this matter.	<i>Director of Community and Children's Services/Comptroller and City Solicitor/Assistant Director – Barbican and Property Services</i>	The Court of Appeal Hearing has been set for the 16th and 17th March. If the hearing goes ahead as scheduled, an update report will be brought to Committee in April.
17/06/2020	INTERNET ACCESS Emergency response targeted at those who were data poor – rather than without devices or the skills to use them.	1. Interim Measure - Members to receive a report looking at longer term proposals to support digital inclusion.	<i>Director of Community and Children's Services/Assistant Director - Partnerships and Commissioning</i>	Report to come to December
		2. Noted a Member's suggestion in respect of signposting charities who might be able to assist.		Such partnerships, and the options they provide in terms to equipment, skills and data will be addressed in a future report.
17-6-20 & 24-7-20	FOOD BANKS Work underway to consider on-going need, as part of a larger project looking to address post Covid scenarios and the impact on all services, including social care and food poverty.	Options for future delivery at the September Meeting	<i>Director of Community and Children's Services/Assistant Director - Partnerships and Commissioning</i>	On the agenda for 28.9.2020
17/06/2020	COMMUNITY ENGAGEMENT (NON- PUBLIC REPORT)	Further evaluation and debate on this matter at a future meeting of the Housing Management and Almshouses Sub Committee	<i>Director of Community and Children's Services/Assistant Director – Barbican and Property Services</i>	On the Agenda for the C&CS Committee meeting on 5th March.
24.7.2020	PLANT ON THE ROOF OF CRESCENT HOUSE	To be added to the action tracker for the Housing Management and Almshouses Sub Committee.	<i>Sent to the clerk and Chairman of the Housing Management and Almshouses Sub Committee</i>	Completed. Inappropriate plant removed and new plant installed.

24.7.2020	CULTURE MILE	It was suggested that the auditing of Culture Mile's portfolio, in terms of diversity, could be discussed by the Tackling Racism Taskforce, along with a longer-term solution in respect of diversifying those who make content choices	<i>Sent to the Clerk of the Tackling Racism Task force</i>	Completed
24.7.2020	PROPOSED LOCAL LETTINGS POLICY	The officer agreed to provide an update in the non-public part of the Homelessness and Rough Sleeping Sub	<i>Sent to the Clerk of the Homelessness Sub Committee</i>	Completed
24.7.2020	Housing Revenue Account - Outturn 2019/20	The Assistant Director agreed to check on the communal electricity supply at Golden Lane, to ensure that it was being charged to the various projects.	<i>Assistant Director – Community and Children's services</i>	Completed.
24.7.2020	UPDATE REPORT ON THE SPORTS STRATEGY	It was suggested that the Health and Wellbeing Board consider an update report, including the provision of a running track. There was a further suggestion in respect of providing gym vouchers in the more deprived areas of the City.	<i>Passed to the Clerk and Relevant Chief Officer for the Health and Wellbeing Board</i>	Report is waiting completion of a survey being undertaken by the Sports Engagement Manager
24.7.2020	COVID-19 - THE DEPARTMENT'S RESPONSE TO THE CRISIS	Director advised that a Corporation-wide independent review was underway. Members would receive a report at the October Committee, presenting outcomes in respect of the Community and Children's Services Department, with a response and action plan.	<i>Director of Community and Children's Services</i>	Verbal Update will be provided at the Sept Committee

<p>24.7.2020</p>	<p>THERE WERE CONCERNS EXPRESSED ABOUT THE IMPACT OF ISOLATION ON ELDERLY RESIDENTS AND A REQUEST FOR PROVISIONS TO ALLOW ELDERLY RESIDENTS TO SOCIALISE SAFELY</p>	<p>The Assistant Director has been working with colleagues in City Surveyors on making buildings Covid-19 safe and would investigate this.</p>	<p><i>Assistant Director, Barbican and Property Services</i></p>	<p>This refers specifically to the re-opening of the Sir Ralph Perring Centre. The City Surveyor has carried out a detailed Risk Assessment of the building and made recommendations as to how the building can be made Covid compliant. The real concern here is the management of events in the centre if the building is re-opened. Whether or not the City can discharge its legal obligations as landlord and building owner is not certain. We will need to reflect on further lockdown measures announced by the Prime Minister on 22 September.</p>
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Agenda Item 5

Committee(s): Community and Children's Services Committee	Dated: 5 th March 2021
Subject: Review of Committee's Terms of Reference: Community Safety and Public Protection	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 8, 10
Does this proposal require extra revenue and/or capital spending?	Members are asked to consider the current scope of the Committee's Terms of reference, and bear in mind the impact of any proposed changes, particularly resource, legal and equalities implications.
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	
Report of: Town Clerk	For Decision
Report author: Committee and Member Services Officer	

Summary

At your last meeting on 29th January 2021, Members agreed to recommend the Committee's Terms of Reference to the Policy and Resources Committee and the Annual Meeting of the Court of Common Council in April 2021.

As part of the new Target Operating Model, the Community Safety Team now falls under the remit of the Director of Community and Children's Services. At the last meeting of the Safer City Strategic Partnership Group (SCSPG), Members welcomed this move, as it represents a better corporate fit and will ensure a multi-agency approach to public protection. The Chairman of the Community and Children's Services Committee agreed that it made sense for the Community and Children's Services Committee to become substantially more involved in the work of the Safer City Partnership Group.

The SCSPG subsequently agreed that the Chairman or Deputy Chairman of the Community & Children's Services Committee be elected Chairman of the SCSPG, with the Chairman or Deputy Chairman of the Police Authority Board acting as Deputy SCSPG Chairman, with effect from April 2021.

This report seeks to amend the Terms of Reference of the Community and Children's Services Committee, to reflect the Community Safety Team's move to the Community and Children's Services Department and the role of its Chairman or Deputy Chairman in chairing the SCSPG.

Recommendation:

The Terms of Reference of the Community and Children's Services Committee (**set out at Appendix 1**) be approved and recommended to the Court in April 2021, **subject to the following addition under 2 (b) viii:**

Safer Communities

'In order to reflect a multi-agency approach to public protection, the Chairman or Deputy Chairman of Community & Children's Services Committee shall also be elected as Chairman of the Safer City Strategic Partnership Group (SCSPG), with the Chairman or Deputy Chairman of the Police Authority Board acting as Deputy Chairman.

Contact: Julie Mayer
Town Clerks
Email: julie.mayer@cityoflondon.gov.uk

COMMUNITY AND CHILDREN'S SERVICES COMMITTEE TERMS OF REFERENCE

1. **Constitution**

A Ward Committee consisting of,

- two Aldermen nominated by the Court of Aldermen
- up to 34 Commoners representing each Ward (two representatives for the Wards with six or more Members regardless of whether the Ward has sides), those Wards having 200 or more residents (based on the Ward List) being able to nominate a maximum of two representatives
- a limited number of Members co-opted by the Committee (e.g. the two parent governors required by law)

In accordance with Standing Order Nos. 29 & 30, no Member who is resident in, or tenant of, any property owned by the City of London and under the control of this Committee is eligible to be Chairman or Deputy Chairman.

2. **Quorum**

The quorum consists of any nine Members. [N.B. - the co-opted Members only count as part of the quorum for matters relating to the Education Function]

2. Terms of Reference

To be responsible for:-

- (a) the appointment of the Director of Community & Children's Services;
- (b) **the following functions of the City of London Corporation (other than in respect of powers expressly delegated to another committee, sub-committee, board or panel):-**
 - i. Children's Services
 - ii. Adults' Services
 - iii. Education - to include the nomination/appointment of Local Authority Governors; as appropriate
 - iv. Libraries - in so far as the library services affects our communities (*NB - the budget for the Library Service falls within the remit of the Culture, Heritage and Libraries Committee but the Head of the Libraries Service reports to the Director of Community and Children's Services*)
 - v. Social Services
 - vi. Social Housing - (i.e. the management of the property owned by the City of London Corporation under the Housing Revenue Account and the City Fund in accordance with the requirements of all relevant legislation and the disposal of interests in the City of London Corporation's Housing Estates (pursuant to such policies as are from time to time laid down by the Court of Common Council)
 - vii. Public health - (within the meaning of the Health and Social Care Act 2012), liaison with health services and health scrutiny
 - viii. Safer Communities - in order to reflect a multi-agency approach to public protection, the Chairman or Deputy Chairman of Community & Children's Services Committee be elected Chair of Safer City Strategic Partnership Group (SCSPG), with the Chairman or Deputy Chairman of the Police Authority Board acting as Deputy Chairman**
 - ix. Sport/Leisure Activities
 - x. Management of the City of London Almshouses (registered charity no 1005857) - in accordance with the charity's governing instruments
 - xi. Marriage Licensing and the Registration Service

and the preparation of all statutory plans relating to those functions and consulting as appropriate on the exercise of those functions;
- (c) appointing Statutory Panels, Boards and Sub-Committees as are considered necessary for the better performance of its duties including the following areas:-
 - Housing Management and Almshouses Sub-Committee
 - Safeguarding Sub-Committee
 - Integrated Commissioning Sub-Committee
 - Homelessness and Rough Sleepers Sub-Committee
- (d) the management of The City of London Corporation Combined Relief of Poverty Charity (registered charity no. 1073660);
- (e) making recommendations to the Education Board on the policy to be adopted for the application of charitable funds from The City of London Corporation Combined Education Charity (registered charity no. 312836) and the City Educational Trust Fund (registered charity no. 290840); and to make appointments to the Sub-Committee established by the Education Board for the purpose of managing those charities.
- (f) the management of the Aldgate Pavilion.

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Agenda Item 6

Committee:	Dated:
Community and Children's Services	05/03/2021
Subject: Community Centre (20 Little Somerset Street)	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,2,3,4,9
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: Andrew Carter – Director of Community and Children's Services	For Decision
Report author: Simon Cribbens – Assistant Director, Commissioning and Partnerships	

Summary

This report seeks approval for the City of London Corporation (the Corporation) to enter into a 15-year lease for a new Community Centre at 20 Little Somerset Street. The new centre is being delivered as part of the Minories development as a requirement of the planning consent.

A rent, inclusive of agreed services, has been agreed at £25,050 per annum for the first five years. A reduction to £20,300 has been negotiated in Year 1 in respect of reduced services. The rent will be reviewed every five years by Consumer Price Index (CPI). This stepped rent is at a non-commercial rent (i.e. below current market value) as required by the Section 106 Agreement linked to the planning consent.

The operating environment in which the new community centre will open will be very challenging and may reduce use and revenue to support the centre's operation, resulting in unfunded cost burdens to the Department of Community and Children's Services (the Department). The Department will also face the costs associated with the removal of the existing community centre on the Mansell Street estate.

Recommendations

Members are asked to:

- i. Approve the proposal to enter into a lease with 4C Hotels for a duration of 15 years, with annual costs as summarised:
 - o Rent in Year 1: £20,300 rent (net of VAT) inclusive of agreed services
 - o Rent in Years 2 to 5: £25,050 rent per annum (net of VAT) inclusive of agreed services

- Inclusive rent to be reviewed every five years by CPI.
 - Insurances: Proportional recharge of rebuilding insurance costs currently estimated to be £1500 in Year 1.
 - Other costs: DCCS to be responsible for outgoings as consumed, or in proportion (power, water).
- ii. Note the financial issues that may arise from the challenging operating environment in which the centre will open, and the removal of the redundant existing facility.

Main Report

Background

1. A new community centre (the centre) is being delivered at 20 Little Somerset Street, as part of the development of 15–16 Minories and 62 Aldgate High Street, by 4C Hotels Limited. The development includes a refurbished hotel, new office building, residential block and a landscaped park. The planning permission for the development included Section 106 requirements for the delivery of a new community centre space.
2. The proposed facility will replace the existing Portsoken Health and Community Centre (also known as the ‘Green Box’) located within the Mansell Street Estate. It is scheduled for completion and handover in June 2021. The new centre is located within the Portsoken Ward.
3. The vision for the new centre is to establish a thriving and financially sustainable facility serving and driven by people living and working in the community. It aims to be accessible, and responsive to meeting a variety of interests, needs and wants from all sections of the community. It also aims to be accountable to the community, with residents involved in and making decisions relating to the new centre (with this role growing over time).
4. The Community and Children’s Services Grand Committee approved a recommendation in June 2020 that the centre be run directly by the City Corporation for an initial period to provide stability through the risk and challenge of a post-lockdown period.
5. Under the terms of the Corporation’s lease with Guinness, the Department of Community and Children’s Services is required on termination to remove the structure of the Green Box and make good the area where it stands.

Current Position

6. The development of the site itself has been disrupted by COVID-19 restrictions and the developer is now working towards a June 2021 opening. Officers from the Department, and the departments of Built Environment and the City Surveyor are in close liaison with the developer to finalise the design and layout of the centre in keeping with its vision.

7. Plans for the fit-out of the centre were developed after consultation with the community, users of the Green Box, and other stakeholders.
8. Officers have negotiated with the developer the terms of the lease which the Corporation will commit to. An inclusive rent has been negotiated to include service elements, which have been individually scrutinised for value and practicality. This approach will provide stability and transparency for financial planning for the running of the centre.

Proposal – Terms of the Lease

9. The terms for a lease are being finalised. If agreed by Members, they will commit the Corporation to a 15-year term, with a break clause at any time after the one-year anniversary of the term on giving six months' prior written notice. The demise of the property is set out in Appendix 1.
10. A stepped inclusive rent has been agreed for the first five years:
 - Year 1: £20,300 rent (net of VAT) inclusive of agreed services
 - Years 2 to 5: £25,050 rent per annum (net of VAT) inclusive of agreed services
 - The inclusive rent is to be reviewed every five years by CPI.
11. The inclusive rent negotiated by City Surveyor's, in close consultation with the Department, has the benefit of ensuring maintenance of cost controls in Phase 1. It includes the rental element of £1,000 per annum and provision for servicing of essential equipment (lift, fire alarm, sprinklers), waste disposal, landscaping, CCTV and cleaning of windows and cladding. See Appendix 2 (Non-Public).
12. The stepped rent is at a non-commercial rent (i.e. below current market rental value) as required by the Section 106 Agreement linked to the planning consent.
13. The Corporation will also be liable for costs relating to insurance (public liability, contents and employers liability insurance) and outgoings for power and water.
14. The Corporation will be responsible for internal repairs and decorations and appropriate statutory compliance issues.
15. The existing lease in place at the Green Box located within the Mansell Street Estate has now expired. Plans are in place to scale down operations as the new provision is bedded in, thus ensuring no gap in provision to residents.

Corporate & Strategic Implications

Strategic implications

16. The delivery and operation of a new of community centre delivers to the aims of the Corporate Plan and the following outcomes:
 - Communities are cohesive and have the facilities they need.
 - People have equal opportunities to enrich their lives and reach their full potential.

- People enjoy good health and wellbeing.
- We inspire enterprise, excellence, creativity and collaboration.
- We are digitally and physically well-connected and responsive.

Financial implications

17. In December 2019, the City Corporation commissioned Locality – a specialist consultancy – to undertake a business planning exercise for the new community centre to inform options for the centre’s management and operation.
18. The work was informed by the City Corporation’s vision to establish a thriving and financially sustainable community centre serving and driven by people living and working in the community.
19. The report set out income and cost estimates based on Locality’s research and expertise in community centre operation. It suggested that likely revenues could cover the operational costs of the centre. It should be noted that these were developed before, and therefore without regard to, the impact of COVID-19.
20. The uncertainty resulting from COVID-19 will impact on the use of the community centre and its income potential. There is the potential for the Department to overspend if the additional costs cannot be contained within existing budgets.
21. The Locality projection of income and costs (Appendix 3) forecast Year 1 costs of £109,000 and potential income of £118,000. The costs will be subject to variance as Locality based some costs – such as staffing – on voluntary sector delivery, and estimates based on comparable centres.
22. The greater risk in the short term is a significant decline in projected income. Agreed budgets for 2021/22 do not include provision to underwrite any shortfall.
23. In addition, the terms of Corporation’s lease with Guinness for the site on which the current Green Box stands, requires the removal of that structure and remediation of the area. There is no agreed budget for this cost.
24. To mitigate the costs, the Department is looking at opportunities to realise efficiencies from shared services and staffing, to achieve savings from other departmental budgets and to consider any contingency to meet these cost burdens.
25. The Department will work with the centre’s Advisory Board to identify appropriate uses that can maximise income. The Department will also investigate any resale value or arrangements that may offset the cost of removing the Green Box.
26. It should be noted that there is a risk that the loss of income and costs associated with the Green Box are greater than sums identified through efficiencies, savings and contingency, and could result in a departmental overspend.

Resource implications

27. No further implications.

Legal implications

28. N/A

Risk implications

29. N/A

Equalities implications

30. The provision of a new community centre will enhance the Corporation's ability to foster good relationship and promote equality of opportunity between target equality groups. Its location is within the area of the City with the most diverse population. The Department is committed to a centre that is driven by the community to meet local needs and aspirations.

Climate implications

31. N/A

Security implications

32. N/A

Conclusion

33. It is a challenging period in which to enter into a new lease. However, the community centre offers a facility that will provide lasting benefit to the community in the east of the City. In the medium term, the department remains focused on delivering a thriving and financially sustainable facility serving and driven by people living and working in the community.

Appendices

- Appendix 1 – Community Centre Plans
- Appendix 2 – Proposed Rent (Non-Public)
- Appendix 3 – Locality business plan estimates

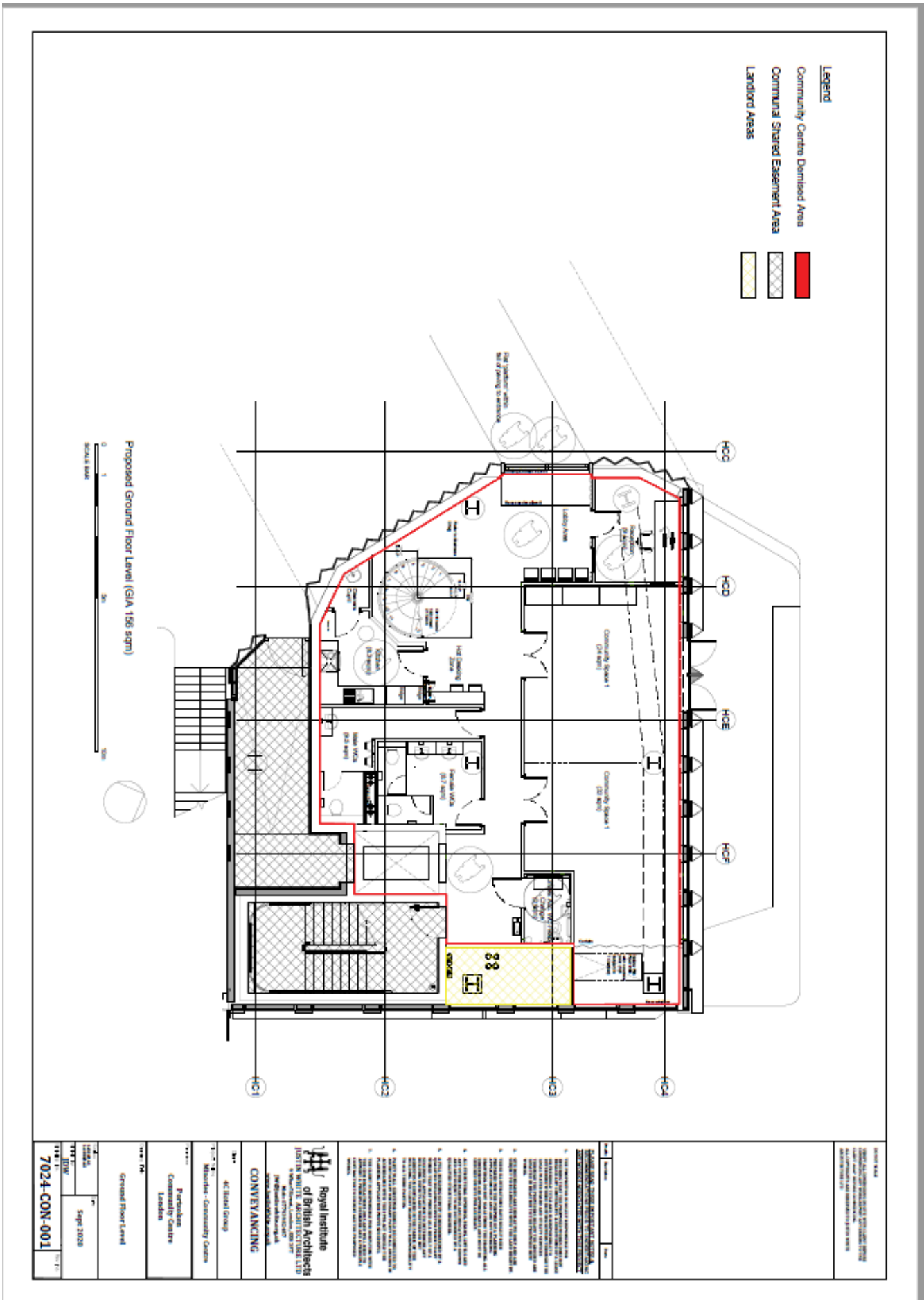
Simon Cribbens

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

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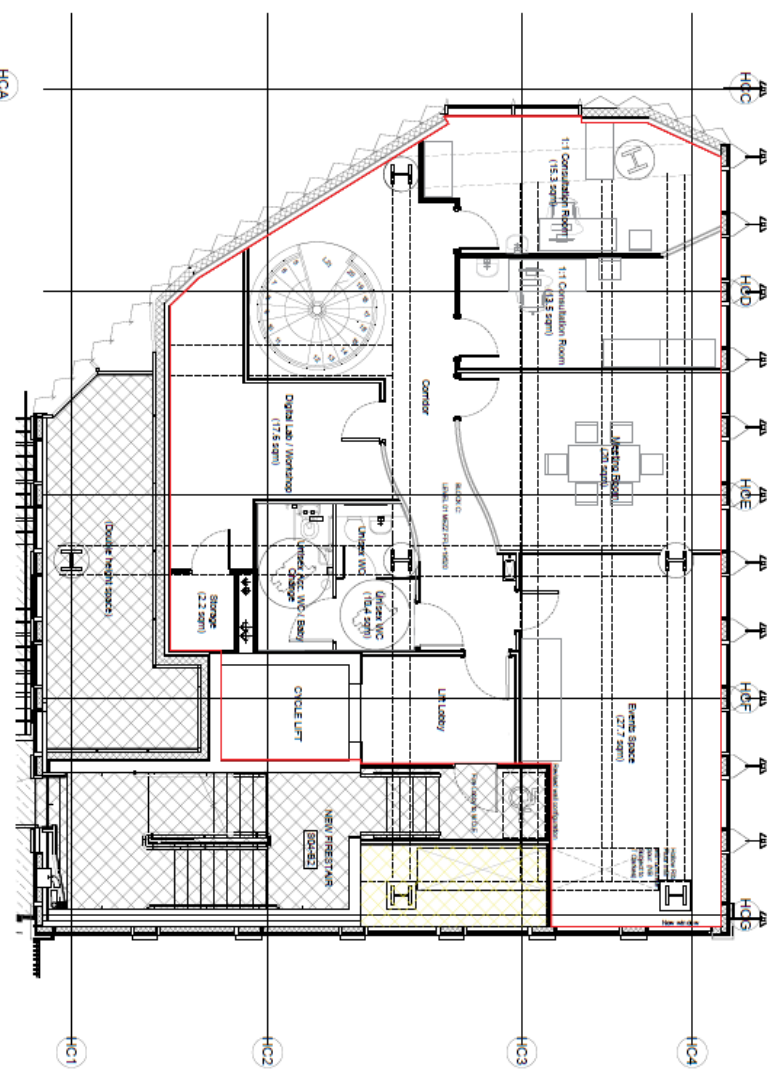
E: simon.cribbens@cityoflondon.gov.uk

Appendix 1 – Community Centre Plans



NOT TO SCALE
 VISUALS ARE FOR INFORMATION ONLY. VISUALS CANNOT BE USED FOR CONTRACT DOCUMENTS. VISUALS ARE NOT TO BE USED FOR ANY OTHER PURPOSES. VISUALS ARE NOT TO BE USED FOR ANY OTHER PURPOSES. VISUALS ARE NOT TO BE USED FOR ANY OTHER PURPOSES.

