



Community & Children's Services Committee

Date: FRIDAY, 11 JUNE 2021

Time: 1.45 pm

Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members:

Ruby Sayed (Chairman)	Deputy Henry Jones
Randall Anderson (Deputy Chairman)	Laura Jørgensen
Deputy John Absalom	Alderman Alastair King
Rehana Ameer	Natasha Maria Cabrera Lloyd-Owen
Matthew Bell	Alderman Bronek Masojada
Peter Bennett	Deputy Catherine McGuinness
Nicholas Bensted-Smith	Benjamin Murphy
Deputy Keith Bottomley	Dhruv Patel
Mary Durcan	Susan Pearson
Alderman Emma Edhem	William Pimlott
Helen Fentimen	Matt Piper
John Fletcher	Deputy Elizabeth Rogula
Marianne Fredericks	Deputy Tom Sleigh
Caroline Haines	Sir Michael Snyder
The Revd Stephen Haines	Mark Wheatley
Graeme Harrower	Deputy Philip Woodhouse
Sheriff Christopher Hayward	Dawn Wright
Deputy Jamie Ingham Clark	
Alderman Gregory Jones QC	

Enquiries: julie.mayer@cityoflondon.gov.uk

Accessing the virtual public meeting

<https://youtu.be/mMUDunToasE>

This meeting will be a virtual meeting and therefore will not take place in a physical location. Any views reached by the Committee today will have to be considered by *the Director of Community and Children's Services* after the meeting in accordance with the Court of Common Council's Covid Approval Procedure who will make a formal decision having considered all relevant matters.

This process reflects the current position in respect of the holding of formal Local Authority meetings and the Court of Common Council's decision of 15th April 2021 to continue with virtual meetings and take formal decisions through a delegation to the Town Clerk and other officers nominated by him after the informal meeting has taken place and the will of the Committee is known in open session. Details of all decisions taken under the Covid Approval Procedure will be available online via the City Corporation's webpages.

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

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. **CITY WELFARE CENTRE**

To receive a presentation from Tavistock.

For Discussion

4. **MINUTES**

To approve the public minutes and non-public summary of the meeting held on 30th April 2021.

For Decision
(Pages 7 - 18)

5. **OUTSTANDING ACTIONS**

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

For Information
(Pages 19 - 20)

6. **SAFEGUARDING SUB COMMITTEE**

Members agreed to appoint to this Sub Committee from the Court of Common Council.

For Decision

7. **ALLOCATED MEMBERS (HOUSING MANAGEMENT AND ALMSHOUSES SUB COMMITTEE)**

Members of the Sub Committee agreed to offer the position of an allocated Member for Sydenham Hill Estate to Members of the Grand Committee.

For Decision

8. **COMBINED RELIEF OF POVERTY CHARITY - ADMINISTRATION UPDATE AND FUNDING FOR APPROVAL**

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

For Decision
(Pages 21 - 40)

9. **STRONGER COMMUNITIES ANNUAL REPORT**
Report of the Director of Community and Children's Services.
For Information
(Pages 41 - 58)
10. **COVID-19 LESSONS LEARNT**
Report of the Director of Community and Children's Services.
For Information
(Pages 59 - 68)
11. **COMMISSIONING UPDATE**
Report of the Director of Community and Children's Services.
For Information
(Pages 69 - 74)
12. **DEPARTMENTAL BUSINESS PLAN PERFORMANCE: 2020-21 QUARTER 4**
Report of the Director of Community and Children's Services.
For Information
(Pages 75 - 94)
13. **REPORT OF ACTION TAKEN**
Report of the Town Clerk.
For Information
(Pages 95 - 96)
14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
16. **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

17. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on 30th April 2021.

For Decision
(Pages 97 - 100)

18. **CHARITIES REVIEW RECOMMENDATIONS - THE CITY EDUCATIONAL TRUST FUND (290840) AND THE CITY OF LONDON CORPORATION COMBINED EDUCATION CHARITY (312836)**

David Farnsworth, Managing Director of Bridge House Estate & Chief Charities Officer

For Decision
(Pages 101 - 112)

19. **HIGH SUPPORT HOSTEL SITE DEVELOPMENT; GATEWAY 1-4 PROJECT PROPOSAL & OPTIONS APPRAISAL**

Report of the Director of Community and Children's Services

For Decision
(Pages 113 - 142)

20. **ASSESSMENT CENTRE FOR ROUGH SLEEPERS: GATEWAY 1-4 PROJECT PROPOSAL AND OPTIONS APPRAISAL**

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

For Decision
(Pages 143 - 220)

21. **REPORT OF ACTION TAKEN (NON-PUBLIC REPORTS)**

Report of the Town Clerk.

For Information
(Pages 221 - 224)

22. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

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

Confidential Agenda

24. COMMUNITY AND CHILDREN'S SERVICES - TARGET OPERATING MODEL (TOM) PROPOSALS)

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

For Decision

COMMUNITY & CHILDREN'S SERVICES COMMITTEE Friday, 30 April 2021

Minutes of the meeting streamed to You Tube:

<https://youtu.be/4JndCQBwNUc>

at 11.00 am

please note this recording will be available for one year from the date of the meeting

Present

Members:

Ruby Sayed (Chairman)
Randall Anderson (Deputy Chairman)
Rehana Ameer
Peter Bennett
Deputy Keith Bottomley
Mary Durcan
Alderman Emma Edhem
Helen Fentimen
John Fletcher
Marianne Fredericks
Caroline Haines
The Revd Stephen Haines
Graeme Harrower
Deputy Jamie Ingham Clark

Alderman Gregory Jones QC
Deputy Henry Jones
Alderman Alastair King - *in the Chair*
Alderman Bronek Masojada
Deputy Catherine McGuinness
Dhruv Patel
Susan Pearson
William Pimlott
Deputy Elizabeth Rogula
Sir Michael Snyder
Mark Wheatley
Dawn Wright
Laura Jørgensen

Officers:

Andrew Carter
Dr Sandra Husbands
Chris Lovitt
Simon Cribbens
Liam Gillespie
Sarah Greenwood
Michael Gwyther-Jones
Jason Hayes
James Illsley
Stephanie McDonald
Gerald Mehrtens
Paul Murtagh
Chris Pelham
Teresa Shortland
Ellie Ward
Mark Jarvis
Andrew Cusack
Julie Fittock
Ola Obadara
Julie Mayer

- Director of Community and Children's Services
- Director of Public Health, City and Hackney
- Deputy Director of Public Health
- Community and Children's Services Department
- Community and Children's Services Department
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- Community and Children's Services Department
- Community and Children's Services Department
- Community and Children's Services Department
- Chamberlain's Department
- Comptroller and City Solicitor's Department
- City Surveyor's Department
- City Surveyor's Department
- Town Clerk's Department

It was moved by Sir Michael Snyder, seconded by Jamie Ingham Clark and RESOLVED, that - Alderman Alastair King take the Chair until the new Chairman is elected.

1. **APOLOGIES**

Apologies were received from Natasha Lloyd Owen, Nick Benstead Smith, John Absalom and Matthew Bell.

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

There were no declarations.

3. **ORDER OF THE COURT**

The Order of the Court dated 15th April 2021, appointing the Committee and approving its Terms of Reference was received.

4. **ELECTION OF CHAIRMAN**

RESOLVED, that - in accordance with Standing Order 29, and being the only Member willing to serve, Ruby Sayed be elected as Chairman for 2021/22.

5. **ELECTION OF DEPUTY CHAIRMAN**

RESOLVED, that - In accordance with Standing Order 30, and exercising the right of the immediate past Chairmen, Randall Anderson be elected as Deputy Chairman for 2021/22.

VOTE OF THANKS

It was moved by Alderman Alastair King, Seconded by Caroline Haines and RESOLVED, that - Members of the Community and Children's Services Committee place on record their sincere appreciation to:

RANDALL ANDERSON

for the compassionate, diligent and conciliatory manner in which he has chaired their Committee since 2018.

Randall's term as Chairman has overseen a number of initiatives seeking to place the physical and mental wellbeing of City residents at the forefront; i.e. - the new mental health centre, 2 new community centres, the achievement of outstanding Ofsted ratings for social care and safeguarding, and support of the government's 'Our Turn' Government campaign for asylum seekers. The City's maintained primary school is ranked amongst the top performing in the country.

Working with our partners, Randall's chairmanship has demonstrated excellent co-production in the delivery of services for those needing support with alcohol and drug misuse. A Homelessness and Rough Sleeping Sub Committee was established, early in Randall's Chairmanship, ensuring that the City's street population have access to permanent pathways into housing and support for substance misuse.

In order to reach all disadvantaged and minority groups, Randall has championed projects such as the 'Decent Homes Standard', Major Works Programme, adult skills and education initiatives and digital inclusion, and the Special Educational Needs (SEND) Strategy for 2020–24, which sets out an ambitious vision for children and young people up to age 25 years. Following the Grenfell fire, various fire safety works to HRA properties have been approved, including the installation of sprinklers in Tower Blocks.

Finally, the committee wishes to place on record its recognition of Randall's commitment, resilience and tenacity during the covid-19 pandemic of 2020-21. As part of the response to the Covid-19 pandemic, testing centres were established, key services to the most vulnerable were maintained and expanded, record numbers of rough sleepers were provided with accommodation, key infrastructure projects were maintained, a sustainable foodbank was established in the City, digital inclusion was expanded to targeted groups (via the provision of laptops and tackling data poverty), the vital contribution of volunteers recognised and a central focus on continuous improvement maintained.

THE COMMITTEE WOULD LIKE TO WISH RANDALL EVERY SUCCESS IN THE FUTURE, noting that the legacy of his Chairmanship will continue to improve the quality of life of the City residents and those on the out of borough estates.

6. APPOINTMENT OF TWO CO-OPTES

RESOLVED, that - Laura Jorgensen and Matt Piper be appointed as the Committee's two Parent Governors, as set out in the Order of the Court.

7. APPOINTMENTS TO SUB COMMITTEES

The Committee considered a report of the Town Clerk, which sought to appoint to the various Boards, Sub Committees and Portfolios. Prior to the meeting, indicative memberships lists had been circulated and the Town Clerk advised that, in the event of ballots being necessary, they would take place immediately after the meeting, with the final appointments being approved under delegated authority by the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Committee.

RESOLVED, that:

- a) **The Homelessness and Rough Sleeping Sub Committee's Terms of Reference be approved, together with the amendment set out in the report, and the following Members be appointed for 2021/22, together with the Chairman and Deputy Chairman of the Community and Children's Services Committee:**

1. Alderman Bronek Masojada - CCS
2. Natasha Lloyd Owen - CCS
3. William Pimlott - CCS
4. Alderman Vincent Keaveny -Court

5. Marianne Fredericks - CCS
6. Benjamin Murphy - CCS
7. Alderman Alison Gowman - Court
8. Helen Fentimen – CCS
9. Mary Durcan - CCS
10. Henrika Priest – Court

- b) **The Housing Management and Almshouses Sub Committee's Terms of Reference of the be approved, and the following Members be appointed for 2021/22, together with the Chairman and Deputy Chairman of the Community and Children's Services Committee.**

1. Caroline Haines
2. William Pimlott
3. Peter Bennett
4. Rev. Stephen Haines
5. John Fletcher
6. Mary Durcan
7. Marianne Fredericks
8. Susan Pearson
9. Jamie Ingham Clark

- c) **The Safeguarding Sub Committee's Terms of Reference be approved, and the following Members be appointed for 2021/22, together with the Chairman and Deputy Chairman of the Community and Children's Services Committee.**

It was proposed by Ruby Sayed, seconded by Jamie Ingham Clark and RESOLVED, that – a long standing vacancy on this Sub Committee be advertised to the whole Court:

1. Marianne Fredericks
2. Mary Durcan
3. Susan Pearson
4. Helen Fentimen
5. Elizabeth Rogula

- d). **Randall Anderson be appointed to the Education Board for 2021/22.**
NB. By convention this would be the Chairman, however, as the newly appointed Chairman is already a Member of the Education Board, the Deputy Chairman would represent the Committee on this Board
- e). **The following Members be appointed to the Education Charity Sub Committee (of the Education Board) for 2021/22.**

1. Randall Anderson
2. Ruby Sayed
3. Benjamin Murphy
4. Dawn Wright

f). **The following Members be appointed to the Integrated Commissioning Sub Committee for 2021/22; together with the Chairman and Deputy Chairman:**

1. Marianne Fredericks – Member (*by virtue of being Chairman of the Health and Wellbeing Sub Committee*)
2. Dhruv Patel – as Deputy
3. Mary Durcan – as Deputy
4. Helen Fentimen – as Deputy

g). **The Chairman be appointed to serve on the following for 2021/22:**

- **The Housing Delivery Programme Working Group; and**
- **The Health and Wellbeing Board**
- **The Safer City Partnership Board (as Chairman)**

h). **The following be appointed as Lead Portfolio Members for 2021/22:**

1. **Children Safeguarding** – Randall Anderson and Ruby Sayed
2. **Adult Safeguarding** – Randall Anderson and Ruby Sayed
3. **Young People** – Natasha Lloyd-Owen
4. **Rough Sleeping and Homelessness** – Randall Anderson
5. **Carers** – Susan Pearson

8. **MINUTES**

RESOLVED, that – the public minutes and non-public summary of the meeting held on 5th March 2021 be approved.

Matters arising

- A Member requested an update on the status of the Crime and Disorder Scrutiny Committee; a Statutory Body which had only met once since its inception. It was suggested that, as the Safer City Partnership Board would now be chaired by the Chairman of the Community and Children's Services Committee, there might be a conflict in their respective scrutiny roles. The Chairman asked for the relevant officers to consider this offline and report back to the Committee.
- The Committee would receive a presentation from the provider of the City Wellbeing Centre at its next meeting.
- A Member advised that the City of London Police had expressed an interest in some use of the Green Box if it were to be retained for use by the hotel developer.

9. **OUTSTANDING ACTIONS**

The Chairman asked for completed actions to be removed.

The immediate past Chairman had nominated John Fletcher to serve on the Advisory Board for the new Community Centre (20 Little Somerset Street) and the Committee endorsed the appointment. Mr Fletcher asked for Members support in moving to a position where the Centre could be taken over by a community organisation. Mr Fletcher also stressed the importance of appointing a Centre Manager as soon as possible.

Covid-19 update

The Deputy Director of Public Health provided a brief update on the significant changes and progress in testing and thanked the City of London Corporation for the successful provision of Guildhall Yard as a PCR testing site. The Committee noted that, before the end of May, 65A Basinghall Street would be the new site for PCR testing. Lateral Flow testing would also relocate from Leadenhall to 65A Basinghall, for one month, before moving to a new site in the Guildhall complex.

Approximately 400 City workplaces had signed up for testing and the Public Health Team were actively encouraging twice a week testing for those returning to the City. Community pharmacies in the City were now offering lateral flow testing kits.

10. **GATEWAY 4C - YORK WAY ESTATE PROVISION OF SOCIAL HOUSING**

The Committee considered a report of the Director of Community and Children's services in respect of the provision of Social Housing on the York Way Estate. A Member commended an excellent, imaginative project which would significantly increase housing stock.

In response to questions, the following points were noted:

- The cost increase had been due to the London Borough of Islington's refusal to allow a building over seven-storeys in height, which meant that to achieve the required number of units, 4 blocks now had to be built instead of 3.
- York Way is the last scheme which can be accommodated within the current HRA funding envelope and alternative methods of funding would need to be considered for future schemes. The Chamberlain advised that new units are funded from separate Section 106 Funding, not the HRA, but 106 Funding would be exhausted once this project is complete.
- Whilst the HRA would benefit from this project in the longer term through the rental income from the new units, the HRA is under significant financial pressure, which has been adversely affected by the loss of income from commercial units during the pandemic.
- The Housing Programme Board, which comprises of officers from across several departments in the Corporation, meets monthly to discuss new development opportunities and, potential income from Section 106

funding. Planning colleagues continue to strive to maximise income from new developments, but levels would not be as high as in previous years.

RESOLVED, That:

1. The designs developed up to RIBA Stage 3 be approved.
2. The additional budget of £508,177 be approved, to further develop the scheme and reach Gateway 5.
3. The scheme be approved for progression to the construction stage, subject to the approval of the planning application, for the delivery of 91 new homes.
4. The total estimated cost of the project of £28,317,157 be noted, excluding risk and inflation, with the total estimated cost including risk and inflation being £32,393,000h.
5. The Risk Register at Appendix 2 to the report be noted and the previous approval of £174,500 be retained.
6. It be noted that approval will be sought from the Court of Common Council to approve delegation of all future project report approvals to the Community and Children's Services and Project Sub Committee.

