



## Community & Children's Services Committee

**Date:** MONDAY, 11 NOVEMBER 2024  
**Time:** 2.00 pm  
**Venue:** COMMITTEE ROOMS, WEST WING, GUILDHALL

**Members:**

Joanna Tufuo Abeyie	Laura Jørgensen
John Absalom	Deputy Natasha Maria Cabrera Lloyd-Owen
Munsur Ali	Alderman Christopher Makin
Shahnan Bakth	Timothy James McNally
Jamel Banda	Eamonn Mullally
Matthew Bell	Henrika Priest
Deputy Keith Bottomley	Deputy Nighat Qureishi
Anne Corbett	Beverly Ryan
Aaron Anthony Jose Hasan D'Souza	Ruby Sayed (Deputy Chairman)
Mary Durcan	Tom Sleight
Helen Fentimen OBE JP (Chairman)	Naresh Hari Sonpar
Deputy John Fletcher	Jacqui Webster
Dawn Frampton	Deputy Ceri Wilkins
Steve Goodman OBE	David Williams
Alderman Prem Goyal, OBE	Philip Woodhouse
Deputy Shravan Joshi MBE	

**Enquiries:** Blair Stringman  
Blair.Stringman@cityoflondon.gov.uk

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<https://www.youtube.com/@CityofLondonCorporation/streams>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic 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.

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

**Ian Thomas CBE**  
**Town Clerk and Chief Executive**

# AGENDA

**PLEASE NOTE: Items marked “\*” which are ‘for information’ and/or HAVE been considered by the various Sub Committees will be taken without discussion unless the Clerk is advised prior to the meeting**

## Part 1 - Public Reports

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public and non-public summary of the minutes of the previous Committee meeting held on 20<sup>th</sup> September 2024.

**For Decision**  
(Pages 9 - 16)

4. **\*OUTSTANDING ACTIONS**

Report of the Director, Community & Children’s Services.

**For Information**  
(Pages 17 - 20)

5. **ANNUAL REVIEW OF THE TERMS OF REFERENCE**

Report of the Town Clerk.

**For Decision**  
(Pages 21 - 24)

6. **ALLOCATED MEMBERS TO THE CITY CORPORATION'S VARIOUS HOUSING ESTATES**

Town Clerk to be heard.

**For Decision**

7. **UPDATE ON THE PARTNERSHIP FOR YOUNG LONDON AND REQUEST FOR EXTENSION OF SERVICE LEVEL AGREEMENT**  
Report of the Executive Director, Community & Children's Services.  

**For Decision**  
(Pages 25 - 30)
8. **\*COMMUNITY AND CHILDREN'S SERVICES (NON-HOUSING) REVENUE OUTTURN FORECAST AS AT QUARTER 2 2024/25**  
Report of the Executive Director, Community & Children's Services.  

**For Information**  
(Pages 31 - 34)
9. **\*CITY OF LONDON CHILDREN'S CENTRE SERVICES – UPDATE REPORT**  
Report of the Executive Director, Community & Children's Services.  

**For Information**  
(Pages 35 - 44)
10. **\*CITY OF LONDON SPECIAL EDUCATIONAL NEEDS AND DISABILITY SELF-ASSESSMENT FRAMEWORK (SEND SEF)**  
Report of the Executive Director, Community & Children's Services.  

**For Information**  
(Pages 45 - 106)
11. **\*COST OF LIVING RESPONSE UPDATE**  
Report of the Executive Director, Community & Children's Services.  

**For Information**  
(Pages 107 - 114)
12. **\*VIRTUAL SCHOOL DEVELOPMENT PLAN FOR ACADEMIC YEAR 2024/2025**  
Report of the Executive Director, Community & Children's Services.  

**For Information**  
(Pages 115 - 128)
13. **\*VIRTUAL SCHOOL HEADTEACHER ANNUAL REPORT FOR ACADEMIC YEAR 2023/2024**  
Report of the Executive Director, Community & Children's Services.  

**For Information**  
(Pages 129 - 130)

14. **\*COMMISSIONING UPDATE**  
Report of the Executive Director, Community & Children's Services.  

**For Information**  
(Pages 131 - 178)
15. **\*DEPARTMENTAL RISK UPDATE**  
Report of the Executive Director, Community & Children's Services.  

**For Information**  
(Pages 179 - 214)
16. **\*BARBICAN AND COMMUNITY LIBRARIES UPDATE 2024**  
Report of the Executive Director, Community & Children's Services.  

**For Information**  
(Pages 215 - 240)
17. **\*DCCS HANDBOOK UPDATE**  
Report of the Executive Director, Community & Children's Services.  

**For Information**  
(Pages 241 - 260)
18. **\*MODERN SLAVERY STATEMENT 2024-2029**  
Report of the Deputy Town Clerk.  

**For Information**  
(Pages 261 - 308)
19. **UPDATES FROM SUB COMMITTEES, ALLOCATED MEMBERS AND PORTFOLIO HOLDERS**  
Portfolio Holders to be heard.  

**For Information**
20. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

22. **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**

23. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous Committee meeting held on 20<sup>th</sup> September 2024.

**For Decision**  
(Pages 309 - 312)

24. **\*OUTSTANDING ACTIONS**

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

**For Information**  
(Pages 313 - 316)

25. **\*NON-PUBLIC APPENDIX - VIRTUAL SCHOOL HEADTEACHER ANNUAL REPORT FOR ACADEMIC YEAR 2023/2024**

Non-Public appendix to be read in conjunction with item 12.

**For Information**  
(Pages 317 - 330)

26. **\*NON-PUBLIC APPENDICES - COMMISSIONING UPDATE**

Non-Public appendices to be read in conjunction with item 13.

**For Information**  
(Pages 331 - 342)

27. **WINDOWS AND COMMON PARTS REDECORATIONS – GOLDEN LANE ESTATE (PHASES 1 & 2)**

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

**For Decision**  
(Pages 343 - 352)

28. **36 PROCTOR HOUSE AVONDALE SQUARE ESTATE SE1 5EZ**

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

**For Decision**  
(Pages 353 - 354)

29. **RISK REPORT FOR THE CITY OF LONDON CORPORATION COMBINED RELIEF OF POVERTY CHARITY (CHARITY REGISTRATION NUMBER 1073660)**

Report of the Heath of Central Funding & Charity Management Team

**For Decision**  
(Pages 355 - 370)

30. **\*MANAGEMENT UPDATE FOR THE CITY OF LONDON COMBINED RELIEF OF POVERTY CHARITY (CHARITY REGISTRATION NUMBER 1073660)**

Report of the Head of Central Funding & Charity Management Team.

**For Information**  
(Pages 371 - 380)

31. **\*CHARITIES REVIEW RECOMMENDATIONS UPDATE - THE CITY OF LONDON ALMSHOUSES (REGISTERED CHARITY NUMBER: 1005857)**

Report of the Acting Managing Director, City Bridge Foundation.

**For Information**  
(Pages 381 - 384)

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

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

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## COMMUNITY & CHILDREN'S SERVICES COMMITTEE

Friday, 20 September 2024

Minutes of the meeting of the Community & Children's Services Committee held at Committee Rooms, West Wing, Guildhall on Friday, 20 September 2024 at 11.00 am

### Present

#### Members:

Munsur Ali	Alderman Prem Goyal, OBE
Matthew Bell	Deputy Shravan Joshi MBE
Aaron Anthony Jose Hasan D'Souza	Timothy James McNally
Mary Durcan	Deputy Nighat Qureishi
Helen Fentimen OBE JP (Chairman)	Beverly Ryan
Deputy John Fletcher	Naresh Hari Sonpar
Dawn Frampton	Jacqui Webster
Steve Goodman OBE	David Williams

#### Officers:

Deborah Bell	- Community & Children's Services Department
Peta Caine	- Community & Children's Services Department
Simon Cribbens	- Community & Children's Services Department
Andrew Cusack	- Comptroller & City Solicitor's Department
Judith Finlay	- Community & Children's Services Department
Liam Gillespie	- Community & Children's Services Department
Michael Gwyther-Jones	- Community & Children's Services Department
Barbara Hamilton	- Community & Children's Services Department
Kirstie Hilton	- Community & Children's Services Department
Mark Jarvis	- Chamberlain's Department
Rachel Levy	- Community & Children's Services Department
Chris Lovitt	- Community & Children's Services Department
Mark Lowman	- City Surveyors
Will Norman	- Community & Children's Services Department
Chris Pelham	- Community & Children's Services Department
Dan Sanders	- Community & Children's Services Department
Blair Stringman	- Town Clerk's Department
Chandni Tanna	- Communications & External Affairs
Ellie Ward	- Community & Children's Services Department

#### 1. APOLOGIES

Apologies were received from the Deputy Chairman Ruby Sayed, Deputy Philip Woodhouse, Deputy Natasha Lloyd Owen, Anne Corbett, Shannan Bakth and Eamonn Mullally.

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

In respect of item 8, Steeve Goodman OBE declared that he had recently been appointed a trustee to the City of London Academies Trust.

3. **MINUTES**

**RESOLVED** – That, the public minutes and non-public summary of the meeting held on 4 July 2024 be agreed as a correct record.

**MATTERS ARISING:**

A statement was provided by the Head of Strategy & Performance relating to the Special Educational Needs and Disabilities (SEND) Self Evaluation Framework (SEF) presented at the May 2024 Community and Children’s Services Committee meeting.

At the May 2024 Community and Children’s Services Committee meeting, the Special Educational Needs and Disabilities (SEND) Self Evaluation Framework was presented.

The Chair of Governors at Aldgate School raised concerns about some data in the report relating to educational attainment at the school.

This has since been updated using data directly from the ASP which was provided by the school, and is published on a DfE website called [Analysing School Performance](#). We now have direct access to this data.

Members should therefore disregard the data included in the SEF presented in May.

An apology has been offered to the school.

Updated tables will be included in the minutes in order that it is recorded and further versions of the SEF will be brought to committee as and when required. The current iteration of the SEF reflects the correct data along with the latest available Key Stage 2 data.

Further to the discussions with the Chair of Governors we will also be adding all source references and the date to any data included.

**Tables**

<b>KS1 Teacher Assessment % of pupils achieving the expected standard or higher</b>									
	<b>No Special Needs</b>			<b>SEN support</b>			<b>EHCP</b>		
<b>Year</b>	<b>2018/19</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2018/19</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2018/19</b>	<b>2021/22</b>	<b>2022/23</b>
<b>Reading</b>	98%	90%	83%	67%	43%	55%	0%	100%	0%
<b>Writing</b>	94%	90%	83%	50%	43%	55%	0%	100%	0%
<b>Maths</b>	98%	85%	94%	83%	43%	27%	50%	100%	0%

**KS1 Teacher Assessment % of pupils achieving the expected standard or higher**

		No Special Needs			SEN support			EHCP		
Subject	Year	2018/19	2021/22	2022/23	2018/19	2021/22	2022/23	2018/19	2021/22	2022/23
Reading	Aldgate School	98%	90%	83%	67%	43%	55%	0%	100%	0%
	National	83%	75%	77%	75%	N/A	N/A	75%	N/A	N/A
	Gap	15%	15%	6%	-8%	N/A	N/A	-75%	N/A	N/A
Writing	Aldgate School	94%	90%	83%	50%	43%	55%	0%	100%	0%
	National	78%	66%	69%	69%	N/A	N/A	69%	N/A	N/A
	Gap	16%	24%	14%	-19%	N/A	N/A	-69%	N/A	N/A
Maths	Aldgate School	98%	85%	94%	83%	43%	27%	50%	100%	0%
	National	84%	75%	77%	76%	N/A	N/A	76%	N/A	N/A
	Gap	14%	10%	17%	7%	N/A	N/A	-26%	N/A	N/A

Please note that for KS1, there were no pupils with EHCPs in 2022/23.

		No Special Needs			SEN Support			EHCP		
Year		2018/19	2021/22	2022/23	2018/19	2021/22	2022/23	2018/19	2021/22	2022/23
Reading		100%	94%	91%	67%	100%	64%	N/A	50%	0%
Writing		100%	94%	93%	56%	86%	64%	N/A	0%	50%
Maths		100%	94%	82%	89%	86%	55%	N/A	50%	50%

		No Special Needs			SEN Support			EHCP		
Subject	Year	2018/19	2021/22	2022/23	2018/19	2021/22	2022/23	2018/19	2021/22	2022/23
Reading	Aldgate School	100%	94%	91%	67%	100%	64%	N/A	50%	0%
	National	81%	84%	82%	73%	44%	45%	73%	16%	18%
	Gap	19%	10%	9%	-6%	66%	19%	N/A	34%	-18%
Writing	Aldgate School	100%	94%	93%	56%	86%	64%	N/A	0%	50%
	National	88%	80%	82%	78%	30%	34%	78%	11%	12%
	Gap	12%	14%	11%	-22%	56%	30%	N/A	-11%	38%
Maths	Aldgate School	100%	94%	82%	89%	86%	55%	N/A	50%	50%
	National	87%	81%	74%	79%	40%	42%	79%	15%	16%
	Gap	13%	13%	8%	10%	46%	13%	N/A	35%	34%

All sources: DfE, Analysing School Performance June 2024

4. **OUTSTANDING ACTIONS**

The Committee received an update on outstanding actions.

**Window Replacement:**

Members requested a full report on the Golden Lane Estate, not just Crescent House, to understand the entire program's progress. This report will likely be presented to the Housing Management and Almshouses Sub-Committee.

**Financial Support with Major Works:**

A paper on financial support for major works will be received in December.

**Stronger Communities Annual Report:**

Officers have been asked to provide a date for when the Stronger Communities Annual Report will be received. The report was previously received by the Committee earlier in the year, and a presentation was made around the Committee Infrastructure Levy Neighbourhood Fund. The next report is anticipated in May or June of the next financial year.

The Stronger Communities Fund has been highlighted as invaluable for community events and bringing the community together.

It was noted that the Chairman of Policy & Resources Committee has encouraged communities to put forward proposals for the fund. The neighbourhood forums, including Aldersgate, Cripplegate, and parts of Farringdon, are working on ideas to be presented.

**Member Engagement Housing Estates:**

This will be discussed in the next Housing Management and Almshouses Sub-Committee meeting.

5. **EXTERNAL APPOINTMENTS FOR THE HOMELESSNESS AND ROUGH SLEEPING SUB-COMMITTEE**

The Committee considered a report of the Town Clerk, concerning the appointment of external Members to the Homelessness and Rough Sleeping Sub-Committee.

**RESOLVED** – That, Members approve the appointment of the candidate(s) shortlisted for the following terms to the Homelessness & Rough Sleeping Sub-Committee:

- a) For a term of two years, James Breed
- b) For a term of two years, Patrick Fowler
- c) For a term of three years, Irmani Smallwood.

6. **\*REPORT OF ACTION TAKEN UNDER DELEGATED AUTHORITY POWERS**

The Committee received a report of the Town Clerk, concerning action taken by the Town Clerk outside of the Committee's meeting scheduled in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a) and (b).

7. **\*TACKLING THE NEGATIVE IMPACTS OF ROUGH SLEEPING**

The Committee received a report of the Executive Director, Community & Children's Services, concerning work to develop a policy position and operational protocol in relation to rough sleeping in concentrations of tents which have associated anti-social behaviour or detrimental impact on the community.

It was noted that rough sleeping and associated antisocial behaviour has been an ongoing issue in London and the Square Mile. The presence of encampments and tents has raised concerns among community members, businesses, and elected officials. Officers noted the City Corporation has consistently maintained a welfare-focused approach, offering strong support to individuals on the streets. However, some individuals remain service-resistant and prefer to stay on the streets due to economic reasons or personal preference.

Members discussed the need for a clear policy position to address antisocial behaviour associated with rough sleeping. This policy would set the standard and threshold for using enforcement measures, ensuring a balanced approach that prioritises welfare while addressing community concerns. Enforcement measures, such as public space protection orders, may be considered if there is evidence of harm and impact. These measures should be proportionate and not unnecessarily criminalise individuals.

It was noted that collaboration with neighbouring boroughs is essential to ensure a consistent and effective approach to tackling rough sleeping and associated issues. Members were informed that the Corporation invests heavily in outreach support, accommodation pathways, and assessment centres.

Officers informed Members that a report on the policy position would be brought to the next Committee meeting.

8. **\*EDUCATION STRATEGY UPDATE**

The Committee received a report of the Director of Community & Children's Services, concerning an update on the proposed 2024-29 Education Strategy.

It was noted that the strategy had been discussed at the Education Board. Emphasis on supporting children in academies within COLAT, particularly those on free school meals was discussed as was the importance of measuring the impact and outcomes of the strategy.

9. **\*THE SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) PEER REVIEW**

The Committee received a report of the Executive Director, Community & Children's Services, concerning the findings of the peer review.

It was noted that the organisation is committed to being a learning organisation and open to challenges to assess strengths and identify areas of development.

A Member raised concerns about the data inaccuracies in the March 2024 report and sought reassurance that the updated data has been circulated to the relevant people. It was confirmed that the data has been updated multiple times as a dynamic document and that peer reviewers worked with the data which is publicly available from the Department for Education.

10. **\*LEASEHOLD AND FREEHOLD REFORM ACT 2024**

The Committee received a report of the Executive Director, Community & Children's Services, concerning an outline to the changes of the new Leasehold and Freehold Act 2024.

Officers suggested making information known more widely to leaseholders in the form of an update. Members emphasised officers on providing straightforward factual briefings without straying into advisory comments.

11. **\*COMMUNITY & CHILDREN'S SERVICES (NON-HOUSING) REVENUE OUTTURN FORECAST AS AT QUARTER 1 2024/25**

The Committee received a report of the Director of Community & Children's Services, concerning quarter 1 estimated outturn for the Community & Children's Services budget.