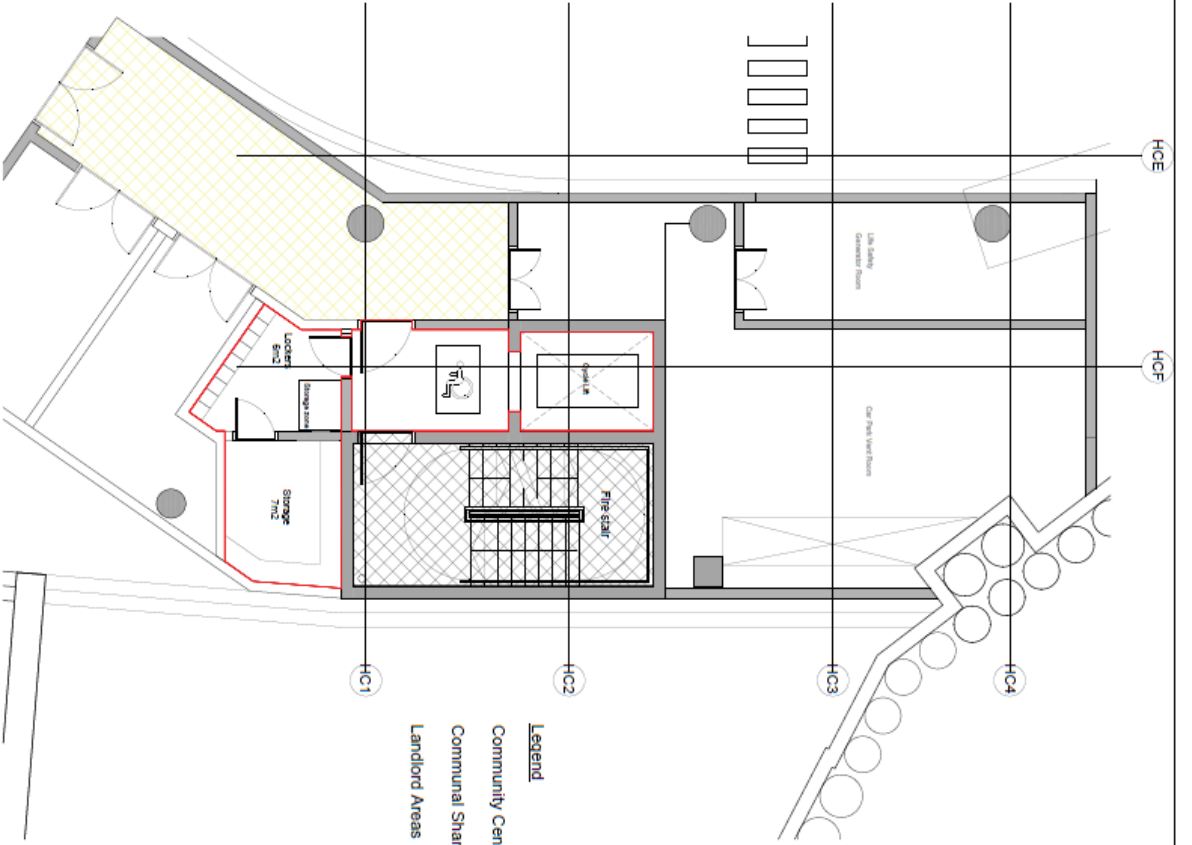
- Legend**
- Community Centre Demised Area
 - Communal Shared Easement Area
 - Landlord Areas



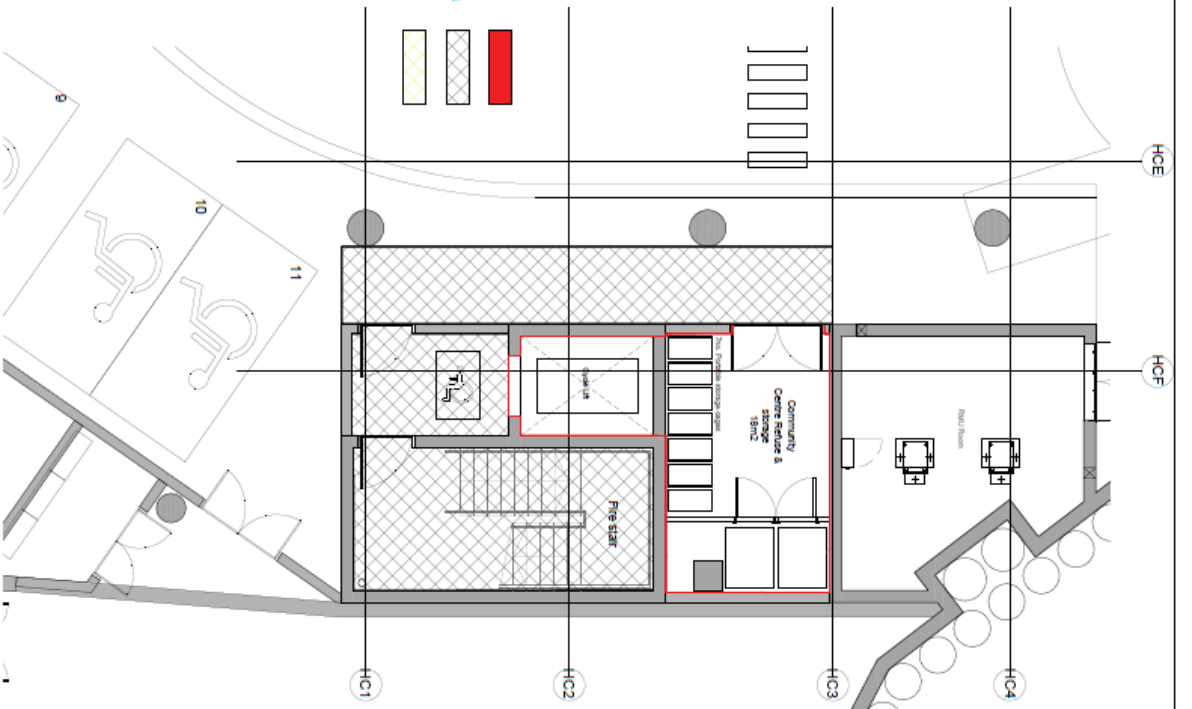
Proposed Mezzanine Floor Level (GIA 152 sqm)



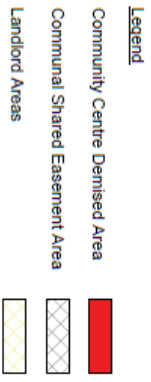
<p>Royal Institute of British Architects JUSTIN WHITT ARCHITECTURE LTD 9 Mark Lane, London, SE1 1QD Tel: 020 7733 2447 www.riba.org.uk</p>		<p>CONVEYANCING 4C Hotel Group Minorot - Community Centre Portoken Community Centre London</p>	
<p>7024-CON-002</p>		<p>Sept 2020</p>	



Proposed Basement 01 Level (GIA 20.5 sqm)



Proposed Basement 02 Level (GIA 24.7 sqm)



DO NOT SCALE
 DRAWING AND DIMENSIONS ON THIS DRAWING SHALL BE USED AS A GUIDE ONLY. ALL DIMENSIONS SHALL BE TAKEN FROM THE DRAWING UNLESS OTHERWISE SPECIFIED.
 ALL DIMENSIONS SHALL BE TAKEN FROM THE DRAWING UNLESS OTHERWISE SPECIFIED.

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2. THE ARCHITECT'S LIABILITY IS LIMITED TO THE DESIGN AND CONSTRUCTION OF THE WORKS SHOWN ON THIS DRAWING AND DOES NOT EXTEND TO ANY OTHER WORKS OR TO ANY OTHER ASPECTS OF THE PROJECT.
3. THE ARCHITECT'S LIABILITY IS LIMITED TO THE DESIGN AND CONSTRUCTION OF THE WORKS SHOWN ON THIS DRAWING AND DOES NOT EXTEND TO ANY OTHER WORKS OR TO ANY OTHER ASPECTS OF THE PROJECT.
4. THE ARCHITECT'S LIABILITY IS LIMITED TO THE DESIGN AND CONSTRUCTION OF THE WORKS SHOWN ON THIS DRAWING AND DOES NOT EXTEND TO ANY OTHER WORKS OR TO ANY OTHER ASPECTS OF THE PROJECT.
5. THE ARCHITECT'S LIABILITY IS LIMITED TO THE DESIGN AND CONSTRUCTION OF THE WORKS SHOWN ON THIS DRAWING AND DOES NOT EXTEND TO ANY OTHER WORKS OR TO ANY OTHER ASPECTS OF THE PROJECT.

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 [Incorporated in England and Wales]
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CONVEYANCING

4c Hotel Group
 Portoken Community Centre
 London

Minorities - Community Centre

Basement Levels 01 & 02

DATE: 14/09/2020
 DRAWN BY: IDW
 CHECKED BY: IDW

7024-CON-003

Appendix 3 – Locality business plan estimates

Phase 2 Expenditure and Income	Year 1 20/21	Year 2 21/22	Year 3 22/23	Year 4 23/24	Year 5 24/25
Expenditure		3% inflationary increase	3% inflationary increase	3% inflationary increase	3% inflationary increase
Utilities	£23,000.00	£23,690.00	£24,874.50	£26,118.23	£27,424.13
Rates, Facilities, Maintenance	£23,300.00	£22,379.00	£23,497.95	£24,672.85	£25,906.49
Staff	£61,985.00	£63,844.55	£67,036.78	£70,388.61	£73,908.05
Accountancy services	£1,000.00	£1,030.00	£1,081.50	£1,135.58	£1,192.35
Total Expenditure	£109,285.00	£110,943.55	£116,490.73	£122,315.26	£128,431.03
Total Expenditure MINUS staffing	£47,300.00	£47,099.00	£49,453.95	£51,926.65	£54,522.98

Income					
Ground Floor Main Hall	£33,667.20	£39,715.20	£39,715.20	£40,320.00	£40,320.00
Event space	£37,497.60	£41,227.20	£41,227.20	£41,227.20	£62,596.80
Meeting room	£21,369.60	£21,369.60	£33,264.00	£33,264.00	£49,795.20
Digital lab workshop	£25,300.80	£25,300.80	£28,324.80	£28,324.80	£29,836.80
1-2-1 consultation rooms	£3,225.60	£3,628.80	£3,628.80	£3,628.80	£3,628.80
Total Income	£117,835.20	£127,612.80	£142,531.20	£143,136.00	£182,548.80

Annual Profit/ Loss Phase 2 onwards (including staffing)	£8,550.20	£16,669.25	£26,040.47	£20,820.74	£54,117.77
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Agenda Item 7

Committee:	Dated:
Community and Children's Services	05 March 2021
Subject: HRA Commercial Tenants and COVID-19 – Rental Support (March Quarter 2021)	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	All
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	HRA
Has this Funding Source been agreed with the Chamberlain's Department?	N
Report of: Andrew Carter, Director of Community and Children's Services	For Decision
Report authors: Julie Fittock Principal Surveyor, City Surveyor's Department (CS) Paul Murtagh Assistant Director, Barbican Estate & Property Services	

Summary

This Committee has previously approved assistance packages to support its HRA commercial tenants (tenants) during the COVID -19 pandemic for the March, June, September and December 2020 quarters. A summary of the assistance provided to tenants of the operational estate to date is outlined in Appendix 1 (non-public) to this report.

This report supports offering further assistance to tenants for the March quarter 2021, due to the continuing restrictions on business activities caused by COVID- 19. It recommends offering those tenants with sufficient time remaining on their leases, the option to defer the March 2021 quarter rent, along with all previously deferred sums, to 23 June 2021 with a view to agreeing either, 24-month or, case specific monthly repayment plans commencing in June 2021. The maximum amount of the March 2021 deferred income for the HRA and DCCS plus, details of previous sums deferred, are outlined in Appendix 2 in the non- public part of the Agenda.

The concept of offering temporary turnover rents to eligible tenants has been considered but, at this stage does not seem beneficial to any of the parties. The cost projections for the implementation of turnover rents for the City Corporation are estimated at up to £260,000, based on 65 tenancies at £4,000 per lease. The modelling of the extent of the rent that could be foregone with the introduction of

turnover rents makes this option prohibitive for the HRA. Moreover, the evidence of a lack of take up of turnover rents from other City Corporation portfolios suggests it is not an attractive proposition for the tenants themselves.

Worst case scenario modelling, which assumes that tenants fail to produce any significant turnover going forward, is set out in Appendix 2 (non-public) and, illustrates the maximum rental income that the HRA stands to lose in the 2021/22 financial year. The model indicates that, with the inclusion of the cost of implementing turnover rents, HRA income could be reduced by 73% (refer to Appendix 2 non-public) for the year ahead, which is not sustainable.

Recommendations

The Committee is asked to approve the following recommendations:

1. Deferment of the full quarter's rent due from 24 March 2021 to 23 June 2021, for all 'at risk' tenants requesting further support. This will delay the estimated income outlined in Appendix 2 (non-public) until 24 June 2021, payable thereafter by equal monthly payments over 24 months or, for shorter leases, on terms to be delegated to the Director of Community and Children's Services (DCCS), in consultation with the City Surveyor and Chamberlain, excepting only, those tenants that have already paid or wish to pay the March 2021 quarter's rent.
2. Deferment of previously agreed, 24-month, or tailored repayment plans due to commence in March 2021, at a combined value noted in Appendix 2, to now include the full rent deferral from 24 March 2021 to 23 June 2021 and, be repayable from June 2021 on terms to be delegated to the DCCS, in consultation with the City Surveyor and Chamberlain, excepting only those tenants that have already paid or wish to continue to pay their rent.
3. The use of rental deposits, where applicable, as part of the repayment plan to support tenants, the terms of such use, being delegated to the DCCS in consultation with the City Surveyor and Chamberlain.
4. To note the potential budget implications of the recommendations above, as set out in Appendix 2 (non-public).
5. To note that, where leases are close to expiry, it will be possible to offer terms for new leases which, will include provision for the repayment of deferred rents, subject to assessment of a reasonable prospect of the tenant's ability to repay.
6. To note that all tenants will be invoiced for the March 2021 quarter rental payments consistent with previous quarters.
7. To note that, in the absence of agreed payment plans (either if a tenant refuses to engage on a case by case basis or, if terms cannot be agreed) it is expected that the Chamberlain's Department, in consultation with the Comptroller and City Solicitor, will continue to pursue all operational tenants for debt using such remedies that are currently available and further means, subject to Government

lifting the restrictions on pursuing forfeiture that are currently in place until 31 March 2021.

8. To note that the 'case by case analysis' of tenant's financial status and trading position will now be suspended until June 2021. At this point, recommendations on non- standard, tenant specific repayment plans for payment of the rent due for the full year period from 25 March 2020 to 24 March 2021, will be developed and submitted jointly by the City Surveyor and the Chamberlain to the DCCS and this Committee for approval.
9. To note that following evidence provided in the case-by case analysis, this Committee may decide to provide additional support to that outlined above or support to tenants not within the originally classified 'at risk' category.

Main Report

Background

1. For each quarter of the COVID 19 pandemic, from March 2020 onwards, the Resource Allocation Sub Committee (RASC) and subsequently, individual Service Committees, have considered options and agreed support measures for their respective commercial portfolios. The Community and Children's Services Committee (C&CS) has previously approved various assistance packages to support its operational portfolio tenants ranging from monthly payments for all tenants, through to rent deferrals and 3-month rent free periods for micro businesses (businesses with 10 or fewer employees). The support measures agreed for the four quarters to date are summarised in Appendix 1 (non-public).
2. Tenant responses to the offers made have reduced with each passing quarter and payment of rent and other charges has been low. The increasing arrears debt is of concern to the City Corporation and tenants alike. A summary of the numbers of tenants accepting offers and, the arrears levels for the DCCS and HRA commercial property portfolios is given in Appendix 2 (non- public).
3. The Government COVID-19 response for Spring 2021 states that the earliest date that the fourth lockdown for London will be eased to allow all retail, outdoor hospitality and personal care premises to re-open will be 12 April 2021. As such, despite the rapid and successful roll out of the vaccination programme, the whole of the December quarter, along with at least some of the March quarter, will have been adversely impacted. It is therefore necessary to consider further measures of rent support for our tenants for the quarter March 2021 to June 2021. The advice from Government from 4 January 2021 that City office workers should continue to work from home remains unchanged.
4. By 31 March 2021, it will be possible for tenants, and the City Corporation, to gauge the full year financial effect of COVID-19. Tenants have been affected to varying degrees and, some have not engaged with support offers at all during this time. There is clearly a risk that not all arrears will be recovered. The current arrears position is shown in Appendix 2 (non- public).

5. In the early stages of the pandemic, it was agreed that the standard recovery notices and all recovery action would be paused. This decision was reviewed in November 2020 by the Chair of the Policy and Resources Committee and the Chair of the Finance Committee and, it was agreed that the recovery processes would be re-started.
6. Due to the closure of the Guildhall print room, it has not yet been possible to issue any reminder notices. Development of an external solution to this issue is being tested and, it is hoped that all notices will be issued in March.
7. There are also continued restrictions in place under the Taking Control of Goods (Amendment) (Coronavirus) Regulations 2020 (SI 2020/1002), which relate to commercial rent arrears recovery (CRAR) and, which protect tenants of commercial leases with arrears accumulated during the COVID-19 pandemic from forfeiture.
8. Despite the limitations on recovery notices and the enforcement options, efforts are still ongoing with City Corporation staff seeking engagement with tenants to encourage payment and to agree payment arrangements.
9. Consistent with the advice previously provided to tenants, it is recommended that all tenants are billed for the March 2021 quarter rental payments, confirming the position that all tenants who 'can pay should pay' part, or all of their respective due rent, service charge and insurance, dependent on their individual financial position.
10. Further consideration of assistance to tenants, including reviewing repayment plans will take place in June 2021.

Proposals

11. Except for temporary turnover rents and the deferment of the use of case-by-case financial analysis until June 2021, it is proposed for the March 2021 quarter to follow the recommended options agreed by RASC at its meeting on 2 March 2021 as set out below:

Deferral of Rent

12. Deferment of the March 2021 quarter rent until 24 June 2021 where tenants request this support, excepting those tenants who are willing and able to pay the rent. For DCCS and HRA tenants, as agreed in December 2020, deferred rents will be payable thereafter by equal monthly payments over 24 months or, for shorter leases, on terms to be delegated to the Director of Community and Children's Services (DCCS) in consultation with the City Surveyor and Chamberlain, excepting only those tenants that have already paid or wish to pay the March 2021 quarter rent.

Deferral of previously approved repayment

13. To further defer payment plans, including the March quarter rent (last deferred from September 2020 and December 2020 and due in March 2021) until June 2021, unless tenants wish to repay. To grant delegated authority to the DCCS, in consultation with the City Surveyor and Chamberlain, to agree repayment by 24 equal monthly payments or, by bespoke case specific repayment plans where leases have shorter periods remaining, from June 2021.
14. Where leases are close to expiry, it will be possible to offer terms for new leases which, will include provision for the repayment of deferred rents, subject to assessment of a reasonable prospect of the tenant's ability to repay.

Turnover Rents

15. Initial assessments suggest that the use of turnover rents going forward cannot be supported within the HRA. The cost of implementing turnover rents, estimated at up to £260,000 (based on 65 tenancies at £4,000 per lease) are likely to be uneconomical and prohibitive and, will likely result in significant losses to HRA rental income stream.
16. The scheme considered was that qualifying tenants could, going forward, apply to be migrated to temporary turnover rents, subject to agreeing to defined conditions including:
 - (a) a prior repayment plan of arrears to date including deferrals;
 - (b) completing any legal documents required to evidence the temporary arrangement;
 - (c) providing accurate and timely data to enable the calculation of the basis of the turnover rent and thereafter, the actual turnover rent top up.
17. Base rents modelled broadly followed that agreed by the Property Investment Board in November 2020 with consideration of between 25% and 50% of current rental value for specified sectors plus a percentage of turnover top up. The precise terms of such turnover rent to be delegated to the DCCS in consultation with the City Surveyor and Chamberlain. The modelling demonstrated the maximum impact on the HRA income stream of agreeing turnover rents and is shown in Appendix 2 (model assumes no turnover top up). For an example of a typical turnover rent calculation refer to Appendix 3 (public).
18. The offer of temporary turnover rents within the City Corporation's Investment Portfolio has been met with a mixed response to date, with an estimated take up of 20% and, a noticeable and significant reluctance of tenants to share their trading figures.
19. The cost implications of setting up and implementing turnover rents, along with the potential income that may be foregone, as illustrated in Appendix 2, makes it prohibitive for the DCCS/HRA budgets. There could be up to 65 tenants who qualify for and take up the option for turnover rents from this portfolio (49 in retail and, 16

in food and beverage). In addition, the DCCS office tenant, who is linked to hospitality recruitment, may also seek this support.

Use of Rent Deposits

20. In some cases, the consideration of the use of rent deposits as part of the overall repayment plan to support tenants is advocated. Some tenants have previously requested this as part of the repayment of their arrears. This has not previously been recommended by officers as, this is likely to be 'once and for all' assistance. Deposit levels, normally held for the duration of the lease, are unlikely to be refunded by the tenant once utilised. However, to further assist tenants, use of rental deposits (where applicable), as part of the repayment plan, is now proposed upon request, the terms of such use being delegated to DCCS in conjunction with the City Surveyor and Chamberlain. These terms will include the requirement for tenants to repay the rent deposit, in full, before lease expiry and, as part of a prior agreed repayment plan.
21. Members are asked to note that whilst the City Corporation's engagement with tenants to discuss rental support and associated payment plans is ongoing, the Chamberlain's department will continue to pursue debt by all means currently available and, in due course, subject to Government lifting the current restrictions, currently in place until 31 March 2021, such action may include the pursuit of forfeiture of lease if necessary.

Key Data

22. Refer to Appendix 2 (Non-Public)

Middlesex Street Working Development Group

23. At the last meeting of the Middlesex Street Estate Working Development Group on 8 February 2021 when, further rental support for the City Corporation's HRA commercial tenants was discussed, Members asked about the impact of such further rental support on HRA residential tenants and leaseholders. A series of questions was subsequently submitted to Officers and, the responses to these questions are set out in Appendix 2 (non-public).

Corporate and Strategic Implications

24. The level of debt on the operational property portfolio is likely to have a significant impact on the City Corporation's overall finances if not fully repaid. However, the objective remains to ensure, wherever possible, that we have a fully tenanted operational portfolio to support the revenue stream of the City Corporation and, in turn, the wider Corporate Plan objectives of a thriving economy, outstanding environment and a flourishing society.
25. Whilst the City Corporation has immediate commercial and financial considerations, there are wider reputational matters to consider during this pandemic including, how the City Corporation will be regarded once the pandemic has been addressed.

DCCS Business Plan

26. The proposals contained in this report meet the objectives of the DCCS Business Plan in the following ways:

- Health and Wellbeing – people of all ages enjoy good mental and physical health and wellbeing.
- Community – people of all ages feel part of, engaged with and, able to shape their community.
- Potential – people of all ages are prepared to flourish in a rapidly changing world.
- Independence, Involvement and Choice – people of all ages can live independently, play a role in their communities and exercise choice over their services.