11. GATEWAY 5 - INSTALLATION OF SPRINKLERS IN SOCIAL HOUSING TOWER BLOCKS

The Committee considered a report of the Director of Community and Children's Services in respect of the retro fit of sprinklers to five of the City of London Corporation's residential Tower Blocks.

During the discussion on this item the following points were raised:

- A myth busting booklet is being circulated to all residents at Great Arthur House, before being rolled out to the other estates. Plans are in hand to arrange a webinar for residents of Great Arthur House as part of the consultation process. Members were urged to use their influence to assure residents that this project is in their best interests and, encourage them to work with officers to ensure the project is a success.
- There was a view expressed in that the report might be a little premature, and there should have been more consultation with those leaseholders concerned about damage to their properties. The Assistant Director explained that on this occasion, there is little choice in what can and cannot be installed and, as such, consultation is restricted. However, officers are fully committed to engaging with residents and ensuring effective communications.

- There had been some delays in respect of surveying inside the properties, due to the lockdown, but the vast majority were now complete and a planning decision in respect of Great Arthur House was expected in the next 8-10 weeks. Planning officers are seeking to find the best solution for this installation and, whilst other blocks would not require Listed Building Consent, the least intrusive method of installation would be adopted.
- United Living, the successful tenderer, is an established company which is also on the City Corporation's preferred framework of contractors and, as such, has been subject to the usual due diligence. The Assistant Director assured Members that the project would be closely managed and monitored on site.
- The risk of a sprinkler head activating incorrectly is 16 million to 1, and residents' contents insurance would cover any damage to their possessions in the highly unlikely event of such an occurrence.
- Concern was expressed about the perceptions and reluctance of some residents, as sprinklers have been endorsed by the Fire Brigade for providing 24/7 protection. It was noted that temporary sprinklers had already been installed for some vulnerable tenants.

In concluding, the Chairman agreed that whilst safety is paramount, a sound communications strategy is also very important in raising residents' confidence.

RESOLVED, that:

1. The additional budget of £3,420,705 (including construction costs, consultants' fees, and staff costs) be approved for the appointment of United Living (South) Ltd to deliver the project and reach the next Gateway.
2. The revised project budget/total estimated cost of £3,722,649 (excluding risk) be noted.
3. A Costed Risk Provision of £350,000 be approved (to be drawn down via delegation to Chief Officer).
4. The revised estimated completion date of April 2022 is approved

Susan Pearson abstained.

Graeme Harrower asked for dissent to be recorded as he felt that the issues needed to be addressed properly in time and not relegated to risk factors. Mr Harrower stressed that this was a procedural objection only and not on safety grounds.

12. DEPARTMENTAL BUSINESS PLAN PERFORMANCE - QUARTER 3

The Committee received a report of the Director of Community and Children's Services, which set out the progress made during Quarter 3 – September to December 2020 - against the 2017–2022 Department of Community and Children's Services (DCCS) Business Plan. It also commented on the Departmental Risk Register.

During the discussion, the following points were noted:

- Most of the red risks are beyond the department's control. The performance on pathways for young people had improved since quarter 3, and this would show in the next report.
- Whilst there were some new housing projects in the pipeline, concern was expressed about the outturn for 19/20 and the target for 20/21. Members agreed that this warranted a focussed session on how the City Corporation might make progress. It was suggested that it might be timely to review the City's Corporate Plan in terms of social housing.
- The Committee is generally involved in housing projects within existing HRA estates, which are subject to consultation with residents and are therefore more complex than new builds on virgin sites. A Member had asked a question at the Policy and Resources Committee about formulating a Corporation-wide consultation strategy.
- The Deputy Chairman asked Members to be mindful of planning delays in new builds and the risk of Judicial Reviews, which are outside the City Corporation's control.
- The City of London Academy Trust (COLAT) is allowed to extend to 12 schools, under its original agreement, but there is currently no appetite for new build. It is likely to capture schools in high deprivation areas wishing to join the Multi Academy Trust (MAT). RESOLVED, that – the report be noted.

13. **SCHOOL ADMISSIONS**

The Committee received a report of the Director of Community and Children's Services which informed Members of the allocation of primary and secondary school places to City of London pupils for the academic year 2021/22.

RESOLVED, that – the report be noted.

14. **GOLDEN LANE COMMUNITY CENTRE UPDATE**

The Committee received a report of the Director of Community and Children's Services which provided an update on the work undertaken to ensure that the Golden Lane Community Centre is COVID-secure and meets the needs of the local community, as far as possible, and within national Government guidelines. Members noted that this report had been requested by the Chairman as part of the COVID-19 Working Group.

The Assistant Director advised that a temporary solution to the Wi-Fi problem had been installed while a full resolution was sought.

RESOLVED, that – the report be noted.

15. SOCIAL CARE CASE MANAGEMENT SYSTEM

The Committee received a report of the Director of Community and Children's Services and Members noted that the Corporate Projects Board had discussed the report on 31 March 2021. The Board had agreed that the project may or may not require capital funding, depending on the outcome of the procurement process. The Board had also agreed that the project should proceed under the Officer Scheme of Delegation, until such a time that it was determined whether the project would reach the thresholds of the gateway process.

RESOLVED, that – the report be noted.

16. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

In response to a question about business rate relief for the Community Centre at Golden Lane, the Assistant Director advised that, under current legislation, the City Corporation is not able to award business rate relief to itself. The Chairman advised that the issue of business rates was outside the remit of this Committee and asked Members to note existing pressures on the HRA. Officers agreed to work with the Chamberlain to produce a report for the Committee, setting out options and looking at the wider issues.

In response to a further question about gardening on the Estate and the City's policy on climate change and the emerging policy on bio-diversity, it was noted that many standard practices on public spaces were being reviewed. There was a request to implement local policies to allow residents to have more input into green spaces on the estate, and for a report to be taken to the Housing Management and Almshouses Sub Committee, in the first instance.

17. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items

18. 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.

19. NON-PUBLIC MINUTES

RESOLVED, that – the non-public minutes of the meeting held on 5th March 2021 be approved.

20. GREAT ARTHUR HOUSE

The Committee agreed to defer a joint report of the Director of Community and Children's Services and the Comptroller and City Solicitor

21. **ALDGATE (PORTSOKEN) PAVILION**
The Committee considered and partially approved a report of the Director of Community and Children's Services.
22. **HIGH SUPPORT HOSTEL FOR ROUGH SLEEPERS - PROCUREMENT STAGE 2 AWARD**
The Committee received a report of the Director of Community and Children's Services.
23. **GOLDEN LANE SUBSTATION**
The Committee considered and approved a report of the Director of Community and Children's Services.
24. **GATEWAY 5 - SYDENHAM HILL REDEVELOPMENT, LEWISHAM, SE26 6ND**
The Committee received a report of the Director of Community and Children's Services.
25. **SCHOOL ADMISSIONS - NON PUBLIC APPENDIX**
The Committee received a non-public appendix in respect of agenda item 13
26. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There was one question whilst the public were excluded
27. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no items.
28. **CONFIDENTIAL MINUTES**
The Committee approved the confidential minutes of the meeting held on 5th March 2021.

The meeting ended at 1.06 pm

Chairman

**Contact Officer: Julie Mayer tel. no. 020 7332 1410
julie.mayer@cityoflondon.gov.uk**

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CCS Outstanding Actions

Date added	Title	Action	Responsible Officer and target date	Comments/ Update
30/04/21	Matters Arising	It was suggested that, as the Safer City Partnership Board would now be chaired by the Chairman of the Community and Children's Services Committee, there might be a conflict in their respective scrutiny roles. The Chairman asked for the relevant officers to consider this offline and report back to the Committee.	Assistant Director of Commissioning and Partnerships	A meeting of the Crime and Disorder Scrutiny Committee will be arranged for the autumn. Membership for this meeting will be based on the terms agreed previously. The Town Clerk will consider whether this should be reviewed and amended within the considerations of the Governance Review
30/04/21	Matters Arising	The Committee would receive a presentation from the provider of the City Wellbeing Centre at its next meeting.	Assistant Director of Commissioning and Partnerships	Tavistock Relationship will be attending the June committee to speak about City Wellbeing Centre
30/04/21	Matters Arising	A Member advised that the City of London Police had expressed an interest in some use of the Green Box if it were to be retained for use by the hotel developer.	Assistant Director of Commissioning and Partnerships	A market appraisal of the pavilion café has been commissioned by the city surveyor to inform a report on future options
30/04/21	Outstanding actions	Mr Fletcher asked for Members support in moving to a position where the Centre could be taken over by a community organisation. Mr Fletcher also stressed the importance of appointing a Centre Manager as soon as possible.	Assistant Director of Commissioning and Partnerships	Stephanie MacDonald will manage the new community centre
30/04/21	DEPARTMENTAL BUSINESS PLAN PERFORMANCE - QUARTER	Whilst there were some new housing projects in the pipeline, concern was expressed about the outturn for 19/20 and the target for 20/21. Members agreed that this warranted a focussed session on how the City Corporation might make progress. It was suggested that it might be timely to review the City's Corporate Plan in terms of social housing.	Assistant Director, Barbican Estate & Property Services	Suggestion for a standalone meeting with relevant members to take this forward

30/04/21	QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE	The Chairman advised that the issue of business rates was outside the remit of this Committee, and asked Members to note existing pressures on the officers agreed to work with the Chamberlain to produce a report for the Committee, setting out options and looking at the wider issues. Officers agreed to work with the Chamberlain to produce a report for the Committee, setting out options and looking at the wider issues.	<i>Assistant Director, Barbican Estate & Property Services</i>	This item is progressing with the Chamberlains
30/04/21	16. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE	There was a request to implement local policies to allow residents to have more input into green spaces on the estate, and for a report to be taken to the Housing Management and Almshouses Sub Committee, in the first instance.	<i>Assistant Director, Barbican Estate & Property Services</i>	Item added to the HMASC agenda
05/03/21	Review of Committee's Terms of Reference: Community Safety and Public Protection	The Town Clerk agreed to check the Terms of Reference in respect of City Resident Members being able to stand as Chairman/Deputy Chairman of the Committee, as it was noted that this part of the Standing Order had previously been revoked.	<i>Town Clerks</i>	This was checked and confirmed that this part of the Standing Order had been revoked

Agenda Item 8

Committee:	Dated:
Community and Children's Services Committee	11/06/2021
Subject: Combined Relief of Poverty Charity – Administration Update and Funding for Approval	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly insofar as they are in the best interests of the charity	2, 3, 4
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£0
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 Decision
Report authors: Simon Cribbens, Assistant Director – Commissioning and Partnerships Jack Joslin, Head of Central Grants Unit	

Summary

The City of London Corporation is the trustee of the City of London Corporation Combined Relief of Poverty Charity (Reg. no. 1073660) (CRPC). This report presents various matters for consideration that are intended to support the better administration and management of the charity, consistent with the City Corporation's duties as trustee to keep such matters under review to ensure that the charity is operating most effectively. Specifically, decisions are sought on a strategic grant proposal.

Recommendations

Members are asked, collectively acting for the City of London Corporation as trustee of the CRPC and in the best interests of the charity and its beneficiaries, to:

- approve delegated authority to the Director, in consultation with the Chair and Deputy Chair of the Community and Children's Services Committee, to consider and approve any application or requests made to the Benevolent Association restricted Fund of the CRPC in accordance with the charity's funding policy
- approve a grant of £60,000 to the First Love Foundation over 12 months to deliver advice and food support to City of London residents and those residing in bordering boroughs
- note the finance update for the charity
- instruct officers to review and make recommendations on the funding criteria for the charity to be considered at a future meeting of this Committee.

Main Report

Background

1. The City of London Corporation's CRPC is the principal relief of need and/or poverty charity for which the City Corporation is corporate trustee acting by the Common Council. The administration and management of the charity has been delegated to the Community and Children's Services Committee. To avoid any doubt, the City Corporation is not trustee in its local authority capacity and any decisions must be taken by this Committee independently and solely in the charity's best interests.
2. The objectives of the charity are for the public benefit:

"The relief of those in need by reason of poverty, old age, ill health, accident or infirmity who are either the widow, widower or child of a Freeman of the City of London or who reside in the City of London or the London Boroughs by the provision of grants, items and services or such other support as the trustee determines."
3. In October 2018, the charity's modest funds were more than doubled following the decision to accept the transfer to the CRPC, on a restricted basis, the assets of the Corporation of London Benevolent Association (COLBA), another historic relief-of-need charity associated with the City Corporation's elected Members. The funds are to be used for the general purposes of the CRPC, subject to the restriction that, where there are competing applications of equal merit, preference must be given to: those beneficiaries residing in London who are previous or current elected Members, their dependents or connected persons; when residing outside London, preference should be given to the widows, widowers or children of previous and current elected Members; and, in applying the funds for these restricted purposes, the historic connection to the Association is recognised. This report seeks to implement a framework to support these commitments.
4. In 2020/21, the very modest assets of the Signor Favale's Marriage Portion Charity have also been transferred to the CRPC on an unrestricted basis. However, the funds were transferred to the CRPC subject to a wish that Signor Favale's name be retained in some way in making future grant awards, and this was accepted by your Committee.
5. When the charity's strategic funding objectives were last reviewed as part of the City Corporation's Grants Service Based Review in 2015/16, it was considered to be in the best interests of the charity to include it within the City Corporation's Central Grants Programme (CGP) and for the charity's funds to be applied under the Stronger Communities theme, which supports projects or services delivered for the benefit of communities or beneficiaries within the City of London and its housing estates across London.
6. The Department of Community and Children's Services (DCCS) is responsible for leading on the charity's administration and management. As the charity falls within the CGP, the Central Grants Unit (CGU) within the

Town Clerk's Department provides grants assessment and due diligence, and support in implementing good practice. Financial assessments are supported by the Charities Finance Team in the Chamberlain's Department. Decisions are taken in consultation with an advisory officer panel.

7. In September 2020, your Committee adopted the revised Stronger Communities criteria, including that grants will be awarded to projects or services that are being delivered for the benefit of the communities or beneficiaries within the City of London and/or housing estates managed by the City of London. The Committee approved a revised, more strategic approach to funding and charitable activities for the charity, including the proposed expenditure of up to £300,000 over 2020/21 to 2025/26 (subject to ongoing review).
8. The CRPC has struggled to attract applications and expend funds under the Stronger Communities Programme, and significant income has accumulated. There was no expenditure on charitable activity for the year ending 31 March 2020. However, the onset of COVID-19 led officers to seek the trustee's approval to make direct grants in support of the local response to the pandemic to relieve local need. Consequently two grants totalling £16,000 were awarded to Age UK City of London in April and July 2020 to support the delivery of the Square Mile Food Bank.
9. At the meeting of this Committee in September 2020 it was agreed to look at more strategic approaches to funding, having regard to the difficulties which had been experienced in applying the charities funds and a wish to generate maximum impact from the charity's modest funds and further reduce the costs of administration. Authority was also delegated to the Director of Community and Children's Services, in consultation with the Chairman and Deputy Chairman, to develop and set the framework for implementation of the charity's new funding strategy.

Current Position

10. A charity trustee has a duty to keep their charity's administration and governance under review, and to take relevant steps to ensure that the charity is operating effectively to achieve its intended objectives. This will include regularly reviewing the charity's governing documents, governance arrangements, policies and activities, and so on.
11. The current funding policy of the CRPC falls under the Stronger Communities criteria at **Appendix 1**, and in summary provides that: "grants will be awarded to projects or services that are being delivered for the benefit of the communities or beneficiaries within the City of London and/or City of London Managed Housing Estates".
12. The CRPC's specific objectives are not included in the Stronger Communities publicly available policy so that it can work more strategically to provide funding for the relief of poverty. However, it does operate under the above geographical requirements, having previously considered that maximum impact can be generated for beneficiaries from the charity's very modest

funds by focusing activities within an area where the City Corporation has particular local knowledge and stakeholder relationships.

13. In the financial year 2020/21 the CGU received one request from an individual to the Benevolent Association restricted fund of the CRPC charity. As a formal policy and procedure for dealing with these applications was not in place at that time, and to ensure that this was dealt with quickly and sensitively, the request was dealt with by the Town Clerk under delegated authority (through the Head of the CGU, the Director of DCCS and the Chairman and Deputy Chairman of this Committee). Going forward, it is requested that the Committee approves delegated authority to the Director, in consultation with the Chair and Deputy Chair of the Community and Children's Services Committee, to consider and approve any application or requests made to the Benevolent Association restricted fund of the CRPC on a case-by-case basis. The CGU will manage any application administration and payment.