12. **\*WARDMOTE UPDATES**

The Committee received a report of the Executive Director, Community & Children's Services, concerning and outline on Ward mote updates.

The following points were noted:

- Sprinkler System: A residents association meeting on Middlesex St. discussed the adoption of a mediation policy with tenants who do not want the sprinkler system. This approach has been positively received.
- Golden Lane Project: A full report on the Golden Lane project has been requested to understand delays and assess risks. Increased project capacity and oversight are being implemented to ensure effective delivery.
- Internal Shutters: The commercial team is looking into the insurance implications of having internal shutters. Incremental improvements are expected with the hardware store having internal shutters.

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

There was a question raised by a Member concerning the lack of affordable and accessible swimming facilities in the city and proposed exploring the possibility of offering free swimming services similar to those in neighbouring boroughs like Tower Hamlets and Southwark.

Officers acknowledged the proposal and mentioned that the head of sports strategy and the community sports was investigating and there were plans to discuss it further at the next sports sounding board meeting. Challenges such

as the lack of lifeguards at Golden Lane swimming pool and the need for better utilisation of existing facilities, like those at City of London schools, were also discussed.

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

There was one item of urgent business concerning an allocated Members report on Middlesex Street.

The following points were noted:

- **Sprinkler System and Parking Management:** It was noted that progress on the sprinkler system, was now moving towards mediation rather than confrontation.
- **Concerns About the Heating System:** A Member highlighted unresolved issues with the new heating system, including the lack of metering and alleged temperature limits. These issues have caused concern among residents, especially with winter approaching. Officers acknowledged the metering issues and stated that a solution is being worked on. They also addressed concerns about the heating system's upper limit, suggesting that residents were advised on sustainability rather than actual limitations.

15. **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.

16. **NON-PUBLIC MINUTES**

**RESOLVED** – That, the non-public minutes of the meeting held on 4 July 2024 be agreed as a correct record.

17. **OUTSTANDING ACTION NON-PUBLIC**

The Committee received a report of the Town Clerk.

18. **\*REPORT OF ACTION TAKEN UNDER DELEGATED AUTHORITY POWERS**

The Committee received a report of the Town Clerk.

19. **GOLDEN LANE LEISURE CENTRE - UPDATE**

The Committee received a verbal update from the Executive Director, Community & Children's Services.

20. **YORK WAY ESTATE PROVISION OF SOCIAL HOUSING**

The Committee considered a report of the City Surveyor.

21. **\*CITY OF LONDON PRIMARY ACADEMY ISLINGTON (COLPAI)**

The Committee received a report of the City Surveyor.

22. **\*SYDENHAM HILL REDEVELOPMENT, LEWISHAM, SE26 6ND**

The Committee received a report of the City Surveyor.

23. **\*HOUSING REPAIRS AND MAINTENANCE CONTRACTS – PROCUREMENT STAGE 1 REPORT**  
The Committee received a report of the Executive Director, Community & Children's Services.
24. **\*FINANCE UPDATE AND DRAFT ACCOUNTS FOR CITY OF LONDON COMBINED RELIEF OF POVERTY (CHARITY REGISTRATION NUMBER 1073660)**  
The Committee received a report of the City Bridge Foundation & Charities Finance Director.
25. **EASTERN BASE MIDDLESEX STREET LONDON E1 7AD**  
The Committee considered a report of the Executive Director, Community & Children's Services.
26. **PROJECT CLOSURES - ALDGATE SCHOOL EXTENSION AND MIDDLESEX STREET RETAIL PARK**  
The Committee considered a report of the Town Clerk.
27. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
28. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There was no urgent business.

**The meeting ended at 12.41 pm**

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Chairman

**Contact Officer: Blair Stringman  
Blair.Stringman@cityoflondon.gov.uk**



**PUBLIC OUTSTANDING ACTIONS – COMMUNITY AND CHILDREN’S SERVICES COMMITTEE (CCS) – NOVEMBER 2024 UPDATE**

Title of Report/ Subject	Date Added	Initial request and pending Actions	Action Owner	Due Date	Latest Position
Window Replacement	27/07/2023	A full report on the Golden Lane Estate, not just Crescent House, to understand the entire program's progress	AD Housing	Ongoing	A briefing on the progress to date on the asset management strategy is due to take place 17 September 2024. An update report on the full Golden Lane Windows programme will be presented to the November 2024 Committee.
City and Hackney Safeguarding Children Partnership (CHSCP) Annual report	25/01/2024	The legislative change would be presented to members for decision. The chair requested a member briefing ahead of the committee meeting which takes decision in this matter.	AD People	Winter 2024	Following a change in Government, discussions are underway between Children’s Sector Leadership and DfE regarding potential changes to previous CHSCP governance proposals. Local arrangements will be presented to Members when confirmed- Likely to be end of calendar year.
Asset Management Strategy	11/03/2024	The chair requested an update on the strategy in the next few days as members were concerned regarding the delays,	AD Housing	October 2024	An update was provided at the HMASC meeting. The first draft is due at the end of June. Workshops have been planned in early July with key staff to test the findings. An update was presented to Member briefing in September 2024 and the HMASC meeting in October. Progress made on the investment plan will be presented to HMASC at the meeting in November 2024.
Financial Support with Major Works (Long Leaseholders)	11/03/2024	Queries and concerns would be answered by officers and shared with committee. Officers would look at the 25-year terms on loans and how it would impact the HRA. Officers would also look at the cap and discretionary schemes.	AD Housing	December	A paper was taken to HMASC in October 2024 and, following Member feedback, another paper will be presented to the November meeting of HMASC after further discussion with the Chamberlain’s Department.

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Agenda Item 4

**PUBLIC OUTSTANDING ACTIONS – COMMUNITY AND CHILDREN’S SERVICES COMMITTEE (CCS) – NOVEMBER 2024 UPDATE**

		The chair requested if a charge could be placed on properties, if a resident is deceased and if this could be explored further.			
Stronger Communities Annual Report	01/05/2024	The next report would provide more information in terms and conditions of grant approvals. The Resource Allocation Sub Committee (RASC) received a report on CIL funding in other boroughs some years ago and the officer agreed that this work could be refreshed.	Head of Central Funding and Charity Management	May or June 2025	The next Annual Report will provide some more detail about the programme, how it is run and how grants are managed. This has been logged and will be incorporated into next years’ reporting. With regards to the next Neighbourhood Fund and how it operates in other boroughs, this research is underway, and findings will be provided to estate managers once collected.
Special Educational Needs and Disabilities Self-Evaluation Framework (SEND SEF)	01/05/2024	A new report will be circulated to members of the committee	Strategic Education and Skills Director	Ongoing	A report will be provided at the next CCS committee which is taking place in October.
Member Engagement - Housing Estates	01/05/2024	This report would be taken to HMASc for a more detailed discussion stressing the importance of good governance in respect of major developments, to enable allocated members to be aware of issues at an earlier stage.	Head of Housing Management	Ongoing	The Allocated Member Guidance Notes have been updated and circulated.
Tackling the Negative Impacts of Rough Sleeping	20/10/2024	A report was requested on policy position.	AD Commissioning	Ongoing	This report has been deferred to allow for further consultation with the Homelessness and Rough Sleeping Sub Committee
Wardnote: Golden Lane Project	20/10/2024	A full report on the Golden Lane project has been requested to understand delays and assess risks. Increased project capacity and oversight are being	AD Housing	October	An update report on the full Golden Lane Windows programme will be presented to the November 2024 Committee.

**PUBLIC OUTSTANDING ACTIONS – COMMUNITY AND CHILDREN’S SERVICES COMMITTEE (CCS) – NOVEMBER 2024 UPDATE**

		implemented to ensure effective delivery.			
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## City of London Corporation Committee Report

<b>Committee(s):</b> Community & Children’s Services Committee – For Decision	<b>Dated:</b> 11 November 2024
<b>Subject:</b> Annual Review of the Terms of Reference of the Audit and Risk Management Committee	<b>Public report:</b> For Decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• provides statutory duties</li> <li>• provides business enabling functions</li> </ul>	N/A
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b>	Ian Thomas, Town Clerk
<b>Report author:</b>	Blair Stringman, Governance Officer

### Summary

As part of the implementation of the 2021 Governance Review, it was agreed that the cycle and process of annually reviewing the Terms of Reference of all Committees/Boards should be revised, to provide more time for Committees to consider and discuss changes before they are submitted to the Policy and Resources Committee.

This will enable any proposed changes to be considered at the Policy and Resources Committee in February 2024, in time for the re-appointment of Committees by the Court of Common Council in April.

### Recommendation(s)

Members are asked to:

- a) Agree that the terms of reference of the Community & Children’s Services Committee, subject to any comments, be approved for submission to the Court of Common Council in April, and that any further changes required in

the lead up to the Court's appointment of Committees be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman;

- b) Members consider whether any change is required to the frequency of the Committee's meetings.

### **Appendices**

- Appendix 1 – Court Order 2023/24 – Community & Children's Services Committee

### **Blair Stringman**

Governance Officer  
Town Clerk's Department

E: [Blair.Stringman@CityofLondon.gov.uk](mailto:Blair.Stringman@CityofLondon.gov.uk)

MAINELLI, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 25 <sup>th</sup> April 2024, doth hereby appoint the following Committee until the first meeting of the Court in April, 2025.
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**COMMUNITY & CHILDREN'S SERVICES COMMITTEE**

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

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

3. **Membership 2024/25**

ALDERMEN

- 4 Prem Goyal, OBE JP
- 3 Christopher Makin

COMMONERS

3	Naresh Hari Sonpar.....	Aldersgate
5	Helen Lesley Fentimen OBE.....	Aldersgate
3	Timothy James McNally .....	Aldgate
1	Madush Gupta, Deputy .....	Bassishaw
2	Nighat Qureishi, Deputy .....	Billingsgate
4	Tom Sleigh.....	Bishopsgate
1	Deputy Shравan Joshi .....	Bishopsgate
	(Bread Street has paired with Castle Baynard for this appointment).....	Bread Street
3	Keith Bottomley, Deputy.....	Bridge and Bridge Without
2	Shahnan Bakth.....	Broad Street
	(Bridge and Bridge Without has paired with Billingsgate for this appointment	Candlewick
8	Mary Durcan.....	Castle Baynard
11	Henrika Johanna Sofia Priest.....	Castle Baynard
	(Cheap has paired with Farringdon Within for this appointment).....	Cheap
	(Coleman Street has paired with Broad Street for this appointment).....	Coleman Street
3	Jamel Banda.....	Cordwainer
3	Joanna Tufuo Abeyie MBE.....	Cornhill
3	Anne Corbett, Deputy .....	Cripplegate
3	Ceri Edith Wilkins.....	Cripplegate
8	Matthew Bell.....	Farringdon Within
1	Eamonn Mullally.....	Farringdon Within
4	John Absalom.....	Farringdon Without
8	Ruby Sayed.....	Farringdon Without
11	Philip Woodhouse.....	Langbourn
	(Lime Street has paired with Cornhill for this appointment).....	Lime Street
8	Jason Paul Pritchard.....	Portsoken
13	John William Fletcher, Deputy.....	Portsoken
3	Aaron Anthony Jose Hasan D'Souza.....	Tower
	(Vintry has paired with Cordwainer for this appointment).....	Vintry

Together with the co-opted Members referred to in paragraph 1 above and four Members in place of the Wards (Dowgate) (Walbrook) and (Queenhithe x 2) on this occasion:-

Dawn Frampton

Steve Goodman OBE

Natasha Lloyd-Owen

Jacqui Webster

#### 4. **Terms of Reference**

To be responsible for:-

- (a) the appointment of the Executive Director of Community & Children's Services;
- (b) the following functions of the City of London Corporation (other than in respect of powers expressly delegated to another committee, sub-committee, board or panel):-
  - i. Children's Services - to include Corporate Parenting, which is also scrutinised by the Committee's Safeguarding Sub Committee, together with performance data,
  - ii. Adults' Services - noting that performance data is also scrutinised by the Safeguarding Sub Committee
  - iii. Education -to include attendance/admissions for the Aldgate School, Children Centre matters and Special Educational Needs(SEND), which are also scrutinised by the Safeguarding Sub Committee.
  - iv. Libraries - in so far as the library services affects our communities *(NB - the budget for the Library Service falls within the remit of the Culture, Heritage and Libraries Committee but the Head of the Libraries Service reports to the Director of Community and Children's Services)*
  - v. Social Housing - (i.e. the management of the property owned by the City of London Corporation under the Housing Revenue Account and the City Fund in accordance with the requirements of all relevant legislation and the disposal of interests in the City of London Corporation's Housing Estates (pursuant to such policies as are from time to time laid down by the Court of Common Council) *(NB. The Housing Management and Almshouses Sub Committee has decision making powers in these matters, delegated by the Grand Committee.*
  - vi. Public Health - as prescribed by the Health and Social Care Act 2022, noting the separate and distinct responsibilities of the Port Health and Environmental Services Committee; the Health and Wellbeing Board and the Health and Social Care Scrutiny Committee.
  - vii. Sport/Leisure Activities
  - viii. Marriage Licensing and the Registration Service

and the preparation of all statutory plans relating to those functions and consulting as appropriate on the exercise of those functions;

- (c) appointing Statutory Panels, Boards and Sub-Committees as are considered necessary for the better performance of its duties including the following areas:-
  - Housing Management and Almshouses Sub-Committee
  - Safeguarding Sub-Committee
  - City and Hackney Sub Committee of the North East London Integrated Care Board
  - Integrated Commissioning Sub-Committee
  - Homelessness and Rough Sleepers Sub-Committee
- (d) excepting those matters reserved to the Court of Common Council or which are the responsibility of another Committee, all aspects of City of London Combined Relief of Poverty Charity (registered charity no. 1073660) and City of London Almshouses Charity (registered charity no. 1005857) and day-to-day management and administration of the charities. The Committee may exercise any available powers on behalf of the City Corporation as trustee under delegated authority from the Court of Common Council as the body responsible for exercising the powers of the City Corporation as trustee. This includes, but is not limited to, ensuring effective operational arrangements are in place for the proper administration of the charities, and to support expedient and efficient delivery of the charities objects and activities in accordance with the charities annual budget, strategy and policies.
- (e) making recommendations to the Education Board on the policy to be adopted for the application of charitable funds and to make appointments to the Sub-Committee established by the Education Board for the purpose of managing those charities.
- (f) the management of the Aldgate Pavilion.



## City of London Corporation Committee Report

<b>Committee(s):</b> Community and Children’s Service Committee	<b>Dated:</b> 11/11/2024
<b>Subject:</b> Update on the Partnership for Young London and Request for Extension of Service Level Agreement	<b>Public report:</b> For Decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>delivers Corporate Plan 2024-29 outcomes</li> </ul>	Providing Excellent Services. Diverse Engaged Communities.
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	£0
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	
<b>Report of:</b> Judith Finlay, Executive Director of Community and Children’s Services, DCCS	
<b>Report author:</b> Zoe Dhami, Strategy and Projects Officer, DCCS	

### Summary

This report updates Members on the work and achievements of the Partnership for Young London (PYL) since the last review and seeks approval for an extension of the existing Service Level Agreement (SLA) between the City of London Corporation and PYL for an additional five-year term, with the option for annual reviews.

The City of London Corporation plays a pivotal role in providing corporate and operational support to PYL, enabling the organisation to focus on its core mission of improving outcomes for young Londoners. The proposed extension will ensure this support continues, facilitating PYL's impactful work in youth engagement, policy influence, and capacity building across London's youth sector.

### Recommendations

Members are asked to:

- Note the work and impact of the Partnership for Young London over 2023 - 2024, as outlined in this report.
- Approve the extension of the Service Level Agreement with the Partnership for Young London for a further five years, subject to annual reviews.

## Main Report

### Background

1. Partnership for Young London (PYL) is a charity organisation based in London that focuses on improving the lives of young people by supporting youth services, policies, and initiatives across the city. The organisation works with local authorities, voluntary sectors, and businesses to influence policy and ensure young people's voices are heard.
2. The PYL has been an integral partner in the City of London Corporation's efforts to improve outcomes for young people across London. Since 2014, the City of London Corporation has provided key corporate services through a Service Level Agreement (SLA) that allows PYL to focus on its strategic objectives. These services include HR support, IT assistance, fiscal management, and office space provision, which have been essential in ensuring that PYL can operate effectively and dedicate its resources to supporting young people.

### Role of the City of London Corporation

3. The City of London Corporation plays a critical role in the success of PYL by providing essential services through the SLA, which includes:
  - **HR Support:** Recruitment, payroll management, and employee-related services that ensure PYL can maintain a productive and well-managed team.
  - **IT Support:** Providing technical support, troubleshooting, and managing PYL's IT infrastructure, including email services and network backups, enabling smooth day-to-day operations.
  - **Financial Management:** Managing procurement, payroll, invoicing, and financial reporting, which ensures that PYL remains financially compliant. PYL completed all its financial accounting and audit arrangements.
  - **Office and Facilities Management:** Providing office space and operational support, such as desk services, allowing PYL to have a functional base for its work.
4. The provision of the services above are a Benefit in Kind, as they are provided at a rate of £10k per annum, which is below a commercial rate. These services allow PYL to focus on its core mission of supporting young people while the City ensures that the organisation's corporate and operational needs are met.