Financial Implications

27. The cost of implementing turnover rents going forward is estimated at around £260,000 (based on 65 tenants at £4,000 per lease) will need to be funded from the HRA/DCCS budgets, or centrally by way of a bid for funding to RASC. Although not recommended by Officers at this stage, the option of turnover rents may be subject to further consideration by this Committee as part of the approach to the June 2021 rent quarter. Any subsequent shortfall in rental income arising from the implementation of turnover rents will need to be met by the HRA.

28. Other than any agreement for turnover rents, the support measures outlined in this report (rent deferrals, 'deferral of deferrals' and use of deposits) will only have a cash flow impact provided, that future rent and service charge payments are honoured and repaid in full and, utilised rental deposits are replenished.

29. It is possible that the future introduction of turnover rents may result in a permanent loss of income for 2021/22 but, at this stage, it is only possible to quantify the worst-case scenario as set out in Appendix 2 (non-public).

30. An assessment of the impact of commercial rent loss to the HRA and, the subsequent impact on the delivery of services to residential tenants and leaseholders will need to be carried out by the DCCS and Chamberlain following the closure of accounts for the financial year 1 April 2020 to 31 March 2021. This will also, to a large extent, depend on the view of the long term recoverability of the deferred rental income.

Legal Implications

31. The DCCS commercial properties (HRA and City Fund) are held under local authority statutory powers and, in managing them, due regard must be given to the statutory purposes for which they are held and, the City Corporation's fiduciary duties to its rate payers and Council Tax payers.

Risk Implications

32. There remains significant uncertainty as to whether tenants granted deferrals of either the March, June, September and December's quarters rents will meet the terms of existing repayment plans. In addition, the Government's forfeiture moratorium for non-payment of rent has been extended again until at least 31 March 2021.
33. The impact on current or future budgets (combined local and central risk envelope) of any future assistance remains of concern. Departments have confirmed that they wish to continue to support their commercial tenants, but no specific adjustments to services have yet been made to support rent deferrals that may not be recovered if tenants subsequently default. This means that there is a potential risk of budget shortfalls for 2020/21 and 2021/22.
34. Notwithstanding the support outlined above and, improving trading conditions, the risk of tenant failure within repayment periods and/or requests for additional rental support, including rent free and possible service charge assistance, is considered very high unless/until trading conditions revert to pre-pandemic levels.

Conclusion

35. This report seeks approval for additional rental assistance to the operational portfolio tenants through the recommendation of a deferral of the March 2021 quarter rent to all 'at risk' tenants who request further support, together with a further deferral of existing repayment plans until at least June 2021. Subject to an improvement in trading conditions, repayment terms for deferred rents will be over 24 months, where sufficient lease term remains, or, for shorter leases, tailored to fit the circumstances of the individual lease and leaseholder as agreed by the DCCS in consultation with the City Surveyor and Chamberlain. The report also proposes considering the use of rent deposits to further assist tenants. The possible future use of temporary turnover rents may be reviewed in the approach to the June quarter.

Appendices

- Appendix 1: Rental support measures agreed by the Community and Children's Services Committee for HRA and C&CS commercial tenants for the March to December 2020 Quarters.

This Appendix is Non-Public by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It contains sensitive information to the financial or business affairs of a particular person or body (including the authority holding that information) which is exempted under the Act.

- Appendix 2: Financial data for the commercial portfolio including rent deferrals, rent free period, income loss, arrears position and deposits held.

This Appendix is Non-Public by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It contains sensitive information to the financial or business affairs of a particular person or body (including the authority holding that information) which is exempted under the Act.

Appendix 3: Worked example of turnover rent calculation with base rent of 50% of the assumed current rental figure.

Background Papers

Proposal to assist City of London Operational Tenants for the March 2021 Quarter.
RASC Committee 02/03/21 (Non- Public).

Department of Community and Children's Services Commercial Tenants and COVID-19 – Support in the December Quarter.
Community and Children's Services 11/12/20 (Public).

City Fund, City's Estate and Bridge House Estates – Turnover Rent Proposal to Assist City of London Investment Tenants.
Property Investment Board 11/11/20 (Non-Public).

Department of Community and Children's Services Commercial Tenants and COVID-19 - Proposal for revision to Additional Support in the September Quarter.
Community and Children's Services 06/11/2020 (Public).

Department of Community and Children's Services, Commercial Tenants and COVID-19- Proposal for Additional Support in the September Quarter.
Community and Children's Services 28/09/2020 (Non-Public).

Commercial Tenants and COVID -19
Community and Children's Services 24/07/2020 (Non-Public).

HRA Commercial Tenants and COVID- 19 – Proposal for additional support.
Community and Children's Services 22/05/2020 (Non-Public).

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Appendix 3 (Public) - Community and Children's Services 5th March 2021
Department of Community and Children's Services Commercial Tenants and COVID
19 – Rental support :March Quarter 2021

Worked example of a turnover rent calculation with base rent at 50% of assumed current rental figures.

Assumed current rent £ 20,000 Pre Covid turnover £100,000 in year to 31/3/2020

Base rent at 50 % - retail model	£10,000
Top up percentage to equal current rent 10% of £100,000 giving	£10,000
Total rent to equal assumed current rent	£20,000

Future turnover drops to assumed £40,000 in year to 31/3/2022

Base rent	£10,000
Top up rent @ 10 % of £40,000	£ 4,000
Total rent in year	£14,000
Loss to HRA £20,000 - £14,000 = £6000	

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Committee(s) Community and Children’s Services Committee	Dated: 5th March 2021
Subject: COLPAI – License to the City of London Primary Academy Islington over HRA land.	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Outcome 12 Our spaces are secure, resilient and well-maintained.
Does this proposal require extra revenue or capital spending?	No
Report of: Director of Community and Children’s Services	For Decision
Report author: Michael Gwyther-Jones	

Summary

This report provides Members with information relating to a small strip of land (approx. 2m²) off Baltic Street West situated in the vicinity of the boundary between the new City of London Primary Academy Islington school (the Academy) and Hatfield House. It had been assumed that this section of land was public highway but on further consideration has been confirmed as HRA land.

A section of boundary wall to the original school has been removed and the new boundary arrangement needs to be improved and realigned to ensure euro bins can be manoeuvred alongside the Academy from the refuse store out onto the highway for collection. The proposed realignment of the boundary would involve the Academy being allowed to use the c. 2m² strip of HRA land.

This report considers the proposed arrangements for allowing use of the strip of land by the Academy, an evaluation of the proposal including, from the perspective of the HRA and recommends that such use be permitted.

Recommendation(s)

That Committee in its housing authority capacity agrees to allow the use of the HRA land (shown on the plan included as Appendix 1) by the Academy, and authorises the grant of a licence to the Academy on the terms outlined in this report.

Main Report

Background

1. This report relates to a small area of HRA land on the Golden Lane Estate (“GLE”) on the boundary with the new Academy. It should be noted that this recommendation could have proceeded with the delegated authority of the City Surveyor, however, it was prudent to bring the recommendation to this Committee to ensure adequate scrutiny and transparency.
2. The area in question is paved from the highway to a gate for use by GLE residents to access an area for cycle parking and a bin store. The Academy land lies on the other side of the boundary. The path is to be widened into the Academy land to lead to a gate and bin store within the Academy’s land. The boundary wall has been removed. With the removal of the boundary wall, it is possible to provide shared access for both GLE’s residents and the Academy along the widened path. Without such shared use the access to the Academy’s refuse store would be too narrow to manoeuvre the bins for removal. The Academy may also use the gate for deliveries and access/egress.
3. The Plan included as Appendix 1 illustrates the proposal and shows the area of HRA land over which the Academy seeks access rights. This small piece of land over which the licence is proposed is highlighted in green on page 5 of Appendix 1. Also, on page 7 of Appendix 1 is a photograph showing the triangle of land between the wall/footings of the previous boundary wall and the hoardings.

Evaluation

1. In order to manoeuvre and place bins onto Baltic Street West for collection, the Academy requires access to the highway from its refuse store situated alongside the school hall. In order to achieve this the Academy will need to cross over the small section of HRA land. Collection of bins will take place twice a week without causing undue nuisance to the residents of the Golden Lane Estate.
2. This proposal is in accordance with the Delivery & Service Plan prepared for the Academy and submitted to the London Borough of Islington Planning Authority (and also to the City as LPA) for discharge of Planning Conditions 43 & 46.
3. The landscaping proposals for this area have been agreed and require no change – all hard paved. This small strip of HRA land enables residents of Hatfield House to maintain access to their bin store which is not compromised by this arrangement.
4. Tenants and Leaseholders of the Golden Lane Estate have not been consulted on this matter as this will not have substantial effect.

Proposal

To grant a licence to the Academy based on 24/7 pedestrian use for the purpose of deliveries and refuse removal. Access will also be permitted for the purpose of maintenance. The Academy will be responsible for contributing a fair proportion towards the cost of maintenance and repair to the hard-landscaped surfaces. The Academy will also contribute towards maintenance of the alley between the school at Hatfield House. The grant of the license to the Academy will be at a consideration to be determined independently.

Conclusion

This proposal, subject to the license terms, represents a reasonable arrangement which takes account of the interests of the residents of the Golden Lane Estate, the HRA and the Academy. The area in question has been to date accessible to the public and will be landscaped as part of the other S278 works and COLPAI development which will provide a significant improvement. On this basis the proposed use of the HRA land by the Academy is recommended.

Corporate & Strategic Implications

Strategic implications –There are no strategic implications

Financial Implications –There are no financial implications

Resource Implications - There are no resource implications

Legal Implications

The City in its HRA capacity has power to allow the use of the HRA land by the Academy under Section 1 of the Localism Act 2011 The terms should be reasonable, including as to the appropriate compensation sum to be paid to the HRA.

Risk Implications

If this licence is not authorised there would be implications for the wider development agreement for the Academy.

Equalities Implications

The landscape proposals for this area will have positive impact in terms of improving the condition of the public realm, accessibility of the pathways, and natural surveillance. The proposals will also facilitate accessibility to bins. Disturbance which may be generated by servicing noise may disproportionately affect those who are housebound, however this will be mitigated by the measures provided for in the Servicing and Delivery Management Plan.

Climate Implications

The proposals support the efficient and sustainable waste collection strategy.

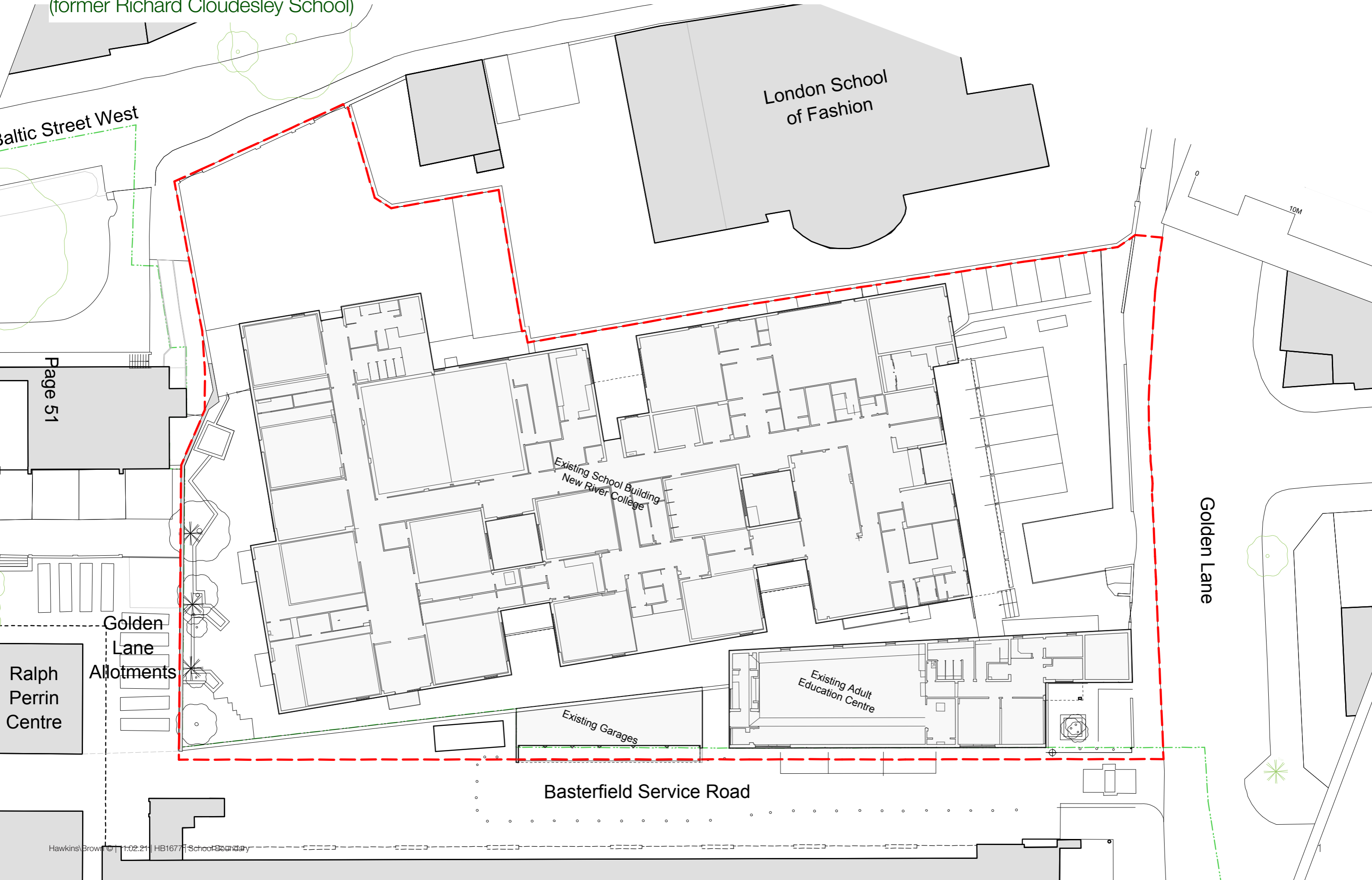
Security Implications

The proposal will enhance the opportunity for natural surveillance.

Appendices**Appendix 1 – Site Plan illustrating boundary condition**

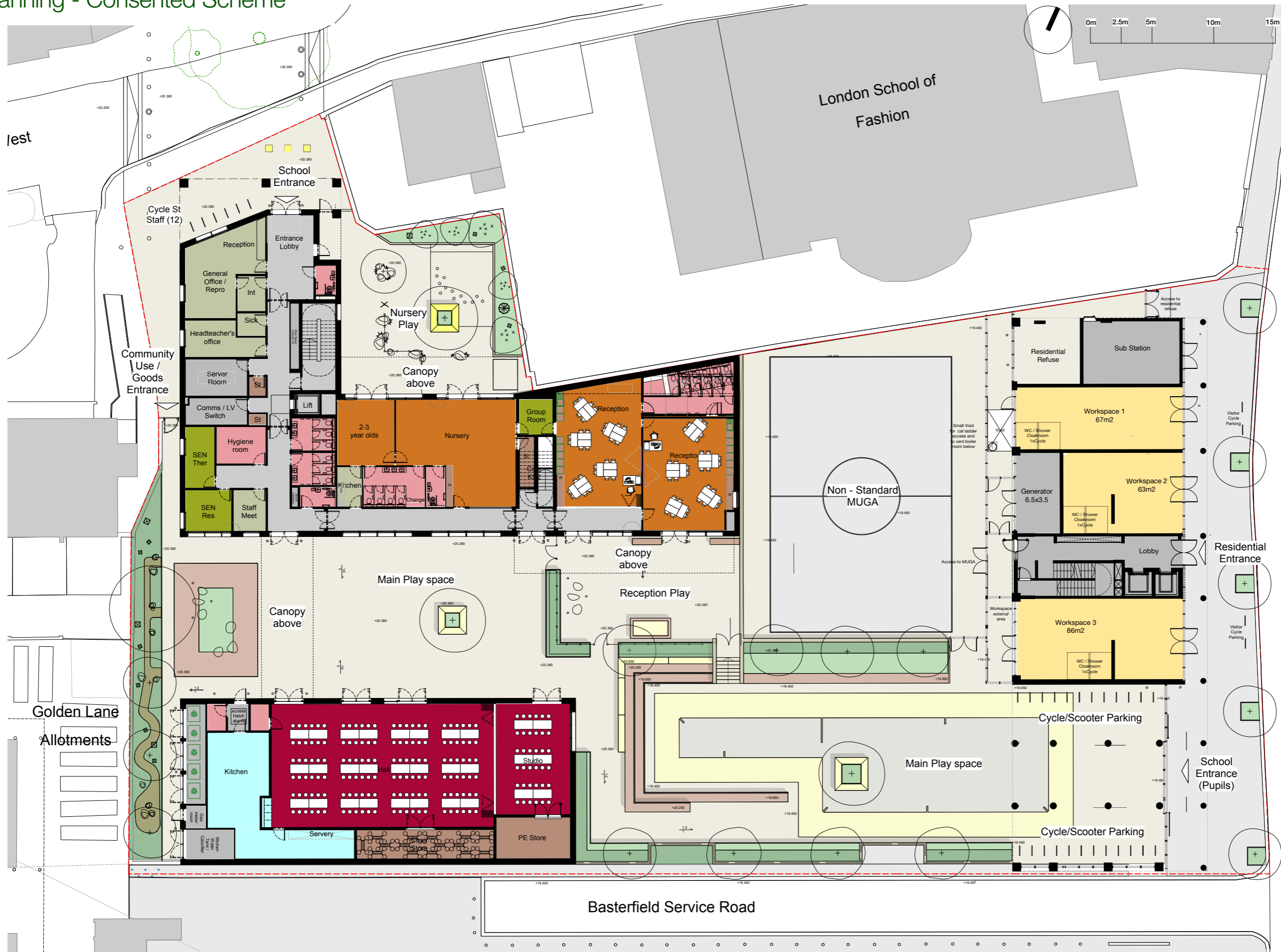
Michael Gwyther-Jones, Head of New Developments and Special Projects,
Housing Property Services, Michael.Gwyther-Jones@cityoflondon.gov.uk

CoLPAI
Existing Ground Floor Plan
(former Richard Cloudesley School)



CoLPAI
 Ground Floor Plan
 Planning - Consented Scheme

Page 52



CoLPAI

Existing Ground Floor Plan
(former Richard Cloudesley School)

Balt

London
of F



Page 53

Existing School Building
New River College

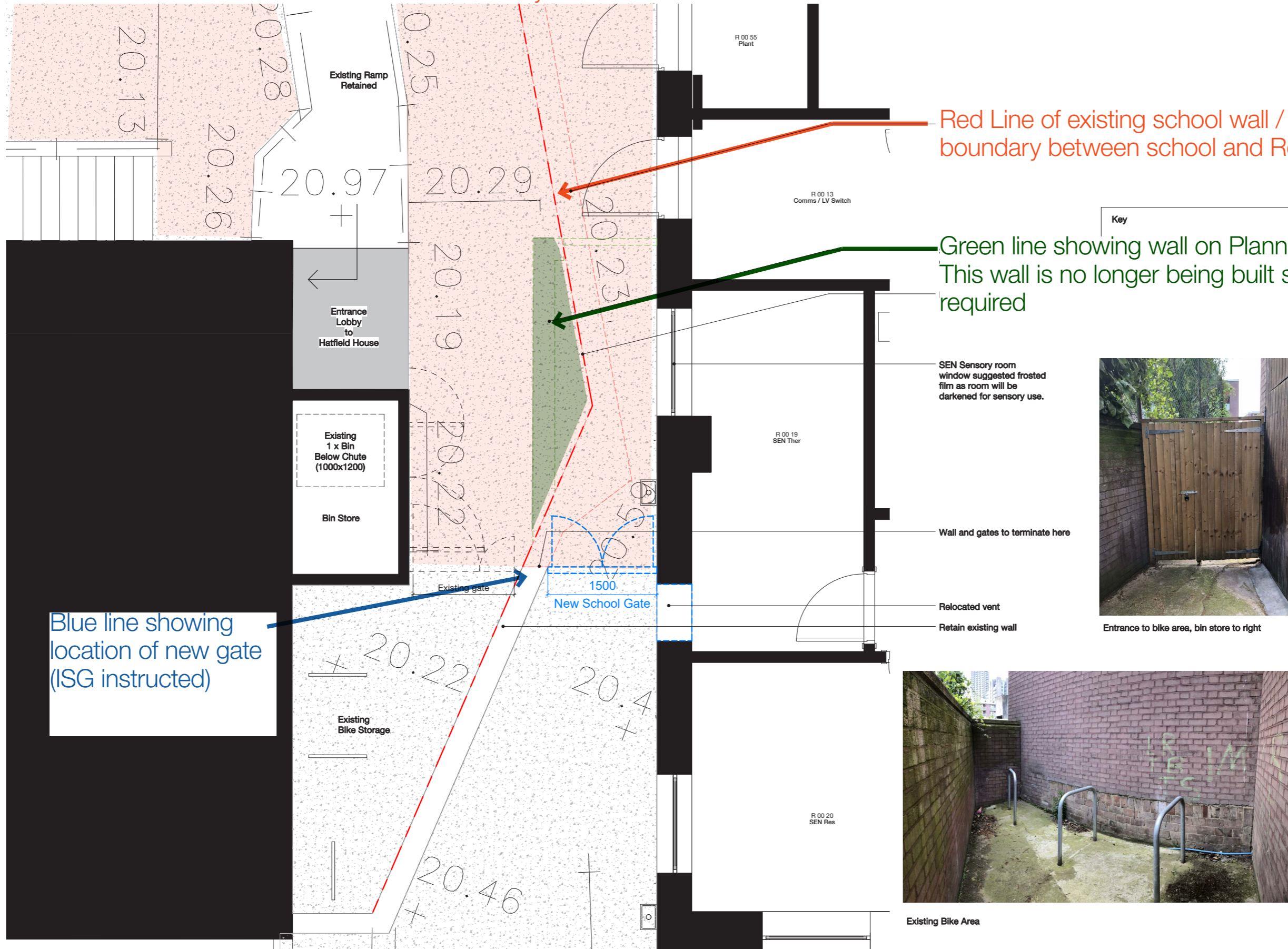
Golden
Lane

CoLPAI
Ground Floor Plan
Planning - Consented Scheme

Page 54



Single continuous surface - no step
Site boundary will not be visible



Red Line of existing school wall / boundary between school and Residential)

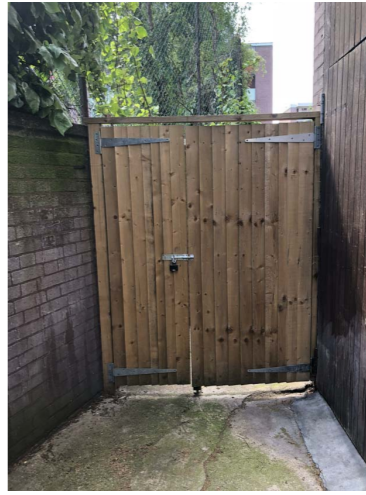
Green line showing wall on Planning Drawing
This wall is no longer being built so no land swap required

Blue line showing location of new gate (ISG instructed)

SEN Sensory room window suggested frosted film as room will be darkened for sensory use.

Wall and gates to terminate here

Relocated vent
Retain existing wall



in conjunction with Architect's specification and other consultant information.