Funding Proposal

14. At the meeting of this Committee in September 2020, it was agreed that the CRPC should seek to make grants that were more strategic to maximise the benefit to beneficiaries.
15. Officers have spent time discussing several options of how to maximise the benefit of the CRPC, given its small budget and very broad objectives. There is also a need to consider keeping the costs of grant assessment and management low, and to use the expertise of DCCS officers. After consideration, it was felt that the most strategic and impactful approach would be to award a grant to a single organisation which provides direct support to beneficiaries that would ensure the CRPC was delivering its objectives and maximising support, while keeping administrative costs to a minimum.
16. Approval is sought to extend the emergency food support service being delivered by the First Love Foundation to City of London residents. The pilot stages of this work have been supported to date through discretionary funding through the City's cash element of the Stronger Communities Programme (i.e. by the City Corporation in its general corporate capacity). This approach ensured that need was met while the project strengthened its operation and referral pathways. The new proposal will expand the remit of this work, providing a well-tested and impactful support for individuals who have been affected by the COVID-19 pandemic and are in need due to poverty, old age, or ill health.
17. The City of London Corporation's self-benefit has been considered during assessment of this application. This Committee, in collectively discharging the City Corporation's duties as trustee of the CRPC, and in considering this grant proposal, must take a decision which is only in the best interests of this charity. It is considered that there is no overriding conflict of interest for the City Corporation which would prevent the application being considered, as the City Corporation will not receive any direct or indirect financial benefit as a consequence of any funding award from the CRPC, and as the proposal has

been submitted and assessed through an open, public application process and assessed on its merits against the published criteria.

18. Funding of £60,000 over a 12-month period is sought to pay towards the salary costs of a project worker, food parcels and associated project costs of delivering a bespoke food bank and advice service for beneficiaries residing in the City of London or bordering boroughs. Further details of the proposal can be found in the Grant Assessment Report in **Appendix 2**. This project will support beneficiaries in need who have been financially impacted by COVID-19, and who fall within the categories of need which the CRPC can support.
19. To ensure that this grant is maximising its support (having regard to its modest funds), it is proposed that the funding can support individuals who are not just in the City of London, but also those in need and residing on border areas in other London Boroughs. This project will deliver the objectives of the CRPC as it will provide relief to those in need due to poverty or ill health who reside in the City of London or London Boroughs. It is noted that, while this proposal is within the charity's geographical area of benefit as set out in its objectives, it does depart from the Stronger Communities criteria in respect of geographical area of benefit. This departure is recommended to maximise the impact of the grant.
20. Having regard to the previous paragraph and the trustee responsibilities set out in paragraph 10, it is noted that the CRPC may benefit from more flexible geographical criteria. It is recommended that the funding criteria for the CRPC be reviewed to ensure that they reflect the Charity's strategic objectives and maximise the impact of its funds.

Financial Review

21. At the Committee meeting on 28 September 2020, Members, acting collectively for the City of London Corporation as trustee of the CRPC, approved a revised Reserves Policy for the charity. This included a decision to set aside £10,000 of free reserves for the charity as working capital. This was based on the assumption that the City Corporation would resolve to begin recovering the reasonable costs and expenses incurred by it in administering the charity as trustee which, while waived historically, it is entitled to do.
22. A recommendation was presented to, and approved by, the Finance Committee of the Common Council of the City Corporation on 16 February 2021 to change the Corporation's policy such that Sundry Trusts and Open Spaces charities, including the CRPC, should bear the legitimate and reasonable costs and expenses incurred by the City Corporation in administering each charity as trustee. This will be implemented from the beginning of the financial year 2021/22 onwards.
23. Given that these costs have already been factored into the free reserves policy, the Committee is now asked to note the decision taken by the City Corporation. As the change in policy is not applicable until the next financial year, it will be reported in narrative form but with no financial impact in the Charity's 2020/21 accounts, which are currently being drafted. Actual costs

will be reflected from 2021/22 onwards in line with the timing of the agreed policy change.

24. **Appendix 3** includes the draft unaudited results for the year to 31 March 2021. In the year, the charity awarded three grants totalling £20,000, including one grant to an individual awarded out of restricted funds. The charity also made investment gains of £82,000, which were mainly applied to the restricted funds increasing their value. As a result, the charity's free income reserves increased by £3,000 from £86,000 to £89,000 by year end at 31 March 2021, well above its updated reserves target of £10,000. This means that there is around £79,000 available for expenditure on furthering the charity's purposes in 2021/22 without factoring in potential income generated in this financial year. If approved, the proposed £60,000 First Love Foundation grant (see paragraphs 14 to 16 above) will reduce the free reserves funds available to £29,000, placing the charity still in excess of the £10,000 updated reserves target.

Corporate & Strategic Implications

25. **Strategic implications:** The charity's objectives and recommendations of this report support the Corporate Plan objective to contribute to a thriving society.
26. **Financial implications:** As set out above.
27. **Resource implications:** None.
28. **Legal implications:** The Comptroller and City Solicitor has been consulted in the drafting on this paper and implications are addressed within the report.
29. **Risk implications:** None.
30. **Equalities implications:** The objectives of the charity and the proposals of this report seek to alleviate poverty and deprivation. Poverty disproportionately impacts individuals and households from target equality groups, including those from Black, Asian and Minority Ethnic (BAME) communities, older households, and those with disabilities. The recommendations of this report support the Corporation's commitment and duty to tackle inequality.
31. **Climate implications:** None.
32. **Security implications:** None.

Conclusion

33. A charity trustee has an obligation to take relevant steps for their charity's good governance and administration, including keeping funding and reserves policies under review. The matters presented here for consideration by Members acting collectively for the City Corporation as trustee of the CRPC, support that outcome so that the charity achieves maximum impact for its beneficiaries from its available funds.

Appendices

- Appendix 1 – Stronger Communities: Criteria for funding
- Appendix 2 – Grant Assessment Report – First Love Foundation
- Appendix 3 – Combined Relief of Poverty Financial Information

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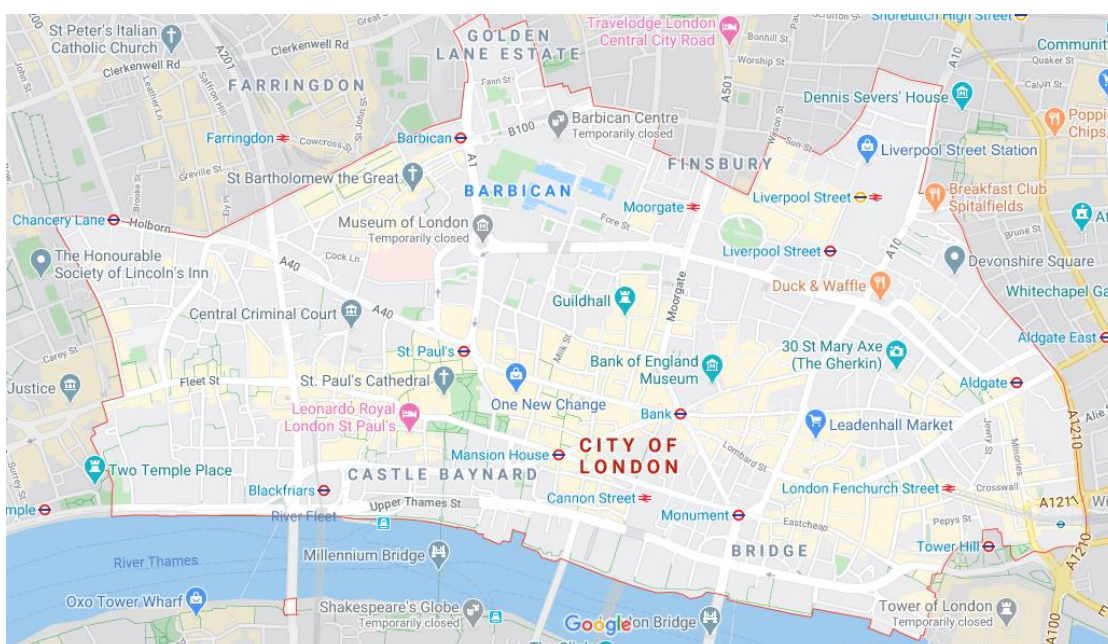
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Stronger Communities

1. Geographical eligibility

Grants issued through the 'Stronger Communities' theme will be awarded to projects or services that are being delivered for the benefit of communities or beneficiaries:

- i. Within the City of London (the Square Mile – see red boundary on the map below)



And / Or

- ii. On City of London Corporation managed housing estates. A current list is available at: <http://www.cityoflondon.gov.uk/services/housing/housing-estates/Pages/default.aspx>

Please only apply to this programme if your project is directly targeting beneficiaries within one or more of the above geographical areas. Applications that do not meet these criteria will unfortunately be rejected.

2. Types of activity to be supported

The Stronger Communities funding theme has been separated into two sub-themes. Applications should fit one or both of these sub-themes:

- **Developing stronger neighbourhoods and communities**

This sub theme has been developed to actively support local community based projects within the City of London and its Housing estates across London. The projects you put forward should enable more people to become involved in their communities and encourage a broader understanding of the diverse needs of these communities. Projects may either promote a higher take up of existing projects or services or encourage new and innovative ones.

- **Promoting community health and wellbeing**

The activities supported through this sub theme should contribute to the health and wellbeing of communities and should be able to demonstrate positive outcomes that address the Health and Wellbeing priorities set out in the Joint Health and Wellbeing Strategy (Details of which can be found on the City of London Corporation (CoLC) website).

3. Who can apply for a City of London Corporation Grant?

The CoLC Central Grants Programme is open to organisations that fall into one of the following categories:

- Registered charity
- Registered Community Interest Company
- Registered Charitable Incorporated Organisation
- Charitable company (incorporated as a not-for-profit)
- Exempt or excepted charity
- Registered charitable industrial and provident society or charitable Cooperative (Bencom)
- Constituted voluntary organisation

Proposals that support individuals can be accepted under this theme. However, if you are an individual wanting to make an application, we ask that you apply for funding through a City-based constituted group or organisation, residents association or a charity who will be able to support and countersign your application and thus have “ownership” of the project.

Should you be a resident on one of the CoLC Housing Estates and would like to consider establishing a Residents Association (should there not be one already operating in your area), you should contact your local Estates Manager who will be able to provide you all the necessary advice and guidance on how to proceed. Their contact details can be found on the CoLC website.

Your local Council for Voluntary Service would be able to provide you advice and guidance in constituting any other type of organisation.

4. Opening Dates

Main Grants

A Main Grant Scheme will be run throughout the year on a rolling basis with no deadlines. Decisions will be made within 12 weeks of the application submission.

Small Grants

A small grants scheme for grants of £3,000 or less will now run throughout the year on a rolling basis with no deadlines. Decisions will be made within 8 weeks of the application submission.

5. What is the minimum and maximum Grant that can be applied for?

The minimum grant award permitted will be £500, and the maximum £10,000 for projects that take place over a 12-month period. Grants of up to £20,000 will be considered in exceptional circumstances if the project takes place over a 2-year period. Exceptional grants will be those that demonstrate how greater funding over a longer period will make a demonstrable difference to the community they work with.

A small grant scheme is also available for grants of £3,000 or less.

6. How do you apply for a grant?

To apply for a CoLC grant you will need to complete either the small grant or standard online application form by the corresponding deadline and submit this electronically with your supporting documents to the CoLC Central Grants Unit.

You should send your application to us well before the stated deadline to allow us to process your application in time. We will only consider one application from your organisation at any one time.

All application forms should be completed through the online CoLC grants web portal. Application forms in large print, Braille or audio tape would be offered to applicants by special request.

7. How are applications assessed?

Once the CoLC has received your online application and all supporting documents it will be passed to one of the City Corporation's Grant Officers for assessment. As part of this process a Grants Officer may contact you for more information.

We will acknowledge receipt of your application within 10 working days of it being received. If your application is not complete it will be returned to you and you will have a further 10 working days to send us the missing information.

A Funding Officer may also arrange to visit or call your organisation as part of the assessment process. Once a full assessment has been completed your request will be referred to an appropriate Committee.

Main Grants

The timescale to process your application will vary; however, we will endeavour to ensure your application is assessed within 12 weeks of the submission date. You should take account of this when planning your project.

Small Grants

Small Grants will be assessed within 8 weeks of the application being submitted.



8. How do we monitor and evaluate grant recipients once an award has been made?

If we fund your project we will need you to complete an end of grant monitoring report to confirm how the grant has been spent and what you achieved. Please make sure that you keep receipts for all the items or services you buy with the grant and that you keep them somewhere safe as we may ask you to provide them.

We may also visit you to check how the grant has been spent.

Please keep us up to date if your project or any of your contact details change at any stage during the period of your grant.

9. If your grant application is successful

If your application is successful, an initial offer letter detailing the level of grant awarded will be issued. This may contain special conditions relating to the grant award or pre-agreement grant conditions.

Grant acceptance terms and conditions will be subsequently issued which should be signed and returned within 20 working days.

Once all documentation has been received and approved you would be asked to formally request payment of your grant award.

Note: You cannot start your project until we have received, checked and approved all information that we have requested.

10. If your grant application is unsuccessful

Due to the limited budget available and the number of applications for funding we receive, the CoLC unfortunately cannot provide funding to every applicant that applies for a grant. Grants are therefore issued on a discretionary basis, there is no appeal process and the decision of the CoLC is final.

11. Support with your application

We urge all applicants that are unsure about whether to submit an application to read all available eligibility criteria on our website and attend one of our Grant Officer led workshops; dates for which will be publicised on our website throughout the year.

If you have an enquiry that is not covered within the online guidance, please contact the City of London Central Grants Unit directly, who will be able provide answers to general queries regarding the application process.

12. Can you reapply for funding?

You may reapply for funding to deliver a continuation of the same project however; organisations cannot hold more than one of our grants at any one time

If you are a current grant holder, you will need to have satisfactorily met all our grant monitoring requirements before applying again.

13. What do we not fund?

Some things we are unable to pay for are shown below.

- activities that have already taken place or start before we confirm our grant
- any costs you incur when putting together your application
- fundraising activities for your organisation or others
- items that are purchased on behalf of another organisation
- loans or interest payments
- projects that actively promote religious or political activities
- purchase of alcohol

14. Further information

If you have questions about how to apply or about the status of an application, you can contact us on 020 7332 3712, email us at grants@cityoflondon.gov.uk, or visit our website www.cityoflondon.gov.uk/centralgrantsprogramme to find out more.

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APPENDIX 2 - CENTRAL GRANTS PROGRAMME

ASSESSMENT CATEGORY: Stronger Communities

Combined Relief of Poverty Charity (Charity Reg No. 1073660)

First Love Foundation (ref. 18826)

Amount requested: £60,000

Amount recommended: £60,000

Purpose of grant request: To continue to provide emergency advice & food support to residents in crisis within the City of London and surrounding Boroughs.

The Applicant

First Love Foundation (FLF) is a registered charity established in 2010 to support deprived communities living in Tower Hamlets. The charity is the main foodbank provider in the borough as well as delivering a range of wrap around advice and support services. FLF aim to address the immediate need for food support for the people they work with. This is often due to problems with benefits, benefit caps, domestic violence, debt and other issues resulting in an income shock. The charity works to resolve these issues as quickly as possible so that the person is not dependent on charitable food support in the long-term.

Background and detail of proposal

Funding of £60,000 is sought to continue to enable FLF to continue its service of project worker-led support and emergency food for 12 Months. FLF will continue to deliver a core offer called “Enabling Lives Programme” which provides instant access to advice, support and food at the point of need. Individuals are referred for help by one of a range of referring partners – housing, advice services, social services, GP etc. Needs are assessed by the service. There are no fixed criteria beyond “no money, no food”. The focus is to support people through a crisis to “help restore dignity and build resilience to individuals and families”. No time limit is placed on support, but it aims to be transitional and not permanent.

All recipients are supported by a project worker who supports them until the need for food support ends. FLF will maintain the referral system set up in the pilot period, working closely with Toynbee Hall and other voluntary sector providers to identify those in need. FLF propose to manage at least 120 cases over the period, this is estimated on the numbers they dealt with during the pilot but will remain under review. As this grant is being to be made from the Combined Relief of Poverty Charity (CRPC) it is proposed that FLF will also extend support through this funding to residents of other boroughs that reside on the borders of the City of London. This will maximise the support that can be offered through this programme while ensuring the CRPC delivers to its objects.