### Current Position

5. The current SLA with PYL is set to expire at the end of the 2024-2025 financial year. Extending this agreement for an additional five years, with annual reviews, will allow for continued collaboration and support of PYL's impactful work. The services provided by the City of London Corporation are fundamental to ensuring that PYL can operate effectively, enabling the organisation to focus its efforts on youth-focused services, training, and policy initiatives without the burden of managing corporate operations independently.
6. Over the last three years PYL has trained over 300 youth workers, and 850 youth sector leads on trauma informed practice and adolescent safeguarding training. PYL communicates policy and practice news to over 3500 youth sector leads across London. PYL's work has expanded to include:
  - youth-led research on health inequalities
  - youth work in housing, and
  - supporting care leavers.
7. Notable initiatives include collaboration with the NHS on youth health engagement and partnerships with major housing providers to ensure young people's voices are heard in housing policy decisions. Youth policy and practice is influenced regionally through the Pan London Children in Care Council, the Young Londoners Coalition with Health, GLA, London Councils, and Funders. PYL is represented on the National Youth Policy Advisory Board with Government Departments, the National Youth Agency and National Funders influencing policy and mandates on young people.

## Options

8. **Approve** the extension of the SLA for five years, subject to annual reviews. This option would ensure the ongoing provision of essential services to PYL, allowing them to continue their impactful work without interruption.
9. The financial commitment to the City of London Corporation is **£10,000 per year**, covering IT support, fiscal management, HR services, and office space, as outlined in the current SLA. These costs are subject to annual reviews and inflation adjustments. This arrangement allows PYL to benefit from cost-effective operational support without needing to manage these services independently, potentially saving administrative overhead and ensuring streamlined operations. Additional costs will be met by PYL in terms of ad-hoc services or repairs (e.g., IT equipment repairs or additional licenses), these are not met by the City of London Corporation.
10. The primary risk associated with approving the SLA extension is the potential for increasing costs due to inflation, as the annual service charge is subject to review.
11. **Do not approve** the extension. This would reduce financial commitments for the City of London Corporation.

12. The City of London Corporation has been a strategic partner for PYL, providing stable, reliable services that allow PYL to focus on its youth engagement work. Therefore, ending this partnership may diminish PYL's operational efficiency and weaken long-term collaboration opportunities with the City.

## **Proposals**

13. It is proposed that the Committee approve the five-year extension of the SLA with the PYL, with the provision for annual reviews. This will enable PYL to continue its role in supporting youth policy development and service delivery across London while ensuring that the agreement remains flexible to adapt to future needs.
14. If the SLA is not extended, PYL would be required to find alternative providers for the essential services currently provided by the City. This could lead to higher operational costs, as securing independent contracts for IT, HR, finance, and office services is likely to exceed the current fixed annual charge of £10,000. Additionally, there is a risk of operational disruptions during the transition, which could impact PYL's ability to deliver on its mission of supporting young Londoners.
15. If the SLA is not extended, the City of London Corporation risks losing a highly effective partnership that aligns with its strategic goals of supporting communities and young people across London. The City has invested considerable resources into providing essential services to PYL. By withdrawing from this agreement, the City would not only lose the immediate operational relationship but also the long-term strategic benefits that this partnership has fostered.
16. One of the key risks for the Corporation is the potential reputational impact. The City of London Corporation has positioned itself as a leader in supporting London's youth through PYL's work. By ending this agreement, the City could be seen as withdrawing support from an organisation that directly impacts the lives of thousands of young people, including the most vulnerable populations, such as care leavers and those affected by health inequalities. This could negatively affect the City's standing as a forward-thinking body that is dedicated to fostering inclusive growth and supporting the younger generation.
17. In addition to reputational risks, there are also financial considerations. While the direct cost of providing services to PYL is capped at £10,000 per year, the City would need to consider the broader financial implications of disengaging from this partnership. PYL has facilitated the flow of additional funding and resources into London's youth sector, including securing grants and forming partnerships with other key stakeholders like the GLA, NHS, and housing sectors. The City of London Corporation benefits indirectly from these relationships through its association with PYL, as this partnership enables the City to demonstrate its involvement in effective, impactful youth initiatives without bearing the full cost of these programs. Disengaging could mean losing out on these broader financial

and social returns, as PYL may turn to other local authorities or private sector organisations for support, creating missed opportunities for future collaboration.

18. Furthermore, discontinuing the SLA poses a risk to the City's leadership in public-private partnerships. The City has long prided itself on being a convening power, leveraging its resources to influence policy and practice across London. The SLA with PYL is a tangible example of this leadership, and by stepping back from this role, the City could weaken its influence over key youth-focused initiatives that align with broader corporate and social objectives. The City risks losing its strategic voice in the development of youth policies and programs that directly affect the capital's future workforce and community well-being.
19. The City of London's corporate services are well-integrated, allowing for a streamlined and efficient relationship with PYL. If PYL must rely on multiple vendors, the level of coordination and service quality could suffer, which may indirectly reflect on the City's previous role as a reliable partner.
20. In summary, not extending the SLA risks damaging the City of London Corporation's reputation, reducing its influence in youth-focused policy, and missing future strategic opportunities, all while increasing the likelihood of operational inefficiencies and disengagement from key stakeholders across London.

## Key Data

21. Since 2021, PYL has made significant strides in representing young Londoners through various advisory boards, training young people as peer researchers, and facilitating partnerships across sectors to improve youth services. Some key achievements include:

- 145 young Londoners represented across 10+ youth advisory boards.
- Training 200 young people as peer researchers, influencing policy and practice.
- Facilitating 40+ training sessions and events, engaging over 3,500 youth sector leaders.
- Weekly youth policy bulletins reaching 3,500 youth sector leads.
- Partnerships with key institutions, including the GLA, NHS, London Councils and housing sectors, to address the needs of young Londoners.

## Corporate & Strategic Implications

**Strategic implications:** The proposal supports the delivery of the Corporate Plan 2024-2029 (Providing Excellent Services, and Diverse Engaged Communities) by

enhancing services for young people, fostering community engagement, and driving policy change through youth involvement.

**Financial implications:** The proposed extension will continue under the existing financial arrangements, subject to an annual review in line with inflation and service adjustments as required.

**Legal implications:** SLA has been thoroughly reviewed by the Comptroller and City Solicitor's Department to ensure compliance with all relevant legal frameworks. This review confirms that the SLA meets the City of London Corporation's legal obligations, including those under the Localism Act 2011 and other applicable legislation. The agreement is structured to safeguard both parties' interests, clearly defining roles, responsibilities, and the terms of service provision. There are no significant legal risks associated with extending the SLA, and the provisions for annual reviews ensure ongoing compliance with evolving legal standards and operational needs.

**Equalities implications:** The work of PYL directly supports equalities objectives by amplifying the voices of young people, including those from underrepresented backgrounds, and ensuring their needs are met in public services.

**Climate implications:** None.

**Security implications:** None.

## Conclusion

22. The Partnership for Young London has demonstrated its ability to deliver impactful, youth-led services that align with the City of London Corporation's objectives. The support provided by the City of London through the SLA has been crucial to this success. Extending the SLA will ensure the continued delivery of these programs, benefiting young Londoners and supporting the Corporation's strategic priorities.

## Appendices

- Appendix 1 – Partnership for Young London Service Level Agreement.

### Zoe Dhami

Strategy and Projects Officer, DCCS

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# Agenda Item 8

<b>Committee(s):</b> Community and Children's Services	<b>Dated:</b> 11 November 2024
<b>Subject:</b> Community and Children's Services (Non-Housing) Revenue Outturn Forecast as at Quarter 2 2024/25	<b>Public For Information</b>
<b>This proposal:</b> <ul style="list-style-type: none"> <li>provides statutory duties</li> </ul>	This report includes information on the City of London Corporation's statutory Community and Children services function
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>Report of:</b> The Director of Community and Children's Services and the Chamberlain	
<b>Report author:</b> Mark Jarvis, Head of Finance and Beatrix Jako, Financial Business Partner, Chamberlain's Department	

## Summary

- This report sets out the Quarter 2 estimated outturn for the Community and Children's Services Committee budget (excluding the ring-fenced Housing Revenue Account (HRA)).
  - The total local risk projected overspend for the full year is currently £211k, mostly related to Adult Social Care services, the Directorate and Commissioning budget (see paragraphs 3 to 8).
  - The total central risk budget is projected to underspend by £855k, mostly related to higher than anticipated grant income (£1.5m) from the Home Office in relation to the Afghan Resettlement Scheme, partly offset by the increased cost asylum support (£400k) and benefits administration (£300k) (see paragraphs 9 and 10).

**Table A - Summary of DCCS Budget and Projected Outturn (excluding ring-fenced HRA Budget) 2024/25**

	<b>2024/25 Latest Approved Budget £000</b>	<b>Forecast Outturn £000</b>	<b>Variation Underspend / (Overspend) £000</b>
Net local risk expenditure	(14,600)	(14,811)	(211)
Net central risk expenditure	(1,193)	(338)	855
<b>DCCS Local and Central Risk Net expenditure</b>	<b>(15,793)</b>	<b>(15,149)</b>	<b>644</b>

## Recommendation

2. That the Q2 projected outturn report for 2024/25 is noted.

### Main Report

#### Quarter 2 Projected Outturn

Table B gives the detailed forecast by service area.

Table B – Forecast by service area	2024/25 Latest Approved Budget £000	Forecast Outturn £000	Variation Underspend / (Overspend) £000	Paragraph
<b><u>LOCAL RISK</u></b>				
<b>Supervision and Management</b>	(1,594)	(1,674)	(80)	3
<b>Housing Services</b>				
Other Housing Service	18	18	-	
Supporting People	(538)	(538)	-	
Service Strategy	(5)	(5)	-	
<b>Total Housing</b>	<b>(525)</b>	<b>(525)</b>	<b>-</b>	
<b>People Services</b>				
Older People	(1,774)	(1,612)	162	4
Adult Social Care	(2,705)	(2,873)	(168)	5
Occupational Therapy	(398)	(413)	(15)	
Homelessness	(3,328)	(3,428)	(100)	6
Housing Benefit	104	104	-	
Children's Social Care	(2,006)	(2,203)	(197)	7
<b>Total People Services</b>	<b>(10,107)</b>	<b>(10,425)</b>	<b>(318)</b>	
<b>Education and Skills</b>				
Early Years and Childcare	(657)	(654)	3	
Other Schools Related Activity	(307)	(339)	(32)	
Adult Community Learning	(183)	(133)	50	
<b>Total Education and Skills</b>	<b>(1,147)</b>	<b>(1,126)</b>	<b>21</b>	
<b>Partnerships</b>				
Commissioning incl. recreation	(786)	(618)	168	8
Public Health	28	28	-	
Youth Service	(179)	(181)	(2)	
Community Safety Team	(290)	(290)	-	
<b>Total Partnerships</b>	<b>(1,227)</b>	<b>(1,061)</b>	<b>166</b>	
<b>TOTAL LOCAL RISK CITY FUND</b>	<b>(14,600)</b>	<b>(14,811)</b>	<b>(211)</b>	



	2024/25 Latest Approved Budget £000	Forecast Outturn £000	Variation Underspend / (Overspend) £000	Paragraph
<b><u>CENTRAL RISK</u></b>				
Supervision and Management	(80)	(80)	-	
Commissioning inc. recreation	140	124	(16)	
Early Years and Childcare	(704)	(704)	-	
Other School Related Activity	748	748	-	
Asylum Seekers	(1,260)	(89)	1,171	9
Delegated Budget	30	30	-	
Other Housing Services	-	-	-	
Housing Benefit	(67)	(367)	(300)	10
<b>Total Central Risk</b>	<b>(1,193)</b>	<b>(338)</b>	<b>855</b>	
<b>TOTAL LOCAL RISK &amp; CENTRAL RISK CITY FUND</b>	<b>(15,793)</b>	<b>(15,149)</b>	<b>644</b>	

3. The Directorate's local risk budget is projecting an overspend of £80k. There is further potential expenditure in respect of resolving a long-standing staff dispute case.
4. The Older People local risk budget is projecting an underspend of £162k. It should be noted that we are awaiting agreements for placement costs uplifts, and, as a result this forecast is subject to change. Placement costs are reviewed by Commissioning throughout the financial year.
5. The Adult Social Care local risk budget is forecasting an overspend of £168k, mainly due to large temp/agency costs and uplifts for client placements agreed and backdated for 2023/24. However, some of these costs may be able to be offset against specific grants before the year end in discussion with Department leads.
6. The Homelessness local risk budget is projecting an overspend of £100k, primarily due to an anticipated increase in bad debt provision due to the high level of rough sleepers in temporary accommodation (hard to chase debt as tenants move on with no forwarding details).
7. The forecast for the Children's Social Care local risk budget indicates an overspend of £197k, mainly due to added pressures stemming from family support costs, residential accommodation cost, legal fees, adoption costs and expenses for two new short break clients.

8. There is an anticipated underspend of £168k in the local risk budget for Commissioning due to additional backdated rental income following a rent review in relation to Half Moon Court.
9. The Asylum Seekers central risk budget is projected to underspend by £1.171m. This is due to higher than anticipated grant income of £1.5m from the Home Office in relation to the Afghan Resettlement Scheme in prior periods. The initial grant accrual was prudently made on the basis of only recovering direct costs and the terms of the settlement were on a more favourable basis. Partly offsetting this is an additional cost of £400k for staffing as a result of an internal review of the split of staff duties between this and other service areas.
10. Housing Benefit Administration central risk budget is projecting an estimated overspend of £300k. This is largely attributable to a shortfall between housing benefits awarded for temporary accommodations and what the Department for Work and Pensions paid. Some of the accommodations are over their limit and the shortage of temporary accommodation at reasonable prices led to the increased shortfall in this area.
11. The Homes for Ukraine Scheme continues during the year. The costs involved with this programme is fully met from government grants and has no impact on the Directors overall net forecast outturn.
12. In general it should be noted that both the social care and asylum budgets are very volatile and a small change in client numbers has a major effect on the eventual full year outturn.

**Caroline Al-Beyerty**  
**Chamberlain & Chief Financial Officer**

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

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By virtue of paragraph(s) 2, 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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<b>Committee(s):</b> Community & Children’s Services Committee – For Information	<b>Dated:</b> 11/11/2024
<b>Subject:</b> Cost of Living Response Update	<b>Public</b>
<b>This proposal delivers Corporate Plan 2024-29 outcomes:</b>	
<ul style="list-style-type: none"> <li>• Providing Excellent Services</li> <li>• Diverse and engaged Communities</li> </ul>	
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>£</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of: Judith Finlay, Executive Director Community &amp; Children’s Services</b>	<b>For Information</b>
<b>Report author: Scott Myers, Strategy &amp; Projects Officer, Department for Community &amp; Children’s Services</b>	

## Summary

This report updates the Committee on the City of London Corporation’s (City Corporation) response to cost-of-living pressures experienced by City of London residents.

## Recommendation

Members are asked to:

- Note the report.

## Main Report

### Background

1. This paper provides Members with an update on how the City Corporation continues to respond to the cost-of-living pressures on residents.
2. The report sets out an update on several priorities: targeting financial assistance, winter warmth, tackling food and fuel poverty and awareness raising.

3. These priorities seek to mitigate the pressures some households face, supplementing government support and utilising government funding provided to help households who may be struggling with the cost of living.

## **Current Position**

### *Winter Fuel Payments*

4. In September 2024, MPs voted to restrict Winter Fuel Payments from a universal benefit for all pensioners to being limited to pensioners receiving Pension Credit or other means-tested benefits. This change, worth up to £300 per household, is anticipated to affect millions of older people.
5. Research suggests that only 63 per cent of eligible pensioners claim Pension Credit, and therefore there could be many residents who are entitled to this benefit and a Winter Fuel Payment but would currently be illegible to receive it. In response to this, The City Corporation have launched an awareness campaign to increase pension credit uptake amongst those who are eligible.
6. Although the change has yet to be implemented, it is anticipated that it will start in the winter of 2024-25.

### *Household Support Fund*

7. The Government have made funding available to local authorities through the Household Support Fund (HSF). The expectation was that it should primarily be used to support households in the most need, particularly those including children and pensioners who would otherwise struggle with energy bills, food and water bills.
8. In September 2024, the Government issued new guidance for local authorities on who qualifies for the HSF and what schemes the money can be used for. The guidance document now includes the use of prevention schemes as a way of alleviating the effects of poverty.
9. The City Corporation has taken a view that individuals do not have to be in receipt of a means-tested benefit to get help from the HSF. Support can be accessed through City Advice as well as teams in the Department for Community and Children's Services (DCCS).
10. The HSF is administered by the City Corporation's Benefits Team in the Chamberlain's Department. The benefits team works in partnership with teams in the DCCS to proactively identify those most in need.
11. Assistance is provided in the following ways: giving food vouchers to organisations such as City Advice and Age UK City of London to distribute; directly paying utility bills for those who are struggling; and providing essential items to help people reduce their fuel costs.

12. Grant funding and vouchers have also been provided to the Forget Me Not Café on the Golden Lane Estate for those with dementia. Recently, grant funding has been awarded to Forget Me Not Café to run a service on the east side of the City of London to increase wellbeing and tackle social isolation.
13. Grant funding was also provided to the Food Pantry run by Family Action on Artizan Street in the East of the City of London. This funding was used to tackle period poverty and the purchasing of additional freezers so they could store more food. £100 food vouchers were also provided.
14. HSF funding is also being provided to supply vouchers to unpaid carers, and a new provider for this service has recently been mobilised.
15. On 2 September 2024, the Government announced that that the HSF would be extended until March 2025 at current funding levels. It is currently unknown whether the Government will extend the scheme beyond March 2025.
16. The City Corporation have been allocated £63,080 for the period 1 April 2024 until 30 September 2024. Additionally, the City Corporation have been allocated £63,080 for the period 1 October 2024 until 31 March 2025.