Rev	Description	Date

Key

Page 55

Stage 4a

Hawkins\Brown
159 St John Street London EC1V 4QJ 020 7336 8030t
mail@hawkinsbrown.com www.hawkinsbrown.com

Project
CoLPAI
103 Golden Lane London EC1Y 0TZ

Drawing
Boundary Wall

Scale @ A1
1 : 25
Date
24/05/18

Drawn By
CG
Checked By
CL

Job Number
1677
Status - Purpose of Issue

Drawing No.
SK13
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Committee:	Dated:
Safeguarding Sub-Committee Community and Children’s Services Committee	08/02/2021 05/03/2021
Subject: Corporate Parenting Annual Report 2019/20 and Corporate Parenting Strategy Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1,2,3-4
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Andrew Carter, Director of Community and Children’s Services	For Information
Report author: Scott Myers, Strategy Officer, Community and Children’s Services	

Summary

This report informs the Committee of the performance of the City Corporation as a corporate parent, and the outcomes that have been achieved for the children in its care during 2019/20. It also informs the Committee that the Corporate Parenting Strategy has been reviewed and updated.

Recommendation

Members are asked to note the report.

Main Report

Background

1. The City of London Corporation is a corporate parent to the children who are in its care. These looked-after children are children and young people aged from 0 to the eve of their 18th birthday who cannot safely remain with their family, or those for whom the City Corporation acts as a parent in the absence of family. Children in care (CIC) can include unaccompanied asylum-seeking children (UASC), children with multiple disabilities, and those who have suffered abuse and/or neglect. As such, looked-after children and young people are one of the most vulnerable and disadvantaged groups in our community.
2. The City Corporation’s Children’s Services were inspected by Ofsted in March 2020, with the findings published in June 2020. The service was found to be overall ‘Outstanding’ by Ofsted, its independent evaluation finding that corporate parenting within the City is ‘very strong, and there is a high commitment

throughout the service to ensuring a personalised response to individual need'. As the report was published in June 2020, Ofsted's findings and recommendations fall outside the scope of the annual report.

3. The Corporate Parenting Strategy was last reviewed in February 2020 and is reviewed and updated annually to drive improvements and meet the changing needs of children and young people in the City.
4. The Care Planning, Placement and Case Review (England) Regulations 2010 require local authorities to provide an annual report on the outcomes for looked-after children. This report fulfils that requirement and provides a profile of the City Corporation's activities for looked-after children and care leavers for the year 2019/20.

Current Position

Corporate Parenting Strategy Update

5. The Corporate Parenting Strategy sets out how the City Corporation will deliver its role as a corporate parent and ensure that children and young people have the support, care and encouragement to reach their full potential.
6. The strategy has been updated to reflect the quality of services that the City Corporation provides, such as noting the result of Ofsted's inspection of Children's Services in March 2020 as being overall 'Outstanding'.
7. It has also been updated to reflect some of the changes that have had to take place due to the COVID-19 pandemic. For example, the pandemic has affected the way our Children in Care Council (CiCC) meets and operates, as meetings have now transitioned to an online group, rather than a physical meeting at Guildhall.
8. The update notes that the Pledge will be reviewed again in 2021 to consider the change in the service due to the COVID-19 pandemic. The City Corporation has also translated the Pledge into several of the languages our young people speak.
9. A copy of the updated Strategy can be found in Appendix 1.

Annual Report

10. The Corporate Parenting Annual Report for 2019/20 covers areas, including but not limited to, health and wellbeing, safeguarding, education, employment, accommodation and the activities of the CiCC.
11. The report contains relevant statistics such as the number of children and young people under the age of 18 who were being looked after by the City Corporation as of March 31 2020, as well as how many young people left our care. It also includes relevant statistics related to the Independent Reviewing Officer service, UASC and the health and wellbeing of our looked-after children and care leavers.

12. As a corporate parent, the City Corporation will continue to drive the achievement of ensuring that all children in and leaving its care meet their full potential and have lives in which they thrive. The Annual Report details the targeted actions that the service will undertake during 2020/21, some of which have been affected and influenced by the COVID-19 pandemic.
13. A copy of the Corporate Parenting Annual Report 2019/20 can be found in Appendix 2.

Implications

Strategic

14. The Corporate Parenting Strategy and Annual Report are both statutory requirements as set out by the relevant legislation.
15. By reporting on the progress of the City Corporation as a corporate parent, with a regularly updated strategy, it helps contribute to the City Corporation's Corporate Plan for 2018–23 and help ensure that people are safe and feel safe, people enjoy good health and wellbeing, people have equal opportunities to enrich their lives and their full potential, and communities are cohesive and have the facilities they need.

Equalities

16. The City Corporation's Department of Community and Children's Services strives to improve outcomes for our children and young people who often experience several areas of inequality. The vast majority of looked-after children within the City are UASC, and therefore it is important that any actions of the service reflect the specific needs of this group. This is ensured by carrying out adequate Equality Impact Assessments for all new services and initiatives that are developed.

Conclusion

17. The Corporate Parenting Annual Report provides oversight of the work undertaken by the service during 2019/20, and the priorities for the year ahead, which are reflected in the strategic aims set out in the Corporate Parenting Strategy.

Appendices

- Appendix 1 – Corporate Parenting Strategy (Updated January 2021)
- Appendix 2 – Corporate Parenting Annual Report 2019/20

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City of London Corporation

Corporate Parenting Strategy

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Document status:

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Approved by: Director – Department of Community and Children’s Services

Review date: Annually

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1 Introduction

- 1.1 The City of London Corporation (the City) wants the children in and leaving its care to meet their full potential and have lives in which they thrive. As a corporate parent we will keep our children safe, and support, encourage and nurture them so that they reach the heights we all aspire to for our own children.
- 1.2 Corporate parenting is when the local authority takes on the role of a good parent to the children that it looks after and those who have left care and who are starting their independent adult life. As a corporate parent the City has a moral and legal duty to provide the kind of support that any good parent would provide for their own children. We know we cannot replace or replicate all aspects of parental love, but we can share the same personal concern, desire to support fulfilment and aspirations for the lives of the children in our care.
- 1.3 Our commitment to this role is set out in this strategy. It sets out our “Pledge” to the children in our care, and the expectation they can have of us as corporate parents. In doing so it challenges us as corporate parents to ensure that we act to continuously improve the life chances of our children looked after, young people, care leavers and unaccompanied asylum-seeking children. It builds on the work that has already been progressed to drive, support and strengthen it further, and it places corporate parenting as a responsibility that sits across all of the City’s elected Members, departments and officers and our partner agencies.

2 Context

- 2.1 The outcomes for children in care (CIC) can often be worse than those of their peers. Our children will have come into care having faced difficulties and disruption in their lives and many continue to face challenges. Nationally, the educational, physical and psychological wellbeing, training and employment outcomes for children and young people looked after tend to be poorer compared with their non-looked after peers. However, as with all children, their experiences are individual, their response to those experiences is their own and their needs are distinct.
- 2.2 The City has a duty under the Children Act 1989 to “safeguard and promote” the welfare of each child we look after. The Children (Leaving Care) Act 2000 extended the responsibility of local authorities to young people leaving care, requiring them to plan the young person’s transition to adulthood and provide ongoing advice and assistance until at least the age of 21. The Children Act 2004 introduced a duty on named agencies both to cooperate with the local authority and to ensure that they take account of the need to safeguard and promote the welfare of children in fulfilling their own functions.

- 2.3 The Children and Social Work Act 2017 outlines principles in how local authorities should look after CIC. The principles include acting in the best interests of CIC, promote their physical and mental health and wellbeing; encourage expression of their wishes and take account of those wishes; and help children gain access to and best utilise local authority services.
- 2.4 The success and impact of these duties can only be measured through the positive difference we make to the safety, health and wellbeing, educational attainment and transition to adulthood of children and young people. To ensure that we focus on and deliver this positive difference, and that there is a clear line of accountability for its delivery, the City has a lead Member for children's services to provide the political leadership, and a Director of children's services to provide professional leadership.
- 2.5 This leadership operates in an authority that is unique. Our size is such that we can develop a very close relationship with, and in-depth knowledge of, our children and young people. No child looked after or care leaver will contact the City and not be known to a professional in the team. This creates a relationship with our children and young people that is personal, and offers stability and security.
- 2.6 Ofsted recognises the quality of the service we provide: in inspections in 2020 our Children's Services were rated overall as 'Outstanding'. The City and Hackney Safeguarding Children Partnership was also rated 'Outstanding' in its most recent inspection in 2016.
- 2.7 As corporate parent to a small and diverse number of children and young people, the City does not, and would not, offer uniform services based on standardised approaches. We are flexible and creative in our approach – tailoring our support and care to the needs of the individual.
- 2.8 We support the children in our care and our care leavers through our generic children's social work team within the City's Children and Families services. This support is enhanced by a workforce that is stable and allows for the development of trusting relationships with our children and young people. It is an approach that is supported by an Early Years offer that provides universal services for children at all levels of need.
- 2.9 The geography of the City and its role as the world's leading international finance centre mean that there are no opportunities to place children into care within our boundaries. This places an even greater responsibility on us to ensure that our children are connected and feel an attachment to the City. This focuses not only on our children knowing our workers and Members, but also on helping them to discover our history and the opportunities the City can offer.

Outcomes

- 2.10 As corporate parents the City Corporation takes responsibility for assessing and promoting good physical and mental health among the children and young people in

our care. This is achieved through annual assessments of health and dental health, and by ensuring children and young people are fully immunised. The City Corporation's performance in achieving health and dental assessments and immunisations has exceeded national performance.

- 2.11 Our CIC population largely comprises unaccompanied asylum-seeking children who have often experienced very difficult journeys to the UK, involving increased risk of health conditions.

3 The City as a corporate parent

3.1 Everyone who works for the City of London is a corporate parent to the children and young people who are in our care. This is not just those who have direct day-to-day contact with our children, such as social workers and foster carers, but all those who work for the City, including our elected Members and chief officers. A key role for elected Members and the City's officers is to promote opportunities for our looked after children and care leavers, and to be a challenge and a champion on their behalf.

3.2 The City is responsible for delivering a vision of corporate parenting which ensures that all children in care and those leaving care have the support, care and encouragement to reach their full potential.

3.3 As a good and effective corporate parent we will make decisions and behave in ways that:

- keep our children and young people safe
- help children and young people's material wellbeing
- support children and young people in their education and training
- provide appropriate health care for children looked after
- promote employment
- encourage enjoyment and achievement through leisure and continuing interests
- help to develop personal skills
- provide stability and a sense of security and belonging
- understand family life
- provide support after leaving care
- empower our children and young people.

3.4 We have a safeguarding responsibility to all of our children. As corporate parents this means that any risk of harm to our individual children looked after must be assessed and plans put in place to keep them safe. These risks may include emotional and physical harm, sexual abuse and sexual exploitation, bullying, gang activity, self-harm or suicide. Many of our children come into care with a first language other than English and may struggle to communicate issues that identify risk – a barrier we must overcome to ensure their safety. We must also make sure that our children have someone "outside the system" such as an advocate or independent visitor to look out for their interests.

- 3.5 To support us to deliver our responsibilities as a corporate parent, the City has a lead elected Member for children’s safeguarding, and a Safeguarding Sub Committee made up of six elected Members meeting three/four times a year. The Safeguarding Sub Committee acts as the City’s corporate parenting board – providing oversight, challenge and leadership to achieve the best outcomes for our children and to ensure that these outcomes are delivered by all partners. This is a vital role through which our Members examine and address the needs of our children and young people through the consideration “if this were my child”.
- 3.6 The City of London’s Children in Care Council (CiCC) established in 2014 met regularly in person prior to the Covid-19 pandemic and has now transitioned to an online group. During term time, meetings have generally taken place in the Guildhall during the morning and are followed by lunch in the Gild and an activity together during the afternoon, during the school holiday’s the meeting is part of a wider programme of activities. Meeting at the Guildhall is a link for CiCC members to come into the City of London, particularly as often they live beyond the City’s boundaries. The Children in Care Council is chaired by a young person elected by their peers.
- 3.7 The City’s corporate parenting role is also supported and challenged by the City and Hackney Children’s Safeguarding Children Partnership, and the Children’s Partnership Board (CPB). The CPB is a City-specific multi-agency strategic partnership which is responsible for delivering the priorities and objectives of the Children and Young People’s Plan, in which the needs of children looked after and care leavers are paramount.
- 3.8 The City goes further than many other local authorities in England by providing Independent Reviewing Officer (IRO) oversight of practice for young people in our care who are aged between 18-25.

4 What our children want

- 4.1 The City has developed a “Pledge” for its children looked after, young people and care leavers. Our Pledge is the City’s promise to provide the care and help that our children and young people have told us what they want. We have also included the promises the City made in signing up to the Government’s “charter for care leavers”.

5 The Pledge

The CiCC reviewed the pledge in August 2019 and feedback was very positive. The Pledge will be reviewed again in 2021 to consider the change in the service due to the Covid-19 pandemic. We have also translated the Pledge into several of the languages our young people speak.

5.1 We will:

- be open and honest with you
- believe in you and encourage you to be the best you can be
- listen to you and respect and work with you to understand your point of view
- inform you at every point of your journey of the support that is available and your entitlements
- support you with information, advice, and practical and financial help, and provide emotional support and a named person you can contact when you want to
- find you a home that is right for you
- respect and honour your identity, encouraging you to be an individual but not make you different
- be there to support you and never judge
- provide space to talk one to one
- support you and help you to build life skills, and be a lifelong champion
- listen to your complaints and act on them
- help you to have your say
- provide chances to get involved in positive activities
- help you to meet other children and young people who are looked after or who are care leavers
- help you to work towards living independently and to plan for your future
- help you to stay with the right foster carer for you
- listen to your views about family contact and help that happen where possible
- help children and young people who have been in care for a while or who have left care to become a mentor to those who are new to care.

6 Delivering for our children and young people

6.1 To develop this strategy, we have examined our role and responsibilities as a corporate parent and reflected on the Pledge that our children have asked us to make to them. We can only be held to account and continuously improve if our vision and promises translate into detailed commitment and action. To ensure that this strategy is about what we are doing, and what we will do, we have set out below some of the ways in which the City is working, and will work, with our children to raise their life chances. These are grouped under the following headings:

- healthy and safe
- learning, achieving and enjoying
- listening and contributing
- independence and working
- individual and community.

7 Healthy and safe

7.1 We want our children to be healthy and safe. To achieve this we will:

- ensure that children and young people looked after have a comprehensive health assessment once a year – or twice a year for those aged under five years
- Recognise that immigration status is one of the biggest barriers to staying healthy and ensure that every child and young person has decent immigration representation
- help our children understand why they have a medical assessment and its benefits as part of a “coming into care” pack
- ensure that children are immunised
- ensure that each child/young person is registered with a GP and a dentist, and has access to eye care
- monitor and track medical, dental and optical health checks to ensure that they happen
- ensure that language or literacy issues do not create a barrier to receiving or understanding health services
- provide information on promoting healthy lifestyles and sexual health that is appropriate to the age and maturity of our children
- meet the mental health needs of young people
- provide information, advice and assistance in respect of the use of drugs and/or alcohol if these are causing or likely to cause harm to health
- develop a “health passport” for our care leavers as a record of their health care
- support emotional wellbeing through tailored activity and, where necessary, specialist intervention
- provide age-appropriate and comprehensive multi-agency teenage pregnancy and parenthood support, prioritising the needs of children looked after, where a young person in our care becomes pregnant or a young father
- maximise the inclusion of children/young people with a disability in mainstream education, leisure and social activities
- ensure that our staff and partners remain trained to meet the health needs of children looked after, including sexual health, mental and emotional health, child sexual exploitation and substance misuse issues
- provide specific training for staff to identify the risk and/or experience of child sexual exploitation that may be experienced by unaccompanied asylum seeking minors
- establish a targeted preventative and self-protection programme on child sexual exploitation for children in care
- support and encourage activity as part of a healthy lifestyle
- place children with foster carers who can best meet their needs – including those needs and preferences expressed by the child, young person and his or her parents

- ensure our foster carers are able to identify the risks of child sexual exploitation and can support online safety that includes the risks specific to children looked after
- only place with Independent Fostering Agencies that are rated “good” or “outstanding” by Ofsted
- commission quality placements and systematically monitor these arrangements to ensure that they provide stable placements which meet the physical, emotional and social needs of children
- risk assess the suitability of any placement prior to it progressing
- allocate a qualified, skilled social worker to ensure that the statutory requirements for the child’s care and protection are met
- ensure that our social workers regularly visit children looked after in line with statutory requirements, as a minimum
- allocate an Independent Reviewing Officer (IRO) to chair review meetings, monitor the appropriateness and progress of plans, and ensure that the wishes and feelings of children are taken into account
- provide as much stability of placement as possible
- ensure that a permanency plan is in place for each child by the second child looked after review meeting
- provide access to an advocate and independent visitors
- safeguard children from bullying, racism, discrimination and harassment.

8 Learning, achieving and enjoying

8.1 Educational achievement is a significant factor in improving the life chances of children and young people in care. Participating in leisure activities can enhance self-esteem and confidence. We want our children to achieve outcomes and enjoy leisure activities that are as good as those of their peers. To achieve this we will:

- make the learning and educational needs of each of our children looked after a high priority
- support educational achievement and progress through a Virtual Head Teacher
- ensure that all school-aged children in care have a suitable full-time school place
- develop a Personal Education Plan (PEP) for all children and young people
- be ambitious for our children and young people and committed to supporting their progress and attainment
- monitor educational progress and attendance quarterly
- provide specialist therapeutic support, extra tuition or specialist equipment based on individual needs to support learning
- celebrate educational achievements such as exam results
- monitor expenditure of the Pupil Premium Plus to confirm that it correlates with

the additional actions recorded in the PEP

- prioritise children in care for school admissions
- provide targeted support to those who are not in education, training or employment
- provide immediate alternative educational provision where school exclusion occurs
- ensure that all children looked after have access to local youth service provision
- provide local leisure centre membership for all children in care
- support involvement with leisure and community opportunities that reflect our children's ethnicity, religion and culture
- provide equipment such as sports equipment or musical instruments to support involvement in chosen leisure activities
- ensure that children and young people in care have holidays, visits and outings in order to broaden their horizons
- enable access to play, leisure and recreation services for disabled children and young people.

9 Listening and contributing

9.1 Children and young people, and those leaving care, have the right to share their views, wishes and feelings. We are committed to listening to our children and young people to ensure that their views shape decisions made about their lives and the services we deliver. To achieve this we will:

- consult children and young people about the decisions made about their lives and to help us to shape their futures through regular review meetings and meetings with their social worker
- seek creative and innovative ways to facilitate and encourage listening to our children and young people, both individually and collectively
- give children and young people the opportunity to influence our practice and policy through our Children in Care Council
- involve children and young people in the recruitment and induction of staff in Children and Families, and the commissioning of services for children and young people
- make sure that children and young people know how to make a complaint, and how to make a compliment, about the services they receive
- make sure that children and young people have information on services and the teams providing them through a "coming into care" pack
- provide a variety of opportunities for children and young people to meet senior staff and elected Members so that they can share their experiences, ideas and views
- provide an Independent Review Officer and advocacy service to help children

and young people to contribute their views when they want someone to speak up on their behalf

- develop opportunities for children in care and young people to deliver training to professionals and our elected Members on what it is like to be looked after and how to talk with young people about their issues.

10 Independence and working

10.1 We want our children looked after to develop and sustain independent lives. Developing life and employment skills is crucial for the future of our children and young people, and their economic wellbeing. To support this we will:

- review independent living skills within the pathway planning process to identify any needs for care and support in adulthood from adult services as part of the transitions process
- develop life skills training and peer learning to support young people in meeting the challenges of independent living – including budgeting, paying bills and dealing with emergencies
- help them to choose when to move on and give them the chance to stay put with their foster carer if they are not ready to do so
- support care leavers to appropriately remain in their semi-independent placement where it is in their best interests to do so
- help them to save for their future whilst they are in care
- give them apprenticeship opportunities with the City
- help them to gain confidence and skills through volunteering opportunities, work experience and participation in our time credits scheme
- provide chances to learn about how to deal with stress and how to be assertive in order to help our children and young people to deal with challenges in life and speak confidently for themselves
- provide tailored support and advice through our careers advisory service
- provide semi-independent accommodation for those who need a stepping stone into full independence
- remember them and provide them with ongoing support as they become an independent adult
- support young people in their tenancy to help them to settle into independent living.

11 Individual and community

11.1 We want the children and young people in our care to thrive as individuals. We want them to know themselves, their heritage and their community, and to support them to achieve this we will:

- help children and young people to understand their rights through the development of our “coming into care” pack
- help children and young people to keep photos and memories about important people in their life and places they have been
- help children and young people to feel proud and strong about their own culture, language and religion
- promote and facilitate contact with family members where this is in the best interests of a child or young person
- support our unaccompanied asylum seeking children to find and contact family members
- take into account any cultural, religious, communication or disability needs when matching children and young people with placements
- help our unaccompanied asylum seeking children to understand their heritage
- help children and young people to connect with the City and each other through events, outings, residential trips and the Children in Care Council
- support engagement and participation in cultural, religious and community activities.

12 Taking the strategy forward

12.1 The progress of delivery of this strategy will be reported to and monitored by the Safeguarding Sub Committee, the CPB and our Children in Care Council.

12.2 The strategy will be refreshed annually to ensure that it continues to drive improvements and meet the changing needs of children and young people.

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Corporate Parenting in the City of London

Annual Report – 2019/20

1 Introduction and context

- 1.1 This annual report provides an update on the City of London Corporation's role as a Corporate Parent, and the outcomes that have been achieved for the children in our care during 2019/20.
- 1.2 The City of London Corporation (City Corporation) is a Corporate Parent to the children who are in its care. These looked after children are those children and young people aged 0 – the eve of their 18th birthday who cannot safely remain with their family, or those for whom the City Corporation acts as a parent in the absence of family. Children Looked After (CLA) can include Unaccompanied Asylum-Seeking Children (UASC), children with multiple disabilities and those who have suffered abuse and/or neglect. As such, looked after children and young people are one of the most vulnerable and disadvantaged groups in our community.
- 1.3 The City Corporation's legal and financial responsibility to the children and young people for whom it is a corporate parent extends into their lives as care leavers and as they transition to independence.
- 1.4 The City Corporation's Children's Services were inspected by Ofsted in March 2020, with the findings published in June 2020. The service was found to be overall 'Outstanding' with Ofsted through its independent evaluation finding that Corporate Parenting within the City is 'very strong, and there is a high commitment throughout the service to ensuring a personalised response to individual need'. As the report was published in June 2020, Ofsted's findings and recommendations fall outside the scope of this report.

2 The children in our care

- 2.1 At the end of the reporting period in March 2020, the City Corporation had a total of 24 children and young people under the age of 18 who were being looked after by the local authority. 92% of those coming into care this year were unaccompanied asylum-seeking children (UASC).
- 2.2 In total 21 children and young people ceased to be children in care and of these 48% had also come into care during 2019-20. No children and young people were transferred to the services of other local authorities via the National Transfer Scheme; none were transferred to the services of the National Asylum Support Service and none were returned to the care of their parent under a supervision order.
- 2.3 The City Corporation's looked after children are predominantly older. 89% of the children cared for during the year were 15 years or older, and 88% of the young people coming into care during the year were at least 16 years old as of 31 March 2020. None were younger than 15 years.

- 2.4 The City Corporation's looked after children are predominately male. 92% (22 of 24) of children in care at 31 March 2020 were male.
- 2.5 The ethnicity of the City Corporation's looked after children are predominately Black African, with 64% of the total number from this ethnicity grouping.