Funding will support the continued costs of a project worker, 360 food parcels and some associated project costs. The project will be monitored and evaluated with regular meetings with departmental officers to monitor performance.

Financial Information

FLF as a foodbank has been in extremely high demand since the start of the coronavirus pandemic which has seen the need for the Charity's services rise significantly. In the 2020/21 financial year, the Charity saw a 50% increase in income, receiving a huge amount of donations to support their services and help them expand into areas of East London where foodbank services were either very new or didn't exist. 2021/22 is expected to see significant demand but the Charity has recruited key operational staff to support its sustainability.

Year end as at 31 March	2020	2021	2022
	Signed Accounts £	Draft £	Forecast £
Income & expenditure:			
Income	604,090	999,554	1,250,995
- % of Income confirmed as at 24/04/2021	N/A	100%	40%
Expenditure	(566,004)	(774,150)	(1,282,399)
Total surplus/(deficit)	38,086	225,404	(31,404)
Split between:			
- Restricted surplus/(deficit)	34,750	31,404	(31,404)
- Unrestricted surplus/(deficit)	3,336	194,000	0
	38,086	225,404	(31,404)
Cost of Raising Funds	0	0	0
% Income	0%	0%	0%
Operating Expenditure (unrestricted)	384,550	572,388	840,000
Free unrestricted reserves:			
Free unrestricted reserves held at year end	(5,557)	188,443	188,443
No of months of operating expenditure	-0.2	4.0	2.7
Reserves policy target	192,275	286,194	420,000
No of months of operating expenditure	6.0	6.0	6.0
Free reserves over/(under) target	(197,832)	(97,751)	(231,557)

Recommendation

FLF is an established foodbank and advice provider to those in most need. They have a good reputation in Tower Hamlets where they are based and have seen a huge increase in demand on their services since the start of the coronavirus pandemic. They have already been delivering a high-quality service in the City of London and look to continue to do this. This grant will allow FLF to continue this work for the next 12 months with an expanded remit. This project will deliver the objectives of the CRPC as it will provide relief to those in need by reason of poverty or ill health who reside in the City of London or London Boroughs.

To ensure this grant is maximising its support (having regard of the CRPC to its modest funds), it is proposed that the funding can support individuals who are in need and residing on border areas of the City of London in other London Boroughs, not just the City of London. This project will deliver the objects of the CRPC as it will provide relief to those in need by reason of poverty or ill health who reside in the City of London or London Boroughs. It is noted that whilst this proposal is within the charity's geographical area of benefit as set out in its objects, it does depart from the Stronger Communities criteria in respect of geographical area of benefit. This departure being recommended to maximise the impact of the grant.

In recognition of the transfer of the very modest assets of the Signor Favale's Marriage Portion Charity to the CRPC. It is recommended that any grant approved should be named the CRPC – Favale Grant.

Funding is recommended as follows:

£60,000 over 12 months for a project worker (FT), provision of food parcels and associated project costs of delivering a bespoke foodbank and advice service for beneficiaries in the City of London and in bordering boroughs.

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APPENDIX 3 – FINANCIAL INFORMATION

Funds Summary

	Unrestricted fund	Restricted funds	Permanent endowment	Expendable endowment fund	Total funds
	£	£	£	£	£
As at 31/03/2020	86,295	301,891	3,308	85,732	476,956
<u>2020/21</u>					
<u>movements:</u>					
Income:					
Charities Pool net income + cash interest	18,771				18,771
Expenditure:					
Internal legal fees	(2,668)				(2,668)
Grants	(15,795)	(1,500)			(17,295)
Investment gains/(losses):	2,570	57,325	747	21,080	81,722
As at 31/03/21	89,173	357,716	3,785	106,812	557,846
<hr/>					
<u>Summary</u>					
<u>movements YTD</u>					
<u>21/22</u>					
Grant pipeline¹					
First Love Foundation	(60,000)				(325,188)
YTD including grant pipeline	29,173	357,716	3,785	106,812	497,486

¹The grant pipeline included here reflects the two grants presented to the Committee for approval at the meeting of 11 June 2021; if the grants are not approved, the expenditure will not be incurred.

Balance sheet as at year end 31 March

	2021	2020
	Unaudited	Audited
	£	£
Fixed assets:		
Investments	414,089	332,368
Total fixed assets	414,089	332,368
Current assets		
Cash at bank and in hand	143,397	144,588
Total current assets	143,397	144,588
Total net assets	557,486	476,956
The funds of the charity:		
Endowment funds	110,596	88,770
Restricted income funds	357,716	301,891
Unrestricted income funds	89,174	86,295
Total funds	557,486	476,956

Committee:	Dated:
Community and Children's Services Committee	11/06/2021
Subject: Stronger Communities Annual Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	2, 3, 4
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£0
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: Jack Joslin, Head of Central Grants Unit	

Summary

The Stronger Communities theme of the Central Grants Programme (CGP) opened in October 2016. The integration of the Small Grants Scheme into the Stronger Communities Programme took place in February 2018. The Central Grants Unit (CGU) offers the Small Grants Scheme and the Main Grants Scheme on a rolling basis to ensure that funds are more accessible to City of London communities. The CGU is seeking approval to offer the Stronger Communities Programme's small and main grants on a rolling basis from 1 October 2020. This will allow for the fund to respond to emerging needs in the community that it serves.

Recommendations

Members are asked to:

- note the criteria for the Stronger Communities Programme at **Appendix 1**
- note the Stronger Communities Budget for 2021/22
- note the grants awarded, declined and withdrawn from the Stronger Communities Fund in 2020/21 at **Appendix 2**.

Main Report

Background

1. The Stronger Communities theme is a strand of the City of London Corporation's (COLC's) CGP that awards grants to projects or services that are being delivered for the benefit of communities or individual beneficiaries within the City of London and its housing estates across London.
2. Members of this Committee agreed in May 2016 that the award of grants will be determined by officers of the Department of Community and Children's Services (DCCS) in consultation with the Chairman and Deputy Chairman of the Grand Committee.
3. The grant assessment process for this and other themes in the programme is overseen by the CGU. It draws on the unit's expertise in the field of grant-making

and is a role model for best practice to support the delivery of the City of London's Philanthropy Strategy.

4. The CGU oversees a range of the City of London's grant-making activities which includes the CGP, the management of grant-making on behalf of charities where the City of London is trustee, and the Community Infrastructure Levy (CIL) Neighbourhood Fund.
5. Grant applications are subject to a series of due diligence checks by the CGU to ensure compliance with the established eligibility criteria. Applications will pass a financial assessment by the Head of Charity and Social Investment Finance (Chamberlain's Department). All eligible applications are then considered by a panel of expert officers.

Current Position

6. In February 2018, the Community and Children's Services Committee agreed to add Small Grants to the Stronger Communities Programme, as there was no longer resource in the Department to deliver a Small Grants Scheme of its own. A discreet budget was made available to ensure that Small Grant applications would be available under the main programme.
7. In February 2020, Members of this Committee agreed that the CGU should offer the Stronger Communities Small Grants Scheme on a rolling basis. Members approved delegated authority to the Director of DCCS on all Small Grant applications of £3,000 or less.
8. In September, 2020, Members of this Committee agreed that the CGU should offer the whole Stronger Communities Grants Scheme on a rolling basis.
9. Delivering the grants programme on a rolling basis has allowed for communities to seek funding when it is required and receive quicker responses to applications. The budget for financial year 2020/21 was £84,000 City's Cash, the programme also benefitted from additional budget from the closure of the Spacehive programme and the balance pay-back, which was made available to this year's Stronger Communities Programme.

12-month Grant Period April 2020–March 2021		
COLC Programme	Number of Grants	Amount Awarded
Stronger Communities	12	£99,189
Stronger Communities – Combined Relief of Poverty Charity	2	£15,795
Total	14	£114,984

10. Between April 2020 and March 2021 the CGU received 59 applications: 45 were rejected or withdrawn. Analysis of these projects demonstrated that they were responding to the needs of communities across London due to the impact of the COVID-19 pandemic. Most of these applications were for projects outside the City of London and its managed housing estates.

11. At the last Stronger Communities panel meeting in March 2021 the CGU officer outlined that, in line with the work of the Fundamental Review and savings required as a result of the financial impact of the COVID-19 pandemic, the City's cash elements of the CGP and related management costs have been subject to a 12% reduction in line with other departments. The total City's Cash Grants Budget for 2021/22 will be £230,000. This equates to a reduction of £30,000, or £10,000 for each of the City's Cash Grant Programmes. The ongoing budget for the Stronger Communities Grant Programme will be £74,000.

Stronger Communities Programme 2021/22

12. The Stronger Communities Programme will continue to operate on a rolling basis, offering a Small Grant Programme and a Main Grant Programme.
13. The CGU manages the City of London CIL Neighbourhood Fund, which also operates on a rolling basis. Advice can be provided to applicants on the best route for support across all programmes.
14. To ensure that enough budget for grant-making is available throughout the year, the CGU will work with applicants to identify the best route for support. Larger applications will be encouraged to apply to the CIL Neighbourhood Fund if they meet the criteria. £20,000 of the Stronger Communities Programme will be ring-fenced for the Small Grants Scheme.

Corporate & Strategic Implications

15. **Strategic implications:** the approved grants in 2021/22 support the funding criteria and, in turn, the COLC's Corporate Plan by "maximising the opportunities and benefits afforded by our role in supporting London's communities".
16. **Financial implications:** all financial implications are contained within the report.
17. **Resource implications:** all resource implications are contained within the report.
18. **Legal implications:** none.
19. **Risk implications:** none identified.
20. **Equalities implications:** the CGP's Stronger Communities funding stream was created to promote a fair system of grant-giving by the City Corporation in the community context. Applications can be prioritised according to those benefitting the City communities most affected by the pandemic, be they residents facing financial hardship, community groups facing digital and/or educational poverty, or those affected by isolation and well-being issues among other themes.
21. **Climate implications:** none
22. **Security implications:** none

Conclusion

23. The Stronger Communities Programme will be established on a rolling basis to ensure consistent community access for all levels of funding. The CGU will provide advice and guidance to applicants about all of the funding that may be available to City of London communities or those living in its housing estates.

Appendices

- Appendix 1 – COLC Stronger Communities Eligibility 2020
- Appendix 2 – Stronger Communities – Approved, Rejected and Withdrawn Applications

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Stronger Communities

1. Geographical eligibility

Grants issued through the 'Stronger Communities' theme will be awarded to projects or services that are being delivered for the benefit of communities or beneficiaries:

- i. Within the City of London (the Square Mile – see red boundary on the map below)



And / Or

- ii. On City of London Corporation managed housing estates. A current list is available at: <http://www.cityoflondon.gov.uk/services/housing/housing-estates/Pages/default.aspx>

Please only apply to this programme if your project is directly targeting beneficiaries within one or more of the above geographical areas. Applications that do not meet these criteria will unfortunately be rejected.

2. Types of activity to be supported

The Stronger Communities funding theme has been separated into two sub-themes. Applications should fit one or both of these sub-themes:

- **Developing stronger neighbourhoods and communities**

This sub theme has been developed to actively support local community based projects within the City of London and its Housing estates across London. The projects you put forward should enable more people to become involved in their communities and encourage a broader understanding of the diverse needs of these communities. Projects may either promote a higher take up of existing projects or services or encourage new and innovative ones.

- **Promoting community health and wellbeing**

The activities supported through this sub theme should contribute to the health and wellbeing of communities and should be able to demonstrate positive outcomes that address the Health and Wellbeing priorities set out in the Joint Health and Wellbeing Strategy (Details of which can be found on the City of London Corporation (CoLC) website).

3. Who can apply for a City of London Corporation Grant?

The CoLC Central Grants Programme is open to organisations that fall into one of the following categories:

- Registered charity
- Registered Community Interest Company
- Registered Charitable Incorporated Organisation
- Charitable company (incorporated as a not-for-profit)
- Exempt or excepted charity
- Registered charitable industrial and provident society or charitable Cooperative (Bencom)
- Constituted voluntary organisation

Proposals that support individuals can be accepted under this theme. However, if you are an individual wanting to make an application, we ask that you apply for funding through a City-based constituted group or organisation, residents association or a charity who will be able to support and countersign your application and thus have “ownership” of the project.

Should you be a resident on one of the CoLC Housing Estates and would like to consider establishing a Residents Association (should there not be one already operating in your area), you should contact your local Estates Manager who will be able to provide you all the necessary advice and guidance on how to proceed. Their contact details can be found on the CoLC website.

Your local Council for Voluntary Service would be able to provide you advice and guidance in constituting any other type of organisation.

4. Opening Dates

Main Grants

A Main Grant Scheme will be run throughout the year on a rolling basis with no deadlines. Decisions will be made within 12 weeks of the application submission.

Small Grants

A small grants scheme for grants of £3,000 or less will now run throughout the year on a rolling basis with no deadlines. Decisions will be made within 8 weeks of the application submission.

5. What is the minimum and maximum Grant that can be applied for?

The minimum grant award permitted will be £500, and the maximum £10,000 for projects that take place over a 12-month period. Grants of up to £20,000 will be considered in exceptional circumstances if the project takes place over a 2-year period. Exceptional grants will be those that demonstrate how greater funding over a longer period will make a demonstrable difference to the community they work with.

A small grant scheme is also available for grants of £3,000 or less.

6. How do you apply for a grant?

To apply for a CoLC grant you will need to complete either the small grant or standard online application form by the corresponding deadline and submit this electronically with your supporting documents to the CoLC Central Grants Unit.

You should send your application to us well before the stated deadline to allow us to process your application in time. We will only consider one application from your organisation at any one time.

All application forms should be completed through the online CoLC grants web portal. Application forms in large print, Braille or audio tape would be offered to applicants by special request.

7. How are applications assessed?

Once the CoLC has received your online application and all supporting documents it will be passed to one of the City Corporation's Grant Officers for assessment. As part of this process a Grants Officer may contact you for more information.

We will acknowledge receipt of your application within 10 working days of it being received. If your application is not complete it will be returned to you and you will have a further 10 working days to send us the missing information.

A Funding Officer may also arrange to visit or call your organisation as part of the assessment process. Once a full assessment has been completed your request will be referred to an appropriate Committee.

Main Grants

The timescale to process your application will vary; however, we will endeavour to ensure your application is assessed within 12 weeks of the submission date. You should take account of this when planning your project.

Small Grants

Small Grants will be assessed within 8 weeks of the application being submitted.



8. How do we monitor and evaluate grant recipients once an award has been made?

If we fund your project we will need you to complete an end of grant monitoring report to confirm how the grant has been spent and what you achieved. Please make sure that you keep receipts for all the items or services you buy with the grant and that you keep them somewhere safe as we may ask you to provide them.

We may also visit you to check how the grant has been spent.

Please keep us up to date if your project or any of your contact details change at any stage during the period of your grant.

9. If your grant application is successful

If your application is successful, an initial offer letter detailing the level of grant awarded will be issued. This may contain special conditions relating to the grant award or pre-agreement grant conditions.

Grant acceptance terms and conditions will be subsequently issued which should be signed and returned within 20 working days.

Once all documentation has been received and approved you would be asked to formally request payment of your grant award.

Note: You cannot start your project until we have received, checked and approved all information that we have requested.

10. If your grant application is unsuccessful

Due to the limited budget available and the number of applications for funding we receive, the CoLC unfortunately cannot provide funding to every applicant that applies for a grant. Grants are therefore issued on a discretionary basis, there is no appeal process and the decision of the CoLC is final.

11. Support with your application

We urge all applicants that are unsure about whether to submit an application to read all available eligibility criteria on our website and attend one of our Grant Officer led workshops; dates for which will be publicised on our website throughout the year.

If you have an enquiry that is not covered within the online guidance, please contact the City of London Central Grants Unit directly, who will be able provide answers to general queries regarding the application process.

12. Can you reapply for funding?

You may reapply for funding to deliver a continuation of the same project however; organisations cannot hold more than one of our grants at any one time

If you are a current grant holder, you will need to have satisfactorily met all our grant monitoring requirements before applying again.

13. What do we not fund?

Some things we are unable to pay for are shown below.