#### *Emergency Support Scheme*

17. The 'emergency support scheme' (ESS) which is run on our behalf by the London Borough of Lambeth, aims to support and assist those experiencing a crisis or an emergency, including families and individuals under exceptional pressure.
18. Those supported must be over the age of 16 and live in the City of London, or have recently been housed by the City Corporation in one of our out of boundary housing estates. They must also be in receipt of certain benefits such as Universal Credit, Housing Benefit, Pension Credits or Jobseekers Allowance.
19. The budget for ESS in 2024/25 is £25,000 including administrative costs as well as the awards. The majority of spend is on household goods, such as furniture and white goods.
20. The scheme regularly supports people are moving into a property from temporary accommodation.
21. Support also includes high street vouchers, food vouchers and fuel payments for those on pre-paid meters.
22. The City Corporation will be undertaking a review of its Emergency Support Scheme in 2025 to re-clarify the eligibility criteria and how much money people can claim.

#### *Council Tax Reduction Scheme*

23. The City Corporation administers a Council Tax Reduction Scheme (CTRS) up to 100% of a claimants Council Tax liability. Entitlement to council tax reduction is

means tested and worked out according to personal circumstances, household income and capital and other factors.

24. In October 2024, there were 103 pensioner households, and 160 working age households in receipt of Council Tax Reduction in the Square Mile.

#### *Discretionary Housing Payments*

25. The City Corporation receives money from central government to help residents who may have trouble paying their rent and may need further financial assistance.

26. The scheme is open to residents on housing benefit or universal credit (unless they receive the maximum amount of these benefits) and payments are made at the discretion of the City Corporation. Payments may be made weekly or in a lump sum.

#### *School clothing grant*

27. The City Corporation provides a grant for parents to help towards the cost of school clothing and footwear for families on low income living in the City of London.

28. The amount of grant available to parents is £160 per secondary pupil and £60 per primary pupil. This is a total contribution toward the total cost of a school uniform and will not necessarily cover the whole cost.

29. Over the course of the 2023/24 academic year, 17 people applied for a school clothing grant, of which 14 were successful.

#### *Holiday Activities and food programme*

30. The Holiday Activities and Food (HAF) programme is a Department for Education (DfE) funded initiative that aims to provide healthy food and enriching activities during the school holidays, primarily to children and young people aged 5 to 16 who are eligible for benefits related to free school meals.

31. So far this financial year, 170 individual children and young people were engaged during the 22 days of the HAF programme. 73 of these were primary ages and eligible for free school meals, and 37 were secondary aged and eligible for free school meals. All the children participating enjoyed access to activities and lunch and the programme has received positive feedback from parents. We will also be running four sessions over the Christmas period, each with a provision for up to 32 children and young people.

#### *Cold weather packs*

32. The City Corporation's Adult Social Care Team will be supporting adults with cold weather packs to help keep them warm during the winter. Packs will include a thermal blanket, thermal socks and hat, hand warmers, and a wall thermometer.

### *Tackling food poverty*

33. The City Corporation, since August 2023, grant fund Family Action to provide a Food Pantry at Artizan Street Library, providing £15 worth of food for £4. The Food Pantry is currently providing good quality, healthy food supporting 120 members in the local area, who live or work 15 minutes from the site. As part of the ambition to support people to get out of food poverty whilst also supporting their health and wellbeing needs, there are ambitions to expand the role of the food pantry through funding from the Community Infrastructure Levy Neighbourhood Fund. This ambition will provide additional out of hours food club sessions to reach people who cannot attend during working hours, the recruitment of a community outreach and volunteer lead embedded within the community and the addition of wrap around support services such as promoting healthy eating, school holiday activities and providing warm spaces for the community during winter.
34. St Luke's Community Centre – located just north of the City of London – provides a range of food support services. It operates a food hub and a food co-operative. The food hub provides food support to residents living in St Luke's area of benefit – which in the City of London includes the Golden Lane estate - who are on a low income and in financial difficulty. The food hub does not have a subscription cost; however, an individual must be awaiting payment of benefits or have no recourse to public funds. A member of the household will be able to pick up food at an allocated time slot once a week.
35. City residents who receive benefits and who are pregnant or have children under the age of four can apply for a Healthy Start Digital Card for free milk, fresh or frozen vegetables and fruit from any shop or supermarket that is registered to take part in the scheme. The scheme is run by the NHS.
36. Shoreditch Trust (based in Haggerston) provide a range of health and wellbeing programmes to support residents with the cost of living. These programmes are open to City of London residents. Shoreditch Trust have an ambition to deliver their food programme twice a week at the Aldgate Centre, a new community centre attached to St Botolph's Church in the East of the City of London.

### *Warm spaces*

37. The City Corporation's Community Lending Libraries at the Barbican, Artizan Street and Shoe Lane Library offer a warm and friendly space for City residents to help them escape the cold weather. Residents can use the free WiFi, and the libraries are offering educational activities, such as free computer workshops, and advice on the cost of living, and reducing energy bills.

38. The City Corporation also utilises the Warm Spaces map, hosted by the Good Faith Foundation, which lists all the local warm spaces that are open to residents in their local area.

#### *Access to computers at our libraries*

39. City Corporation lending libraries offer free use of computers, Wi-Fi, scanning and low-cost printing/photocopying to make sure everyone has equal access to the support that is available to them. Staff will also assist with creating email accounts and can help with form filling. Membership is not necessary.

#### *Seasonal Health Intervention Network (SHINE)*

40. The City Corporation commissions SHINE as a one-stop referral system to affordable warmth and season health interventions for residents in the City of London. The service is run by the London Borough of Islington

41. The scheme is open to any residents in the City of London, however some of the services have a stricter eligibility criterion, such as being in receipt of benefits. Services open to residents include:

- Advice on saving energy and grants for heating and insulation
- Support with bills and energy debt
- 'Energy Doctor in the Home' home visiting service
- Fire safety checks by the London Fire Brigade
- Air quality alerts for people with respiratory diseases by airTEXT
- Handyperson service

#### *Money and Pension Service (MaPS)*

42. MPAS is a government funded service who provide free money and pensions guidance, debt advice and consumer protection services via a telephone consultation.

43. The City Corporation have engaged with MPAS so City residents can benefit from the services they provide. Links to their offer will be included on the City of London cost of living webpage and promoted to residents.

#### *Universal Support Programme*

44. The Department for Work and Pensions are commencing the Universal Support Programme in April 2025, and local authorities can apply for grant funding to run and manage the scheme in their area. The programme aims to support economically inactive disabled people, people with health issues and people with additional barriers to employment into work, whilst providing wrap around support to ensure they remain long term employed.

45. The City Corporation are current undertaking a feasibility study into the benefit this programme will have on City residents.

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

Strategic implications – The City Corporation’s Cost of Living response work aligns to the commitments of the Corporate Plan, Joint Local Health and Wellbeing Strategy, and Children and Young People’s Plan.

Financial implications - Current activity is being funded through resources made available from government. Further initiatives may require additional funding to be identified but given the pressures on departmental and corporate finances cannot be guaranteed.

Resource implications - Officers from the Chamberlains Department and DCCS have absorbed this work within existing capacity. It may be that further growth in activity would require dedicated resource.

Legal implications – None

Risk implications - None

Equalities implications – Targeted action on reducing poverty in the City of London will work towards reducing health and wellbeing, and income inequality across the square mile. Poverty disproportionately impacts those with protected characteristics.

Climate implications - None

Security implications - None

**Conclusion**

46. The City Corporation has continued to take action to support residents with the cost of living. Although inflationary pressures have eased since the last report to Members, the City Corporation continues to support the most vulnerable in our community. Our plans will remain reactive to any additional pressures that may occur during the winter of 2024-25.

**Scott Myers**

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# Agenda Item 12

<b>Committee:</b>	<b>Dated:</b>
Community and Children's Services Committee	11/11/2024
<b>Subject:</b> Virtual School Development Plan for Academic Year 2024/2025	<b>COVER REPORT:</b> <b>PUBLIC</b>  <b>REPORT: PUBLIC</b>
<b>This Proposal delivers the Corporate Plan 2024-29 outcomes:</b>	Diverse Engaged Communities Leading Sustainable Environment Providing Excellent Services
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Judith Finlay Executive Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b> Debby Rigby Headteacher of Virtual School for Children with a Social Worker	

## Summary

This plan provides Members with information about the work of The City of London Virtual School. The School Development Plan is divided into five main priorities.

1. To work effectively with an increasing number of partners and services
2. To reduce the number of care experienced young people who are not in education, employment or training (NEET)
3. To embed all extended duties and include new cohort of children in kinship care
4. To increase access to the arts and sport
5. To provide successful education and enrichment projects for identified groups of children and young people

There is an action plan for each priority area with targets, actions and success criteria. Each academic term the plans are evaluated, and impacts are noted. All work is currently on track for completion by August 2025 and so is colour coded as green, any risks will move this work to amber or red.

## Highlights

- The Virtual School continues to monitor and promote educational opportunities of all children with a social worker, including academic attainment and school and college attendance.
- Four apprentices are now working with the Virtual School and Partnership for Young London. One of these is a City of London Care Leaver.
- The Virtual School continues to work in partnership with Open Spaces, to run a Forest School project in Epping Forest called 'Four Seasons.' This project allows young people to explore and appreciate the changing seasons, join in team games and creative activities, and supports their well-being. The sessions also act as an education drop in, where young people can discuss next steps in their educational journeys.
- The Virtual School is working with The Aldgate School, to provide trauma informed training to all staff, across the school.
- The Virtual School is working in partnership with The City of London Boys School to deliver enrichment lessons to unaccompanied asylum seekers on ESOL (English for Speakers of Other Languages) courses. These include drama, science, sport and cookery. These sessions provide learners with a more broad and balanced learning experience.
- The Virtual School has partnered with TEDI London (The Engineering and Design Institute) and King's College, to provide access to university sessions for young people interested in creative design, sustainability and engineering.
- The Virtual School provides all primary aged children, with a social worker or in receipt of early help services, with additional books and educational resources. They have also been provided with access to a Storytime subscription – ensuring that new stories are delivered to them at home every month.
- The Virtual School is working alongside Early Help services, to deliver Holiday and Food Educational Activities, in the school holidays.
- A Virtual School celebration event is booked for Monday 11<sup>th</sup> November 2024, in The Livery Hall.

## Recommendation

Members are asked to:

- Note the report, attached as Appendix 2.

### Appendices

- Appendix 1 – Virtual School Development Plan for Academic Year 2024/2025

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# City of London Virtual School School Development Plan

2024-2025 September 2024



**Diverse Engaged Communities**

**Dynamic Economic Growth**

**Vibrant Thriving Destination**

**Flourishing Public Spaces**

**Providing Excellent Services**

**Leading Sustainable Environment**

*'The City of London is a place where children and young people feel safe, have good mental health and well-being, fulfil their potential and are ready for adulthood whilst growing up with a sense of belonging.' CYPP 2022 - 2025*

## **Introduction**

This School Development Plan sets out the planned developments of the City of London Virtual School over the next twelve months. The plan promotes high expectations of attendance, attainment and achievement for all pupils and students from 0-25 years. The plan builds on the work of the previous year and brings forward any activities not completed in the previous academic year. The plan identifies success criteria, where possible, that are both specific and measurable in terms of success. The plan reflects the school's priorities for development and how they are to be monitored and evaluated. The plan is updated termly and reported on at Senior Management Team meetings throughout the year.

## **Related Documentation and Supporting Evidence**

Evidence to support the content and judgements within the School Development Plan can be found in a variety of documents held by the City of London Corporation.

- Ofsted Self-Evaluation Documentation
- Children and Young People's Plan
- Meeting reports and minutes
- Case notes and studies
- Personal Education Plans
- Asset Information System

## **Virtual School Key Functions are to:**

- Monitor and promote the educational progress and achievement of Children in Care and Care Leavers
- Ensure that Personal Education Plans are current, relevant and effective
- Promote and advise on the use of the Pupil Premium Plus Grant
- Support schools and Designated Teachers to develop effective strategies and support for looked-after children and previously looked-after children
- Provide advice and guidance for social workers, parents and carers on issues relating to the education, employment and training of Children in Care, previously looked-after children and Care Leavers
- Commission or fund additional resources to support education of Children in Care and Care Leavers
- Provide information, advice and guidance to looked-after children and care leavers about education, employment and training

## **Additional Duties for Children with a Social Worker, funded until March 2025**

- Identify, monitor and promote the educational progress and achievement of all children with a social worker or who have had a social worker in the past six years
- Enhance partnerships between education settings and social care, promoting high expectations of all children with a social worker or who have had a social worker
- Provide information, advice, education and guidance for schools, social workers, parents and carers, including kinship cares, on possible barriers to learning and issues relating to education, employment and training of all children with a social worker or who have had a social worker
- Commission or fund additional resources to support the education of all children with a social worker or who have had a social worker

## Priorities and RAG Rating System

These are the priorities which will form the basis of the school improvement this academic year. Each section has its own action plan. Each priority is RAG (Red, Amber, Green) rated to indicate progress being made towards the success criteria. This rating is updated every academic term.

- Red indicates that work is unlikely to be met within the timescales.
- Amber indicates that some of the success criteria is likely to be met within timescales.
- Green indicates that all the success criteria is on track to be met within timescales.

Priorities for Improvement		RAG Rating		
		R	A	G
<b>Priority 1</b>	<b>To work effectively with an increasing number of partners and services</b>			
1.1	Review the effectiveness and impact of the Virtual School Advisory Partnership			
1.2	Increase links with health services, to reduce the risk of poor health impacting on educational opportunities			
1.3	Manage and support four new apprentices, in association with Partnership for Young London			
1.4	Access neighbourhood funding, through service provider bids, to increase provision for Children in receipt of Early Help Services, Children with a Social Worker, Children in Care and Care Leavers			
1.5	Increase early identification of children and young people with special educational needs, within the Virtual School cohort			
<b>Priority 2</b>	<b>To reduce the number of care experienced young people who are not in education, employment or training (NEET)</b>			
2.1	To ensure there are SMART education sections in pathway plans, for all NEET young people			
2.2	To provide immediate access to online ESOL learning for new UASC arrivals and those who are or become NEET			
2.3	To increase the number of care experienced young people on apprenticeship programmes and entering higher education			
<b>Priority 3</b>	<b>To embed all extended duties and include new cohort of children in kinship care</b>			
3.1	To increase staff awareness of potential barriers to learning for CWSW in social care teams, schools and colleges			
3.2	To monitor the progress of CWSW and provide information, advice and support to parents, carers and professionals			
3.3	To provide information, advice and support to parents and carers of previously looked after children and those in kinship care			
<b>Priority 4</b>	<b>To increase access to the arts and sport</b>			
4.1	To increase the cultural capital of CWSW by providing increased access to arts education, including music, dance, drama and art			
4.2	To provide opportunities for all CWSW to have access to high quality physical education and sport			
4.3	To provide activities targeted at specific groups including preventative activities for children in receipt of Early Help			
<b>Priority 5</b>	<b>To provide successful education and enrichment projects for identified groups of children and young people</b>			
5.1	To provide Forest School, outdoor and adventure and enrichment activities for Children in Care and Care Leavers Pan London			
5.2	To provide educational resources and books to CWSW and those in receipt of Early Help services			
5.3	To provide a reading project for CWSW and CWSW Ever 6 that increases engagement in reading and provides increased access to stories and books			
5.4	To value and celebrate the achievements of all Children and Young People supported by the Virtual School			

## Action Plan for Priority 1

### To work effectively with an increasing number of partners and services

<p><b>Targets</b></p> <p>1.1 Review the effectiveness and impact of the Virtual School Advisory Partnership</p> <p>1.2 Increase links with health services, to reduce the risk of poor health impacting on educational opportunities</p> <p>1.3 Manage and support four new apprentices, in association with Partnership for Young London</p> <p>1.4 Access neighbourhood funding, through service provider bids, to increase provision for Children in receipt of Early Help Services, Children with a Social Worker, Children in Care and Care Leavers</p> <p>1.5 Increase early identification of children and young people with special educational needs, within the Virtual School cohort</p>	<p><b>Supporting Evidence</b></p> <p>Asset Information System</p> <p>Dashboards</p> <p>Reports – Achieving Excellence Board (AEB) and Safeguarding Sub- Committee Annual Report</p> <p>Mosaic</p> <p>Personal Education Plans</p> <p>Minutes of Meetings including VSAP</p>
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Ref	Target	Actions	Success Criteria	Who	Cost	When
Page 122 1.1	Review the effectiveness and impact of the Virtual School Advisory Partnership (VSAP)	<ul style="list-style-type: none"> <li>• Discussion to take place at the September VSAP meeting</li> <li>• Tony to meet volunteer partners to review impact and effectiveness in more detail</li> <li>• Tony to produce a report for CSMT</li> <li>• Decisions made regarding continuation past pilot year</li> </ul>	<ul style="list-style-type: none"> <li>• VSAP meeting minutes record the discussion and views of partners</li> <li>• Report from Tony, following meetings with a selection of partners</li> <li>• Decision made to continue Virtual School Advisory Partnership</li> </ul>	Tony Debby Chris Ariel	Time SIP costs	December 2024
1.2	Increase links with health services, to reduce the risk of poor health impacting on educational opportunities	<ul style="list-style-type: none"> <li>• Contact health for another rep on the Virtual School Advisory Partnership</li> <li>• Virtual Head attendance at health-related meetings</li> <li>• Virtual School Involvement in City and Hackney health project</li> <li>• Regular meeting schedule agreed with Looked After Children (LAC) nurse</li> </ul>	<ul style="list-style-type: none"> <li>• Health input into Virtual School developments</li> <li>• Virtual School staff confident to signpost young people to health support</li> <li>• Decrease in sickness absence at school and college</li> <li>• Specific health related funds accessed by young people to support with health matters, particularly dentistry, to increase confidence at college and work</li> </ul>	Debby Ismail Rachel	Time Access health funds for specific project	March 2025
1.3	Manage and support four new apprentices, in association with Partnership for Young London	<ul style="list-style-type: none"> <li>• Complete new starter procedures</li> <li>• Support with induction process</li> <li>• Set up apprentices with City training and college apprenticeship courses</li> </ul>	<ul style="list-style-type: none"> <li>• Induction process completed</li> <li>• Training programme set up and started</li> <li>• Workstream managed to prevent under and overloading</li> <li>• Good reports from college tutors</li> </ul>	Debby Ismail Sharon	Time	September 2024 – August 2025