3 Corporate Parenting Board (Safeguarding Sub-Committee)

- 3.1 Within the City Corporation the function of the Corporate Parenting Board is undertaken by the Safeguarding Sub-Committee which reports to the Community and Children's Services Committee.
- 3.2 The Safeguarding Sub-Committee meets four times each year, and in its capacity as the Corporate Parenting Board it is responsible for:
 - achieving improved outcomes for children in care and care leavers;
 - developing and overseeing implementation of the City Corporation's Corporate Parenting Strategy to drive improved outcomes;
 - providing challenge to ensure that the City Corporation's duties as Corporate Parent are carried out effectively and consistently.
- 3.3 Membership includes the Chairman of Community and Children's Services Committee. Over the past year the Sub-Committee has considered reports on topics including:
 - Looked after children's health annual report
 - Children Missing from Care, Home and Education
 - Children in Care Council (CiCC) and Participation Service update
 - City of London Sufficiency Strategy update
 - Children's social care COVID-19 response
 - Modern Day Slavery Action Plan
 - Quality Assurance Framework
 - Virtual school for looked after children
- 3.4 The Sub-Committee also formally received the Annual Report of the City and Hackney Safeguarding Children Partnership and Local Authority Designated Officer (LADO) Annual Report.
- 3.5 The City Corporation launched the Achieving Excellence Board (AEB) for Children's Social Care in January 2020, with its inaugural meeting held on the 14th of January. The principle roles of the AEB are to:
 - Help drive the transition to excellence and to sustain excellent practice.
 - Seek to identify any early signs where the quality of practice might be slipping so that remedial action is taken swiftly.
 - Celebrate excellence.
 - Be relentless in focusing on impact and outcomes by focusing on the 'so what' and 'how do we know' questions.
 - Develop mature working relationships so that respectful challenge is seen as an essential part of conducting our business, in and out of meetings

- Engage all staff in the work of the AEB.
- Mirror the use of systemic practice in its operation to help understand the interplay of relationships with services.
- Interrogate performance and use this to evaluate progress and identify areas for development.
- Support the establishment of a strong culture to achieving excellence in practice.

4 Corporate Parenting Strategy

- 4.1 The Corporate Parenting Strategy sets out the City Corporation's commitment to ensure that children who are looked after have the support, care and encouragement to reach their full potential. The Service Improvement Plan for 2019-2020 included objectives for children in care and care leavers.
- 4.2 To achieve this, and deliver the City Corporation's roles and responsibilities as a corporate parent the plan included new actions such as:
- Recruiting a Deputy Team Manager to chair first Child in Need meetings
 - All frontline staff and managers to undertake refresher contextual safeguarding training
 - Care leavers to have practice opportunities managing finances
 - Pathway plans are written with the young person, and include health, keywork and educational input post-18
 - Young people in care and care leavers know what they are entitled to
 - Leaving Care Guidance booklet to be used by young people
 - Every young person knows about advocacy service
 - Welcome pack to include the purpose of different meetings, photos of workers and their roles
 - Improve the mental health and wellbeing of UASC looked after children
 - Children in Care Council knows about mental health support
 - Semi-independent accommodation is safe and of good quality
 - Children in care receive timely good quality health provision

5 The Children in Care Council (CiCC)

- 5.1 The City Corporation's Children in Care Council (CiCC) was established in November 2014. The CiCC meets six times a year in each holiday and half term period.
- 5.2 During the year, the CiCC welcomed several guests including The Town Clerk who joined a consultation session on housing and accommodation, The Director of Community & Children's Services and Deputy Chair of the Community & Children's Services Committee. The CiCC also welcomed several external guest speakers on subjects such as sexual health and positive relationships and personal safety.
- 5.3 Tempo time credits have continued to be used to acknowledge members' participation, although it is not always straightforward to find opportunities to spend the credits.

- 5.4 Participation means more than the 'formal' meeting; they are generally followed by an activity which enables informal time together and which is valued by CiCC members.
- 5.5 The CiCC Chair, a young person elected by their peers, changed in the year as the previous chair moved on into independence, the Chair position was shared by three young people taking into account their availability and to give those interested an opportunity to learn the skills of chairing meetings. The CiCC Chair and Vice Chair will be re-elected in 2021.
- 5.6 The main issues addressed together during the year included:
- Keeping safe – information and discussion on personal safety when out and about;
 - Preparation for entering the world of work;
 - Supporting the recruitment of the new Participation Officer
 - Discussion and consultation on pathway plans and changing the approach, introducing 'Mind of My Own' as a potential tool;
 - Contributing to the City's children and young people's plan
 - Learning and discussion on preparing for living independently, what to expect and budgeting
 - Continuing with the participation in Whitehall Takeover Days – joining a government department and shadowing a minister for the day
 - Participation in the new London-wide Children in Care Council.
 - Developing the CiCC WhatsApp group and having break out conversation groups to enable the young people to practice their English.
- 5.7 Activities together during the past year have included:
- A week at an outward-bound centre in Scotland in Summer 2019. 12 young people travelled by train and then embarked on an active week, including hill walking, walking down a river, caving, canoeing, climbing, and a day on the beach playing cricket, football and swimming. Everyone was presented with a certificate of achievement at the end of the week before travelling back to London.
 - Bowling
 - Lunch at Nando's
 - Cinema trip
 - Boat trip on Thames
 - Exploring London's South Bank
 - Ice skating

- 5.8 The CiCC reviewed the welcome pack for newcomers which every young person receives; a backpack containing essential items for the first days as well as information sheets outlining The Pledge and opportunities available to them.
- 5.9 The Pledge is the Corporation's promise to provide the care and help that children and young people in its care have told the City Corporation they want in order to thrive – and sits within the Corporate Parenting Strategy. The Pledge was reviewed by the CiCC during the year and feedback offered to the Safeguarding Sub-Committee
- 5.10 The CiCC is represented at the Youth Programme Board and a member of the team attends meetings and reports back to CiCC meetings

6 Health and wellbeing

- 6.1 As a corporate parent the City Corporation takes responsibility for assessing and promoting good physical and mental health among the children and young people in our care. This is achieved through annual assessments of health and dental health, and by ensuring children and young people are fully immunised. The City Corporation's performance in achieving health and dental assessments and immunisations exceeds national performance.
- 6.2 During 2019/20 all 24 children who remained in the City's care for more than one week received their statutory health assessment. Discounting the UASC who removed themselves from our services within one week, every child who came into care in the year received their initial medical assessment by a paediatrician and all those who had been in care 12 or more months received their annual review by the LAC health nurse. The latest reported national figures show that 90% of children who had been in care for at least 12 months had had an annual health assessment in 2019-20.¹
- 6.3 All children looked after by the City Corporation at 31 March 2020 had up-to-date immunisations or were in the process of undertaking the UASC Booster programme at year end.
- 6.4 Annual dental checks were conducted during the year for all those who were in care at the start of the year, compared to nationally reported performance of 90% for those who had been in care nationally for at least 12 months at 31 March 2020.
- 6.5 No child in care was identified as having a substance misuse issue. For reference, the national average for those who had been in care for at least 12 months at 31 March 2020 was 3% and the inner London average was 7%.
- 6.6 All children in our care received their health histories in 2019-2020 which was a previous Ofsted recommendation. Health histories contain a summary of a young person's overall health and is provided just before their 18th birthday.

¹ Children looked after in England, year ending 31 March 2017 SFR 50/2017.

7 Safeguarding our children

- 7.1 All our looked after children and young people leaving care are allocated a fully qualified social worker. Social workers offer support in areas such as identity, health, leisure, education and friendship.
- 7.2 The City Corporation's Children's Social Care Team has expanded during 2019-20 due to a large increase of young people entering the service. Due to an increased number of front-line staff, a good quality of safeguarding and case load was maintained as increasing capacity in the service has had a positive effect on safeguarding vulnerable children.
- 7.3 The Children's Social Care service went through a full systemic social work course together in 2019-20 to improve all aspects of practice, supervision and leadership, as well as increasing the use of evidence-based systemic ideas and practices. There was also a further session on risk management.
- 7.4 There were eight referrals made to the Local Authorities Designated Officer (LADO) during 2019-20, an increase of two from 2018-19. Of those eight referrals, five met the threshold for the LADO and three did not, due to insufficient evidence to support the allegation. The City Corporation received no complaints from the children or young people in its care or its care leavers.
- 7.5 Over the year, 5 UASC, aged between 16 to 17 years-old, went missing from their placements, with a total of 12 episodes between them. All within our care returned from their missing episodes. Of the 12 missing episodes: 9 returned within 24 hours, one returned within 48 hours and two were missing from between two-six weeks.
- 7.6 Children who go missing can be at risk of serious harm. There are concerns about the vulnerability of missing or runaway children to sexual exploitation or other exploitative harm such as violence, crime, gang exploitation or drug and alcohol misuse. Looked after children who go missing from placements are at particular risk and vulnerable to sexual and other exploitation. Therefore, the children in the City Corporation's care who went missing were considered vulnerable to Child Sexual Exploitation (CSE) and were reviewed by the Multi Agency Sexual Exploitation Group. This resulted in vulnerability factors being addressed in case planning and multi-agency meetings.
- 7.7 Specialist therapeutic services such as Freedom from Torture have been utilised to provide the young people with appropriate emotional support. The Service Manager for children and families also commissioned a new mental health provision in partnership with Coram and the City of London Family Therapy Training Clinic, jointly run with Kings College London which will be rolled out during 2020-21.

8 Education and employment

- 8.1 The Virtual School Head (VSH) reports on education and employment of our children looked after and care leavers on an annual basis following the educational year. The report covering 2019-20 academic year is due in February 2021

- 8.2 At the end of the 2019-20 academic year, there were a total of 56 young people enrolled at the Virtual School; 41 in at school, college or university; 6 taking part in tuition classes; 3 in work or training; 5 recorded as not in employment, education or training (NEET); and 1 recorded as missing.
- 8.3 The overwhelming majority of children in care and care leavers have excellent attendance at all education enrichment classes, and engagement with learning is high. This is reflected in the half year attendance figure in February 2020 being 91.7%, after which the national lockdown started.
- 8.4 The City Corporation ensures that children in care and care leavers have opportunities to explore the arts, culture and sport. In 2019-20, young people had the opportunity of an extended enrichment programme in partnership with the City of London School which supports better outcomes for our UASC students
- 8.5 In 2019, 37% of looked after children reached the expected standard in the headline measure reading, writing and maths, which is much lower than the 65% for non-looked after children. However, 58% of looked after children at the end of key stage 2 have a special educational need (SEN) identified, as do 49% of children in need. In comparison, only 18% of non-looked after children have a SEN nationally.

9 Assessments, case planning and permanency planning

- 9.1 The City Corporation's internal audits have shown that assessments during 2019/20 are thorough and reflect diversity, inclusion and the complex family situations that families may live in.
- 9.2 Smart case planning has been delivered throughout 2019/20 and has been improved by the addition of a Deputy Team Manager to the staff structure, and by mid-2019 all Child in Need meetings were chaired by the new Deputy Team Manager to add robustness.
- 9.3 Permanency planning meetings during 2019-20 have been chaired by the Assistant Director for People Services and Public Law Outline and care proceedings were tracked as part of these meetings.
- 9.4 In 2019/20, care proceedings were concluded with a permanency plan for adoption for two children approved by court with Placement Orders granted. Children continued to be matched with their foster carers in the long term and children's Staying Put arrangements post-18 were confirmed for Looked After Children.
- 9.5 Celebrations for young people were held in 2019-20 that were well attended by Looked After Children, elected Members, the Virtual School Headteacher and the Social Care service at Tower Bridge.

10 IRO service

- 10.1 The Independent Reviewing Officer's (IRO) statutory task is to ensure that the care plan for the child fully reflects the child's needs and that the actions set out in the plan are consistent with the local authority's legal responsibilities towards the child. There

is one full time IRO who is responsible for carrying out the functions of the role to all children in the care of the City Corporation.

- 10.2 The IRO sits away from the Children's Social Care Team and is not involved in the preparation of the child's care plan, management of the child's case, or the control over resources to ensure their independence.
- 10.3 The Children's Social Care Team notifies the IRO of all children received into care within 72 hours. The IRO conducted over 60 visits to meet children in the last 2 years. The purpose of these visits was to introduce the role of the IRO to newly accommodated children and in all cases to consult children and monitor the quality and progress of their care.
- 10.4 The IRO service has continued to go from strength to strength in 2019-20, and below lists some of the notable achievements during the year:
 - Consistent participation of children in their review meetings
 - All children seen alone by the IRO outside of review meetings
 - Active monitoring of children's care plans and needs between review periods
 - Design and implementation of independent skills checklist
 - Review minutes, contacts and alerts recorded on children's files within the ICS workflow
 - The promotion of the Children's Right services, seeing a significant increase in advocacy and independent visiting service
 - The continuation of review meetings between the IRO, Virtual School Head and Children Looked After Designated Nurse
 - 2nd IRO in post, focusing on needs of care leavers

11 Accommodation

- 11.1 Stable and caring home environments help children in care. Children looked after benefit from living with foster carers and are placed with independent fostering agencies judged Good or Outstanding by Ofsted. Foster placements are carefully commissioned on an individual basis in order to meet the needs of children and young people and these arrangements are systematically monitored to ensure they provide stable placements that meet the physical, emotional and social needs of children. The Quality Assurance Manager now reviews placements with the fostering agencies. Semi-independent accommodation will be considered based on the young person's needs, wishes and feelings, and any risk identified. Foster care will always be the starting position.
- 11.2 The City Corporation has an outstanding Quality Assurance Framework and an effective Placement Panel which is chaired by the Assistant Director for People, which prioritises placement stability and the quality of accommodation procurement.
- 11.3 When it is feasible, our LAC are placed as close to the City as possible. Although the City Corporation did not have any sibling groups within its care cohort during 2019/20, wherever it is appropriate to do so, siblings that are looked after are placed together.
- 11.4 With regards to placement stability, of the 24 children looked after as of 31 March 2020, 15 were newly accommodated UASC in 2019-20. UASC are often initially placed

under time pressure often with little information about the child and their needs, abilities and risks. They are often, therefore, subject to placement changes within the first few months. As so many of our Children in Care are UASC, placement instability is a challenge for us.

11.5 Of those who had been in care as of 1st April 2019: all three had remained in stable foster placements throughout the year.

11.6 A whole year total of 41 children that were looked after during this period required accommodation due to being unaccompanied asylum-seeking children (UASC) and in each of these cases, they were received into care under S.20 and appropriately remained looked after under this legal status throughout the year. 11 UASC became care leavers upon reaching the age of 18 during this reporting year and are being supported by the City Corporation accordingly.

11.7 Of the 24 children in care at the end of the reporting year, 15 are in foster placements and 9 children are in a semi-independent provision.

12 Areas of development and priorities for the year ahead

12.1 The Corporate Parenting Strategy sets out the City Corporation's commitment to ensuring the children in and leaving its care meet their full potential and have lives in which they thrive. We will continue to drive the achievement of this in 2020/21 through continuing and enhanced services and the delivery of targeted actions, some of which have been affected and influenced by the Covid-19 pandemic. These include:

- The management overview of families stepped down to Early Help to ensure families receive help in a timescale that is right for them
- The recording of management decision making of a child's journey through services
- Staff are able to support children and families through experiences of racism
- Mental Health of UASC, local children and families is supported, and trauma reduced
- Mind of My Own Application is used by all Social Workers and Early Help workers
- Young people are well informed about the Covid-19 pandemic and are able to follow Public Health England guidelines
- Face to face visits are resumed where safe to do so
- Achieving Excellence Board Chairman to review data and improve reporting
- Children and Young People have a good knowledge of the complaints and advocacy process
- Families and parents are well engaged through clear consistent communication
- Improve the confidence of Looked After Children with money and improve the employability support offer
- Support Children and Young People with their immigration status and recognise immigration status as a barrier to good health
- Improve staff awareness of The Pledge.

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Committee(s) Community and Children's Services Committee	5 March 2021
Subject: City & Hackney Safeguarding Children Partnership Annual Report 2019/20	
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Contribute to a flourishing society - People are safe and feel safe.
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: CHSCP's Safeguarding Partners	For information
Report author: Jim Gamble Independent Child Safeguarding Commissioner, CHSCP	

Summary

The CHSCP Annual Report 2019/20 is available [HERE](#).

In line with statutory guidance (Working Together 2018) and in order to bring transparency for children, families and all practitioners about the activity undertaken, safeguarding partners must publish a report at least once in every 12-month period. The report must set out what they have done as a result of the arrangements, including on child safeguarding practice reviews, and how effective these arrangements have been in practice. The City & Hackney Safeguarding Children Partnership (CHSCP) annual report for 2019/20 provides an overview on the effectiveness of safeguarding arrangements in the City of London and the London Borough of Hackney. It sets out the following:

- The governance and accountability arrangements for the CHSCP. This section covers details about the new safeguarding arrangements in the City of London and Hackney, progress made and the immediate actions taken following the Covid-19 lockdown in March 2020.
- The context for safeguarding children and young people in the City of London, highlighting the progress made by the City partnership over the last year.

- The context for safeguarding children and young people in the London Borough of Hackney, highlighting the progress made by the Hackney partnership over the last year.
- The lessons that the CHSCP has identified through its Learning & Improvement Framework and the actions taken to improve child safeguarding and welfare as a result of this activity.
- The range and impact of the multi-agency safeguarding training delivered by the CHSCP.
- The priorities going forward and the key messages for those involved in the safeguarding of children and young people.

Recommendation(s)

For colleagues to note the contents of the report, in particular the sections setting out progress on implementation of the new arrangements, Covid-19 and the strategic priorities of the CHSCP going forward.

Jim Gamble QPM
Independent Child Safeguarding Commissioner, CHSCP

Committee(s): Health and Well Being Board- for information Community and Children’s Service Committee- for information City of London Police Authority Board- for information Licensing Committee- for information	Dated: 19th Feb 2021 5 th March 2021 25 th March 2021 28 th April 2021
Subject: Director of Public Health Report for 2019/20	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 5, 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Andrew Carter, Community & Children’s Services	For Information
Report author: Sandra Husbands- Director of Public Health; Chris Lovitt- Deputy Director of Public Health	

Summary

The Director of Public Health annual report (DPHAR) for 2019/20 has now been published. The Health and Wellbeing Board (HWB) is requested to consider and respond to the recommendations within the report. The 2020/21 report will focus on the health impacts of the economic recession and how these can be mitigated.

Recommendation(s)

The Health and Wellbeing board is requested to note and comment on i) the recommendations within the DPHAR and ii) stakeholders to be involved in producing the response to the recommendations to be published as a follow up report.

Main Report

Background

- 1) The annual report from the Director of Public Health provides an opportunity to assess the local population's health and, as appropriate, make recommendations to address identified need.¹
- 2) The report for 2019/20 was delayed due to the need to respond to the COVID pandemic but has now been finalised.
- 3) The report details what is known about substance use, including alcohol, and the health harms cause by misuse using information provided by Public Health England based upon uptake of services, primary care and hospital data².
- 4) The impact of COVID is not yet fully known but where it possible to quantify the effect or early indications this is described.
- 5) The recommendations to address the needs identified have been developed from the National Institute for Health and Clinical Care Excellence (NICE) guidelines on addressing alcohol³ and substance misuse⁴.
- 6) Key stakeholders and service providers will be engaged to respond to the report and recommendations during January and February 2021.
- 7) Stakeholders will be requested to detail where they are already addressing the issues raised, sharing best practice and how they would be able to further strengthen their service provision to better address the recommendations. These will then form part 2 of the DPH report to be published in early 2021 collating their responses.
- 8) In the summer of 2021 a service user engagement exercise is proposed to report back on the DPH report, responses and provide a user perspective on the process and outcomes.
- 9) The proposed theme for the DPH report for 2021/ 22 is how to mitigate the health and wellbeing impacts of a recession and a scoping document will be presented detailing the proposed process in due course.

Appendices

Annual Report of the Director of Public Health 2019/2020

Chris Lovitt

Deputy Director of Public Health

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1

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/860515/direct-ors-of-public-health-in-local-government-roles-responsibilities-and-context.pdf

² <https://fingertips.phe.org.uk/profile/local-alcohol-profiles>

³ <https://www.nice.org.uk/guidance/lifestyle-and-wellbeing/alcohol>

⁴ <https://www.nice.org.uk/guidance/health-protection/drug-misuse>

Substance misuse in the City of London and Hackney



Annual report of the Director of Public Health for
City and Hackney 2019/20

Foreword

Dr Sandra Husbands
Director of Public Health for
City and Hackney



I have chosen to focus on substance misuse, both alcohol and drug use, for my first report as the joint Director of Public Health for the City of London and Hackney. This is in order to highlight not just the many harms caused by alcohol misuse and illicit substances but also to call for a greater focus on the actions that can be taken to address these harms. No one agency can effectively prevent or provide services to our residents who are experiencing the wide-ranging health and social impacts of substance misuse.

The impacts of Covid-19 continue to be felt across all aspects of our communities, services and businesses. The extent to which the pandemic continues to change society is still evolving and this is also the case for substance misuse. Supply of both alcohol and illicit substances was significantly disrupted along with treatment services - rapid changes needed to be implemented to ensure substitute prescribing could be safely maintained and services shifted online.

Fear, stress and worry are all normal responses to the unknown and have been heightened throughout the pandemic compounded by far reaching effects on every aspect of daily life. The short, medium- and long-term effect of the pandemic and its interrelationship with substance misuse and mental health is only now starting to be understood. For some people, the disruption has led to a reduction in harmful behaviours. For others, increased mental health stresses have led to increased substance misuse.

For too long the combined challenges of a so-called dual diagnosis, of both a mental health condition and substance misuse, has made accessing treatment and care for either or both more difficult. Services have not always worked together as needed to ensure there is no wrong door into services and to start the journey to recovery.

In my report I describe the need, harms and local responses to substance misuse, and I call for the adoption of six principles that should underpin our approach, rooted in evidence-based interventions and recognised good practice.

The common factor uniting these principles is the need for partnership working. In recognition of this, I will be seeking feedback and advice on these recommendations prior to the production of a supplementary second part to this report, to be published in the new year.

In developing these principles by incorporating the views of political representatives, service users and those within the local health system, I aim to assure their success through consensus building and shared ownership. This should ultimately allow us to review the full scope of services and public health interventions and agree where we should focus our attention as the system responds to the challenges brought about by the pandemic.

A handwritten signature in black ink, appearing to read 'Sandra Husbands'.

Executive summary

Substance misuse creates harms for the individual, their families, and the wider community. To effectively address substance misuse, a partnership approach is required across the widest range of organisations and society to not only support people into effective treatment, but also strengthen protective factors and address the root causes. This partnership needs to reflect the interrelatedness of the risk factors which make people more vulnerable to problematic use of drugs and alcohol.

Drug and alcohol misuse contribute towards a wide range of physical and mental health conditions, increasing the risk of illness, hospital admissions and premature death. Furthermore, drug and alcohol misuse are often associated with poverty, insecure housing, homelessness and unemployment. It can negatively impact on friends and family, as well as having negative social consequences such as crime, anti-social behaviour and economic costs. These are not issues that can be remedied by either the public health or medical professions working in isolation. Addressing them requires a broad coalition of partners such as probation services, the police, the education sector, adult social care and mental health providers among others. This needs to be underpinned by strong political support and advocacy.

In Hackney and the City approximately one third of adults are estimated to drink more than the recommended low risk limit (14 units of alcohol per week). Only a minority of those with alcohol dependency are receiving treatment.

Just over 4,000 16-59-year olds in Hackney and around 100 in the City of London are frequent drug users. In Hackney only 44 % of the estimated number of residents using opiates, and 10 % using non-opiate/crack, are accessing treatment. These figures indicate a high level of unmet need.

Priority local issues that need to be addressed include:

- The reducing number of residents with alcohol dependence accessing treatment services, especially given local high alcohol related hospital admissions and death rates
- An ageing cohort of opiate and poly-drug users, with significant physical and psychological health needs
- The number of residents with both mental health conditions and substance misuse who are not currently receiving any mental health support
- Increasing inequalities locally and nationally, including for health, housing, employment, education and income
- The impact of the coronavirus crisis locally, including the additional negative impacts this is having on mental health and inequalities
- Significant improvement in equity of access to a full range of drug and alcohol treatment interventions through the newly commissioned Hackney and the City integrated service.