- activities that have already taken place or start before we confirm our grant
- any costs you incur when putting together your application
- fundraising activities for your organisation or others
- items that are purchased on behalf of another organisation
- loans or interest payments
- projects that actively promote religious or political activities
- purchase of alcohol

14. Further information

If you have questions about how to apply or about the status of an application, you can contact us on 020 7332 3712, email us at grants@cityoflondon.gov.uk, or visit our website www.cityoflondon.gov.uk/centralgrantsprogramme to find out more.

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Appendix 2 – Grants Approved, Withdrawn & Rejected

Approved Grants

ID/Ref	CoL Programmes	Organization Name	Status	Grant Amount	Project Description
16363	a) Stronger Communities	Age UK City of London	Active	£9,795.00	£9,795 to contribute to the cost of food, equipment and a contribution to volunteer management and overheads to run the City of London Foodbank.
17497	a) Stronger Communities	Age UK City of London	Active	£6,000.00	£6,000 to contribute to the ongoing costs of the City of London Foodbank.
18451	a) Stronger Communities	Age UK City of London	Active	£9,949.00	£9,949 over a 12-month period to continue to deliver a community outreach programme, regular meetings and support the delivery of the Mansell Street Women's Group working with older Bengali women that reside in the Mansell Street estate and surrounding areas.
16436	a) Stronger Communities	Faith Matters	Active	£8,740.00	£8,740 to create a social media campaign targeting City of London estate residents, by producing a series of short videos challenging extremist conspiracy theories and promoting a sense of community during the Covid-19 pandemic.
17998	a) Stronger Communities	First Love Foundation	Active	£20,000.00	£20,000 to cover the costs of delivering a bespoke foodbank and advice service for beneficiaries in the City of London.
18621	a) Stronger Communities	First Love Foundation	Active	£10,000.00	£10,000 to continue to cover the costs of delivering a bespoke foodbank and advice service for beneficiaries in the City of London.

18467	a) Stronger Communities	Hoxton Health	Active	£10,000.00	£10,000 to run low-cost or free domiciliary and outreach foot health treatments for older residents of the City of London.
17989	a) Stronger Communities	London Metropolitan University	Active	£3,000.00	£3,000 contribution towards the costs of delivering Aldgate in Winter 2020.
18016	a) Stronger Communities	Mer-IT Digital	Active	£10,000.00	£10,000 towards the cost of refurbishing laptops to be distributed to City of London residents that are digitally isolated.
16435	a) Stronger Communities	St. Mary Moorfields Parish (Westminster Roman Catholic Diocese Trust)	Active	£3,500.00	£3,500 for events on history of the City of London and a panel speaker event to equip participants to serve the community
18468	a) Stronger Communities	Tavistock Relationships	Active	£10,000.00	£10,000 to promote the development of therapeutic support for carers and their loved ones living in the City of London.
16444	a) Stronger Communities	The Barbican Tuesday Club	Active	£2,000.00	£2,000 towards the running costs of the Barbican Tuesday Club.
16354	a) Stronger Communities	Tower Hamlets Youth Sport Foundation	Active	£9,000.00	£9,000 towards the costs of establishing the Platform Cricket programme for children in the City, Tower Hamlets and Islington.
17307	a) Stronger Communities	Tudor Rose Court Residents' Association	Active	£3,000.00	£3,000 towards the cost of furniture to improve the communal areas on Tudor Rose Court. Funding being released is conditional on the Residents Association seeking a Covid-19 related risk assessment from the landlord to ensure that the spacing of the furniture adheres to social distancing and public health guidelines.

Application Withdrawn and Rejected

ID/Ref	CoL Programmes	Organisation Name	Status	Project Description
16986	a) Stronger Communities	Bilal Wellfare Trust Limited	Rejected	The application is ineligible as the work will not take place in the City of London or on one of its managed housing estates.
17999	a) Stronger Communities	Burgess Sports	Rejected	This application has not sufficiently demonstrated how it will work with young people from City of London housing estates in Southwark. Funding is therefore rejected.
16434	a) Stronger Communities	camp knak	Rejected	This application is not eligible as it takes place as it is not delivered in the City of London or on one of its housing estates. Funding is rejected.
18001	a) Stronger Communities	Capoyoga UK	Rejected	The application was not prioritised by the Officer Panel.
16358	a) Stronger Communities	Coram's Fields & Harmsworth Memorial Playground	Rejected	The project is not targeted at Communities in the City of London or those living on its housing estates.
16439	a) Stronger Communities	Elevated Minds C.I.C	Rejected	The project is not targeted at Communities in the City of London or those living on its housing estates.
16355	a) Stronger Communities	Esther Community Enterprise	Rejected	This application is not delivering services to City of London Communities or City of London managed housing estates. Application rejected.
16445	a) Stronger Communities	Fleet Street Sundial CIC	Rejected	The application was not considered to be a priority at this time, the panel felt that it would be better placed for the CIL Neighbourhood Fund.

16437	a) Stronger Communities	GINAGI FOUNDATION	Rejected	The project is not targeted at Communities in the City of London or those living on its housing estates.
16438	a) Stronger Communities	Golden Lane Estate Residents' Association	Rejected	The panel did not feel that this application met the criteria for the Stronger Communities Programme.
15996	a) Stronger Communities	Hoxton Health	Rejected	The application needs re-thinking to more meet the needs of the beneficiaries they plan to serve. Funding is rejected.
16442	a) Stronger Communities	Inspired Futures	Rejected	This grant is not sufficiently focused on Children and Young people from City of London Communities or its housing estates.
18430	a) Stronger Communities	JS Community Association	Rejected	This application is for work taking place in Ealing and Hounslow. This application is ineligible.
16443	a) Stronger Communities	Kekoa Coaching	Rejected	The organisation has only 2 Directors and this project is clearly not targeted at City of London Communities or those living on City of London Managed Housing estates.
18028	a) Stronger Communities	Larkers CIC	Rejected	The panel agreed to reject this proposal due to lack of evidence of need and Applicant's suitability to impactfully carry out this work, noting Assessing Officer's comments on the missing charitable objects in the Larkers' governing document.
17383	a) Stronger Communities	Little Giants Volleyball Club	Rejected	The organisation applied out of a funding round. Application is not eligible.
18015	a) Stronger Communities	London Irish Foundation	Rejected	This Application is not targeted at Communities living in the City of London or its managed housing estates. Funding is therefore rejected.

18018	a) Stronger Communities	Mint Street Music Festival CIC	Rejected	The Panel agreed to reject this proposal as recommended by the Assessing Officer, recognising the challenges posed by the coronavirus on the festival delivery and noting the organisation's limited financial statement and safeguarding policy. An issue of overreliance was also raised as this would be the fourth time MSMF is funded in a row under this programme.
16441	a) Stronger Communities	Music for People	Rejected	The project is not targeted at Communities in the City of London or those living on its housing estates.
16356	a) Stronger Communities	Nickel Support Community Interest Company	Rejected	The organisation has only 2 Directors and this project is clearly not targeted at City of London Communities or those living on City of London Managed Housing estates.
16357	a) Stronger Communities	Sal's Shoes	Rejected	The project is not targeted at Communities in the City of London or those living on its housing estates.
18452	a) Stronger Communities	Simply Beauty Pamper Services C.I.C	Rejected	This application is to deliver online beauty classes for young people not in Education and Employment. The organisation was set up in 2020 as a CIC and currently only has one listed Director, when we require a minimum of three. The project is also not targeted at City of London Communities or those living in City of London managed Housing Estates. Funding is therefore rejected.
18008	a) Stronger Communities	South London Women's Football Club	Rejected	This application is ineligible as it will not benefit communities living in the City of London or its managed housing estates.

16447	a) Stronger Communities	Spread a Smile	Rejected	This application has its merit but does not operate at Bart's so falls out of the scope of the scheme. Funding is rejected.
16446	a) Stronger Communities	Subtle FM CIC	Rejected	This application is targeted at Hackney Residents. This project is not eligible for funding.
15956	a) Stronger Communities	The Drop In Bereavement Centre	Rejected	This application falls outside the geographical eligibility of the programme. Funding is rejected.
16433	a) Stronger Communities	The Prince's Foundation	Rejected	This application is not eligible as it will not be benefiting City of London residents or those living on City of London managed Housing estates.
18060	a) Stronger Communities	The Reasons Why Foundation	Rejected	This application is looking to deliver a mentoring programme for ex-offenders, supporting them through the gates as they look to reintegrate into society. Although this project has its merits it has not demonstrated how the work will specifically target individuals residing in the City of London or its managed housing estates. This is a speculative funding ask that has not been sufficiently researched or targeted.
17308	a) Stronger Communities	Third Age Challenge Organisation	Rejected	This application is for work in the London Borough of Enfield so does not meet the programme's geographical criteria. In addition, the amount requested is double the total funds held by the applicant at the end of 2019. A grant cannot be recommended.

18446	a) Stronger Communities	True You Today CIC	Rejected	This application is looking to work with 100 self-defined women who are survivors of Domestic abuse to engage in creative movement workshops. The Company outline in their application that they wish to target City of London Communities, however on further assessment it is clear that this work will take place in the East of Hackney, furthest from City Communities and Housing Estates. The applicant has clearly not researched the needs of City of London residents and this application is speculative.
16440	a) Stronger Communities	Ultimate Counselling Training and Support Services C.I.C	Rejected	The project is not targeted at Communities in the City of London or those living on its housing estates.

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Committee:	Dated:
Community and Children's Services	11/06/2021
Subject: COVID-19 Lessons Learnt	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?	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, Department of Community and Children's Services	For Information
Report author: Ellie Ward, Interim Head of Strategy and Performance, Department of Community and Children's Services	

Summary

This report reflects on the lessons learnt for the Department in its response to the COVID-19 pandemic, and the related recommendations made by the Member Working Party.

Throughout the pandemic, the Department has continued to deliver its statutory functions and services, while responding to the unprecedented additional demands of the pandemic. This has driven agile and creative new ways of working, many of which have secured efficiencies and will be retained.

The Department has continued to deliver results for new and increased demands as the pandemic has continued and its effects continue, but have learnt valuable lessons from the period to inform that.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. The Member COVID-19 Working Party considered the departmental response to the pandemic, and made a number of recommendations in respect of the following areas:

- Food insecurity
 - Community engagement and volunteering
 - Testing and vaccination
 - Self-isolation
 - Health inequalities and support for minority groups
 - Clinical vulnerability
 - Digital inclusion
 - Domestic abuse
 - Carers.
2. The Working Party report identified that, across all these areas, a common underlying issue was communication, and that digital forms of communication did not work for everyone.

Current Position

3. This section sets out a response to the recommendations of the Working Party and reflects on some of the lessons learnt during the period of the pandemic.

Communication

4. As noted above, a common theme across all areas was communication. The Working Party also made a specific point about the organisation and the Department's content on the corporate website, suggesting that this should be reviewed with resident participation. It was also suggested that the front page of the City of London Corporation's site should have a permanent clear path to resident information.
5. Some specific issues raised by the Working Party in relation to communication are addressed below. A wider review of the Department's approach to communication activities is being undertaken as part of the response to the Target Operating Model.

Website

6. The departmental pages of the website will be reviewed and revised, with resident input, following our review of communications across the Department, and development of a new approach.
7. Recommendations relating to the front page of the City Corporation's website have been passed to the relevant team.

Communication relating to services

8. There has been a wide range of communication in relation to services during and outside of the pandemic. This includes:
- Domestic abuse: The Domestic Abuse page on the City of London website is regularly reviewed and updated. A range of posters about domestic abuse and available support services are displayed on City of London estates, in

shops and pharmacies and at COVID-19 testing sites. The Department is running workshops for partners and updating a toolkit for businesses to support employees who are working from home and affected by domestic abuse. The City of London Police have created a video raising awareness of sexual violence, with one on the issues of domestic abuse to be released shortly.

- Digital inclusion: Communication has been sent to community partners and key stakeholders providing information on referral routes for eligible residents to access some elements of the Digital Offer, such as the Mer-IT scheme, to provide access to a laptop. A leaflet has also been prepared for residents and for display in public places on the Digital Offer, and this will be distributed shortly.

Digital vs other forms of communication

9. It was noted by the Working Party that digital forms of communication (and indeed service) do not work best for everyone.
10. During pandemic restrictions, increased digital and virtual forms of communication and service delivery became necessary, but it was recognised that not everyone has access, or is comfortable using digital technology. However, some people actually preferred it and would like to see some online access continue – for example, meeting with young people in Children's Social Care.
11. Going forward, we will ensure that a range of information sources and service delivery options are available.

Information in other formats

12. It is noted that there is inconsistency in the production of information in other formats such as 'easy read' versions or translations in other languages.
13. There are good examples of this, such as: City Connections translating some of its information into community languages for residents in the east of the City; a Member preparing a video in Sylheti language about the COVID-19 vaccine; and the development of an 'easy read' version of the Special Educational Needs and Disability Strategy.
14. However, there is not a coherent approach. Following the communications review, the Department will produce a protocol and standard on this issue.
15. A standard addition to webpages has been developed that explains (in a range of languages) how to use the Google in-browser translator on Google Chrome. Though some individual materials have been translated – including a letter for the Square Mile Foodbank – it is recognised this has minimal impact and therefore we need to consider a range of methods to deliver messages to those for whom English is not a first language.

Food Insecurity

16. The report from the Working Party noted that a report had been commissioned from Age UK on food insecurity among older people in the City of London, and that the Commissioning Team were investigating ways of addressing relatively high food prices faced by some City of London residents. Overall, it was noted that potential trust issues and barriers to people seeking support needed to be explored, and that any proposals for engaging with communities across the City of London should be co-produced.
17. The City Corporation has been working across a number of areas to address issues around food insecurity, including working with:
 - First Love Foundation to provide food bank provision to City of London residents. First Love Foundation are a specialist organisation that combine emergency food support with accredited advice services that support people on issues such as debt, income maximisation and other financial matters. Households can be referred to First Love Foundation by City Corporation services and by external partners at City Advice, City Connections and Age UK. First Love Foundation have bid to the Corporation's Stronger Communities Grant Programme for a year-long programme that will provide support to communities including the City of London. This application has been assessed and is presented to Members at this Committee meeting for approval
 - St Luke's Community Centre, which also provides food, advice, and other support for those within its catchment area via agency or self-referral.
 - colleagues at East End Homes to provide further support to residents in the Aldgate area. Scoping is currently underway with East End Homes to explore the potential to provide and resource a 'food club' – a model that sells low-cost fresh groceries. St Luke's also operate a food club which benefits those who live in the north of the City.
18. As noted above, a report was commissioned from Age UK to carry out a piece of work looking at food insecurity among older people in the City of London. The report made a number of recommendations (considered below) but was unable to quantify the scale of need (and hidden need) in relation to these recommendations. Therefore, a pilot may be needed to test approaches to these recommendations and determine the level of need. The range of recommendations will need to be prioritised if they are to be adequately resourced.

Recommendation	Current provision	Response
A 'community fridge' with the aim to reduce food waste	St Luke's Community Centre has a community fridge which is accessible for residents in the north of the City.	This could be considered as an opportunity for the new Portsoken Community Centre. Research suggests that community fridges only truly work effectively when kept at a very small scale for local people. Maintaining a community fridge can be resource intensive requiring a designated person to ensure health and safety requirements are met (temperature, electrical supply, disposal of out-of-date goods, etc)
A drop-in centre for people to come along for a cup of tea and pick up a few long-life basics at cost price	Prior to COVID-19 lockdowns, there were coffee mornings in the City of London (or just over borders) – for example, at Toynbee Hall and at St Luke's Community Centre. Many of these have resumed (or will resume when appropriate).	There is a need for greater promotion of these opportunities (see section on Communication in paragraphs 4 to 15). There will be explorations with providers about whether there is any demand and opportunity at these groups to be able to pick up any basic provisions.
Very basic cooking classes targeted at single older people	<p>The City of London Corporation currently commissions Bags of Taste to provide free cooking classes to residents. At present they are being offered virtually but are normally held in community centres or local locations.</p> <p>St Luke's Community Centre offers cookery classes (for residents in the North of the City of London).</p> <p>There are many free online cookery classes for residents to sign up to via a range of websites for those who do not wish to engage in face-to-face classes in the future.</p>	<p>Discussions are currently taking place with Bags of Taste to deliver a course for over-55s towards the end of 2021 to understand the level of demand and to shape long-term commissioning.</p> <p>When this contract comes up for renewal, the specification could consider offering specific classes to this cohort of the community if needed.</p>

Offer to hire or purchase white goods – such as microwaves	No similar schemes were found locally in relation to the hiring/lending of white goods to enable cooking.	A possible scheme is currently being investigated to be operated through a partner that would purchase (new or refurbished) white goods and gift to beneficiaries, or award grants.
Men's Shed-type club offering a men-only space	<p>St Luke's have a men's club, offering an range of activities for those living in the north of the City.</p> <p>There are other organised club activities in the City of London that men can attend, along with other smaller community-run clubs.</p>	The new Portsoken Community Centre may provide opportunities in the east of the City.
A delivery option for those who are temporarily, or permanently confined to their home	Choice in Hackney is a voluntary sector service that is available to City of London residents with a relevant need. It offers support for disabled people to live more independent lives. Choice staff help with shopping services, gardening, walking, befriending, etc.	<p>Previous commissioned shopping services have not been successful, mainly due to a low level of demand.</p> <p>However, Choice in Hackney is a good, established scheme which can meet the need for shopping when necessary and appropriate. This helps reduce the burden on more informal volunteer networks in the City of London.</p> <p>Generally, voluntary sector provision is more focused on supporting online, telephone and other food shopping services. These are more efficient and avoid some of the issues of a direct shopping service. There are also links to the voluntary sector work around digital inclusion and capacity building.</p>

Community Engagement and Volunteering

19. The Working Party report noted that volunteers would benefit from a City Corporation point of contact and assistance with back office support. This would potentially reduce and make more efficient use of volunteer time and contribute to a revised emergency response plan.
20. The Department is currently scoping work on how we support and build the capacity of the voluntary sector in the City of London, and in particular the volunteer groups that exist. An update paper will be submitted to Committee at a later stage.