		<ul style="list-style-type: none"> <li>• Provide opportunities to complete projects within the training</li> <li>• Manage workstream throughout the year</li> <li>• Provide monthly supervision and ongoing support</li> </ul>	<ul style="list-style-type: none"> <li>• Apprentices report feeling fulfilled and supported</li> </ul>			
1.4	Access neighbourhood funding, through service provider bids, to increase provision for Children in receipt of Early Help Services, Children with a Social Worker, Children in Care and Care Leavers	<ul style="list-style-type: none"> <li>• Meet with Neighbourhood Team to find out what can be funded and how to navigate the funding application process</li> <li>• Invite team to speak to all at CSMT and PSMT so that other teams can have the opportunity to access funding</li> </ul>	<ul style="list-style-type: none"> <li>• Music project funded</li> <li>• Well-being project funded</li> <li>• Sports project funded to increase access to a variety of activities</li> <li>• Attendance by Neighbourhood Team at PSMT</li> </ul>	Debby Ariel	Time	January 2025
Page 123 1.5	Increase early identification of children and young people with special educational needs, within the Virtual School cohort	<ul style="list-style-type: none"> <li>• Agree regular meeting schedule with Head of Education to discuss upcoming cases</li> <li>• Meet with The Aldgate School SENDCo termly to discuss SEND cases on the Virtual School register</li> <li>• Check SEND of City of London CWSW or in Kinship Care and discuss with SEND team</li> <li>• Work with Early Help to ensure equality of access to advice, services and SEND team</li> </ul>	<ul style="list-style-type: none"> <li>• Strong links with City SEND team ensuring minimal drift and delay</li> <li>• Regular meetings set up to discuss cases</li> <li>• SEND included in register of all CWSW/Kinship Care</li> <li>• Increased work with Early Help team to provide preventative support and early identification and intervention, to prevent escalation to CIN and CP</li> <li>• Action plan to address any inequalities identified</li> </ul>	Debby Ismail Keisha Kirstie SEND team	Time	March 2025

**Ongoing evaluation and impact**

**Autumn**

- A

**Spring**

- A

**Summer**

- A

**Action Plan for Priority 2**

**To reduce the number of care experienced young people who are not in education, employment or training (NEET)**

Targets				Supporting Evidence		
2.1 To ensure there are SMART education sections in pathway plans, for all NEET young people 2.2 To provide immediate access to online ESOL learning for new UASC arrivals and those who are or become NEET 2.3 To increase the number of care experienced young people on apprenticeship programmes and entering higher education				Pledge to Children and Young People Asset Information System Mosaic Education Information Personal Education Plans Pathway Plans Care Leaver Offer and Pledge Minutes of Meetings including VSAP		
Ref	Target	Actions	Success Criteria	Who	Cost	When
2.1	To ensure there are SMART education sections in pathway plans, for all NEET young people	<ul style="list-style-type: none"> <li>Look through a cross section of pathway plans and collate information contained</li> <li>Provide training for social workers on education and the importance of all being in education, employment and training</li> <li>Provide creative, alternative learning solutions to re-engage young people who have been NEET for some time</li> </ul>	<ul style="list-style-type: none"> <li>Audit of pathway plans completed and collation of current information within</li> <li>Additional educational information in pathway plans to prevent young people becoming or staying NEET</li> <li>Training session on education and prevention of young people becoming NEET</li> <li>Programmes in place to support young people as they transfer between education, training and work</li> </ul>	Debby Rachel Social Workers Joshua	Business Admin by apprentices	November 2024
2.2	To provide immediate access to online ESOL learning for new UASC arrivals and those who are or become NEET	<ul style="list-style-type: none"> <li>Work with TLC Live to provide online learning for all new arrivals within the first five days of arrival</li> <li>Work with TLC Live to provide engaging sessions to re-engage long term NEET young people</li> <li>Provide assessments for new arrivals and re-engagers through Guildhall onsite college</li> </ul>	<ul style="list-style-type: none"> <li>All young people provided with laptops and online tuition within five days of arrival</li> <li>Reengagement tuition available through TLC Live to help bring long term NEET young people back into the world of education, training and employment</li> <li>Assessments for new arrivals available within ten days of arrival.</li> <li>Positive feedback from young people and carers on tuition provided</li> </ul>	Ismail Rahil Yahya Emilia	£5,000 plus pupil premium funding for children and young people up to 18	September 2024
2.3	To increase the number of care experienced young people on apprenticeship programmes and entering higher education	<ul style="list-style-type: none"> <li>Work with a variety of partners to ensure care experienced young people can access apprenticeship opportunities</li> <li>Collate a variety of apprenticeship options for young people and advertise these widely to increase awareness and participation</li> </ul>	<ul style="list-style-type: none"> <li>Secure four partners working with The City Virtual School to provide apprenticeship opportunities for care experienced young people</li> <li>Run apprenticeship day, for at least twelve City young people, within the City of London careers festival, to increase awareness and increase participation</li> </ul>	Debby Ismail Matilda Barbara Melody King's Uni TEDI Joshua	£4,000 Apprenticeship days and TEDI project	July 2025

	<ul style="list-style-type: none"> <li>Partner with TEDI London and King's University to provide pre-entry courses that allow young people to show their talent and potential to study at university</li> <li>Provide driving tuition for young people to enable them to access more work and training opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Attendance by at least four City young people on TEDI pre-university programme</li> </ul>	Yahya Support from Prospects Adviser Matilda	Business Admin by Apprentices  £3,000 Driving Tuition
<b>Ongoing evaluation and impact</b>				
<b>Autumn</b>	<b>Spring</b>		<b>Summer</b>	
• A	• A		• A	

### Action Plan for Priority 3

#### To embed all extended duties and include new cohort of children in kinship care

<b>Targets</b> Page 125 3.1 To increase staff awareness of potential barriers to learning for CWSW in social care teams, schools and colleges 3.2 To monitor the progress of CWSW and provide information, advice and support to parents, carers and professionals 3.3 To provide information, advice and support to parents and carers of previously looked after children and those in kinship care					<b>Supporting Evidence</b>	
					Attendance Strategy Asset Information System Mosaic Education Information Website Family Information Service Minutes of Meetings including VSAP	
	<b>Ref</b>	<b>Target</b>	<b>Actions</b>	<b>Success Criteria</b>	<b>Who</b>	<b>Cost</b>
3.1	To increase staff awareness of potential barriers to learning for Children with a Social Worker in social care teams, schools and colleges	<ul style="list-style-type: none"> <li>Plan and deliver training to social care teams, school and college staff on barriers to learning and how these can start to be overcome</li> <li>Produce and distribute leaflets to raise awareness, providing information and signposts</li> <li>Produce and display pull up notice boards to increase awareness amongst City of London staff</li> <li>To bring over from last year – to continue to update school policies and share these with partners</li> </ul>	<ul style="list-style-type: none"> <li>Training attended by social work, school and college staff</li> <li>Leaflets described as helpful and informative</li> <li>Contacts made to Virtual School from advertising</li> <li>All Virtual School policies updated and shared</li> </ul>	Debby Ismail Joshua	£2,000 training	March 2025
3.2	To monitor the progress of Children with a Social Worker and provide	<ul style="list-style-type: none"> <li>Collect progress information of CWSW from social workers, parents, carers and schools</li> <li>Advertise advice and support to parents, carers and professionals</li> </ul>	<ul style="list-style-type: none"> <li>Data base complete of all CWSW of progress in specific subjects</li> </ul>	Debby Ismail	£4,000 ASSET system	March 2025

	information, advice and support to parents, carers and professionals		<ul style="list-style-type: none"> <li>Virtual School approached for advice and support from schools, colleges, parents, cares, young people and professionals</li> </ul>			
3.3	To provide information, advice and support to parents and carers of previously looked after children and those in kinship care	<ul style="list-style-type: none"> <li>Identify all CWSW Ever 6 and those in Kinship Care and provide information to parents and carers about education support and advice</li> <li>Advertise support for Post Looked After Children to parents and carers</li> <li>Respond to requests for support and advice</li> </ul>	<ul style="list-style-type: none"> <li>Cohort information updated</li> <li>Leaflets sent to all cohorts</li> <li>Resources provided including additional tuition, if required</li> </ul>	Debby Ismail	£2,000	November 2024
<b>Ongoing evaluation and impact</b>						
<b>Autumn</b>		<b>Spring</b>		<b>Summer</b>		
• A		• A		• A		

#### Action Plan for Priority 4

#### To increase access to the arts and sport

Page 26

Ref	Target	Actions	Success Criteria	Who	Cost	When
4.1	To increase the cultural capital of Children with a Social Worker by providing increased access to arts education, including music, dance, drama and art	<ul style="list-style-type: none"> <li>Work with Lycaem Music at The Barbican to offer musical instruments and music tuition to all Virtual School cohorts and families in receipt of Early Help services</li> <li>Plan drama event with Freemans School and City of London Boys School to increase confidence and communication skills</li> <li>Plan dance event for cohorts within Virtual School</li> <li>Provide art enrichment events for children and young people</li> </ul>	<ul style="list-style-type: none"> <li>Lycaem music funded by Neighbourhood Fund to deliver music tuition and provide instruments</li> <li>Drama event held in The City with high attendance, more than 20 young people from Pan London, reporting increase confidence and communication</li> <li>Dance event planned for children and young people in Virtual School cohort</li> <li>Art activities taking place in Epping in Forest School Days and at City of London Boys School</li> </ul>	Debby Ismail Ariel	£2,000	April 2025

4.2	To provide opportunities for all Children with a Social Worker to have access to increased physical education and sport	<ul style="list-style-type: none"> <li>Collate database of sporting interests</li> <li>Collate current activity and plan according to interest</li> <li>Work with agency to place young people in clubs and societies across London</li> <li>Provide KABs activities to cohorts within the Virtual School</li> <li>Set up regular football team practice for Virtual School and play against City staff in a summer tournament</li> </ul>	<ul style="list-style-type: none"> <li>Database complete showing interest and current activity</li> <li>Agency secured and young people engaging in interested sporting activities</li> <li>Football team meeting monthly with high attendance – at least five</li> <li>Summer football tournament with young people playing against City staff</li> <li>Cricket trip to Lords for all interested young people in the Virtual School and City of London enrichment project</li> </ul>	Debby Ismail Apprentices	£2,000	April 2025
4.3	To provide activities targeted at specific groups including preventative activities for children in receipt of Early Help	<ul style="list-style-type: none"> <li>Bring over from last year's plan a well-being project targeted specifically for women and girls, decided upon by this small group, within the Virtual School cohort</li> <li>Provide arts and sport-based project during the Christmas holidays for children with a social worker and those in receipt of Early Help services</li> </ul>	<ul style="list-style-type: none"> <li>Projects take place and are attended by over 50% of specific group cohorts</li> </ul>	Debby Ismail Keisha Apprentices	£9,000 Holiday Activity Fund (HAF)	
<b>Ongoing evaluation and impact</b>						
<u>Autumn</u> A			<u>Spring</u> • A	<u>Summer</u> • A		

### Action Plan for Priority 5

#### To provide successful education and enrichment projects for identified groups of children and young people

<b>Targets</b>				<b>Supporting Evidence</b>		
5.1 To provide Forest School, outdoor and adventure and enrichment activities for Children in Care and Care Leavers Pan London				Project Case Studies		
5.2 To provide educational resources and books to CWSW and those in receipt of Early Help services				Photographs		
5.3 To provide a reading project for CWSW and CWSW Ever 6 that increases engagement in reading and provides increased access to stories and books				Asset Information System		
5.4 To value and celebrate the achievements of all CWSW				Mosaic Education Information		
				Newsletters		
				Minutes of Meetings including VSAP		
Ref	Target	Actions	Success Criteria	Who	Cost	When

5.1	To provide Forest School, outdoor and adventure and enrichment activities for Children in Care and Care Leavers Pan London	<ul style="list-style-type: none"> <li>Plan an annual programme of forest school days in each of the four seasons</li> <li>Plan activities to include music, art and drama as well as campfires, walks, kite flying and nature-based activities</li> </ul>	<ul style="list-style-type: none"> <li>Young people from City of London Virtual School and other London boroughs attending forest school activities</li> <li>Young people provide positive feedback on activities</li> </ul>	Debby Ismail Yahya Emilia	£1,200 Business Admin by apprentices	Four times 2024-2025
5.2	To provide educational resources and books to CWSW and those in receipt of Early Help services	<ul style="list-style-type: none"> <li>Order a selection of age-appropriate books and resources</li> <li>Order stickers from the Virtual School for all books and resources</li> <li>Set up 'shop' in social work area</li> <li>Encourage social workers to take books and resources on their visits to children and young people</li> <li>Select and order educational toys for pre-schoolers in the Virtual School</li> </ul>	<ul style="list-style-type: none"> <li>Selection of books and educational resources freely available to social workers to deliver to children and young people</li> <li>Social Workers actively taking resources out to children and young people on visits</li> <li>Children in Early Years provided with educational toys and resources</li> </ul>	Debby Ismail Yahya Emilia	£2,000	December 2025
Page 128 5.3	To provide a reading project for CWSW, Early Help and CWSW Ever 6 that increases engagement in reading and provides increased access to stories and books at home	<ul style="list-style-type: none"> <li>Book Storytime magazine to be delivered to all primary school aged CWSW and those on Early Help for one year</li> <li>Provide a selection of book tokens, books and magazines to children and young people in Virtual School cohorts</li> </ul>	<ul style="list-style-type: none"> <li>Storytime magazine being delivered to all primary aged children in Virtual School cohort</li> <li>Book tokens sent to young people</li> <li>Magazine subscriptions set up for young people</li> </ul>	Debby Ismail Yahya Emilia	£3,000 Project funded by Education Strategy Team	July 2025
	5.4	To value and celebrate the achievements of all CWSW	<ul style="list-style-type: none"> <li>Identify all successes, exam results, course qualifications and special awards from previous year</li> <li>Plan and deliver a celebration event for all young people in the Virtual School</li> <li>Plan and deliver a Pan London event where two care experienced young people from each Local Authority (LA) are recognised for extraordinary achievement</li> </ul>	<ul style="list-style-type: none"> <li>Identification of all results and successes recorded in database</li> <li>Celebration event attended by young people, carers and City officers</li> <li>Shining Stars event hosted by The City of London with over 24 LAs attending</li> <li>Excellent feedback from both celebration events</li> </ul>	Debby Ismail Yahya Emilia Ariel Joshua	£5,000 City Celebration £10,000 Shining Stars plus TLC Live to fund prizes and decorations
<b>Ongoing evaluation and impact</b>						
<b>Autumn</b> • A		<b>Spring</b> • A		<b>Summer</b> • A		

<b>Committee:</b>	<b>Dated:</b>
Community and Children's Services Committee	11/11/2024
<b>Subject:</b> Virtual School Headteacher Annual Report for Academic Year 2023/2024	<b>COVER REPORT:</b> <b>PUBLIC</b>  <b>REPORT: NON-PUBLIC</b>
<b>This Proposal delivers the Corporate Plan 2024-29 outcomes:</b>	Diverse Engaged Communities Leading Sustainable Environment Providing Excellent Services
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Judith Finlay Executive Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b> Debby Rigby Headteacher of Virtual School for Children with a Social Worker	

## Summary

This report provides Members with information about the role of The City of London Virtual School for Children with a Social Worker.

The report covers the period September 2023 to August 2024 and presents an overview of the activities and impact of The City of London Virtual School for the academic year 2023/2024.

The report covers governance and organisation, cohort characteristics, attainment and progress, attendance, suspensions and exclusions, personal education plans, budgets and pupil premium and it presents some of the highlights of the year.

The report celebrates some of the outstanding achievements of this year's pupils and partner organisations. The last section provides information on the priorities for this academic year 2024/2025.

### **Highlights 2023/2024**

- The City of London Virtual School continued to maintain the high standards of previous years.
- Learners were well supported, and the majority made good progress against prior attainment.
- There were some examples of outstanding endeavour and exceptional educational progress.
- Overall engagement with education was very good.
- Outstanding enrichment provision.
- Four apprentices recruited, one a City of London care experienced young person.
- Attendance of Children in Care Reception to Year 11 was 99%.
- No children in care, aged 0-18 years, were permanently excluded.
- The impact of enrichment projects was excellent according to pupil voice and outcomes.
- Training for Aldgate School staff in trauma informed learning was well received.
- All Personal Education Plans were quality assured as good or outstanding and were completed on time, within ten days of arrival and then termly.
- All children in care, aged 3-18 years, attended good or outstanding schools and colleges.
- Excellent partnership work across London, culminated in a second Shining Stars Celebration, that recognised the work of Virtual Schools, and rewarded the exceptional achievements of care experienced young people across London. Funding was secured for this ceremony for the next five years.
- Excellent education support available on arrival, for Unaccompanied Asylum-Seeking young people.
- Virtual School staff attended 100% of Personal Education Meetings known as PEPs.

### **Recommendation**

Members are asked to:

- Note the report, attached as Appendix 1.