The basis of our response to these issues must be prompt identification and effective prevention of substance misuse and related harm.

This includes preventative measures, such as education and information provision; early intervention and brief advice; and specialist treatment, including in-patient care. From October 2020 Hackney and the City has had

a single integrated drug and alcohol treatment service. This will build on the successes of the previous service, but it has also been designed to address the gaps identified above. If we are successful with this approach, it should lead to a greater level of resilience to substance misuse in both the individuals at risk and our community more broadly.

Six core principles should underpin this response. Achieving them requires commitment from all stakeholders, and so consensus building will be key as we chart a path forward.

- 1) **Prevent:** reduce the availability of alcohol and illicit substances, increase price and restrict marketing especially where viewable by children.
- 2) **Assess:** Universal use of assessment tools to identify children and adults at risk of substance misuse harms, including both use and dealing especially so called “county lines”. These tools need to be implemented across all services who come into contact with residents including education, housing, social care, health and criminal justice settings.
- 3) **Dual Diagnosis:** All clients accessing health or social care services with a suspected or confirmed mental illnesses are assessed for substance misuse at least every 12 months and an up to date dual treatment plan is recorded where a need is identified.
- 4) **Inform:** Provide locally relevant information on the effects of substance misuse and where to get support, treatment or to exit illicit dealing/supply-ensuring information is widely known and all practitioners are confident to make an effective referral to local services.
- 5) **Refer:** Where either a vulnerability or existing substance misuse need is identified an effective referral is made within the last 12 months, documented and follow up enquiry made with the client.
- 6) **Excel:** A renewed local focus on helping people into effective treatment and ensure treatment outcomes including reductions in drugs overdoses, abstinence or harm reduction and successful blood borne virus outcomes are amongst the best in country.

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1. Background



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Alcohol and drug use occur in all sections of society across England, but the nature, extent and acceptability varies significantly with culture and religion. The majority of people do not use illicit drugs or drink above the recommended limits. However, a significant number do, and this can have a serious negative impact on their physical and mental health, social relationships, economic circumstances and lifestyle choices, in addition to wider family, environmental and economic impacts.

In Hackney and the City of London, we are committed to reducing the harm associated with drugs and alcohol. We will do this not only by providing up to date and accurate information on the risks of substance use (allowing local people to make an informed decision about their choices) but also by providing excellent and effective treatment and support to those who are affected by substance misuse. Importantly, individuals struggling with substance misuse will be fully involved in the decisions made about their treatment journey.

However, providing information and services in itself is not sufficient. To effectively address substance misuse there must be ongoing partnership work to address the root causes and ensure that the treatment system is trusted and easily accessible. Outcomes should not only focus on harm minimisation, recovery and abstinence but also ensuring clients are able to address housing, employment and wider health issues. All agencies across the private, voluntary and statutory sector must work together to ensure effective identification of need, referral and ongoing support for residents who would benefit from accessing treatment services. We recognise the importance of behavioural science and continue to look at opportunities to embed behavioural insight-led approaches into our work.

2. Substance misuse and its impacts

Physical and mental health

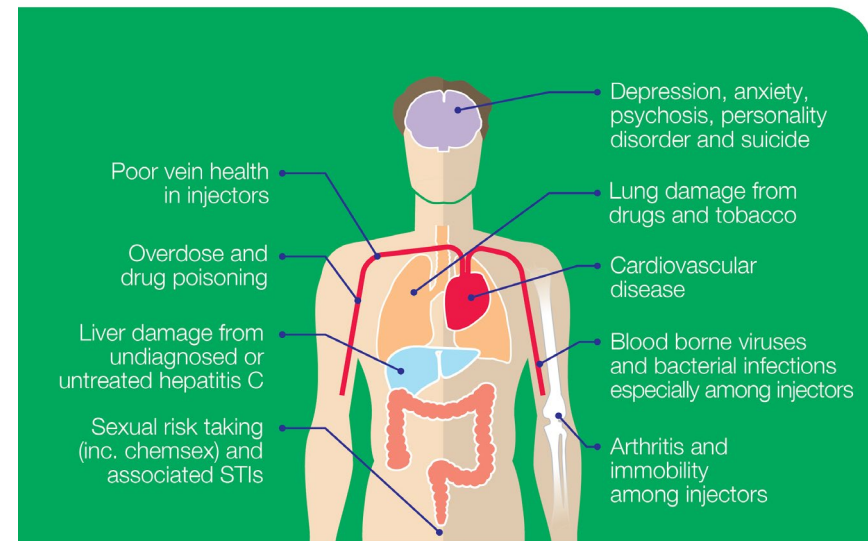
Physical health

Alcohol and drug misuse are associated with a wide range of negative physical health outcomes. In the short-term this can include indigestion, nausea, diarrhoea, changes to appetite, heart rate, wakefulness, blood pressure, and mood changes. Individuals can also overdose from substances which can lead to death. In the longer term, it can also increase the risk of a wide range of long-term physical health conditions, including stroke, cardiovascular disease, cancers, psychosis and brain damage. Some of the longer-term health risks associated with alcohol and drug misuse are outlined in the images on the right-hand side of the page, courtesy of Public Health England. [1]

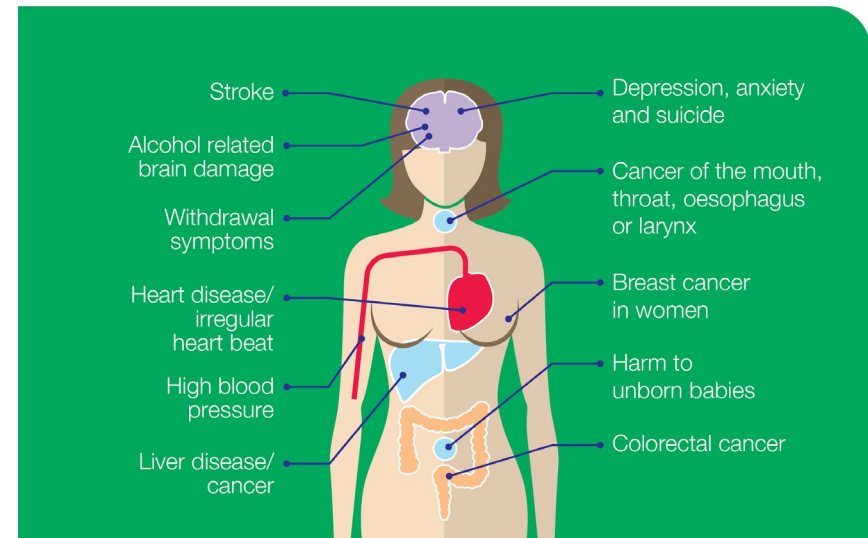


Public Health England

Drug misuse damages health



Alcohol use damages health

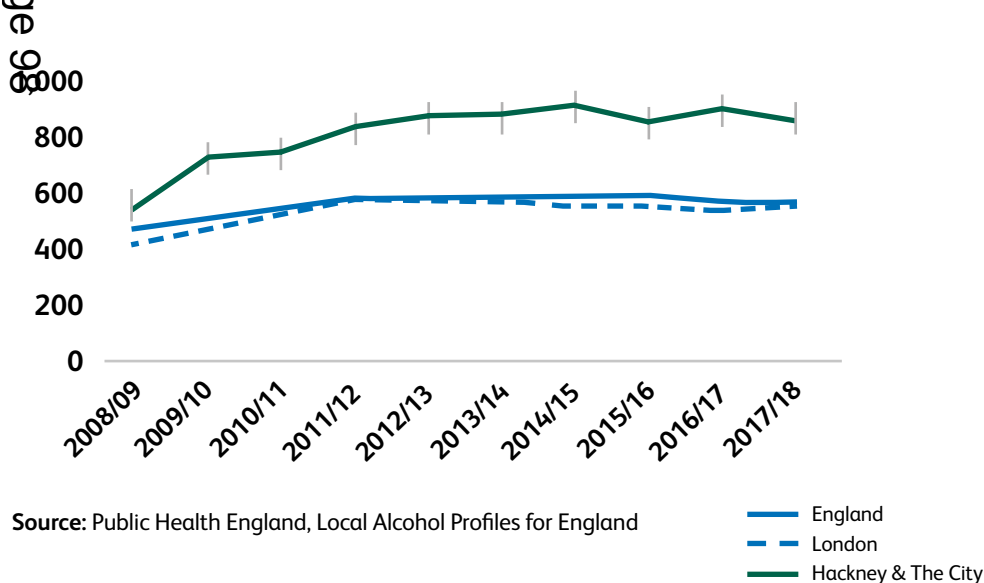


Local health data

The rate of drug related deaths in Hackney¹ has consistently been greater than both the England and London average recent years. Between 2015 - 2017, there were 50 recorded drug related deaths in Hackney equating to 6.4 deaths per 100,000 population, compared to 3.0 for London. Although this reduced to 44 for 2016-18, 5.4 deaths per 100,000, this remains above the rate for London at 3.1 per 100,000, or England at 4.5 per 100,000.

Alcohol is the leading risk factor for ill health, early death and disability among people aged 15-49 years in England and the 5th leading risk factor for these areas across all age groups. [2]. In terms of hospital admissions, alcohol has a significant impact locally, as seen in Figure 1. This is for adults only, for under 18s the figure is lower than England and London averages.

Figure 1: Rates of alcohol-specific hospital admission episodes (all ages, directly age standardised rate per 100,000 of population, 2008/09 to 2017/18)



Source: Public Health England, Local Alcohol Profiles for England

— England
 - - London
 — Hackney & The City

¹Data not available for City of London due to small numbers



Mental health

Poor mental health can be both a cause and a consequence of substance misuse. Compared with the general population, people addicted to drugs or alcohol are approximately twice as likely to suffer from mood and anxiety disorders and, similarly, people with mental health problems are more likely to be dependent on drugs and/or alcohol. [3] Evidence indicates that alcohol use causally increases the risk of depression, however, there is also evidence that many people in the UK drink alcohol in order to help them cope with emotions or situations that they would otherwise find difficult to manage. [4] [5] Over 40% of new presentations to the local drug and alcohol treatment service in 2017/18 self-reported a concern with mental health and asked for support.

Socioeconomic impacts

The importance of partnership working becomes clear when we consider the range of wider socioeconomic issues that have a reciprocal relationship with substance misuse. Issues that are strongly associated include poor housing, social deprivation and unemployment. These can only be tackled in the context of the wider system, necessitating the involvement of multiple agencies. One of the key roles of Public Health is to facilitate this kind of partnership working, by developing professional relationships, helping colleagues understand what the data is telling us, and creating opportunities for partners to develop system-level solutions. This should all be rooted in an empathetic, strengths-based approach that recognises the value of the individual.

This kind of attitude is exemplified by MEAM, making every adult matter.

This framework is used by local partnerships across England to develop a coordinated approach to tackling multiple disadvantage in their local area.

Locally, our STEPS (Supporting Transitions and Empowering People Service) program provides numerous examples of how powerful this can be. A case study is provided in **Appendix B**.

Poor housing and Homelessness

Drug and alcohol problems can be both a cause and a symptom of homelessness, with substance use being recognised locally as a key driver for rough sleeping. [6] In 2019/20, 275 and 434 rough sleepers were identified in Hackney and the City of London respectively, a large increase of 112 people in Hackney and a small reduction of 7 people in the City of London since the previous year. Of rough sleepers assessed across London during this time period, 77 % reported using drugs, alcohol and/or having a mental health need, demonstrating that substance use and mental health are significant risk factors within the local homeless population.

Rough sleepers are among those most vulnerable to the risks of coronavirus, and given the impact coronavirus is having on employment and the wider economy it is likely that more people will become homeless over the coming months. In response to the needs of this high risk group, in line with the wider government initiative, Hackney Council and the City of London Corporation worked to find appropriate accommodation for everyone sleeping rough, or in a shelter, in Hackney and the City during lockdown. This has provided an opportunity for the council/corporation, local health trusts and voluntary sector and community organisations to engage the homeless population and provide wraparound support in a way that was not previously possible.

The *Covid Homeless Rapid Integrated Screening Protocol* (CHRISP) conducted by clinicians from University College London Hospital (UCLH), following the 'Everyone In' initiative to protect the homeless during the pandemic, provided a health assessment for 140 rough sleepers in Hackney. CHRISP data found 51 % of rough sleepers met clinical thresholds for a diagnosis of depression and/or anxiety, with a further 25 % suffering from a severe mental health condition, such as bipolar disorder or psychosis. A further 17 % were dually diagnosed, meeting the clinical thresholds for daily injecting drug use and severe mental health.

Importantly, this focus on delivering health and wellbeing interventions to recently housed rough sleepers includes testing for Covid-19, alongside the screening of blood borne virus, tuberculosis, and physical and mental health. The Covid-19, Homeless, Rapid, Integrated, Screening Protocol survey is being carried out by UCLH's Find and Treat team. Findings from CHRISP will inform a local needs assessment of this population to further inform local pathways, service delivery and the identification of appropriate move on options for longer term sustained housing.

Deprivation

People living in more deprived areas live, on average, shorter and unhealthier lives. [7] Deprivation is linked to almost all health outcomes. In terms of substance misuse, there is an association between deprivation and prevalence of opiate and crack cocaine use, and also an association with poorer treatment outcomes. The Index of Multiple Deprivation (IMD) is a combination of a number of indices: income deprivation; employment deprivation; health deprivation and disability; education skills and training deprivation; barriers to housing and services; living environment deprivation; and crime. [8] In 2019, Hackney was ranked² the 22nd most deprived local authority in England and the City of London was the 135th out of 149. Hackney continues to rank poorly in areas such as income, crime, barriers to housing and services and has over 50% of the lower super output areas ranked as being in the most deprived 10% nationally.

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Employment

Drug and alcohol use and misuse is known to have an impact on employment, and other areas that support employment such as education and training programmes.



For example, alcohol misuse has been estimated to cost £7billion in lost productivity across the country. [10] In addition, the majority of individuals engaged in drug and alcohol treatment report they are unemployed. Effective treatment services work to support service users back into employment or other kinds of meaningful activities. Employment and recovery from drug and alcohol misuse are mutually reinforcing.

² Rank of Extent

Friends and family

Drugs and alcohol can also have a negative impact on friends and family. A recent national survey in England found that one in five adults had been harmed by the drinking of another person in the previous 12 months. [11]

Parental drug and alcohol misuse can also have a detrimental effect on the health and wellbeing of children. The Department for Education's (DfE's) **Characteristics of children in need** showed that in 2016 to 2017, drug use was assessed as a factor (either parent or child-related) in 19.7% of cases and alcohol use was a factor in 18%. It is associated with an increased likelihood of the children partaking in risk-taking behaviours, reduced educational attainment and earlier uptake of drugs or alcohol. Alcohol during pregnancy also creates a risk of Fetal Alcohol Spectrum Disorders (FASD), causing neurodevelopmental problems that impact on the life chances of those affected.

2017/18:

- 11 new presentations to drug and alcohol treatment across Hackney and the City of London were pregnant women, equating to 5% of all new presentations
- 14% of new presentations for alcohol misuse and 12% of new presentations for drug misuse were living with children in 2017/18 (their own or others)
- However, in Hackney it is estimated that only 16% of alcohol dependent residents and 55% of opiate dependant residents living with children are receiving drug and alcohol treatment, demonstrating a notable unmet need. Numbers in the City of London are too small for meaningful analysis. [12]

Hackney and the City's Pregnancy Multidisciplinary Team (MDT)

Since 2018 Hackney Recovery Service's offer to pregnant women has improved significantly in response to this unmet need. The Pregnancy MDT was also established in response to the specific needs of pregnant and perinatal women in Hackney and the City, which included greater co-occurring mental health issues in this population:

- The pregnancy and perinatal MDT consists of the consultant psychiatrist, families worker, midwife, recovery workers, and the health visitor.
- The MDT occurs every two weeks, via Microsoft Teams.
- The focus of the MDT is around holistic assessment of substance misuse difficulties, diagnosis of comorbid mental health difficulties, psychosocial planning, communication and feedback from midwives, MDT planning, sharing of information, and referral to mental health perinatal services if required.

Outcomes from this innovative partnership working include; increased referrals to Mother and Baby Units, with treatment being prioritised for pregnant women through referrals to detox units and rehabilitation facilities, the MDT has been able to advocate for women and identify additional needs such as complex PTSD, social and general anxiety and bipolar disorder. Women have successfully been referred to Hackney's Orbit service to continue learning about how substance misuse impacts upon theirs and their babies' health and wellbeing and to learn parenting and self-care skills.

Wider society

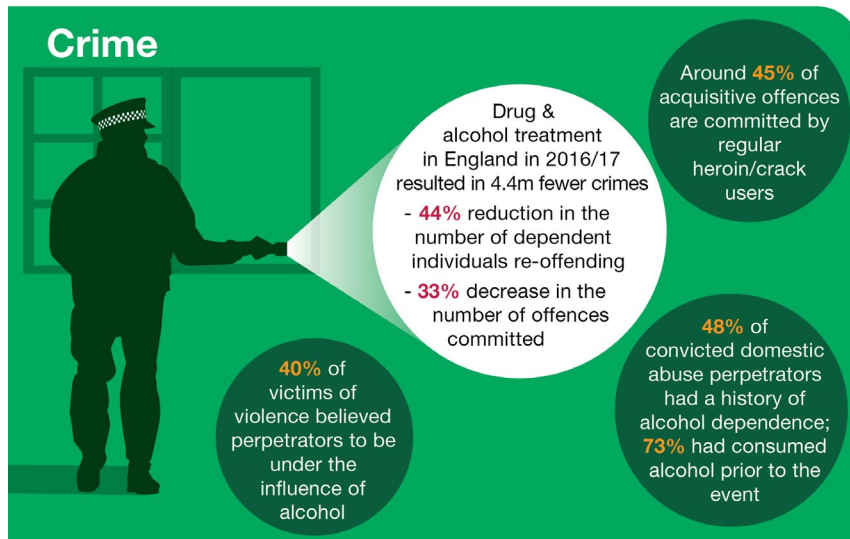
Crime

Acquisitive crime, violent crime and domestic abuse are particularly associated with drug and alcohol misuse. Up to 80% of weekend arrests are alcohol related and over half of violent crime is committed under the influence of alcohol. [13] Furthermore 45% of all acquisitive offences (for example theft, burglary, and robbery) are committed by regular heroin or crack cocaine users. [14]

Local data across the City of London and Hackney echo the above statements with ambulance dispatches for alcohol assaults increasing at times and on days where alcohol is more likely to be consumed. It is important to note that Hackney and the City's night time economy is attractive to visitors, so the increase may not wholly relate to the residents.

Drug and alcohol treatment have a proven track record of reducing crime.

Drug and alcohol misuse harms communities*



Annual costs of drug misuse and alcohol related harm*



Economic costs

The costs associated with drug and alcohol use, and their associated harms, are substantial. They include costs associated with deaths, NHS treatment, crime, policing and lost productivity in the workplace. [1]

The evidence shows us that alcohol and drug treatment helps people to recover and is value for money. Treatment is associated with immediate and long-term savings to the public purse, e.g.

every £1 spent on drug treatment, saves £2.50

* * Courtesy of Public Health England

3. Prevalence of substance misuse in the City and Hackney

It is challenging to estimate how many people use substances within a local area. This is partly due to the hidden nature of substance misuse, possibly linked to the legal status of many substances, or potential feelings of shame or embarrassment. Many people also underestimate the risks associated with their lifestyle choices; for example, underestimating their alcohol consumption by as much as 40 %, and how risky their drinking patterns are. [15]

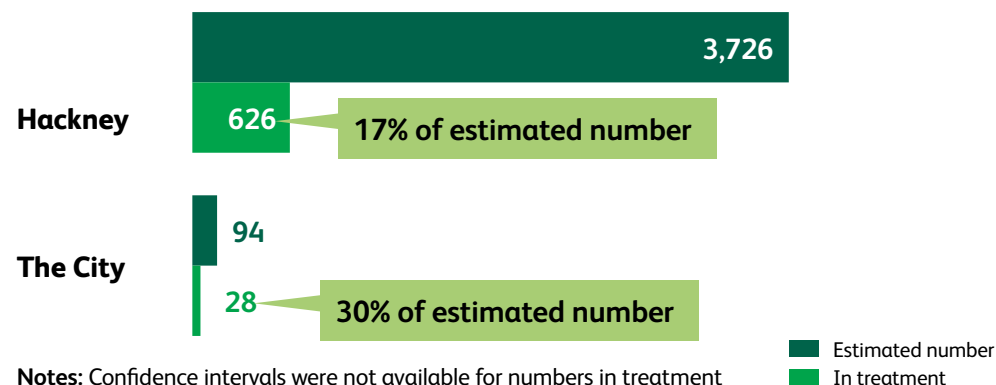
However, there are some estimation tools available that give local authorities and other services (e.g. healthcare) an idea of the amount of substance misuse occurring in a local area, and therefore, the support and treatment needed.

Alcohol

About one third of adults in Hackney are estimated to drink more than 14 units of alcohol per week (commonly agreed to be the lower risk limit for alcohol consumption) but around one fifth of residents abstain from alcohol completely. [16] A local survey in 2019 suggested that some people may not have good insight into their drinking habits, with over 70 % of those who thought they did not drink to excess being assessed as ‘high-risk’ drinkers using the AUDIT-C tool.

Public Health England estimates that nearly 4,000 residents across the City and Hackney are dependent on alcohol, with 83 % of those adults in Hackney and 69 % in the City not receiving treatment for this. [18]

Figure 2: Estimated number of Hackney and City of London residents with alcohol dependency (age 18+, 2016/17) compared to numbers in treatment (age 18+, 2017/18)



Notes: Confidence intervals were not available for numbers in treatment

System wide approaches to prevention can help our community to reduce levels of harmful drinking, and multidisciplinary alcohol care teams linking primary care, secondary care and the community are very effective in reducing alcohol harms and costs to the health system and wider society.

Cross-sectional data extracted from primary care records on 1st April 2018 showed that 16 % of City and 6 % of Hackney residents registered with a GP aged 18 and over had completed an AUDIT-C assessment. Of these, nearly 500 City residents and 5,475 Hackney residents aged 18 and over had an AUDIT-C score of 5 and above indicating increasing or higher risk drinking (8 % and 2 % of the resident adult population respectively). Brief advice and screening such as this are essential to a systems wide approach to the identification and prevention of substance misuse.

Drugs

The 2017/18 Crime Survey for England and Wales (CSEW) gives an estimate of the prevalence of people using drugs in London. We can use this prevalence estimate by applying it to our local population data. This crudely predicts the number of people using drugs in Hackney and the City (Table1). The CSEW also estimates that around 2.1 % of 16-59-year olds nationally are frequent drug users³. [19] Applied locally to 2018 population projections, these estimates suggest that just over 4,000 16-59-year olds in Hackney and around 100 in the City of London are frequent drug users.