Testing and Vaccination

21. The Working Party noted that there were lessons to be learnt in this area regarding consultation, communications and messaging.
22. The communication and messaging around testing and vaccination was very much directed by the NHS, however, it is acknowledged that, in line with some of the points in paragraphs 4 to 15 on communication, local messaging could have been better tailored.

Clinical Vulnerability and Self-Isolation

23. The Working Party report considered the response to those who were self-isolating and those who were shielding due to clinical vulnerability. It noted that it is important to work to eliminate the social isolation experienced by those who may be self-isolating and ensure community self-support. It recommended that the commissioned befriending service run by City Connections determines how it can help and that the Middlesex Street Neighbourhood Watch may be able to offer good practice from the experience of their welfare checks on vulnerable people.
24. Social isolation is an ongoing issue nationally and one which was exacerbated by COVID-19 restrictions, particularly for those who were shielding or self-isolating. The City of London has been committed to taking a number of steps to address this issue.
25. In the Department's work with those who were shielding, people who identified that they felt lonely or isolated were offered weekly befriending calls from library staff (library staff were also making regularly befriending calls to those on the housebound delivery list) and were then transferred over to the City Connections Befriending Service. Not all of these residents felt an ongoing need for befriending, but City Connections continue to provide this service to those who value it.
26. People who are experiencing social isolation generally can also be referred to the City Connections Wellbeing Service and other activities.

Health Inequalities and Support for Minority Groups

27. The Working Party report noted that information on services available should be provided in languages other than English, and consider the use of video messaging in different languages. This is addressed in the section on Communication in paragraphs 4 to 15.

Digital Inclusion

28. Since the start of the pandemic, digital inclusion has become a national issue and concern, especially due to much communication, information and services shifting to a digital channel during the lockdowns.
29. The Working Party report noted that: the Committee should review the provision of public internet access; all digital inclusion offers should be shared with residents; other methods of communication should always be available alongside digital; and computer literacy training should be reviewed.
30. Members of Community and Children's Services received a report on the Digital Offer in March 2021. This offer is wide-ranging and comprehensive and includes: publicly available computers at community libraries; support and training with digital skills through voluntary sector services and our Adult Education and Skills Service; and a scheme to help vulnerable and low-income residents to have a laptop or computer for personal use.

Domestic Abuse

31. The Working Party report noted that information on domestic abuse should be circulated as widely available as possible. This is addressed in the section on Communication in paragraphs 4 to 15.

Carers

32. The Working Party report recommended that an increased effort be made to discover carers in the City, that a carers' lead member be appointed, and that the City Corporation engage more fully in co-production of services for carers.
33. Following a report to Community and Children's Services Committee in January 2021 on the support provided to informal carers, there has been ongoing work in relation to carers, including:
- Appointment of a lead member for carers – Sue Pearson.
 - A workshop held in February 2021, involving carers in discussions on key priorities for work in the Strategy Action Plan. One of the key overarching areas for action was identified as communication and information sharing. This workshop effectively relaunched the Carers Strategy Implementation Group which now has carers as integral members.
 - The Director of Community and Children's Services met with carers to discuss ideas for improved support.

- The Department is currently engaging with carers to identify how we could enhance the existing support offer to carers and pilot enhanced support.
- Part of the City Connections Contract is to expand the reach of support services to carers, and this is ongoing. City Connections have specifically been making a wide range of links in the east of the City to try and reach carers there, and have produced leaflets in community languages.
- Work is underway with the Contact Centre to highlight carers on the system so that information and support can be targeted appropriately and applications for red badges can be streamlined.
- As part of their offer, secured counselling support is available to carers for free through the City Wellbeing Centre.

Corporate & Strategic Implications

34. Strategic implications

The Department contributes to the following Corporate Plan objectives:

- Number 1: People are safe and feel safe
- Number 2: People enjoy good health and wellbeing
- Number 3: People have equal opportunities to enrich their lives and reach their full potential

The issues raised in this report, lessons learnt and actions taken all relate to these objectives, as well as the following objective:

- Number 9: We are digitally and physically well connected and responsive.

35. Financial implications: None

36. Resource implications: None

37. Legal implications: None

38. Risk implications: None

39. Equalities implications

- This report is presented for information and, as such, does not have a specific EQIA attached to it. An EQIA was completed in terms of our initial response to COVID-19 and, where services are introduced, changed or decommissioned, a specific EQIA would be carried out.
- It is well documented that the effects of the COVID-19 pandemic have been experienced differently between different cohorts of the community and in different ways in terms of physical, economic, and social impacts.
- This report demonstrates some of the issues faced by different groups within the community and how these are being addressed to ensure that no part of our community is specifically disadvantaged by the effects of the pandemic.

40. Climate implications: None

41. Security implications: None

Conclusion

42. This report updates Members on lessons learnt from the COVID-19 pandemic and the Department's response to it. The report is informed by the work and recommendations of the Member's Working Party established to look at this issue.

43. This report addresses each of the areas the Working Party examined but, as noted, one of the key underlying issues relates to communication. This is therefore a key element considered in the report.

Appendices

- None

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Committee	Dated:
Community and Children's Services Committee	11/6/2021
Subject: Commissioning 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: Greg Knight, Senior Commissioning Manager, Commissioning and Partnerships	

Summary

This report provides Members with a highlight of current activity, successes, issues and priorities for the Department of Community and Children's Services (DCCS) Commissioning team.

Recommendation

Members are asked to:

- Note the contents of the report.

Main Report

Background

1. The DCCS Commissioning team leads on the key activities and procurements for most contracts within the department. The team manages all elements of the commissioning cycle, including the analysis, planning, implementing and reviewing of services.
2. The team is responsible for the completion and management of sourcing plans, commissioning timelines and maintaining the service's contracts register. The team proactively manages contract performance against key performance indicators to deliver the service area aims. In doing so, it seeks to secure effective services and cost efficiency for the City Corporation and those who use and receive its services.
3. There is a Service Level Agreement between the Commissioning team and City Procurement: the Commissioning team leads on procurement

activity under £100,000; City Procurement leads on tenders above this threshold, within the DCCS Category Board governance process.

4. The Commissioning team currently manages 141 contracts, not including social care placement contracts, with a total value of £16,328,533. Of those contracts, 99 (70%) are under £100,000 and 42 of the contracts (30%) are over the £100,000 threshold.

Commissioned services highlights

5. This section provides highlights of the current activity, successes, issues and priorities for the DCCS.

Children's and Young People's Advocacy Service

6. The independent visitors, advocacy and return home interviews service has been recommissioned. The service provides support to looked-after young people in the City by involving them in decisions that affect their lives. Action for Children were appointed through a competitive tender process, which will sustain provision of the service from March 2021 until March 2023. The recommissioning process focused on improving the quality of the service and better meeting the needs of young people. This will be achieved by being less reliant on volunteers, and by increasing: the amount of time in which support is provided; the eligibility age of young people from 18 to 25; and staffing levels in the service.

Youth Services

7. The competitive tender to deliver a new universal youth service from April 2021 was cancelled as a result of the market not meeting the City's ambitions with regards to quality, value for money and safeguarding within tender responses. To ensure quality is achieved when the tender is reissued, commissioners have provided detailed feedback to potential providers and will allow greater time for bids to be developed and submitted. The aim is for a new service contract to be in place from November 2021 for a new universal service, one that covers all ages and the whole of the City. Interim contracts have been awarded to both previous providers, City YMCA and London Borough of Tower Hamlets, to sustain provision while the competitive tender is reissued. A separate document, *Waiver Report – Aldgate Youth Service* sets out the full details for the contract to the London Borough of Tower Hamlets.

Holiday Activities and Food Programme

8. The Holiday Activities and Food Programme, part funded by the Department for Education, was delivered throughout the Easter half term in partnership with the Aldgate School. Fourteen young people who attend school in the City, and who are eligible for free school meals, were provided food and attended sports sessions delivered by Fit For Sport. Commissioners are

working with the Aldgate School to develop the programme for the Summer school holidays to continue this offer.

Mental Health and Parenting Support Service

9. Commissioners are completing a competitive tender for the Children and Families Mental Health and Parenting Support service contract, which aims to increase emotional health and wellbeing for practitioners and parents. The current contract is due to expire in August 2021. The commissioning process has identified a saving of approximately £25,000 over a three-year period, with an option to extend for a further year. The saving will be achieved by removing the requirement to provide specific workshops, webinars and training, which are delivered through the Clinical Commissioning Group funded offer.

Adults Homecare and Rapid Hospital Discharge Services

10. Joint work with local homecare agencies has ensured continuous high-quality Homecare and Rapid Hospital Discharge services, enabling City residents to remain at home and receive appropriate care throughout the COVID-19 pandemic. The Rapid Hospital Discharge service contract has been aligned with the City Homecare contract, (which both expire in March 2022), to enable new services to be procured through a competitive tender process. Work on the new combined model is in progress. Commissioners are working in partnership with key stakeholders to identify integration opportunities. It is anticipated that this joined-up approach can help reduce longer-term support needs, prevent isolation and loneliness, and help improve the health and wellbeing of vulnerable city residents. The new service model will commence in April 2022.

Golden Lane Sport and Fitness Centre

11. The centre has reopened following the removal of the Government COVID-19 restrictions. The centre includes provision of the gym, swimming pool, and exercise on referral service, Youth Games offer and Young at Heart programme. Targeted engagement of residents in the east of the City is in development as part of a new outreach Sports Development programme. Commissioners are completing a short interim contract extension with Fusion Lifestyle. This will sustain the management of the centre at no additional cost to the City for a further 15 months, from 1 January 2021 to 31 March 2023, to allow for a market recovery after COVID-19, and to recommission the service in more favourable conditions. The recommissioning of the service will build on the findings from the initial consultation survey, which aimed to understand residents' thoughts on the current provision, with targeted consultation of residents in the east of the City.

City Advice Service

12. The City Advice service, provided by Toynbee Hall since 2015, offers advice to all residents in the City and to those on out-of-City estates, and also to City-

based workers and students. The contract was extended for an additional year during the pandemic and will end in October 2021. Commissioning was completed during the pandemic, including market engagement. The contract for the new service post-October 2021 is now out to tender. The service will support the City's COVID-19 recovery and continue to give good-quality advice to Housing Revenue Account (HRA) tenants, City residents and workers, with regards to benefits, debt and legal matters.

City Wellbeing Centre

13. Grant funding has been secured to offer additional emotional wellbeing support for City residents who care for others on an informal basis. The intention is to provide tailored support to people who may be experiencing difficulties to enable them to continue in their caring roles.

Stop Smoking Service

14. A contract variation with the London Borough of Hackney has been completed to expand delivery of the existing Stop Smoking Service to include referrals from City residents and workers from April 2021. The service will provide smoking cessation interventions and supply medicine. The provider, Whittington Health, are responsible for the promotion, marketing and management of the new Smoke Free City & Hackney service, in addition to completing training and managing the GP hub service and local pharmacies. The new service delivers an annual saving of £286,351 in comparison to the previous model. Furthermore, the service delivered a further one-off saving of £158,000 by pausing service delivery when demand fell significantly as a result of the reduction in the number of people working in the City throughout the pandemic.

Homelessness and Rough Sleeping

15. A range of services have been commissioned within the Homelessness and Rough Sleeping cluster. This includes the mobilisation of a new framework to secure private rented sector placements, a new contract to sustain the hostel services at Crimscott Street, an extension of the contract to provide the assessment service from the Youth Hostel Association in Carter Lane, and a new high-support hostel contract from Grange Road, a housing project in Southwark. Further work is being completed to deliver a new full-time, rapid assessment facility for rough sleepers to access specialist help and short-term emergency accommodation service while their support needs are stabilised while a longer-term housing alternative is found. Commissioners are provisionally aiming for a competitive tender to be launched in July 2021.

Begging Patrols and the Residents, Reassurance and Engagement Service

16. The Begging Patrols and Residents Reassurance service contracts are both being extended for a further year from August 2021. This will allow time for a potential remodelling of the service to be explored, including provision of a City-wide mobile patrol service that would include tackling anti-social

behaviour, nightlife issues, a more strategic approach beyond the current housing and homelessness focus. The contract extensions allow for wider stakeholder engagement to be completed and potential funding to be identified before a decision is made. Regardless of the delivery model, commissioners will work with City Procurement to develop a new service from August 2021 which provides the best quality and value for money.

Corporate & Strategic Implications

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

Financial implications

18. The Commissioning team's work will continue to focus on delivering value for money and savings within the department's budget in the financial year 2021/22, where possible.

Resource implications

19. Not applicable.

Legal implications

20. Not applicable.

Risk implications

21. Not applicable.

Equalities implications

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

Climate implications

23. Not applicable.

Security implications

24. Not applicable.

Conclusion

25. The department's Commissioning team continues to develop a strategic approach to commissioning and effective partnership working. The team

is also managing a wide range of contracts and robustly tackling poor performance. The team remains committed to securing more integrated, effective and efficient service delivery.

Appendices

- None

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Committee: Community and Children's Services Committee	Dated: 11/06/2021
Subject: DCCS Business Plan Performance: 2020–21 Quarter 4	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?	No
Report Of: Andrew Carter, Director of Community and Children's Services	For Information
Report author: Robert Wood, Senior Performance Analyst, Department of Community and Children's Services	

Summary

This report sets out the progress made during Quarter 4 (Q4) – January to March 2021 against the 2017–2022 Department of Community and Children's Services (DCCS) Business Plan. It also comments on the Departmental Risk Register.

Recommendations

Members are asked to:

- Note this report and progress of the DCCS Business Plan for Q4 2020–21
- Note the status of Departmental Risks at Q4 2020–21

Main Report

Background

1. Progress on the Departmental Business Plan is monitored and reported against a set of 59 Key Performance Indicators (KPIs). A full list of these KPIs and performance can be found in Appendix 1. These KPIs were agreed in 2018 and were designed to reflect changing priorities and demonstrate improved outcomes for our community, residents and workers.
2. DCCS is committed to collaborative working with our partners, commissioned providers and organisations. This requires a broader and more transparent reporting framework that assures us of good progress, achievements and realisation of our action plans.
3. An outcomes-based accountability framework requires that we measure volume and activity, and that we demonstrate the positive effect of services and the impact on all sections of the community, ensuring equality of access, participation and satisfaction.
4. The current version of the Departmental Business Plan ends in 2022. There may be changes to Departmental Business Plans in line with the new Target

Operating Model and any review of the Corporate Plan in 2023. As a result, it is likely that there will be a significant review of the departmental KPI suite going forward.

5. At the January 2021 Community and Children's Services Committee Meeting, Members considered the annual headline Business Plan for the Department. This contained a selected list of KPIs that reflected the work of the Department.
6. The departmental business KPIs are drawn from wider suites of performance information across the Department, and more detailed suites of KPIs and information is considered in various relevant committees, including the Safeguarding Sub-Committee, Education Board and Housing Management and Alms houses Sub-Committee.