### **Appendices**

- Appendix 1 – Virtual School Headteacher Annual Report for Academic Year 2023/2024

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## City of London Corporation Committee Report

<b>Committee:</b> Community and Children's Services	<b>Dated:</b> 11/11/2024
<b>Subject:</b> Commissioning Update	<b>Public report</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• delivers Corporate Plan 2024–29 outcomes</li> <li>• provides statutory duties</li> </ul>	Diverse Engaged Communities, Providing Excellent Services
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	NA
<b>What is the source of Funding?</b>	NA
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	NA
<b>Report of:</b>	Judith Finlay, Executive Director of Community and Children's Services
<b>Report author:</b>	Greg Knight, Head of Commissioning, Community and Children's Services

### Summary

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

### Recommendations

Members are asked to note:

- the contents of the report
- the contents of the DCCS Contracts Register (Appendix 1)
- the contents of the DCCS Sourcing Plan 24–25 Progress (Appendix 2)
- the Adult Social Care Commissioning Overview Report (Appendix 3)
- the Children's Social Care Commissioning Overview Report (Appendix 4)

## **Main Report**

### **Background**

1. The Commissioning Team currently manages 139 contracts, (not including social care placement contracts), with an approximate total value of £36 million. The Department's contracts register is provided (Appendix 1). The report provides progress against the Department's Sourcing Plan 2024–25 for contracts over £100,000 in value (Appendix 2).

### **Commissioned Services Highlights**

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

#### Adult Social Care – Carers Support Service

3. Following completion of a competitive procurement process, Imago has been appointed to deliver the City's Carers Support Service. The mobilisation of the service is progressing well. The Commissioning Team and Imago wrote to all service users and held drop-in sessions to give carers the opportunity to discuss the new service. Imago are attending several partnership meetings, including the Healthwatch Annual General Meeting and meetings with the City Corporation's Adult Social Care Team. The recommissioning was co-produced with carers throughout each stage. This consultation will continue, with discussions exploring how carers will be involved in the monitoring of the contract performance.

#### Adult Social Care – Accelerating Reform Funding (ARF) Carers Project

4. The City has been allocated £49,200 as part of the Department of Health and Social Care ARF, which sets out the priorities for innovation and scaling in Adult Social Care, including identifying, recognising and supporting unpaid carers. The project will establish a Hospital Carers Worker (HCW) in each of the seven main hospitals within the North East London (NEL) region, who will assist carers in accessing their respective services. The team is working collaboratively with the NEL authorities, most notably London Borough of Newham, which will oversee the HCW based at St Bartholomew's Hospital. Age UK East London has been identified as the preferred provider, as they currently deliver Newham's Carers Service. The City's Care Navigator service will also be involved as it has previously delivered the Carers Service in the City. The ARF Carers Project is scheduled to start in February 2025.

#### Adult Social Care – City Advice

5. The City Advice Service – which provides general advice for residents and City workers, particularly for benefits, housing, debt and legal advice, currently delivered by Toynbee Hall – has been extended for a further year. The current

contract now expires in October 2025. An in-depth independent review of the service is currently being completed, exploring progress against the service aims and objectives, key performance indicators and identifying any gaps or emerging needs, with a view to inform recommissioning of a new service.

#### Adult Social Care – Care Quality Commission (CQC) Inspection

6. The Commissioning Team continues to work with colleagues across the Department in preparation for a CQC Adult Social Care Inspection. The team has compiled evidence against the inspection criteria to demonstrate the high-quality provision delivered across the breadth of the commissioned services and placements (Appendix 3). This work seeks to evidence the required policies, processes, procedures, and reporting to ensure the delivery of safe, effective, caring, responsive and well-led care.

#### Adult Social Care – Telecare Digital Switchover

7. The new revised date, set by the Government, to transfer landline customers from their analogue system to new digital technology is now January 2027. The Commissioning Team is working closely with telecoms network providers, and commissioned telecare equipment and call monitoring providers, as part of the switchover process. The first stage involves City residents in receipt of telecare being identified by the network providers to ensure that their existing telecoms systems remain in place and are correctly transferred and robustly tested. This process will be managed separately from the rollout to mainstream residential and commercial customers. A Data Sharing Agreement and Data Impact Assessment (DIA) developed by the Local Government Association, has been used alongside the Corporation's DIA.

#### Homelessness and Rough Sleeping – Outreach Service

8. The Homelessness and Rough Sleeping Outreach Service recommissioning options appraisal was presented to the Department Leadership Team in October 2024. Based on uncertainties and implications associated with Government funding, which constitutes approximately 30% of the service budget, the recommendation is to extend the service for a further 12 months. This approach aims to provide continuity of service, aligning to the anticipated Government funding position, and allow for development of a new long-term service which aligns to any new Government initiatives.

#### Homelessness and Rough Sleeping – Quality Assurance Framework

9. Colleagues from the Commissioning Team and Service Area developed and introduced a new Homelessness Prevention and Rough Sleeping Quality Assurance Framework Self-Assessment tool, to be used to complete of an audit

of commissioned accommodation-based services. The audit programme will require providers to complete a self-assessment and evidence against a range of criteria to support service improvements and action plans. Assessment criteria includes health and safety, quality management, employment, service user involvement, safeguarding and data security.

#### Children's Social Care – Office for Standards in Education, Children's Services and Skills (Ofsted) Inspection

10. The Commissioning Team supported the Department's Ofsted Inspection of Children's Social Care in September 2024. The team provided the Commissioning Overview Report (Appendix 4), detailing the team's role and responsibilities. The report also includes an overview of the quality assurance arrangements for commissioned services and placements.

#### Children's Social Care – Sufficiency Strategy

11. The Sufficiency Strategy for Children in Care and Care Leavers was updated in September 2024 and details the Department's approach to securing accommodation for the children who come into our care, and for those leaving care. Through delivery of the Strategy and the detailed approaches to securing placements, the Department ensures that the statutory duty is met. The Strategy runs until 2027, and will be reviewed annually, with the next review in September 2025. Members of the Commissioning Team were interviewed by Ofsted on the Quality Assurance arrangements of placements as part of the inspection.

#### Commissioning and Partnerships – Universal Youth and Play Service

12. A range of activities were delivered as part of the Universal Youth and Play Service throughout the summer holidays. Delivery included regular sessions at Golden Lane and Portsoken Community Centres, summer BBQs, Community Mosaic project, trips to the seaside and TopGolf.
13. The provider of the service, SocietyLinks Tower Hamlets, has been accredited with the Level 1 Trusted Standard recognising the excellent work it does as a third-sector organisation in England. In achieving this status, the organisation has demonstrated that it has the legal obligations, systems and structures in place to protect the rights of service users and employees. The accreditation was determined by being assessed against 11 quality areas: governance; planning; leadership and management; user-centred service; managing people; learning and development; managing money; managing resources; external communications; working with others; and assessing outcomes and impact.

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

14. The Commissioning Team continues to coordinate the Holiday and Food Programme for children in receipt of benefits related free school meals (FSM). SocietyLinks Tower Hamlets delivered sessions over Easter and the summer holidays at the Golden Lane Community Centre and Portsoken Community Centre, in addition to the Aldgate School delivering a programme for primary aged children. The programme was expanded to include City families who are on the threshold of FSM, who we know benefited from the service. All the children who participate receive a free lunch and the programme has received positive feedback from parents.
15. So far this financial year, 170 individual children and young people were engaged during the 22 days of service delivery. Of these, 73 were primary aged and in receipt of FSM, and 37 were secondary aged and in receipt of FSM. Four sessions will be delivered during the Christmas holidays, each with availability for up to 32 children and young people to attend.

#### Commissioning and Partnerships – Golden Lane Leisure Centre

16. Following confirmation to proceed with the refurbishment of the Golden Lane Leisure Centre, the Commissioning Team are working with colleagues to complete due diligence on UK Leisure Framework. The framework allows for procurement and the direct appointment of a development partner, Alliance Leisure, for scoping, design, refurbishment, construction and the development of leisure centres across the UK public sector.
17. The Commissioning Team appointed TA6, the marketing agency of Alliance Leisure, to complete an opportunity analysis report. This will involve stakeholder consultation to inform the vision, priorities and scope of works. This initial programme will run throughout Quarter 4 of 2024.

#### Commissioning and Partnerships – Healthwatch

18. A new contract has been awarded directly to Healthwatch City of London, the independent champion for people who use health and social care services in the City. The service aims to understand the needs, experiences and concerns of people who use health and social care services, and to speak out on their behalf. The initial contract period runs until September 2027 and includes an optional extension until 2029.

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

19. Strategic implications – Service delivery supports the achievement of the Outcomes of the Corporate Plan 2024–2029, most notably Diverse Engaged Communities, and Providing Excellent Services.

20. Financial implications – None.

21. Resource implications – None.

22. Legal implications – None.

23. Risk implications – None.

24. Equalities implications – Equalities considerations are included throughout the commissioning and management of services.

25. Climate implications – The Commissioning Team continues to ensure that the Corporation’s Responsible Procurement commitments are delivered through our supply chains by service providers.

26. Security implications – None.

## **Conclusion**

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

## **Appendices**

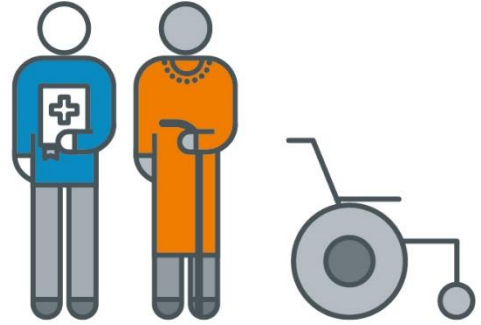
- Appendix 1 – DCCS Contracts Register
- Appendix 2 – DCCS Sourcing Plan 24–25 Progress
- Appendix 3 – Adult Social Care Commissioning Overview Report
- Appendix 4 – Children’s Social Care Commissioning Overview Report

## **Greg Knight**

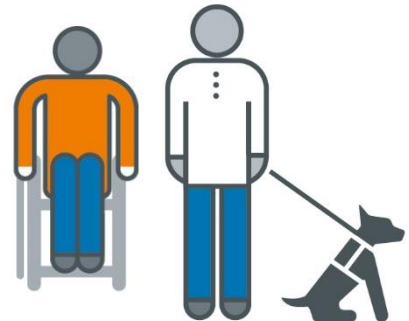
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# Adult Social Care Commissioning Overview Report



CITY OF LONDON CORPORATION

DEPARTMENT OF COMMUNITY AND  
CHILDREN'S SERVICES

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<b>Document Owner</b>	Community and Children's Services Commissioning Team
<b>Approvers</b>	Head of Commissioning Assistant Director Commissioning and Partnership
<b>Report year</b>	2024-25
<b>Date of next review</b>	1 April 2025

<b>Version</b>	<b>Date</b>	<b>Author</b>	<b>Changes</b>
1	21/6/2024	Head of Commissioning Commissioning Manager	First draft
2	1/8/2024	Head of Commissioning	Amendments following ASC Evidence Library review meeting feedback
3	11/9/2024	Head of Commissioning	Appendix 8



## 1. Introduction

1.1 This report provides a summary of Department of Community and Children's Services (DCCS) Adult Social Care (ASC) Commissioning and Quality Assurance (QA) arrangements. The report covers the full breadth of ASC commissioning, which includes homecare, the voluntary community sector (VCS), and placements (residential, nursing and supported living). It aims to summarise the commissioning workstream and provide evidence against the Care Quality Commissioning (CQC) inspection themes. Service data included within the report will be updated annually, in April of each year.

## 2. Executive Summary

2.1 There are 24 commissioned ASC services which span a range of provision, including Homecare, Direct Payments, Community Equipment, Technology Enabled Care Services and Early Intervention, and Preventative services.

2.2 These services have been commissioned in line with the City of London Corporation's Procurement Code, often structured on a cost/volume/call-off or ad-hoc arrangement, due to our low scale and size.

2.3 There are currently no block contract care arrangements due to the low volumes of demand and needs across groups within the Corporation's ASC population.

2.4 The approximate total annual cost of externally provided services summarised below:

- **Procured:** 16 services are secured via a procurement or Service Level Agreement.
  - **Spot purchased:** There are currently 8 services which are spot-purchased or directly awarded, as the original annual contract value was less than £10,000. These services include legacy homecare packages of care, more complex levels of care and support or one-off activities.
  - **Personal Care:** Six of the 24 ASC commissioned services deliver personal care. All are currently rated a 'Good' by the CQC.
  - **Voluntary Community Sector:** Eight of the 24 commissioned ASC services are VCS provision delivered to supporting local communities, improved health, and achieve social inclusion.
- There are currently 47 active placements, broken down as follows:
    - **Type:** 18 Residential, five Nursing, 24 Supported Living.
    - **Location:** 19 are within North East London (NEL), 19 are placed in London (outside of NEL), 9 are placed outside of London.

- **Current CQC Ratings:** 17 homes are rated as 'Good', one home 'Requires Improvement', and one care home has had a change of management and is rated 'Not yet inspected'.

### 3. Background

- 3.1 The health and social care landscape has transformed over the past decade. With an ageing population and greater emphasis on choice, control and community-based support, the Corporation has worked to adapt its services to this changing social care market. This includes a greater focus on home care, specialist mental health provision and supported living that enables independent living. Where those with needs require extra care and support in their daily lives, care home placements within residential and nursing settings or more complex packages of care are commissioned.
- 3.2 The DCCS Commissioning Team lead on the key commissioning activities within the Department, including within ASC. The team manages all elements of the commissioning cycle, including the analysis, planning, implementing and reviewing of services. The team seeks to address quality assurance at each stage, with importance placed upon service user involvement and the coproduction.
- 3.3 The Commissioning Team is responsible for the completion and management of sourcing, commissioning timelines and maintaining the service's contracts register. The teams work extends to market shaping, sustainability and ensuring sufficiency of service provision. It seeks to secure effective services and cost efficiency for the Corporation and those who use and receive its services.
- 3.4 The team ensures legal, safeguarding and equalities are addressed within commissioned services, securing providers with the ability to meet the diverse needs of service. The team manages contract performance against Key Performance Indicators (KPI's) to deliver the service area aims and provide quality to service users.

### 4. Commissioned Services

- 4.1 The strategic approaches to commissioning and procurement are informed by the level of need across the ASC client group, the volume and forecasted cost and the market's capacity to deliver. Our commissioning and service requirements are reflective of the demand of the City of London's small residential population of just under 9,000. To strengthen our presence in the market many of our services are commissioned jointly in partnership with other Local Authorities, either through joint service delivery, or as part of collaborative consortiums.

4.2 The Commissioning Team's procurement activity is governed by the [Corporations Procurement Code](#) and Public Procurement Policy, resulting in many services undergoing a competitive procurement process. The majority of ASC services are procured either via the Operational Purchasing route (whole life costs <£100k) or the Strategic Purchasing route (whole life cost >£100k). For low value contracts, the Commissioning Team completes the procurement process in line with the team's procurement guide (appendix 5) and for those contracts over £100k the team works with the Corporation's Commercial Services team. The Department's Category Board provides oversight and governance of Strategic Purchasing activities.

4.3 **Spot Purchased Services:** Service areas have the autonomy to spot-purchase low value, one-off services under £10,000 in total value. This agile and flexible approach in relation to need and the market mitigates the risk of insufficiency. Examples of spot purchases include blitz-cleans, specialist care or support and transport services. Historically, sourcing has often not included oversight from the Commissioning Team, with the ASC completing QA, contracting and monitoring of spot purchased services. As part of the Department's Care Purchasing Cycle project, spot-purchased services will be managed and processed by the Commissioning Team, as detailed in the Action Plan in section 7.

4.4 There are currently 24 ASC services currently commissioned within the Corporation's Operational or Strategic Purchasing routes, covering a range of services including Homecare, Direct Payments, Carers Support, Advocacy, Telecare/ Technology Enabled Care and Community Equipment.