Table 1: Local estimates of Hackney and the City residents using drugs in the last year by type (age 16-59, 2017/18)

Substance type	National prevalence England	Regional prevalence London	Hackney estimated No.	City of London estimated No.
Any Class A drug ⁴	3.5 %	3.3 %	6,387 (2.2 %) ⁵	165 (1.9 %) ⁶
Any drug ⁷	9.0 %	9.3 %	18,001 (6.4 %)	466 (5.6 %)

Source: Home Office, CSEW 2017/18, [18]

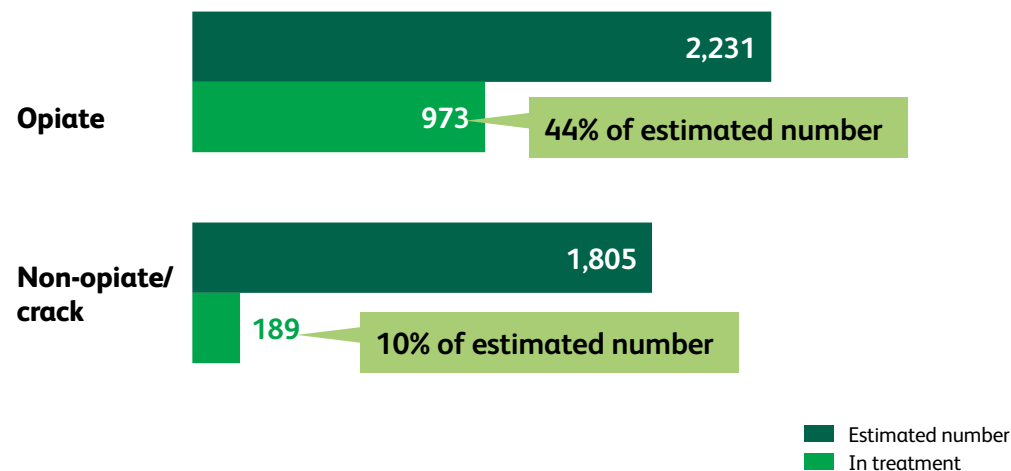
³ Frequent use refers to use of any drug more than once a month in the past year.

⁴ Any Class A drug' comprises powder cocaine, crack cocaine, ecstasy, LSD, magic mushrooms, heroin, methadone and methamphetamine.

⁵ Based on the 2018 mid-year population estimate of 279,700

Public Health England uses a tool developed by Liverpool John Moores University to estimate the prevalence of opiate and/or crack cocaine use in local areas. [20] This tool suggests there are approximately 2,880 residents across Hackney and the City using opiates and/or crack cocaine. As with alcohol, there is a high level of unmet need, with over half of those estimated as dependent on opiates and/or crack cocaine not receiving treatment for this.

Figure 3: Estimated number of Hackney residents using opiates and/or crack cocaine (age 15-64, 2016/17) compared to numbers in treatment (age 18+, 2017/18)



⁶ Based on the 2019 mid-year population estimate of 8,700

⁷ Any drug' comprises powder cocaine, crack cocaine, ecstasy, LSD, magic mushrooms, heroin, methadone, amphetamines, cannabis, tranquillisers, anabolic steroids and any other pills/powders/drugs smoked, ketamine, methamphetamine and mephedrone.

4. Emerging issues

Mental health and Dual Diagnosis

Unfortunately, due to continually increasing health inequalities, a deteriorating economy and the coronavirus crisis, prevalence of mental health problems in the City and Hackney are likely to increase over the coming months and years. Mental health thus needs to be a high priority to strengthen prevention efforts with substance misuse, as in 2019/20, 56 % of substance misuse treatment service users had a mental health treatment need identified.

Published guidance emphasises that an integrated approach to treatment and support is essential. Yet, a quarter of all new presentations to Hackney and the City's treatment system in 2019/20, with a self-disclosed mental health issue, were not receiving any support or treatment for their mental health.

However, work is underway in Hackney and the City to review and improve the pathways and partnership working between substance misuse and mental health services, so that service users receive more joined up care going forward. In North East London, a novel approach to mental health service provision is emerging, focusing on blended teams that draw on a wide range of partners to meet the needs of our community. Our new substance misuse provider is becoming more engaged with this promising neighbourhoods model, enabling service users to have a package of support that is tailored to their specific needs. Along with this additional capacity to bring drug and alcohol treatment into the community to better tailor the recovery journey to the individual's need, the new substance misuse service will provide a Dual Diagnosis post to lead on evidence based, best practice for substance misuse to complement the work of the new blended mental health teams.

Increasing inequality

The recently published report: Health equity in England: *The Marmot Review 10 years on*, [22] found that inequalities in the UK have continued to increase across a wide range of domains, including health, education, housing, employment and income. This is likely to be at least partly a consequence of the last decade of austerity, including factors such as the closure of children's centres; declines in education funding; an increase in precarious work and zero hours contracts; a housing affordability crisis and a rise in homelessness; more people with insufficient money to lead a healthy life and resorting to food banks; and ignored communities with poor living conditions and little reason for hope.

These increasing inequalities are likely to directly and indirectly led to increased levels of substance misuse. Often, inequalities are interrelated and can have a compounding effect. For example, low income is a risk factor on its own but children living in poverty are also more likely to be exposed to adverse childhood experiences. These experiences in turn elevate the risk that children and young people will experience negative health and social outcomes across the life course, including higher risk of substance misuse. The more adverse childhood experiences, the worse the outcomes are likely to be. For example, where children have four or more adverse childhood experiences, they are five times more likely to use illicit drugs and seven times more likely to be addicted to alcohol than children who have not. [23]

The effect of inequalities is being magnified by the coronavirus pandemic, and regardless of how quickly we can overcome the virus, these impacts are likely to be felt for a long time to come.

Many people have experienced trauma as a result of the crisis, including frontline workers, people who have lost loved ones, those who were seriously ill but recovered and those who struggled to feed or look after themselves and their families during the crisis. Economic inequalities have increased, with the least affluent struggling more than ever with debts, housing, employment and health. Children from the most deprived families are also most likely to have had their education negatively impacted by lockdown restrictions, which will have long-term effects on their opportunities in life.

All these issues create risk factors for substance misuse. How we respond to coronavirus therefore has significance far beyond the direct effects of the virus; it will determine the future of our community and our ability to build an environment that is conducive to lowering the risk factors for harmful use of alcohol and drugs.

Changes in the City of London

The Covid-19 pandemic and the introduction of strict social distancing measures, combined with “lockdown” in March 2020 and move to Tier 2 and 3 Covid restrictions, has led to a huge shift in the daytime population in the City of London. With the vast majority of City workers and other desk-based workers in central London working from home and the likelihood that this will remain the case in at least the short- to medium-term, this brings about significant changes to the Night Time Economy (NTE) in the Square Mile. These changes will, in turn, have a large impact on the “social” use of alcohol and substances among City workers and visitors to the City’s NTE; the effects of which it is too early to confirm. Most cocaine use among City workers has typically been in combination with alcohol consumption.

In addition, increased working from home has necessitated different approaches in terms of supporting City employers to share messages about alcohol and drug related harm and harm reduction with their workforces, such as through virtual channels and signposting to digital resources. This is not necessarily the case with regards to the City’s “hidden” workforce (such as security guards and cleaners), who continue to travel into the Square Mile and work on-site.

5. Conclusion and recommendations

The challenges that substance misuse creates for individuals and families in our community are only likely to increase as the broader social impacts of the pandemic become apparent. The current pattern of need across the City and Hackney highlights how important it is for us to ensure our treatment services are able to deliver for those affected, and our approaches to prevention must take in to account the wider determinants of health and focus on reducing health inequalities between different groups in our population.

None of this can be achieved by single measures that tackle isolated problems. We need the entire system to respond, and partners must work together to achieve this. As such, any recommendations should be made in the spirit of collaboration and consensus. I therefore propose the following six principles that should underpin partnership working. We will seek feedback from these partners to agree on how these principles should be employed and developed in response to the increasing need we are likely to see in the coming months and years.

Prevent

Reduce the availability of alcohol and illicit substances, increase price and restrict marketing especially where viewable by children.

A fundamental component of our approach to reducing the harms of substance misuse is creating an environment that is less conducive to it. For alcohol, Shoreditch and Dalston are already Special Policy Areas, creating a presumption that new licencing applications will be refused; more generally,

we advocate to continually seek appropriate and effective opportunities to discourage excessive consumption, through reducing 'special offers' and price reductions.

Our new service provider is obliged to support and promote local and national campaigns (e.g. Dry January, Alcohol Awareness Week), in an effective and strategic manner. The City and Hackney should use these opportunities to support national efforts to reinforce messaging around alcohol consumption, in particular zero alcohol during pregnancy; Fetal Alcohol Spectrum Disorders increase the future risks of substance misuse for those affected, and prevention is thus crucial to breaking recurrent cycles of alcohol misuse across generations.

Assess

Universal use of assessment tools in all agencies to identify children and adults at risk of substance misuse harms, including both use and dealing especially so called "county lines".

Consistent application of assessment frameworks must be a cornerstone of our approach to substance misuse. We need all professionals to be confident in applying these, such as the AUDIT-C framework for alcohol, and tools such as DAST for illicit substances, and to have clear subsequent referral pathways and mechanisms. Our new service provider is working closely with GPs to ensure a seamless transition of referral pathways, and this needs to be the case for all partners in the health system and social care.

Application of assessment frameworks also underpins our ability to recognise young people at risk of exploitation. The incentives for young people to become involved in gangs and “county lines” can be powerful, and we need a multiagency approach to supporting parents and carers to overcome these. Appropriate assessment forms the basis of this approach.

Dual Diagnosis

All clients accessing health or social care services with a suspected or confirmed mental illnesses are assessed for substance misuse at least every 12 months and an up to date dual treatment plan is recorded where a need is identified.

The interrelationship between mental health and substance misuse creates challenges in delivering services for people with the most complex needs. Joined up services which seek to eliminate the walls between interventions for mental health and substance misuse require good record keeping and dual treatment plans, designed to allow people to reconnect with services if treatment is halted prematurely.

Inform

Provide locally relevant information on the effects of substance misuse and where to get support, treatment or to exit illicit dealing/supply - ensuring information is widely known and all practitioners are confident to make an effective referral to local services.

All partners in the health, social care and education sectors need to be confident and aware of the services we are providing, with the opportunity to develop relationships with providers and develop an understanding of the services offered. Open days and networking meetings should be encouraged

and can be facilitated by the Public Health team. Public Health in conjunction with our new service provider Turning point will also aim to develop our approach to Shared Care among GPs.

Refer

Where either a vulnerability or existing substance misuse need is identified, an effective referral is made within the last 12 months. This must be documented and a follow up enquiry made with the client.

Consistency and quality of referrals from the health, social care and education providers must be continually reviewed, alongside a recognition that making a referral does not represent the end of our duty to the individual. Follow up is required to ensure treatment commences and results in a successful outcome. This often requires sensitivity to individual circumstances, for example the observation that many people referred for support with alcohol misuse find services that also tackle other types of substance misuse unacceptable.

Excel

A renewed local focus on helping people into effective treatment and ensure treatment outcomes including reductions in drugs overdoses, abstinence or harm reduction and successful blood borne virus outcomes are amongst the best in country.

We must draw on all the evidence available to us to provide the best service. This starts with our communities and service users; sharing of experiences through stories and user representation in decision making forums is an opportunity for all partners to take ownership and responsibility for substance misuse. Regular focus on NDTMS metrics and reflection on how we can improve upon them should similarly be a collaborative effort.

6. Appendix A: Related Policy Documents

National policies and recognised guidance

National Drug Strategy (2017) - Sets out the Government's partnership approach to tackle drug misuse at a local, national and international level. It is focused on reducing demand, restricting supply, building recovery and global action. [26] This expands on the aims of the previous strategy in 2010, namely to provide additional focus on reducing illicit drug use and increase the rate of people recovering from addiction and/or dependence on substances.

Drug misuse and dependence: UK guidelines on clinical management (2017): These guidelines, commonly known as the 'Orange Book', provide information for clinicians and commissioners on evidence-based pharmacological and psychosocial treatments, ensure safe clinical and prescribing practices within specialist drug and alcohol services, and other clinical environments such as hospitals, custody settings and GP practices. [27]

The National Institute for Health and Care Excellence (NICE) Guidelines: Commissioners and substance misuse services will comply with NICE guidelines on managing alcohol use disorders and drug misuse to ensure high quality practices for alcohol and drug use prevention, identification, assessment and treatment. [28]

Local Policies

Hackney's Alcohol Strategy (2017-2020): This local alcohol strategy is the result of a consultation process with residents and partners aiming to reduce alcohol-related harm in Hackney. [29] It is based on four core principles:

- encourage healthier drinking behaviours
- commission appropriate and responsive services
- support families, carers and young people affected by alcohol misuse
- promote responsible drinking environments.

Hackney Community Safety Partnership Strategic Assessment (2018-2019):

This strategy focuses on tackling crime and disorder in Hackney and has three strategic priorities linked to alcohol and drug misuse:

- gangs, youth crime, youth victimisation and engagement
- alcohol related crime, licensing and safer socialising
- substance misuse, treatment and drug dealing.

City's Draft Alcohol Strategy (2019-2023): This strategy is currently in consultation with residents and workers of the City of London, but it stands on three main outcomes:

- people being informed about the risks of alcohol-related harms
- people being and feeling safe in the night-time economy
- people having the support they need to access services.

7. Appendix B: Case Study

The following case study has been provided with the permission of S. His story highlights the problems that people encounter dealing with a system where the parts do not always work together well. His engagement with the Multiple Needs Service shows how effectively partners from different agencies can be when they collaborate to overcome the problems to allow those with substance misuse problems to flourish.

S is a 50 year old male who was diagnosed with clinical depression, bi polar and personality disorder at a young age but his mental health worsened when his dad died unexpectedly. S was first introduced to class A drugs when he was an inpatient in a mental health hospital by other patients and his drug use, crack and heroin, continued after he was discharged. S was last sectioned in December 2015 for two months following an overdose as a deliberate serious suicide attempt.

S has a history of offending including charges for possession and shoplifting. Prior to his hospital admission S was homeless so on discharge he was placed in a hostel for ex-offenders in Stoke Newington by Probation.

S was referred to the Multiple Needs Service, MNS, in August 2016 by his keyworker at Hackney Recovery Service (HRS). S had been a client at HRS and prescribed 45mls of methadone since May 2016. S scored high on the Chaos Index at 39 out of 48 as he had support needs in all four key areas, mental health, substance use, criminal justice and unstable housing. S was on a methadone script but continued to use crack and heroin on a weekly basis, he was no longer being supported by mental health services but was compliant on medication prescribed by GP for clinical depression and bi-polar and he continued to attend probation.

When S was first referred to MNS he didn't know how the team could support him and asked to 'take it slow' as he didn't want to feel overwhelmed, but after the first few meetings he started to open up and spoke about his family and his mental health and substance use. S wasn't feeling supported at the hostel and there were concerns about issues he was having with the other resident in his flat and there was no 'move on' plan in place. This was impacting his mental health, in particular when he experienced bi-polar low moods he was finding it difficult to keep himself safe in his environment. S was expressing suicidal ideation and at times he considered hospital admission. MNS were active in coordinating and attending case management meetings with S, the hostel, HRS and Probation in order to develop a shared support plan.

Whilst putting a move on plan in place we were informed by the hostel that S had accrued almost £3000 rent arrears that he needed to pay off first. There appeared to be a short fall in housing benefit of around £50 per week, S wasn't in a financial position to cover this and pay off arrears so MNS took the lead on finding a solution. Through investigation, MNS were informed that this was an error as the hostel were classed as supported accommodation, so therefore a benefit cap does not apply. During this process, MNS discovered that S was registered for council accommodation and with the rent arrears now cleared, he was eligible to bid. MNS supported S to bid on properties and used their knowledge of Hackney to ensure they were in areas that suited his needs. Within a few weeks of bidding S was invited to view a property, MNS supported him to attend, he accepted the property and collected the keys and signed the tenancy agreement that same day.

The hostel supported S to move from the hostel into the flat three weeks later,

and allowed him to take the single bed and a small table from his room as he had no furniture of his own. In addition, the hostel and HRS applied for funding from various sources to help furnish the flat, enabling S to buy a fridge freezer and washing machine and in addition MNS Service bought him a microwave. MNS supported S with a PIP application which was successful and he used this to buy a cooker, double bed frame and put £200 towards a sofa and the other £250 was paid for from the Sherriff's Fund. A year later, because S had been unable to save for a double mattress, MNS team bought him one to celebrate maintaining his tenancy for one year and his 50th birthday.

Once settled in a safer environment and engaging well with MNS and HRS support, S wanted to access services to support his mental health. HRS contacted his GP who referred S to The Therapeutic Outreach Service (TCOS), a service for people with personality disorder and MNS referred S to the Wellbeing Network. MNS supported S to attend his assessment for TCOS and he was accepted for the 8 week Group Introduction programme and whilst he waited to start he attended some group sessions at the Wellbeing Network and continued to attend the peer led weekly SMART group.

S went on to complete the introduction programme at TCOS but found it challenging so felt unable to continue with the Wellbeing Network as well. When he was invited back to TCOS to discuss his progress and the next stage of treatment, S asked MNS to go with him and when asked, how MNS Team support him, he replied by saying, 'they saved my life'. S has been accepted for

the next stage of treatment at TCOS but was advised there is a 9 month wait to start and is currently still waiting. In the meantime he is encouraged to check in with TCOS if needed but is otherwise supported by HRS and MNS.

S continues to attend the SMART group and HRS and has reduced his methadone dose by more than half to 20mls. He had managed to reduce his dose to 5mls but at that point he experienced symptoms of withdrawal and bought street methadone to prevent him from using heroin over a weekend. S initiated a joint meeting with MNS and his keyworker at HRS to discuss what happened and together we decided it was best for him to go back up to 20mls as he'd also had some disruption with the medication prescribed by his GP. In joint meetings since then S has explored residential detox as an option and after attending several pretox groups and further discussion, has decided he is ready. There is a plan in place and funding agreed for S to attend 3 weeks residential detox to be followed by a 12 week abstinence day programme at HRS.

In recent weeks, a number of other service users and professionals have commented on the way S contributes during group sessions and how well it supports his peers. He has been exploring with MNS ways he could develop his skills and is considering an NVQ in Advice and Information with a view to facilitating his own peer led groups. Most recently he attended a MEAM learning hub where he contributed well and was proud to tell people he is an MNS service user.

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Committee	Dated: 5 March 2021
Community and Children’s Services	
Subject: Integrated Care – Neighbourhoods Model	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1,2,3,4
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Andrew Carter, Director of Community and Children’s Services	For Information
Report author: Ellie Ward, Interim Head of Strategy and Performance, Community and Children’s Services	

Summary

Neighbourhoods are part of an approach to integrated health and social care based on joining up health and social care services so that people are supported to live healthy lives, and that they receive the right care and support when they need it.

The neighbourhood model is built around groups of GP practices with a total registered population of 30,000–50,000. Across City and Hackney, eight neighbourhoods have been established and the City of London is part of the Shoreditch Park and City Neighbourhood. Work is also underway with Tower Hamlets practices to link in with their integrated care models.

This report updates Members on the evolution of neighbourhoods, what it means for City of London residents, and further work that is underway.

Recommendation

Members are asked to note this report.

Main Report

Background

1. The City of London Corporation has been working with health partners as part of the development of integrated care for a number of years.
2. The neighbourhood model is part of an approach to integrated health and social care based on joining up health and social care services so that people are

supported to live healthy lives and that they receive the right care and support when they need it.

3. The neighbourhood model is built around groups of GP practices with a total registered population of 30,000–50,000. Across City and Hackney, eight neighbourhoods have been established and City of London is part of the Shoreditch Park and City Neighbourhood.
4. Work is also underway with Tower Hamlets practices to link in with their integrated care models.

Current Position

5. Appendix 1 of this report contains a detailed update from the Central Programmes Team (who co-ordinate work on neighbourhoods across City and Hackney) and City of London Corporation Officers. This covers a range of information regarding the ambitions of neighbourhood working and the benefits for City of London residents.

Corporate & Strategic Implications

Strategic implications

6. Integrated care policy is a key policy driver of central Government and is an integral feature of the NHS Long Term Plan 2019. It is also the focus of the Health and Social Care White Paper, published on 11 February 2021.
7. Integrated care and the neighbourhood model contributes to the following Corporate Plan Priorities:
 - Priority 1: People are safe and feel safe
 - Priority 2: People enjoy good health and wellbeing
 - Priority 3: People have equal opportunities to enrich their lives and reach their full potential
 - Priority 4: Communities are cohesive and have the facilities they need

Equalities implications

8. Tackling health and wider inequalities is a key principle of integrated care and, specifically, an objective of the neighbourhood approach.
9. In response to the COVID-19 pandemic, and linked to the work we are doing with health partners, a system-wide Health Inequalities Steering Group was established. This focuses on ensuring that, across all partnership working, we are assessing and building in specific measures to reduce health inequalities. The City of London Corporation is part of this group.

Conclusion

This report updates Members on the Neighbourhood Model which is designed to deliver integrated care to residents across the City of London and Hackney. The model is designed to support people to live healthy lives and ensure that they receive the right care and support when they need it.

Appendices

- Appendix 1 – Update report on neighbourhoods by Central Programmes Team and City of London Corporation Officers

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Appendix 1

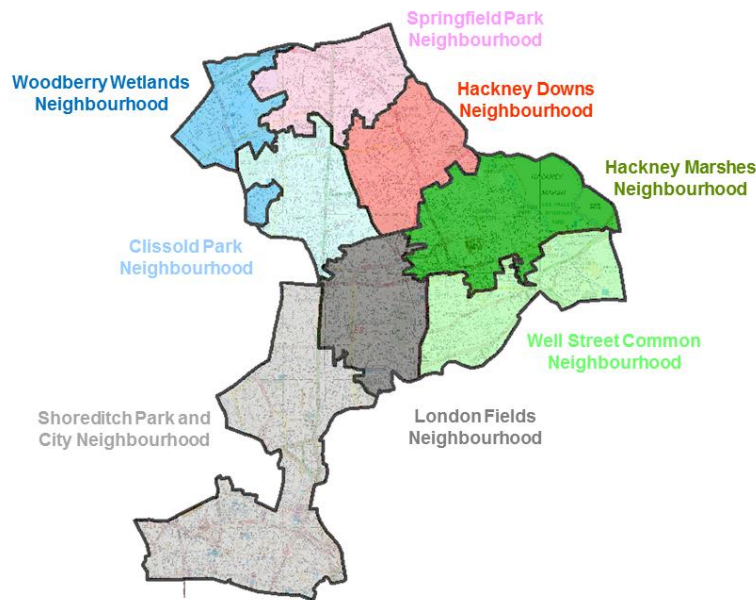
1. Introduction to Neighbourhoods

- 1.1. Neighbourhoods is central to City & Hackney's ongoing commitment to re-designing the way that out of hospital services are delivered. The community we live in has a significant influence over our health and wellbeing. Neighbourhoods is about joining up services so people are supported to live healthy lives and that they can receive the right care and support when they need it.
- 1.2. We are already bringing services together so they are organised around each of our 8 Neighbourhoods; adopting more of a strengths-based approach that is focusing on what matters to residents; working more closely with local communities and taking a more proactive approach to identifying and supporting residents who have complexity in their lives.
- 1.3. As a local system we want 'place' rather than 'organisation' and 'conversation' rather than 'referral' to be the currency of integrated service provision locally. We want to ensure that residents don't have to tell the same story to multiple organisations and that there is much more coordinated support with them.
- 1.4. System partners working together across City and Hackney are continuing to put in place a fundamentally different approach to delivering out of hospital health and care services working in collaboration with all system partners including the voluntary and community sector.
- 1.5. Our aspiration for Neighbourhoods extends beyond just health and social care. Neighbourhoods at its heart is about relationships and about encouraging relational connections both with and within local communities as well as between practitioners.

2. What are Neighbourhoods?

- 2.1. Neighbourhoods are formed as far as possible around natural communities based on GP registered lists. Each Neighbourhood serves populations of between 30,000 to 50,000 residents. The intention is for Neighbourhoods to be small enough to provide joined up services, but large enough to provide a broad range of resilient services. The City of London forms part of Shoreditch Park and the City Neighbourhood.
- 2.2. Primary Care Networks (PCNs) within Neighbourhoods are key to this approach. PCNs bring together GP Practices to work together and are a key building block of the NHS Long Term Plan. They are focused on service delivery and work with wider system partners. The geographies for PCNs and Neighbourhoods are the same within City and Hackney.