DCCS Business Plan KPI Performance

7. Overall performance in Q4 2020–21 shows the departmental KPIs as:

RAG status	Traffic light description	Total KPIs*
Green	KPIs for which the set target was achieved or exceeded	19 (32%)
Amber	KPIs within the tolerance of 10% of the set target	5 (8%)
Red	KPIs that are below the tolerance of 10% of the set target	9 (15%)
Not provided	KPIs where there is no update for the quarter report – these could not be reported due to lack of data	26 (44%)

* Percentages based on share of RAG-rated indicators

8. Please note that, due to the COVID-19 pandemic, many KPIs have been impacted, and reporting suspended in some cases. For example, there were no Standard Assessment Tests (SATs) administered in the summer of 2020 due to the first national lockdown. As a result, there was an increase in the number of KPIs which were a nil return (44% of the total), with some other KPI reporting cycles being affected.
9. It should be noted that performance outturns for all four quarters have been provided for context and to better understand the direction of travel.
10. Commentary on the Red and Amber rated indicators for Q4 of 2020–21 is set out below.

Amber and Red Performance Indicators: Commentary

11. ***BP13 (Amber) – The library offers a good range of learning opportunities for individuals and groups of people.*** It is recognised that, in the current

context, surveys need to be shared more widely in different ways, and staff need to explain to library users the importance of relevance of the surveys. This is underway and it is expected that figures will improve. The lower outcome from the survey is also likely to be impacted by the way services have had to change in response to the various lockdowns.

12. Currently all events are online and very popular – most are over-subscribed. However, the service experienced problems in getting attendees to complete the online evaluation forms and, consequently, the low returns are proving problematic.
13. **BP26 (Amber) – Increased proportion of service users live within the community (not residential or nursing)** At Q4 2020-21 – of the 107 Clients; 82 (77%) were from the community; and 25 (23%) were from a nursing and residential service (15 residential and 10 nursing).
14. **BP35 (Amber) – Increase in average energy-efficiency rating for our housing stock** Although there was no change from the previous financial year, improvement is expected over the succeeding quarters.
15. **BP39 (Amber) All properties are fully compliant with gas safety regulations** The outturn was less than 1% below target. There were only 10 properties, from 1710, which were non-compliant in the year.
16. **BP45 (Amber) – Proportion of people with learning difficulties supported to live independently** There were 11 from 14 which were supported to live independently, which represented only 1% below the annual target.
17. **BP7 (Red) – Proportion of people age 65+ who require less support following a period of reablement (at home 91 days after discharge from hospital)** The indicator is reported locally on a cumulative basis. Of the 10 who finished reablement, seven people (70%) required reduced or no level of support following a period of reablement; three required the same level of support, four required less support; and another three required no support.
18. **BP8 (Red) – Proportion of completions of City apprenticeships and positive destinations (employment or further training)** The outturn represented 39 from 45 completions. Whereas the remaining six could either not be contacted or were looking for work.
19. **BP15 (Red) – The number of residents taking up an NHS health check** The underperformance was due to no delivery in Q1. All practices were advised to stop all contract delivery of NHS health checks in order to focus on COVID-19.
20. **BP19b (Red) – Number of construction starts (number of units given) –** There were two units at the Great Arthur House residential conversion, which started in January to provide social housing and an estate office for completion in July 2021 – which is on track/on plan. Whereas Isleden had three large units

(family size 3-beds), which started onsite in February 2021 and will finish in February 2022. There were 110 units in Sydenham, which were originally due for a start in Q4 2020–21, which were delayed by a Judicial Review outside of the City of London's control.

21. **BP19c (Red) – Number of completions (number of units given)** There were no completions in the period. The completions for Great Arthur House and Isleden House are due in the next financial year 2021–22.
22. **BP29a (Red) – Child in Need (CIN) – On a CIN Plan for one year but less than two years (% and number)** There were 19 children in the cohort at Q2; 17 at Q3; and 21 at Q4. In Q4, 12 had been open for 12 to 24 months, of which four were in the closure process at 31 March.
23. **BP29c (Red) – Child Protection Plan (CPP) – On a CPP for one year but less than two years (% and number)** There were six children in the cohort at Q2 and three at Q3 and Q4. By the end of Q4, two children had been subject of their CPP for just over a year.
24. **BP31 (Red) – Improved timeliness of pathway plans (three months for initial plan, followed by every five months).** The measure for reporting Care Leavers and Looked-after Children from an 'initial three months, followed by five months' is not part of the reporting framework in Children's Services. The service uses the statutory six-month duration for Care Leavers, for which outcomes were positive in 2020–21.
25. **BP33 (Red) – Increased proportion of new rough sleepers who sleep out just once** There were 19 individuals out of 29 seen for the first time, who were only seen on one occasion by outreach in the City of London.

Departmental Risk Register Summary

26. Appendix 2 contains a summary of the Departmental Risk Register. As can be seen, the Department **has no red risks at Q4 and one risk (Safeguarding) is also a corporate risk.**

Corporate & Strategic Implications

27. **Strategic implications:** The work of the Department is wide-ranging and contributes to a range of Corporate Priorities including specifically:
 - 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.

28. **Financial implications:** not applicable.

29. **Resource implications:** not applicable.

30. **Legal implications:** not applicable.

31. **Risk implications:** not applicable.

32. **Equalities implications:** not applicable.

33. **Climate implications:** not applicable.

34. **Security implications:** not applicable.

Conclusion

35. This report updates Members on performance as at Q4 2020–21 against a suite of departmental business KPIs.

36. The COVID-19 pandemic has had an impact on some of our reporting where services have changed or where reporting has been suspended.

37. This report also gives Members further detail about any performance rated Amber or Red.

Appendices

- Appendix 1 – Q4 2020–21 Key Performance Indicators (KPIs) Update.
- Appendix 2 – Q4 2020–21 Departmental Risk Register Summary.

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Appendix 1 – Q4 2020-21 Key Performance Indicators Update

Key:

DOT: Direction of travel
Frq: Frequency of reporting
YTD: Year to date
Nat'l: National average

RAG ratings:

G – Achieved or exceeded
A – 10% tolerance
R – below tolerance of 10%
Blank- Not available
Duplicated KPI



1. Delivering an outstanding education offer through the City of London family of schools

Group	No.	Key Performance Indicators	2019/20 outturn	2020/21 Progress						Q4 Commentary	DOT	Freq	Changed
				2020/21 Target	Q1	Q2	Q3	Q4	RAG				(Yes/No/Improved/New)
1	BP1	All City-sponsored academies achieve and maintain good or outstanding Ofsted ratings	100%	100%	N/A	100%	100%	100%	Green	External examinations will not take place again this year and KS2, KS4 and KS5 results will be based on centre-assessments, and not publicly published in national datasets. Ofsted inspections have also been on hold during the pandemic and so there would not be any updates there either.	↔	Q	Improved
1	BP2	Pupils make good progress at KS4 in City-sponsored academies (*Progress 8 measure) (FFT Aspire estimate provided where GCSE discontinued)	-0.64 *	Above 2020 national benchmark	N/A	N/A	N/A	N/A	No RAG	SATs were cancelled due to the national lockdown. (*The FFT Aspire estimate for the cohort based upon prior attainment was 0.08).	↔	A	New
1	BP3	Pupil premium children (FSP, LAC, adoption, SGO) at City sponsored academies make good progress at KS2 and KS4 (KS2 & KS4 Progress measures; FFT Aspire estimates provided where SATs discontinued).	KS2: Redriff - Read -3.3, Writ+3.2, Maths +0.9 - KS4: Highgate Hill 0.3, Hackney -0.08, Islington -0.24, Southwark -0.54, Hig Grove -0.56	Above 2020 national benchmark	N/A	N/A	N/A	N/A	No RAG	SATs were cancelled due to the national lockdown. At KS4 the FFT Aspire estimates for the cohorts based upon prior attainment were: Highgate Hill 0.32, Hackney 0.09, Islington -0.15, Southwark -0.24, Highbury Grove -0.15.	↔	A	New
1	BP4	Progress and attainment at school stages (KS2) that is considerably above national levels	Aldgate School 82%, Redriff 69% (RWM)	Above 2020 national benchmark	N/A	N/A	N/A	N/A	No RAG	SATs were cancelled due to the national lockdown.	↔	A	No

2. Securing efficiencies and better outcomes through the integration of health and social care commissioning across the City of London and Hackney (and with other partners)

Group	No.	Key Performance Indicators	2019/20 outturn	2020/21 Progress						Q4 Commentary	DOT	Freq	Changed
				2020/21 Target	Q1	Q2	Q3	Q4	RAG				(Yes/No/Improved/New)
2	BP5a	Reduction in delayed transfers of care (DTOC) (discharges) from hospital – accredited to the NHS	291	Target set nationally and not yet confirmed	N/A	N/A	N/A	N/A	No RAG	DTOC reporting has been suspended, due to the impact of COVID-19 and the national lockdown n restrictions in place at the time.	↔	Q	No
2	BP5b	Reduction in delayed transfers of care (DTOC) (discharges) from hospital – accredited to Adult Social Care (ASC)	2	Target set nationally and not yet confirmed	N/A	N/A	N/A	N/A	No RAG	DTOC reporting has been suspended, due to the impact of COVID-19 and the national lockdown n restrictions in place at the time.	↔	Q	No
2	BP6a	Increased number of residents (in contact with service) supported to live independently at home as a result of Early Intervention, and Prevention Services.	363	Target not confirmed	41	44	49	31	No RAG	Q4: 31 people were supported by City Connections through the care navigators and a community support assessment (additionally 15 people were supported through carers services, befriending services and digital buddy services provided by City Connections).	↓	Q	New
2	BP6b	Proportion of clients reporting improved quality of life as a result of Early Intervention and Prevention services (EIP)	77%	Target not confirmed	75%	72%	74%	83%	No RAG	Overall satisfaction scores were 9.1, 9.0, 8.6 and 6.8 for questions relating to safety, neighbourhood, independence and quality of life. As with previous quarters, it is possible that the Covid-19 situation has had an impact on these results.	↑	Q	New
2	BP6c	Proportion of residents/carers who got in contact with the City that are referred onwards to other relevant services	35%	Target not confirmed	N/A	N/A	52%	93%	No RAG	Please note that 22 of the 30 referrals into the service were from Adult Social Care and 6 were self referrals. Onwards referrals were made to a variety of services with the top three: the Digital Buddy scheme, Befriending services and City Connections Wellbeing activities.	↑	Q	New
2	BP7	Proportion of people age 65+ who require less support following a period of reablement (at home 91 days after discharge from hospital)	78% (n=9)	85%	100% (3/3)	66% (4/6)	63% (5/8)	70% (7/10)	Red	The indicator is reported locally on a cumulative basis. Of the ten that finished reablement, seven people (70%) required reduced or no level of support following a period of reablement; three required the same level of support, four required less support and another three actually required no support.	↑	Q	No

3. Promoting effective transitions and progression through education and fulfilling employment

Group	No.	Key Performance Indicators	2019/20 outturn	2020/21 Progress						Q4 Commentary	DOT	Freq	Changed
				2020/21 Target	Q1	Q2	Q3	Q4	RAG				(Yes/No/Improved /New)
3	BP8	Proportion of completions of City apprenticeships and positive destinations (employment or further training)	80%	100%	N/A	N/A	84%	87%	Red	The outturn represented 39 from 45 completions. Whereas the remaining six could either not be contacted or were looking for work.	↑	A	Improved
3	BP9	Percentage of City young people (aged 16 and 17) not in education, employment or training (NEET & unknown)	3.8% (from cohort of 50) NEET, in employment without additional training/education and not known	Below 2018/19 national average (5.5%)	N/A	N/A	0%	N/A	Green	The outturn at the end of Q3 represents the most recently available data at the point of publication.	↓	Q	No
3	BP10	Increased number and percentage of apprentices employed by the City from Black and Minority Ethnic backgrounds	36%	Target not confirmed	N/A	40%	39%	41%	No RAG	This represented 33 from 81 apprentices. Furthermore it should be noted that the City of London has relatively little influence over the outturn as recruitment is not conducted directly.	↑	Q	New
3	BP11a	Adult enrolments for adult learning and skills courses (accredited and non-accredited)	3,608 (Target: 2,500)	Target not confirmed	N/A	105	211	223	No RAG	The information provided includes term 3 for academic year 2019/20 and the first two terms of 2020/21.	↑	A	No
3	BP11b	Annual proportion of adult learners who pass an adult skills course	n/a	Target not confirmed	N/A	78%	N/A	N/A	No RAG	The information will not be available until the end of the academic year.	↔	A	No
3	BP12	The library's services and activities have a positive impact on my family's health and wellbeing	94%	86%	N/A	N/A	N/A	100%	Green		↑	Q	Improved
3	BP13	The library offers a good range of learning opportunities for individuals and groups of people	85%	90%	N/A	N/A	76%	85%	Amber	Currently, all events are online and very popular - most are over-subscribed. However, we are having problems in getting attendees to complete the online evaluation forms and consequently, the low returns are proving perverse	↑	Q	New

4. Promoting equality in health through outreach to all the City communities

				2020/21 Progress							DOT	Freq	Changed
Group	No.	Key Performance Indicators	2019/20 outturn	2020/21 Target	Q1	Q2	Q3	Q4	RAG	Q4 Commentary			(Yes/No/Improved /New)
4	BP14	Percentage of people engaging in City smoking cessation programmes w ho quit smoking	57% (n=143)	52% (n=500)	N/A	N/A	N/A	N/A	No RAG	Activity w as suspended in 2020/21 due to the impact of COVID-19 and the national lockdown n restrictions in place at the time. There is now a new service contact w hich started in Q1 2021/22.	↔	Q	No
4	BP15	Residents taking up an NHS health check	196	191	N/A	11	100	38	Red	The underperformance was due to no delivery in Q1. All practices w ere advised to stop all contract delivery of NHS health checks in order to focus on COVID-19.	↓	Q	No
4	BP16	Number and proportion of participants w ho completed the w eight management programme in period	68% (n=31)	70% (n=30)	N/A	N/A	N/A	N/A	No RAG	The reporting cycle w as interrupted due to the impact of COVID-19 and the national lockdown n restrictions in place at the time.	↔	Q	New
4	BP17	Use of the Golden Lane Sport and Fitness Centre by young people	Q1– 4 (averaged): 5,895 (Q4 data w as not available due to centre staff being furloughed)	7282	N/A	N/A	N/A	N/A	No RAG	The reporting cycle w as interrupted due to the impact of COVID-19 and the national lockdown n restrictions in place at the time. The service reopened in Q1 2021/22.	↔	Q	No

5. Increasing access to and effectiveness of pan-London sexual health services through the mobilisation of e-healthcare services

Group	No.	Key Performance Indicators	2019/20 outturn	2020/21 Progress						Q4 Commentary	DOT	Freq	Changed
				2020/21 Target	Q1	Q2	Q3	Q4	RAG				(Yes/No/Improved/New)
5	BP18 a	Take up of e-services for sexual health testing – % and number of people who return a kit and receive their results within 21 days of ordering it	74%	70%	79%	75%	68%	77%	Green	124010 kits were requested in the quarter, of which 95224 were returned for testing within 21 days. Impact of Royal Mail disruption on the KPI has dissipated. During this quarter the provider moved the return of kits onto Royal Mail's tracked 24-hour service, further reducing future risk to performance.	↑	Q	No
5	BP18 b	Increased satisfaction with e-services for sexual health testing (%)	99%	90%	99%	99%	99%	99%	Green	9313 users (responding to an SMS survey) said they would recommend it to friends or family. Only 107 said they would not recommend it	↔	Q	New

6. Delivering more homes and better meet social housing needs

Group	No.	Key Performance Indicators	2019/20 outturn	2020/21 Progress						Q4 Commentary	DOT	Freq	Changed
				2020/21 Target	Q1	Q2	Q3	Q4	RAG				(Yes/No/Improved/New)
6	BP19 a	Number of planning consents (no. units given)	0	115	N/A	N/A	N/A	N/A	No RAG	There were no planning consents obtained in the period.	↔	A	No
6	BP19 b	Number of construction starts (no. units given)	0	115	N/A	0	0	5	Red	There were two units at the Great Arthur House residential conversion, which started in January to provide social housing and an estate office for completion in July 21 - which is on track/on plan. Whereas Isleden had three large units (family size 3-beds), which started onsite in February 21 and will finish in February 22.	↑	A	Improved
6	BP19 c	Number of completions (no. units given)	10	5	N/A	0	0	0	Red	There were no completions in the period. The completions for Great Arthur House and Isleden House are in fact due in the next financial year 2021/22.	↔	A	No