4.5 All services are logged on the DCCS Commissioning contracts register, which is summarised in the table below, with further information available in Appendix 1:

Contract Title	Supplier	Description	End date if extended
Adults Advocacy Service	POHwer The Advocacy Agency	Advocacy service	31/08/2026
City Equipment and Telecare Service	NRS Healthcare Ltd	Community and telecare equipment	31/03/2027
City Finance Services	Barrie Bookkeeping Ltd	Direct Payments, appointeeships and pre-paid cards	30/09/2025
Care Navigation Services	Age UK East London	Early intervention and prevention	31/03/2025

Community Support Activities and Interventions	Age UK East London	Early intervention and prevention	31/03/2025
Community support assessments	Age UK East London	Early intervention and prevention	31/03/2025
Carers Support Service	The Carers Centre Tower Hamlets	Early intervention and prevention	31/03/2025
Facilitation of the weekly Forget Me Not café	Forget Me Not Memory Café	Early intervention and prevention	31/03/2028
Provision of Ferret Renovator Software	Ferret Information Systems Ltd	Financial Software	31/03/2025
Dynamic Purchasing System (DPS) Contracting Authority Access Agreement (CAAA)	Independence Brokerage Services CIC (INCIC)	HIA/DFG works	01/09/2025
City Homecare Rapid Response Service	One Care	Homecare	31/03/2025
Reablement Service	One Care	Homecare	30/06/2025
Homecare	Hartwig Care Limited	Homecare	31/05/2027
Approved Mental Health Professional Service	East London Foundation Trust	Mental Health	28/02/2025
Out of Hours Service Adults and Mental Health	London Borough of Hackney	Provision of Out of hours Emergency Duty Team	31/10/2024
City Call Care Services in Community and Sheltered Housing	Camden Careline	Telecare call centre monitoring and responder service	31/03/2025
Spot Homecare	Explora Haven Training and Support services	Homecare (Retention of carer from previous incumbent)	Ongoing

Spot Homecare	Goldsmith Personnel	Homecare - Specialist Mental Health	Ongoing
Spot Homecare	Resource for Autism	Homecare - Specialist Autism	Ongoing
Spot Homecare	City Care Agency	Homecare - Out of borough	Ongoing
Spot Homecare	Langdon	Homecare - Specialist LD Support	Ongoing
Spot Employment Support	Surrey Choices	Specialist LD Employment Support	Ongoing
Spot Homecare	Southwark Disablement Association Care Agency	Homecare - Specialist LD Out of borough	Ongoing
Spot Homecare and Support	Outward Housing	Homecare - Complex Needs	Ongoing

**4.6 Voluntary & Community Sector (VCS):** The ASC Strategy 2024-28 recognises the importance and contribution of the VCS and the services it provides in supporting active, engaged and healthy communities, enabling people to live independently and prevent the need for greater intervention. 10 out of the 24 commissioned ASC services are delivered by VCS provision supporting individuals directly or wider local communities, improved health, achieve social inclusion. They are as follows:

Contract Title	Supplier	Description	Service Locality
Care Navigation Services	Age UK East London	Early intervention and prevention	City of London
Community Support Activities and Interventions	Age UK East London	Early intervention and prevention	City of London
Community support assessments	Age UK East London	Early intervention and prevention	City of London
Carers Support Service	The Carers Centre Tower Hamlets	Early intervention and prevention	City of London
Facilitation of the weekly Forget Me Not café	Forget Me Not Memory Café	Early intervention and prevention	City of London
Adults Advocacy Service	POHwer The Advocacy Agency	Advocacy service	City of London and

			Out of borough
Specialist Homecare and support	Resource for Autism	Homecare - Specialist Autism	Out of borough
Specialist Homecare and support	Southwark Disablement Association Care Agency	Homecare - Specialist LD Out of borough	Out of borough
Specialist Homecare and support	Outward Housing	Homecare and Support - Complex Needs	City of London and Out of borough
Specialist Homecare and support	Langdon	Homecare - Specialist LD Support	Out of borough

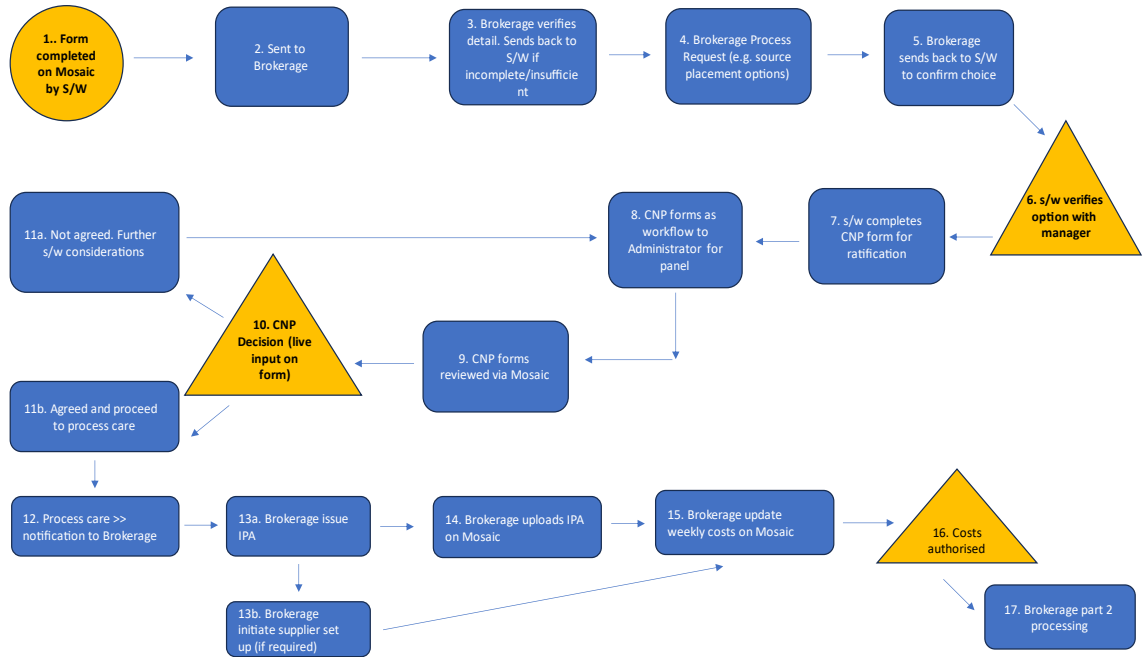
## 5. Placements

5.1 The Corporation's Market Sustainability Plan in Appendix 3 details the City's approach to commissioning residential, nursing and supported living placements. Sufficiency and sustainability in the market is ensured, despite it broadly being shaped by demand and supply factors beyond our direct influence.

5.2 There is no provision within the City for care home or supported living, therefore, all placements are made 'out of borough'. Not being reliant on any single residential or nursing home care provider ensures that there is no single point of failure.

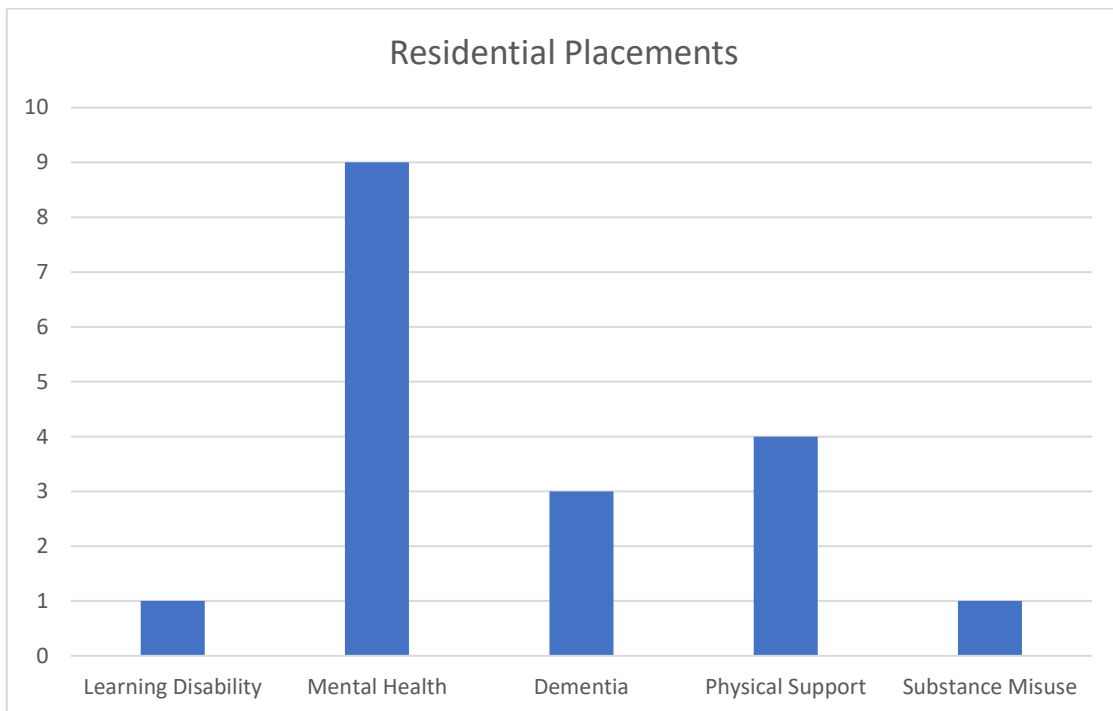
5.3 The location of placements are determined following consultation with service users and their families. As placement needs are lower than many other Local Authorities, placements are commissioned on a spot-purchase basis. Searches are made via NHS Capacity Tracker and CQC Care Home search facility, to confirm availability. Further due diligence is undertaken through the review of CQC ratings, with placements only being made in homes with ratings of Good or above, other than in exceptional circumstances where homes rated 'Requires Improvement' may be considered.

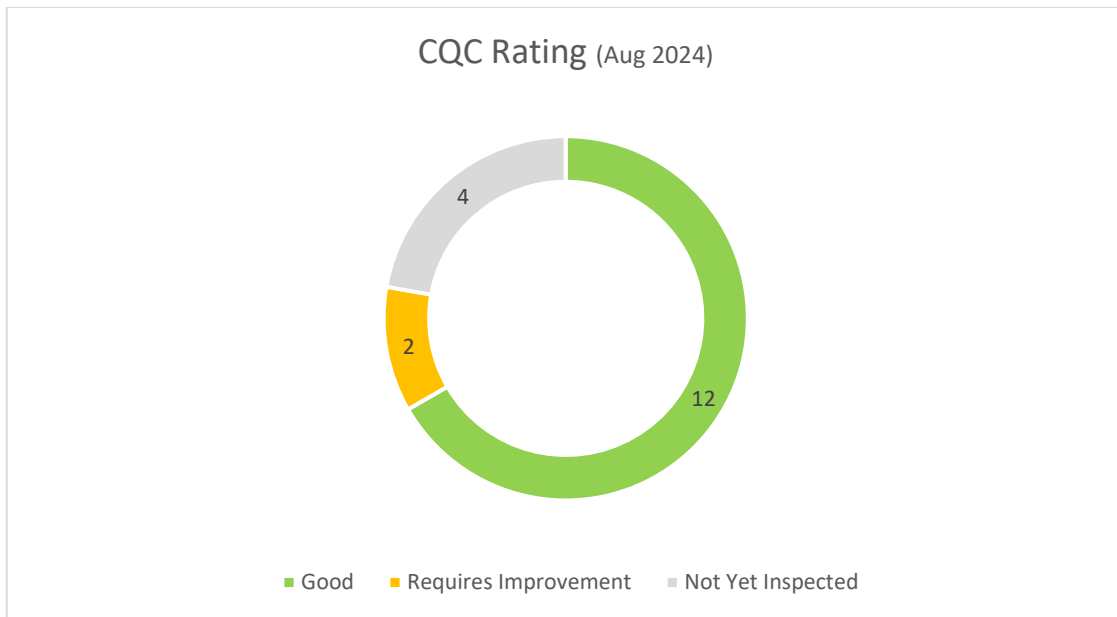
5.4 **Placement Process:** The diagram below sets out the placements process, including governance and decision making by the Complex Needs Panel, chaired by the Head of Adult Social Care. This process is currently under review as part of the Department's Care Purchasing Cycle project, and may be subject to change.



**5.5 Current Placements Status:** There are currently 47 active placements across Residential and Nursing care homes and Supported Living Schemes.

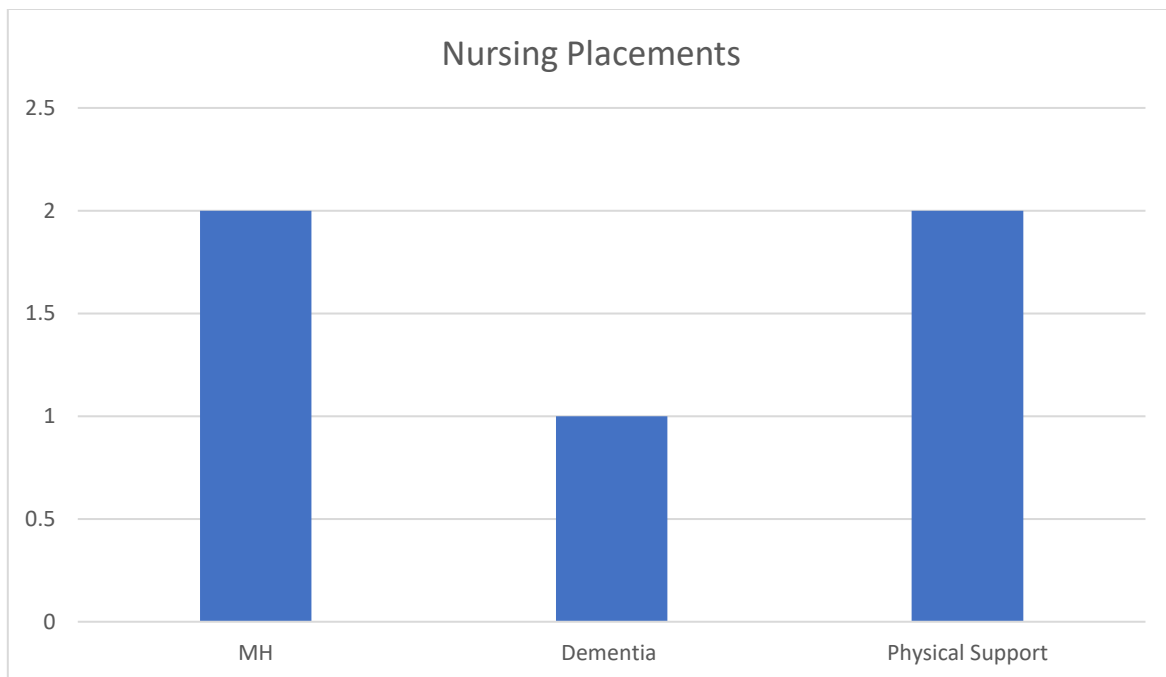
**5.6 Residential Placements:** 18 active placements in total:



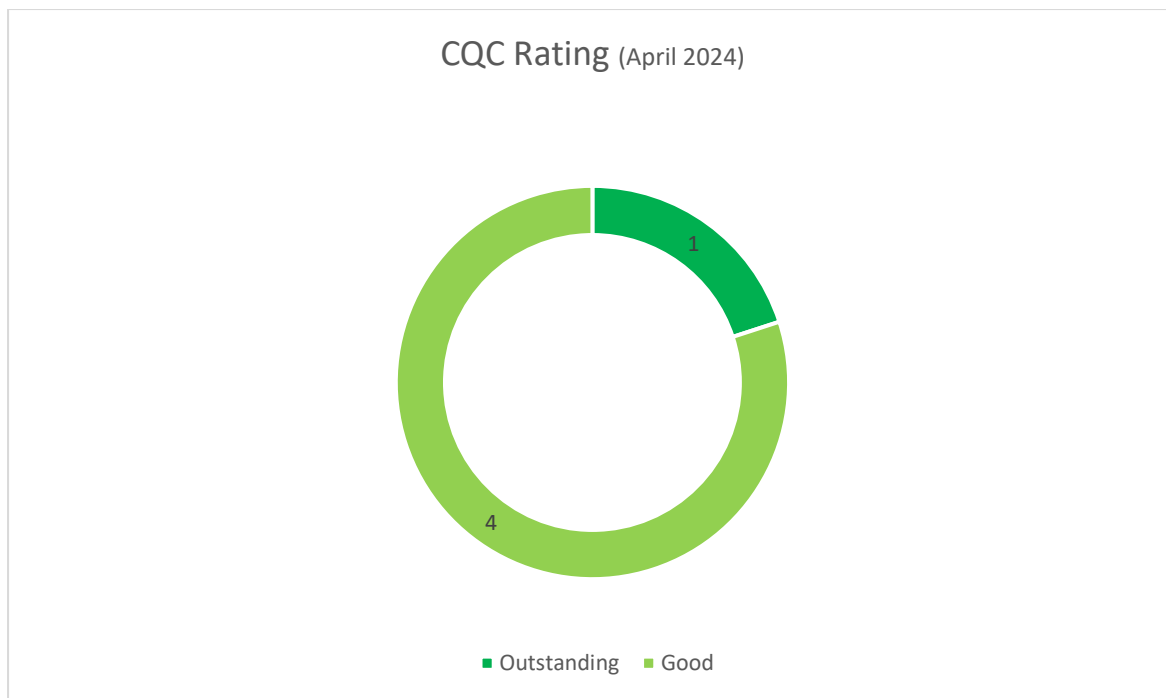


5.7 Four residential care homes have had a change of management and have been re-registered with CQC and are subsequently rated as 'Not yet inspected' by the CQC.

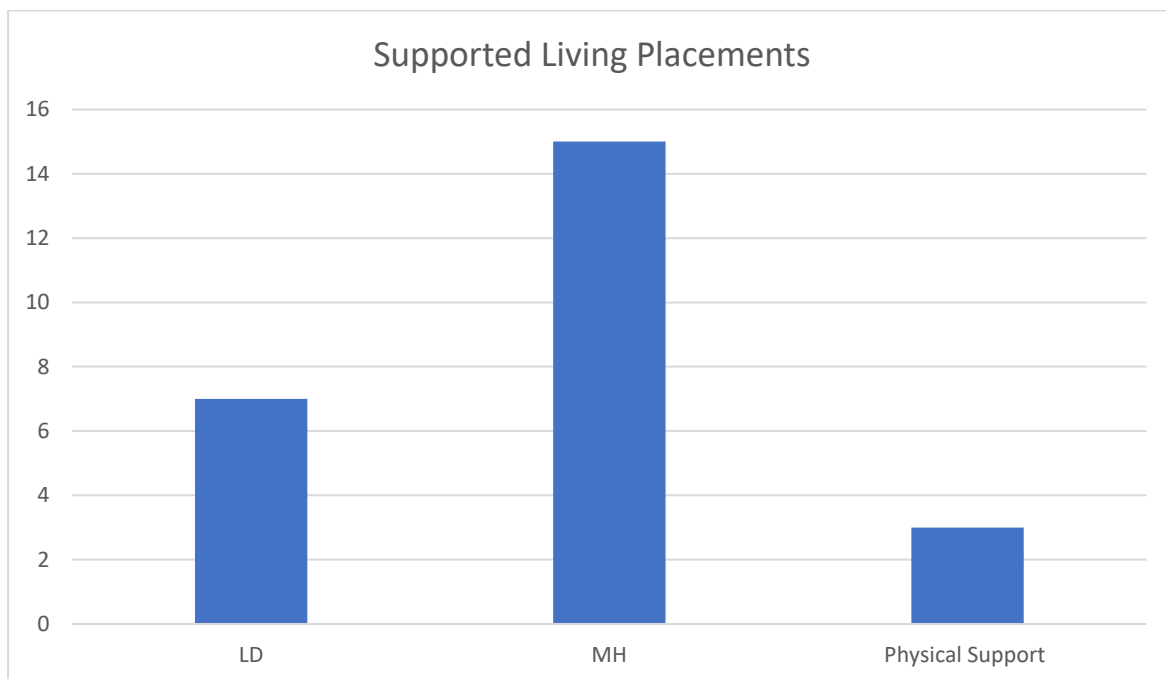
5.8 **Nursing Placements:** Five active placements in total:







5.9 **Supported Living:** 25 active placements in total:



5.10 **Location:** 19 are within NEL Integrated Commissioning System region, 19 are placed in London (outside of NEL), 9 are placed outside of London.