- 2.3. For the City of London there are links also with Tower Hamlets given where some residents access services. Integrated care in Tower Hamlets is built around a network model – each containing several GP practices. The main practices, Whitechapel/Portsoken and Spitalfields, that City of London residents attend are in two different networks, but this is currently managed by one network manager which provides a good opportunity to have an overall view of the links with the City of London.



3. What is the ambition for Neighbourhoods?

- 3.1. At the core of Neighbourhoods is bringing together fully integrated community-based teams. This will be multi-agency teams working to take a proactive approach to supporting local residents. This involves healthcare, social care, voluntary and community organisations and wider system partners.
- 3.2. It is intended that by working together, staff across different disciplines can communicate regularly, share knowledge and expertise and coordinate care planning and delivery. Working in this way also allows teams to localise the planning, coordination and delivery of care for the whole local population. The aim being to support residents in a way which is joined up, community based, proactive and focused on the whole needs of a person and their families.

What are the Neighbourhood principles we are working towards for residents:

- Engagement with residents will start with what matters to you rather than what is wrong with you.
- New services will be provided in the Neighbourhood such as support from physios and health and wellbeing coaches who will deliver support in Shoreditch Park and the City Neighbourhood.
- For residents who have longer-term care and support needs they will be supported by a multi-agency team who work together (within each Neighbourhood) to coordinate their needs.
- This support will be more proactive (rather than reactive at a point of crisis) and therefore prevent or delay rising needs.

4. What is being delivered now for City of London residents?

- 4.1. The City of London Corporation are key partners in delivering the ambitions of Neighbourhoods. We have drawn out four specific areas to illustrate where activity is being delivered now to support the ambitions outlined above for City of London residents.
- 4.2. In summary, we have described what will be different for City of London residents from this approach.

a). Understanding what is important to local communities - and working with partners to respond to this

- 4.3. Neighbourhoods at its heart is about understanding local population health needs and working collaboratively with residents and local communities in response. This year work has been undertaken to improve our understanding of what is important to residents and local communities as well as coordinating responses to those. This includes:

- **Shoreditch Park and City PCN have commissioned work to understand what is important to local residents and communities.** This is being jointly delivered by Healthwatch Hackney and Healthwatch City (the latter are supporting specific work with City of London residents alongside City of London Corporation input). This survey is open during January and early February 2021 and the results will inform a more focused session in February / March 2021. Open to all City residents (not just those registered at the Neaman practice) the results will be used to inform a set of actions to be taken forward by system partners. Follow up work will also be undertaken by Healthwatch City later in the year.
- **Work has been undertaken to develop detailed population profiles for each of the 8 Neighbourhoods across City and Hackney.** These are regularly refreshed (the most recent being in 2020) and draw out important headlines that can be used alongside local community insight identified above. These profiles draw together information about who lives in the Neighbourhood, what we know about the health profile of the population, what we know about how people access services and about the health and care workforce profile for the area. The profile for Shoreditch Park and the City Neighbourhood support focus group sessions highlighted above.
- **In response to COVID-19 'Neighbourhood Conversations' have been held in each of the 8 Neighbourhoods across City and Hackney.** These conversations have brought together a range of partners including voluntary sector, statutory partners, local councillors, frontline practitioners and active residents. The conversations provide a forum for disseminating information, sharing local insight and knowledge and building relationship between organisations. Importantly, they have also led to collaborative working across

a range of different areas including exploring suitable alternatives for communities who face barriers to digital access. Work is being undertaken with HCVS to further develop the City of London representation within these Neighbourhood Conversations.

b). Bringing together of multi-agency teams within a Neighbourhood to deliver more integrated care and support to residents

4.4. We are already bringing together multi-agency teams within a Neighbourhood to support residents with longer-term care and support needs. This work includes:

- **Neighbourhood based teams are being established to support residents with serious mental illness and complex emotional needs.** This is due to be introduced in Shoreditch Park and the City from April 2021. This is a new approach to improving support to residents, focusing on what matters to them (using dialog outcome measures which look at a range of social factors), connecting them with local community services and providing therapeutic and psychological therapy interventions. These blended teams bring together practitioners working across primary care, mental health and voluntary sector (including new community connectors who are helping people make links in their Neighbourhoods and access community and voluntary support). This work is also co-designing support with residents such as peer support groups and sporting / non-sporting activities.
- **Redesign work is underway in services such as adult community nursing, adult social care (LB Hackney) and adult community therapies that will see Neighbourhood-based teams established.** Increasingly those teams providing longer-term support for residents in the community are being aligned to each of the eight Neighbourhoods with improved ways of working between these teams. This work is also improving pathways into services. For example, the work in Adult Community Nursing (currently in the staff consultation phase, with roll out of the new model planned from April 2021 and aiming for full model to be in place towards the end of 2021) will include a single point of access into the service, improved support for patients who need short-term support alongside eight-Neighbourhood-based nursing teams providing longer-term support for residents. There will also be better distribution of community-based nursing teams based on demand modelling with more nursing resources allocated to the Shoreditch Park and the City Neighbourhood
- **Primary Care Networks are continuing to recruit to additional roles (utilising national funding made available to them). This will provide added capacity to support primary care, ensure that residents are receiving specialist support and assisting with the delivery of integrated care models.** For Shoreditch Park and the City this already includes social prescribing link workers (*connecting residents to local community services*), first contact physios (*supporting residents with Musculoskeletal needs*), health and wellbeing coaches (*to support people to proactively manage their*

conditions) and clinical pharmacists (*to support with prescribing and review of medications*) and Physician Associates (*working alongside GPs*) that are delivering additional support on top of existing support delivered in primary care. Additional roles are available (and becoming available from 2021) for PCNs to recruit to and it will be for PCNs, based on an understanding of local population health needs, to identify which roles are most important to provide additional support. There is a financial envelope within which PCNs have to operate in the recruitment of additional roles.

- **The rollout of Neighbourhood-based MDTs from June 2020 to support more vulnerable residents across City and Hackney.** These have been rolled out across all 8 Neighbourhoods and providing a regular space to support residents who are more vulnerable. As core members these bring together community based services including primary care, community health (nursing and therapies), community mental health and voluntary sector engagement. Additional services such as housing, substance misuse, care of the elderly and similar support have been supporting this work. The City of London Corporation and Neaman Practice are involved in this work in Shoreditch Park and the City. These have been an important part of our response during COVID-19 to ensure that those residents who are most vulnerable are receiving support. Many of those residents supported have long-term care and support needs and in many cases wider mental and social support needs. As this work develops, the work will focus on working with people at risk of rising need and unwarranted outcomes through an anticipatory, personalised and more proactive approach to supporting residents (with a particular focus on supporting people with multiple long-term conditions).
- This approach has given access to shared learning on other approaches to take with clients. Key links with the City's voluntary services have also been established with the MDTs together with a defined pathway for referrals from the Homeless and Rough Sleeper service. The forum provides a joint approach on accountability on more complex cases with actions taken from the meetings and monitored back within the MDT. We are already starting to demonstrate evidence of improved day-to-day connections between individuals and teams. As we see more services being aligned to a Neighbourhood-based footprint the opportunities for relational connections will increase.

c). Supporting people in connecting with non-medical needs and connecting them with their communities

- 4.5. It is important that this support for residents is not wholly based on health conditions or medical needs. We have a local commitment to develop our personalised care approach for residents which is based on an understanding of what matters to them.

4.6. We use the term 'community navigation' to describe the 1-2-1 non-medical, person-centred support that these navigation services provide. It is not just about signposting but listening to individuals and what matters to them. The emphasis is therefore prevention focused and often leads to connecting residents to a range of support services - both communities based as well as statutory support. City Connections are already providing support for City of London residents, complemented by social prescribing and health and wellbeing coaches.

4.7. Work to develop further our community navigation offer and make this even more a focus of Neighbourhoods is underway including:

- **Improvements are being made to improving the pathways into accessing this navigation support:** Pilot work is underway specifically in Shoreditch Park and the City to improve referral pathways for primary care into community navigation support. In addition, work is being undertaken with community nursing and community therapies for them to access a single point of access for community navigation (which will also benefit City of London residents who may be accessing nursing or therapies support). This is helping us encourage a more holistic approach to care and support.
- **Ensuring that community navigators are a key part of multi-agency teams:** Community connectors are already a key part of the mental health Neighbourhood blended teams described above, City Connections are involved in Neighbourhood MDT arrangements in place and we are ensuring that similar roles are a key part of multi-agency working.
- **Bringing together community navigation providers within a Neighbourhood:** We are bringing together these navigation providers to work together to support residents within each Neighbourhood. This is being piloted within Shoreditch Park and the City Neighbourhood. These will see closer working between practitioners such as social prescribing, health coaching and community connectors enabling them to build relationships between each other and support our integrated care approach for residents.

d). Establishing partnership arrangements within Neighbourhoods which bring together partners to understand local population health needs and proactively work together to address these

4.8. Finally, we have a commitment to establish partnership arrangements across each Neighbourhood which bring together partners (including voluntary sector and residents) to improve local population health needs.

4.9. Engagement is underway with stakeholders across Primary Care Networks, City of London Integrated Commissioning Board Members and the voluntary sector to define what this Partnership for Shoreditch Park and the City will look like in practice. This will identify the core purpose, involvement and arrangements to support future sustainability.

- 4.10. These partnership arrangements are not to take decision making responsibilities away from the City of London Corporation but rather to support partnership working across a whole Neighbourhood and provide a means of working together to respond to identified needs. A core part of this work will need to be engagement both with local residents as well as voluntary and community sector organisations.
- 4.11. A session is planned for February to open up discussions for the development of the Partnership which will involve City of London Members, Shoreditch Park & City Primary Care Network, Shoreditch Trust, City Connections and City Advice.

5. What about support for City of London residents who access services in Tower Hamlets?

- 5.1. City of London Corporation is undertaking focused work with Tower Hamlets practices to determine clear pathways to support the Corporation's social care services and improve links with the voluntary sector offer for City of London residents. Work is also underway on understanding the needs of City residents with these practices to gain a more detailed understanding of their needs and access health and social care services.
- 5.2. It is important that regardless of where residents are registered that support for them is joined up. The City of London Corporation working with partners across City and Hackney will continue to work together to further develop these links for City residents.

6. How will we know if this way of working is having an impact?

- 6.1. We know from evidence nationally that evaluation of integrated care approaches need to be considered over the longer-term. Studies undertaken by Nuffield Trust, Health Foundation and similar organisations have highlighted the complexity of evaluation for complex transformation work.
- 6.2. We are currently working with a partner organisation to develop an evaluation framework for Neighbourhoods overall which is based around six domains that will form the basis of our evaluation:
- **Individual outcomes:** To what extent do people across City and Hackney have an improved quality of life?
 - **Staff outcomes:** To what extent do staff have an improved experience of coordinating and delivering care for individuals within Neighbourhoods?
 - **Community wellbeing:** To what extent are we improving outcomes for populations and reducing inequalities as a result of integrated working?
 - **Resident and carer experience:** To what extent are people involved in decisions about their care / care of their family and this care is joined up?
 - **Organisational processes:** To what extent are we making best use of the resources we have and reducing duplication of effort?

- **Integrated working:** To what extent do teams feel they work effectively together with improved ways of working?

6.3. Work being undertaken between February 2021 and July 2021 will:

- Undertake a stocktake of the Neighbourhoods approach through engagement with residents, partners and frontline practitioners.
- Develop an evaluation framework for Neighbourhoods overall - aligned to the six domains described above.
- Support the development of an evaluation framework for the multi-agency approach to support those with multi morbidities as described above. This will give a more tangible focus on impact.

Committee(s): Community and Children’s Services – For information	Dated: 05/03/2021
Subject: Digital Inclusion Project	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3, 4, 8, 9
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N
Report of: Andrew Carter, Director of Community and Children’s Services	For Information
Report author: Scott Myers, Strategy Officer, Department of Community and Children’s Services	

Summary

The City Corporation has an ambition to strengthen digital literacy and close the digital divide among its residents as we recover from the COVID 19 pandemic. To address this, the City Corporation has instigated several initiatives and proposals to improve residents’ confidence and knowledge in accessing digital services, as well as helping to alleviate social isolation.

This report sets out the actions of the City Corporation so far, initiatives planned once national restrictions allow and our long-term ambitions for the project. Details on how to access our current offer are set out in Appendix 1.

Recommendation

Members are asked to:

- note the current activity in place to support digital inclusion for City residents and the approach set out to develop and deliver a programme of support.

Main Report

Background

1. Despite the small population compared to other London local authorities, the City of London has pockets of deprivation and disadvantage, and issues such as digital exclusion from services and social isolation cut across all income groups.
2. Many of these issues have been amplified by the COVID 19 pandemic, and people are at risk of further disadvantage as actions are put in place to support people to recover from the lasting impacts (economic and social) and adapt to new models of service delivery. We are also aware that some residents have poor digital skills and suffer from data and digital equipment poverty.
3. The below details the actions of the City Corporation to date, what we could do once restrictions are lifted, and longer-term ambitions for the project.

Current Position and Actions

Adult Skills and Education Service

4. The City of London's Adult Skills Service (ASES) are currently delivering a range of Digital Skills/IT courses through the Community based Skills and Learning Programme. The details of these courses and how they are accessed are set out in Appendix 1.
5. Since the end of March 2020, the service has delivered 95% of all Adult Learning courses online. To support this transition for learners and tutors, the service implemented the following:
 - Rapidly commissioned virtual learning software packages to enable online lectures, classes, and work and feedback exchanges
 - Assessed every course for its suitability for virtual teaching and learning, making alterations to course content where needed
 - Assessed every learner's access to technology and digital skills levels to access online content
 - Provided one-to-one support to learners to access digital content and participate fully in virtual learning
 - Sent hardcopy resources and gestures of goodwill to learners who would struggle to continue their learning online
 - Trained tutors in using virtual learning software and adapting their teaching to the virtual environment

Mer-IT

6. Mer-IT have recently received a £10,000 Community Grant from the City Corporation to tackle digital inclusion within the City. With this grant, they are distributing refurbished laptops and computers to those who do not currently have access to a device.

7. City Corporation Children's and Adult's Social Care services can refer their clients to Mer-IT if they need a device.

Internet Access Project

8. The City Corporation are providing low-income residents who receive Council Tax reduction with a one off pre-loaded data allowance via a portable device, that will allow residents to connect to the internet if they have their own device. The City Corporation is currently providing 15GB of 4G data which will allow residents who are home schooling greater access to online learning. The Corporation is also using this opportunity to determine low-income residents who do not have access to a device for potential referral.
9. As of 11 February 2021, there have been 21 applications which have been supported through this project.

Library IT Training

10. The City Corporation's library service has been advertising and delivering remote IT training since the first lockdown. It covers everything from Microsoft products, to how to use Zoom and assisting with mobile phones.
11. Referral instructions to this service are listed in Appendix 1

AbilityNet

12. The City Corporation City Bridge Trust has funded a project by AbilityNet that mobilises and manages volunteers to help elderly residents with free support on how to use their new or existing digital devices during the COVID 19 pandemic.
13. The details for accessing this service are listed in Appendix 1.

Potential Next Steps

14. The text below notes what the City Corporation is planning and could implement once national restrictions allow them to be carried out safely.

Adult Skills and Education Service

15. ASES are preparing for a phased return to hybrid and face-to-face teaching over the 2020/21 Academic Year which will be in line with the opening of the main learning centres: Guildhall, Golden Lane, Avondale, Portsoken and the Aldgate School. ASES will prioritise face-to-face learning for those learners who are digitally excluded.
16. To retain some of the benefits of online learning, ASES is reviewing the curriculum to understand which courses may continue to be delivered online long-term and where flipped models of learning would be beneficial.

17. ASES has an ambition to address issues raised by learners who are unable to participate in online learning if they do not have access to devices or the internet. They are attempting to do this by:

- refurbishing several laptops currently used to deliver courses on the Portsoken Estate
- investigating the possibility of purchasing a small batch of new laptops for community use
- providing a range of First Step computer training options for beginners
- providing additional tutor support to learners who may have difficulties joining online course
- discussing with community members the types of course/learning that they would benefit from
- working with our community-based learning ambassador on our housing estates to support learning
- providing ESOL support classes
- designing and circulating questionnaires to residents living on different City Corporation social housing estates, requesting information about their ability to connect online and the barriers they face.

Age UK

18. The City Corporation's Corporate Strategy team has commissioned Age UK to provide face to face digital skills classes beginning in May/June 2021 if restrictions allow. Funding has been previously agreed and is primarily taking place on the Barbican Estate. Classes will take place for at least two months, and any further commission is dependent on funding.

Device Loan Scheme

19. The City Corporation are currently in conversation with Leeds City Council Library Service and Greenwich Libraries to learn about their device loan scheme, where residents who identify as being digitally excluded can borrow a tablet device (iPad) just as they would a book from their local library free of charge. The City Corporation Library Service could implement something similar for residents to access, and we are currently assessing how this could work for us.

Tech Take Back Event

20. A date for this event is pending the decision of local and/or national restrictions where businesses can, in line with General Data Protection Regulation (GDPR), professionally refurbish old devices and give them to charities to provide devices to those in need.

Community Fibre & Hyperoptic

21. The City Corporation is exploring how we might make available discounted broadband access through Community Fibre & Hyperoptic – the providers delivering network to the City's social housing estates and the Mansell Street Estate.

Future Ambitions

22. The paragraphs below are proposals that the City Corporation could explore and implement in the long term to alleviate digital and financial exclusion, promote greater access to services and reduce social isolation as we recover from the pandemic.

Ensuring a joined-up approach

23. The City Corporation could develop a webpage or leaflet detailing our complete digital skills, device and data access schemes so residents and Members can easily discover our offer in one place, and find out how to access these schemes.

24. By ensuring that our offer is fully advertised and understood, residents can be referred to the most appropriate scheme to meet their needs and ensure that the work of different services and departments does not replicate current schemes.

Mer-IT

25. Mer-IT has already started distributing laptops to those in need within the City and to the City family of schools. The City corporation could also work with them in the following ways if Members agree:

26. Mer-IT have already started distributing laptops to those in need within the City and to the City family of schools. The City corporation could also work with Mer-IT in the following ways if Members agree:

- The City Corporation can donate spare devices to Mer-IT for recycling and distribution to those in need
- As well as offering a place where residents can bring devices for repair, Mer-IT could provide digital skills community workshops for residents, covering topics such as internet security, basic digital skills and how to fix devices.

Corporate Social Responsibilities (CSR)

27. The City Corporation has several contracts with a CSR element built in that could be explored and identified.

28. One such example is with Civica, the Corporation's new Housing Management System. Under the terms of the contract, Civica are able to provide digital skills workshops on our social housing estates to improve digital literacy.

City Corporation IT Team

29. The City Corporation IT Team are about to undertake a programme of refreshing staff laptops within three to six months. Should Members wish to explore the possibility, there is also potential for excess Corporation laptops to be repurposed for organisations that distribute devices to those in need.

Eligibility

30. It is likely that affordability is the primary barrier to digital access - whether to meet the cost of a digital device or the cost of internet access. Therefore, support with accessing a digital device or internet access could be based on an indicator of low income that meets the threshold for benefit payments.

Proposals

31. The Department wishes to promote and support digital inclusion across its communities. To do so requires a programme of work to tackle the features of exclusion: skills, device and data access, motivation and confidence.

32. The Department will further digital inclusion by building upon the interventions initiated during the COVID 19 pandemic, tailored to meet the needs of different groups and target those most impacted by digital exclusion. These proposals align to our wider work to mitigate the lasting economic and social impacts of COVID 19.

33. To achieve this, we propose to utilise and build on our existing assets and work with community organisations, including partners that have received a Stronger Communities Grant to tackle digital exclusion. Any bid for further grant funding would be subject to assessment by the Central Grants Unit, and approval in line with current procedures.

Key Data

34. ASES have undertaken a learner's survey which was distributed via the City Corporation's @Home newsletter, housing events newsletter and social media. The survey asked some of the following questions:

- Do you have access to a computer?
- Do you have access to the internet?
- Do you require further digital training?

35. The survey ended in January 2021 and received 0 responses.

36. The City Corporation first initiated its Internet Access Project in May and June 2020 to provide a one-off allowance of 4G data to residents who received Council Tax Reduction and were told to shield due to a pre-existing medical condition. With this programme, the City Corporation distributed 23 devices to residents in need.

37. In July, August and September 2020, the City Corporation Library Service provided 29 sessions of digital support to City residents, with some residents accessing the service more than once.

38. The Department for Education (DfE) has provided the City Corporation with 30 laptops distributed to disadvantaged families, children and young people who do not currently have access to them through another source, such as their school.
39. Mer-IT recently allocated 30 devices to City of London Academies Trust schools, with plans to allocate 30 more for the City's benefit in the coming weeks.
40. Data was not available for how many City residents have been supported by Age UK or supported with digital learning by ASES.

Corporate & Strategic Implications

41. This approach is well aligned to the Corporation's Digital Skills Strategy and Social Mobility Strategy and supports our broader Corporate Plan objectives:

- We are digitally and physically well-connected and responsive (9).
- We have access to the skills and talent we need (8).
- People have equal opportunities to enrich their lives and reach their full potential (3).

42. The approach will also help respond to financial and social inclusion objectives and assist with resilience and recovery from the COVID 19 pandemic.

Equalities implications

43. Digital exclusion disproportionately impacts some target equality groups, including those in the Black, Asian and Minority Ethnic community, and those with disabilities. Objectives that tackle such inclusion will have a positive impact on these groups.

Conclusion

44. Supporting digital inclusion provides an opportunity to improve the lives of many in our community, and to deliver the Department's and Corporation's strategic objectives.

Appendices

- Appendix 1 – How to access our current offer

Scott Myers

Strategy Officer, Department of Community and Children's Services

T: Microsoft Teams

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Appendix 1 – How to access our current offer

Adult Skills & Education Service – free online digital skills courses

1. The Adult Skills & Education Service is offering residents free online digital skills courses and ESOL classes during 2021. Courses can be booked by emailing adultlearning@cityoflondon.gov.uk or calling **07702 821 650** or **07864 965 540**. A list of courses and their dates are listed below
 - **First steps into computing** – 13:30-15:30 – every Tuesday between 05/01/2021 – 30/03/2021
 - **Information Technology: Word and Excel** – 10:00-12:00 – every Monday between 04/01/2021 – 29/03/2021
 - **ESOL Pre-Entry** – 10:00-12:00 – every Tuesday between 03/11/2020 – 06/07/2021
 - **ESOL Entry 1 and 2** – 17:00-19:00 – every Tuesday between 14/01/2020 – 06/07/2021

Library IT Training

2. To book an appointment or to refer a resident for help in accessing Microsoft products, how to use Zoom and assistance with mobile phones and more, contact BarbicanLib@Cityoflondon.gov.uk to set up an appointment or telephone 020 7638 0569.

AbilityNet

3. AbilityNet's free support can assist residents with new and existing devices. This includes laptops, tablets, smartphones and desktop computers of all types.
4. As well as tech advice, AbilityNet's volunteers also provide specialist advice for those living with vision, hearing, cognitive or motor impairments
5. Support is available online or by phone
6. Freephone 0800 048 7642 or email enquiries@abilitynet.org.uk. Further free resources are available at <https://abilitynet.org.uk>

Mer-IT

7. Mer-IT is looking to locate low income and vulnerable City residents who do not currently have access to a computer or laptop but would benefit from one.
8. If you believe that a resident could benefit being referred to this service then please contact Scott.Myers@cityoflondon.gov.uk who can share the referral process.

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