7. Improving outcomes and services for children and young people with special educational needs and disabilities (SEND)

Group	No.	Key Performance Indicators	2019/20 outturn	2020/21 Progress						Q4 Commentary	DOT	Freq	Changed
				2020/21 Target	Q1	Q2	Q3	Q4	RAG				(Yes/No/Improved/New)
7	BP20	Proportion of EHC plans completed for SEND children within 20 weeks' timeframe.	100%	100%	N/A	100%	N/A	100%	Green	1 EHC Plan was finalised within the 20-week statutory timescale	↑	Q	New
7	BP21	Proportion of SEND children receiving SEN support at school (primary and secondary)	Information not currently available	In line with Inner London Average 2019	N/A	N/A	N/A	N/A	No RAG	The figures are unavailable for City of London residents attending establishments maintained by other Local Authorities, as the DfE does not provide the information to this level of detail. To mitigate this the Ed&EY service have a school tracker that is updated annually, however, data accuracy is not 100% on this.	↔	A	New
7	BP22	Educational progress of children with SEND at KS2	Information cannot be reported due to small number	In line with Inner London average 2019	N/A	N/A	N/A	N/A	No RAG	There were no Statutory Assessment Tests undertaken in the summer of 2020 because of the national lockdown restrictions in place at the time. Summer 2021 tests in Q1 2021/22 have also been cancelled	↔	A	No
7	BP23	Increased number of SEND children take up use of youth services (youth services (Universal, holiday, IAG, NEET, City youth forum, young carers)	5	Target not confirmed	N/A	3	3	8	No RAG	The breakdown was as follows: City YMCA - 0, Prospects - 8, Tower Hamlets - 0.	↑	Q	New

8. Improving outcomes and experience for adult social care users

				2020/21 Progress							DOT	Freq	Changed
Group	No.	Key Performance Indicators	2019/20 outturn	2020/21 Target	Q1	Q2	Q3	Q4	RAG	Q4 Commentary			(Yes/No/Improved /New)
8	BP24	Adult Social Care service user and carer reported quality of life (survey outcome)	7.5 (carers) * -- 19.3 (users) *	Above 2018/19 London average	N/A	N/A	N/A	N/A	No RAG	*19/20 outturn refers to the 2018/19 CoL Survey of Adult Social Care Service Users and Carers in England statutory return. Due to the impact of COVID-19 and the national lockdown n restrictions, NHS Digital have postponed the return until 2021/22.	↔	A	No
8	BP25	Proportion of adult social care service users who say services have made them feel safe and secure (survey outcome)	87.9% *	Above 2018/19 London average	N/A	N/A	N/A	N/A	No RAG	*19/20 outturn refers to the 2018/19 CoL Survey of Adult Social Care Service Users in England statutory return. Due to the impact of COVID-19 and the national lockdown n restrictions, NHS Digital have postponed the return until 2021/22.	↔	A	No
8	BP26	Increased proportion of service users live within the community (not residential or nursing)	76%	80%	N/A	75%	77%	77%	Amber	At Q4 2020/21 – of the 107 Clients; 82 (77%) Community; 25 (23%) Nursing & Residential (15 residential & 10 nursing).	↔	Q	New
8	BP27	Reduction of average cost of residential social care	£692	£700	N/A	£749	£824	£691	Green	Q4 2020/21 incidentally was -£1 below the 2019/20 YTD outturn (£692) and below target although the average from Q2 to Q4 2020/21 was £754.80. This is comparable with the 2018/19 YTD outturn (£756). Availability of placements has decreased during the pandemic while costs of new placements have risen considerably.	↓	Q	Improved
8	BP28	Increased proportion of clients (services users) are on direct payments (DP)	31%	National 2018/19: 28.3%; (2019/20: 27.3%)	N/A	40%	39%	38%	Green	Q4 2020/21 – 31 of the 82 in the community received Direct Payments (38%). The service actively promotes and supports people to use DP as a way of managing their own services. However, there is strong management oversight (as evidenced in the DP Audit) to ensure DP is used effectively and within the guidelines.	↓	Q	New

9. Safeguarding children, young people and adults at risk

Group	No.	Key Performance Indicators	2019/20 outturn	2020/21 Progress						Q4 Commentary	DOT	Freq	Changed
				2020/21 Target	Q1	Q2	Q3	Q4	RAG				(Yes/No/Improved/New)
9	BP29 a	CIN – On a Child in Need Plan for one year but less than two years – % and number	0%	17%	N/A	37%	65%	57%	Red	Please note: There were 19 children in the cohort at Quarter 2; 17 at Quarter 3; and 21 at Quarter 4. In Q4 12 had been open for 12 to 24 months, of which four were in closure process at 31 March.	↓	Q	No
9	BP29 b	CIN – On a Child in Need Plan for two years – % and number	0%	31%	N/A	0%	18%	14%	Green	Please note: There were 19 children in the cohort at Quarter 2; 17 at Quarter 3; and 21 at Quarter 4. In Q4 three had been open for over 24 months.	↓	Q	No
9	BP29 c	CPP – On a Child Protection Plan for one year but less than two years – % and number	60% (<5)	17%	N/A	0%	0%	67%	Red	Please note: There were six children in the cohort at Quarter 2 and three at Quarter 3 & Quarter 4. By the end of Q4 two children had been subject of their CPP for just over a year.	↑	Q	No
9	BP29 d	CPP – On a Child Protection Plan for two years – % and number	0% (0)	2%	N/A	50%	0%	0%	Green	Please note: There were six children in the cohort at Quarter 2 and three at Quarters 3 and 4.	↔	Q	Improved
9	BP30	Percentage of assessments for children's social care carried out within 45 working days of referral	73%	Above 2018/19 Inner London average	N/A	89%	100%	100%	Green	The annual rate will be subject to review during the annual CIN Census QA process.	↔	Q	Improved
9	BP31	The improved timeliness of pathway plans (three months for initial followed by every five months)	59%	100%	33%	32%	26%	24%	Red	The measure for reporting Care Leavers and Children Looked After from an 'initial three months followed by five months' is not part of the reporting framework in Children's Services. The service uses the statutory six month duration for Care Leavers, for which outcomes were positive in 20/21.	↓	Q	New
9	BP32	Number and percentage of adults referred for safeguarding (such as abuse or neglect) whose expressed outcomes are fully or partly met	Not currently available as the Safeguarding Reports are undergoing repair.	Above 2018/19 Inner London Average	N/A	N/A	N/A	N/A	No RAG	To be confirmed: The outturn for the key performance indicator will be provided following the first mandated deadline of the SAC return (which will be updated in mid June 2021).	↔	Q	No

10. Delivering and enhancing 'accommodation pathways' and health services for rough sleepers

				2020/21 Progress							DOT	Freq	Changed
Group	No.	Key Performance Indicators	2019/20 outturn	2020/21 Target	Q1	Q2	Q3	Q4	RAG	Q4 Commentary			(Yes/No/Improved/New)
10	BP33	Increased proportion of new rough sleepers who sleep out just once	65%	76%	N/A	48%	64%	66%	Red	There were 19 individuals out of 29 seen for the first time, which were only seen on one occasion by outreach in the City of London.	↑	Q	Improved
10	BP34	Number and proportion of people deemed 'living on the streets' is below Inner London average	58; (at end of Q3 19/20)	Below 2019 level	N/A	40	44	34	Green		↓	Q	Improved

11. Delivering a programme of major works to maintain and improve our existing homes

				2020/21 Progress							DOT	Freq	Changed
Group	No.	Key Performance Indicators	2019/20 outturn	2020/21 Target	Q1	Q2	Q3	Q4	RAG	Q4 Commentary			(Yes/No/Improved/New)
11	BP35	Increase in average energy-efficiency rating for our housing stock	64.5	69	N/A	64	65	65	Amber	There was no change from the previous financial year but improvement is expected over the succeeding quarters.	↔	A	Improved
11	BP36	Proportion of City housing stock meeting 'decent homes' standard	91%	Above 2018/19 London average (83%)	N/A	92%	90%	90%	Green		↔	A	No

12. Maintaining safe homes that comply with advances in fire safety requirements

Group	No.	Key Performance Indicators	2019/20 outturn	2020/21 Progress						Q4 Commentary	DOT	Freq	Changed
				2020/21 Target	Q1	Q2	Q3	Q4	RAG				(Yes/No/Improved/New)
12	BP38	Blocks of flats with a valid and up-to-date fire risk assessments	100%	100%	N/A	100%	100%	100%	Green		↔	A	New
12	BP39	All properties are fully compliant with gas safety regulations	99.8%	100%	N/A	99%	100%	99%	Amber	There were only ten properties from 1710 which were non-compliant in the year.	↓	A	New

13. Supporting City businesses and the Corporation to improve their employees' health and wellbeing and participation in health and wellbeing activities

Group	No.	Key Performance Indicators	2019/20 outturn	2020/21 Progress						Q4 Commentary	DOT	Freq	Changed
				2020/21 Target	Q1	Q2	Q3	Q4	RAG				(Yes/No/Improved/New)
13	BP40	Percentage satisfaction with Business Healthy events and activities	90%	70%	N/A	99%	95%	96%	Green	2 Business Healthy events were delivered in Q4 (25 attendees) and presentations delivered at a further 4 events. Six participants shared feedback. 96% of participants rated the session "good"/"excellent" for: organisation of the session; communications from the organisers; quality of discussion/ speakers; materials; and use of the digital platform.	↑	Q	Improved
13	BP41	Dragon Café visitors strongly agree/agree that the café helped to improve their mental wellbeing	94%	76%	N/A	80%	100%	90%	Green	Total attendance figures for Q4 was 357, and 22 people provided feedback.	↓	Q	New


































14. Supporting the development of skills and learning for all ages in the community through a range of activities, resources and support, and enhancing the art and culture offer in the City

				2020/21 Progress								Changed	
Group	No.	Key Performance Indicators	2019/20 outturn	2020/21 Target	Q1	Q2	Q3	Q4	RAG	Q4 Commentary	DOT	Freq	(Yes/No/Improved /New)
14	BP42a	Percentage of children achieving good level of development in foundation stage profile (FSP)	85%	Above 2018/19 London average	N/A	N/A	N/A	N/A	No RAG	Due to the national lockdown n, EYFSP measures were cancelled by the DfE so there is no data available.	↔	A	No
14	BP42b	Percentage inequality gap in achievement across all the Early Learning Goals	31%	Below 2018/19 London average	N/A	N/A	N/A	N/A	No RAG	Due to the national lockdown n, EYFSP measures were cancelled by the DfE so there is no data available.	↔	A	No
14	BP43	Percentage of primary school offers meeting first choice	89% (n=27)	85%	89%				Green	Annual outturn: The April 2020 Primary offer rate has now been recorded in Q1: 24 out of 27 applicants were offered their first preference. For reference the Pan-London rate was 85%. The April 2021 Primary offer will be reported next quarter but for reference the rate remained 89%.	↔	A	Improved













15. Promote and champion inclusion, diversity, accessibility and social mobility for all the communities we support



Group	No.	Key Performance Indicators	2019/20 outturn	2020/21 Progress						Q4 Commentary	DOT	Freq	Changed
				2020/21 Target	Q1	Q2	Q3	Q4	RAG				(Yes/No/Improved/New)
15	BP44	Increased proportion of Bangladeshi girls/young women take up of youth services (youth services (Universal, holiday, IAG, NEET, City youth forum, young carers)	0	Target not confirmed	N/A	6	5	6	No RAG		↑	Q	Improved
15	BP45	Proportion of people with learning difficulties supported to live independently	100%	80%	N/A	73%	82%	79%	Amber	There were 11 from 14 which were supported to live independently; which represented only 1% below the annual target.	↓	Q	New
15	BP46	Percentage of participants involved in community activities and volunteering reporting an improved quality of life	87%	60%	N/A	N/A	N/A	N/A	No RAG	Information was unavailable due to the impact of COVID-19 and the national lockdown restrictions in place at the time.	↔	A	No
15	BP47	Proportion of residents involved in community activities who are new to volunteering	36%	30%	N/A	N/A	N/A	72%	Green	The numerator and denominator is being sought.	↑	Q	Improved
15	BP48	Proportion of Portsoken Pavilion Café employees from the local community	65% (n=23); (at end of Q3 19/20)	25%	N/A	N/A	N/A	N/A	No RAG	The café has been closed for the whole of quarter 4 in line with Government Covid regulations. The current tenant has given notice to end the tenancy and will not be reopening in Quarter 1. The requirement for a future tenants to monitor this performance indicator is being reviewed	↔	Q	No




Appendix 2: Q4 2020–21 Departmental Risk Register Summary

Risk Code	Title	Current Risk Rating	Risk Score	Actions Assessment	Risk Approach	Target Date	Risk Trend
DCCS HS 003	Lone Working	A 	12		Reduce		
CR17	Safeguarding	A 	8		Accept		
DCCS 001	Departmental Emergency Response	A 	8		Accept		
DCCS ED 001	Failure to deliver City of London Academy expansion programme	A 	8			30/07/21	
DCCS HS 002	Failure to carry out and review effective fire risk assessments for residential and commercial accommodation	A 	8			31/03/22	
DCCS 006	Failure to deliver new homes programme	A 	8			31/03/25	
DCCS ED 002	Failure of the City of London Academies to meet the high performance and financial expectations of the City of London	A 	6			31/03/22	
DCCS HS 001	Health and Safety Procedures	A 	6			31/03/22	
DCCS HS 004	Housing Finance Changes	A 	6			31/03/22	
DCCS HS 005	Major works programme	A 	6		Reduce		
DCCS 002	Impact of Brexit on Local Communities	G 	4			31/09/21	

COVID-19 – Communities (including schools) Silver Risk Register

Risk Code	Title		Risk Score	Actions Assessment	Target Date	Risk Trend
CVD19 SG CM 01	Vulnerable Adults and Children	A 	6		30/09/21	
CVD19 SG CM 03	Housing and Communities	A 	6		30/06/21	
CVD19 SG CM 06	Independent Schools in the City family of schools – impact on finances	A 	6		30/09/21	
CVD19 SG CM 07	Re-opening of schools, Adult Skills and Education Service and other childcare settings	A 	6		30/09/21	

 Actions to mitigate the risk are in place and are being delivered to anticipated timescales.  Some delays in implementing planned actions

Risk Trend:  Unchanged since last report  Increased risk rating – see body of report for details  Decreased risk rating since last report

Risk Score key:

		Impact					
		Minor	Serious	Major	Extreme		
		(1)	(2)	(4)	(8)		
Likelihood	Likely (4)	4	8	16	32	Red (Severe)	Urgent action required to reduce rating
	Possible (3)	3	6	12	24	Amber (Significant)	Action required to maintain or reduce rating
	Unlikely (2)	2	4	8	16	Green (Manageable)	Action required to maintain rating
	Rare (1)	1	2	4	8		

Committee: Community & Children's Services Committee	Date: 11 June 2021
Subject: Report of Action Taken	Public
Report of: The Town Clerk & Chief Executive	For Information
Report author: Chloe Rew, Committee & Members Services Officer	

Summary

This report provides details of a decisions taken urgency procedures since your last meeting.

Recommendation

Members are asked to note the report.

Request for Decision Under Urgency (Standing Order 41A) – Corporate Parenting Annual Report 2019/20 and Corporate Parenting Strategy Update

1. The Safeguarding Sub-Committee received the Corporate Parenting Annual Report 2019/20 and Corporate Parenting Strategy Update for information from the Director of Community and Children's Services.
2. During discussion at the sub-committee meeting, Members agreed the report, strategy and annual report should be presented to the Court of Common Council to inform all Members of their responsibilities as corporate parents.
3. The Safeguarding Sub-Committee was unable to present the report to the Court on its own behalf by virtue of Standing Order 9(2) (A Sub-Committee or Working Party is not entitled to submit a report to the Court unless it has Terms of Reference approved by the Court which confer the requisite authority on it to do so.) Therefore, it was requested that the Community & Children's Services Committee present this report.
4. Due to the dates on which the Court agenda publication and committee meetings fell, the request could not be brought to your committee at its scheduled meeting, and therefore the matter was processed under urgency.

Action taken: The Town Clerk agreed, in consultation with the Chairman and Deputy Chairman of your Committee, to present the Corporate Parenting Annual Report and Corporate Parenting Strategy to the Court of Common Council at its meeting on 17 June 2021.

Chloe Rew

Committee & Members Services Officer

E: Chloe.Rew@cityoflondon.gov.uk

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