5.11 **Placement activity in the last 12 months (2023- 2024):** 10 placements were commissioned within the financial year 2023-2024. 10 placements came to an end within that period. Summarised in the table below:

Provision	Commenced	Ended
Residential	3	4
Nursing	4	5
Supported Living	3	1

5.12 **Self funders (IR18p):** At present, it has not been possible to establish or undertake robust data analysis of self funder rates, for care home placements and non-residential care, against like for like service provision for ASC service users (managed/individual budgets), other than hospital discharge brokered placements which have then progressed to a self-funder arrangement. A formal monitoring process for desk-top monitoring and the development of mechanisms to establish self funder data has been identified within the action in section 7.

5.13 **Placement monitoring process (IR18q):** Monitoring visits are completed by the Commissioning Team and ASC, as evidenced in Appendix 6, following the notification of safeguarding and Quality Alerts. Visits include a review of regulatory compliance, safety and well-being, quality of care and support and operational management and set out recommendations. Since the financial year 2023-24 nine visits have been completed by members of the Commissioning Team. Additionally, desk-top monitoring of placements is completed, which consists of reviewing the Home's CQC rating, payments, and where possible obtaining host borough performance data.

## 6. Quality Assurance

6.1 The Commissioning Team complete QA (IR11G/ IR12b) throughout the commissioning cycle. Work ensures legal, safeguarding, and equalities are addressed, reducing inequalities of experience and outcomes, as required within the Care Act.

### 6.2 Analysis:

- Needs assessment: Needs assessments utilise available service data and strategies completed within the Department. Service reviews include consultation to understand service user feedback and the types of inequality and service needs.
- Coproduction: Stakeholder engagement and coproduction approaches completed within the design and commissioning of services.
- Equalities: Completion of Equalities Impact Assessments to determine the impact of service provision on inequalities.

### 6.3 Procurement:

- Minimum expectations of our providers: The Core Specification (Appendix 7) issued with each Addendum Service Specification details of the legislation, regulations and guidance on which commissioned services are based.
- Safeguarding: The requirement of providers to have a Safeguarding policy in alignment with, or adoption of, the requirements of Corporation ASC safeguarding protocol and/or the City and Hackney Safeguarding Board's Safer Commissioning Minimum Expectations.
- Quality: Bids are evaluated against quality criteria at tender stage, which includes the submission of method statements to meet identified service standards.
- Contract examples: Ensuring providers have the relevant experience delivering services of similar requirement and scale.
- CQC Registration: Seeking to commission providers with CQC registration rating of 'Outstanding' or 'Good' only, where applicable.
- Equality and Diversity: Requirement of providers compliance with Equality and Diversity policy, ensuring the Corporations Public Sector Duty (Section 149 of the Equality Act 2010) is achieved through commissioned providers in the delivery of services.
- Key Performance Indicators: Prioritisation of needs and equalities considerations within service specifications, informing service delivery and KPI's.

#### 6.4 Contract Management (IR18a):

- Monitoring meetings: Commissioned services are contract managed via quarterly contract monitoring meetings involving the Commissioning Team, the Service Provider and the ASC Service Area lead. One service is contract managed on a half-yearly frequency, as deemed to be appropriate. The ASC Contract Management Plan (ASC and VCS services).
- Standard Agenda: The teams standard agenda includes service delivery against KPIs, Complaints, Safeguarding, Health and Safety, Finance and partnership working.
- Policies and procedures: The Core Specification in Appendix 7 includes details which providers are required to deliver a schedule of renewal for its policies and procedures.
- Poor Performance and Transfer of Care Process: Appendix 2 sets out the Commissioning Teams approach to managing provider failings.
- Quality: Quality Alerts, Issues and Complaints are logged on the Purchased Services Activity Log – Appendix 4. All elements are investigated on a separate basis with updates and resolutions dovetailed into their respective service contract management meetings.
- Spot-purchased services: QA is managed by the service area.
- Service Impact: Impact is measured at a service level, with performance measured against established KPIs, including Equality and Inclusion data sets. The Commissioning Dashboard, which is shared with the DLT on a

quarterly basis captures high-level service information, including performance and RAG rated risks. Additionally, the bi-annual Commissioning Update Report to Community and Childrens Services Committee providing an overview of the Department commissioning work programme and successes.

### 6.5 Equalities: Homecare Service (2022)

The example below evidences an approach to addressing QA, ensuring equalities considerations within the recommissioning of Homecare Services:

- Analysis: engagement to understand service users needs, analysis of service user and demographic data and equalities considerations
- Pre-procurement: Completion of an Equalities Impact Assessment of protected groups.
- Engagement: Completed to identify priorities within the service, which include:
  - Reliable timings
  - Good communication
  - Consistent and engaging
  - Choice of provider
  - Flexibility to ensure no disruption to quality of life
  - Quality Standards Charter
  - Closer working with health and community services
- Procurement: Service Specification communicating the Corporation's Public Sector Equality Duty, and testing providers ability to achieve this requirement on our behalf, evidencing how the service will be accessible to all and respectful of service users needs (matching needs with carers based on suitability, and the codesign of services) .
- Person Centred: Enabling some residents to choose to receive direct payments to purchase their own care, rather than using the City's commissioned service.
- Contract management: Reviewing service user data, outcomes and key performance indicators and reporting at quarterly contract monitoring meetings.

### 6.6 Coproduction: Carers Support Service (2024)

The Department places importance on Co-production, with some excellent examples completed, notably within the recommissioning of the Carers Support Service:

- Analysis: Service informed from insight and priorities within the coproduced Carers Strategy 2023-27.

- Pre-procurement: Close working and co-production with carers through the delivery of presentations, upskilling of carers and enabling participation throughout the development of the service.
- Procurement: Co-produced service specification with carers (including 'you said we did' actions), addressing feedback and priorities. The development of the technical questions, procurement strategy and technical evaluation weightings, scoring of technical questions and representation and scoring of bidder presentations.
- Contract management: Representation of carers at quarterly contract monitoring review meetings with the service provider, enabling the ability to shape service delivery and hold providers to account.

## 7 Action Plan

8.1 The following Action Plan identifies areas for development within the ASC commissioning work programme, required to improve practice and strengthen evidence against the CQC Inspection Themes. The Action Plan will be reviewed on a bi-annual basis, with reviews being completed in April and September of each year.

Area	Explanation	Update
<b>Care Purchasing Cycle project</b>	<ul style="list-style-type: none"> <li>• Commissioning to provide oversight and further assurance of spot-purchased activity to enhance quality-of-service provision, determine levels of need and future commissioning options.</li> </ul>	
<b>Service user feedback</b>	<ul style="list-style-type: none"> <li>• Seek to improve the level of service user feedback as part of contract monitoring and reporting.</li> </ul>	
<b>Brokerage pilot</b>	<ul style="list-style-type: none"> <li>• Seek to reduce duplication through the automation, ensuring improved data and enhanced quality monitoring.</li> <li>• The development of clear process map and uplifts policy.</li> <li>• Explore the use of a contracting platform.</li> <li>• Enhance service user engagement, reduce waiting times and improve reporting capabilities.</li> </ul>	
<b>Placement monitoring</b>	<ul style="list-style-type: none"> <li>• Development of policy and procedures, as part of brokerage pilot.</li> <li>• Strengthen the desk top monitoring and engagement with host local authorities, review and recording of CQC ratings, and annual visits programme.</li> </ul>	
<b>Self funder rates</b>	<ul style="list-style-type: none"> <li>• Development of more robust comparison mechanisms using analytical tools (such as</li> </ul>	

	CareCube) as and wider engagement platforms to engage with self-funders.	
<b>Commissioned service impact</b>	<ul style="list-style-type: none"> <li>Strengthen approaches to ensure evidence of impact is built into the commissioning cycle, to better demonstrate the impact activity is making to service users.</li> </ul>	
<b>Co-production</b>	<ul style="list-style-type: none"> <li>Develop the Commissioning Guide to include resources and reference to resources developed within the Department, to support the team with co-production approaches.</li> </ul>	
<b>Inequalities</b>	<ul style="list-style-type: none"> <li>Strengthen contract monitoring approaches to address inequalities within Commissioning.</li> </ul>	

## Appendix 1: City ASC and VCS Services Contract Data (IR2u)

Contract Monitoring Minutes for Commissioned services are available upon request.

Contract Title	Supplier	ASC/ VCS	Service Description
City Homecare Rapid Response Service	One Care	ASC	<p>Hospital Admission Avoidance: provision of home-based support for those most at risk of acute admission to hospital. It includes intensive home care support (e.g., live in or double up support) with an assessment of ongoing care needs.</p> <p>Supported Hospital Discharge Service. (Discharge to Assess): Provision of intensive home care support to accompany a person home from hospital, a care assessment in the home, care to enable a person to remain at home and installations of minor aids and adaptations.</p>
Out of Hours Service Adults and Mental Health	London Borough of Hackney	ASC	Emergency approved mental health practitioner (AMPH) service for urgent situations which arise out of normal office hours and which cannot be left with an appropriate degree of safety until the next normal working day. The Service provides crisis support to make sure people experiencing a mental health crisis get professional assessment, care and treatment quickly.
Approved Mental Health Professional Service	East London Foundation Trust	ASC	An Approved Mental Health Professional service on behalf of the City of London as part of the wider community specialist mental health team.
City Call Care Services in Community and Sheltered Housing	Camden Careline	ASC	Service Level Agreement for the provision of Telecare Services for Residents within the Sheltered Housing Stock at Isleden House and for Service Users within the Square Mile
City Finance Services	Barrie Bookkeeping Ltd	ASC	Social Care Direct Payments and Appointeeship payments provider
Homecare	Hartwig Care Limited	ASC	Long term personal care delivered to people in their home, for those who need help with personal care and/or practical domestic tasks.
Dynamic Purchasing	Independence Brokerage	ASC	To complete required major adaptations in the homes of City residents.

System (DPS) Contracting Authority Access Agreement (CAAA)	Services CIC (INCIC)		
Forget Me Not Café	Forget Me Not Memory Café	VCS	Aims to bring innovation & inspiration to people (and their carers) who feel isolated and or marginalised because of their physical or mental illness.
City Equipment and Telecare Service	NRS Healthcare Ltd	ASC	City contribution to a Multi Borough consortium led by RBKC - Equipment and aids supplier to support and enable vulnerable residents to live in their homes.
Adults Advocacy Service	POHwer The Advocacy Agency	ASC	Advocacy Service for learning disabilities and people with support needs
Care Navigation Services	Age UK East London	VCS	Working closely with City of London Adult Social Care, ASC Duty Hospital and other partners in Health & Social Care to support individuals in hospital and ensure they have a safe discharge and reduce/narrow hospital re-admittance.
Community Support Activities and Interventions	Age UK East London	VCS	The provision of Community Support Activities and interventions either directly provided or subcontracted to be delivered within the City of London and to be available to City of London residents.
Community support assessments	Age UK East London	VCS	The provision of Community Support Assessments for City of London residents. This will include offering the individual the option of a full community support assessment through the service or alternatively a referral to their social prescribing coordinator based in a GP practice.
Carers Support Service	The Carers Centre Tower Hamlets	VCS	Supports carers in their caring role and ensures that the impact of caring on their lives is minimised. Delivered in-person, online, via the telephone and through events.
Home, Heating and Energy Advice	Green Drs	VCS	Delivery of in-person home energy consultations to fuel poor residents housed by the City of London.



Healthwatch	Healthwatch City and Hackney	VCS	Independent champion for people who use health and social care services. Understanding the needs, experiences and concerns of people who use health and social care services, with a focus on ensuring concerns are addressed and getting services right for the future.
City Advice Service	Toynbee Hall	VCS	General advice for residents and City workers (similar to a Citizens Advice Bureau in other LAs) particularly for benefits, housing, debt and legal advice

## Appendix 2: Poor Performance and Transfer of Care Process (IR8h)

Available on request

## Appendix 3: Market Sustainability Plan (IR20b/ IR17a)

[Market Sustainability Plan](#)

## Appendix 4: Purchased Services Activity Log (including quality alerts) (IR4Za)

Available on request

Adult Social Care



## Appendix 5: RFQ guide

Available on request

Adult Social Care



## Appendix 6: Programme of monitoring visits

Available on request

## Appendix 7: Adults Core Specification

Available on request

## Appendix 8: CQC Annex A summary of evidence

CQC Ref.	Information Return Requested	ASC Ref	Report Reference	Evidence provided
IR2	Feedback obtained from people about their experience of assessment and care provision	IR2u	Appendix 1	Contract monitoring minutes for Voluntary Services: City Advice, Green Doctors, Age UK, Healthwatch, Advocacy Services and memory café
IR4	Feedback obtained from staff, that the local authority has requested	IR4Za	Appendix 4	Purchased services log including quality alerts are provided to the commissioning team and meetings are taking place to discuss
IR4	Feedback obtained from staff, that the local authority has requested	IR4Zw	Appendix 1	Powher contract monitoring minutes
IR8	Provide your strategy to prevent, reduce or delay the need for care and support:  Provide details of your existing services, facilities or other measures to prevent, reduce and delay the need for care and support.	IR8h	Appendix 2  Appendix 4	Poor Performance and Transfer of Care Process including provider failure process and inadequate provisions  CQC rating of commissioned placements covered in
IR10	Provision of information and advice to enable people to make informed choices about care and support	IR10c	Appendix 1	City Advice
IR10	Provision of information and advice to enable people to make informed choices about care and support	IR10h	Appendix 1 Section 6	Carers service activity
IR11	Arrangements to support inclusion and accessibility	IR11g	Section 6	Equalities example within commissioning
IR12	Provide your strategy and actions for identifying and reducing any inequalities of experience and outcomes relating to Care Act duties	IR12b	Section 6	Examples completed within the Adult Social Care Commissioning work programme



IR17	Provide details of out-of-area placements, including: the total number of people placed out-of-area at the time of this assessment a summary of the reasons for these placements, including any key themes (for example, because of specialist needs) how many of these placements were made within the last 12 months	IR17a	Appendix 3  Appendix 4	Market Sustainability Plan  Quality alerts are provided to the commissioning team and meetings held to resolve.
IR18	Arrangements for quality monitoring of commissioned services. Include services commissioned from outside of the local authority area.	IR18a	Appendix 2  Section 5  Section 6	Contingency plans for provider continuity  Placement monitoring arrangements  Contract Monitoring arrangements
IR18	Arrangements for quality monitoring of commissioned services. Include services commissioned from outside of the local authority area.	IR18k IR18l IR18m IR18n IR18p IR18q	Available on request	% of total budget spent on supporting people in their own homes (ASCOF)  % of total budget spent on community services % spend on out of area placements  % spend on third sector / grants  Fees for residential/non-residential care (LA price v. self-funded)  Fees for residential/non-residential care (LA price v. self-funded)  % of council budget attributed to ASC – current and over last 5 years
IR20	Market sustainability for these commissioned service types: homecare, supported living, residential care home.	IR20a	Appendix 3  Section 6	Market Sustainability Return/Plan  Carer's activity
IR20	Market sustainability for these commissioned service types:	IR20b	Appendix 4  Section 5	Evidenced within placements in the log and through the completion of monitoring visits.

	homecare, supported living, residential care home		Section 6	Monitored through the procurement and contract management of commissioned services.
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# Children's Social Care Commissioning Overview Report



CITY OF LONDON CORPORATION

DEPARTMENT OF COMMUNITY AND CHILDREN'S SERVICES

September 2024

Page 165

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<b>Document Owner</b>	Community and Children's Services Commissioning Team
<b>Approvers</b>	Head of Commissioning Assistant Director Commissioning and Partnership
<b>Report year</b>	1 April 2024- 31 March 2025
<b>Date of next review</b>	1 April 2025

## 1. Introduction

1.1 This report provides a summary of the Department of Community and Children's Services (DCCS) Children's Social Care (CSC) Commissioning and Quality Assurance (QA) arrangements. The report covers the breadth of CSC commissioning, which includes provision of services, participation, statutory functions, and placements for looked after children within Foster care, Semi-Independent Living, Residential, and arrangements for Special Educational Needs and Disabilities. This report aims to summarise the commissioning workstream and provide evidence and assurance of good practice. Service data included within the report is to be updated annually, in April of each year.

## 2. Executive Summary

2.1 There are currently 15 commissioned services within the CSC and QA clusters. These services are commissioned in line with the City of London Corporation's Procurement Code, often structured on a call-off arrangement, reflecting our small scale and size.

2.2 There are currently no block contract arrangements for placement provision due to nonavailability within the City of London, and the low volumes of demand and needs across groups within the Corporation's CSC and UASC population. For this reason, there is no in house fostering service.

2.3 The Commissioned service provision is summarised below:

- **Procured:** 15 services are secured via a procurement or Service Level Agreement.
- **Placements:** As of March 2024, there were seven Children In Care, four were unaccompanied asylum-seeking young people and three Children in Need. There were 55 Care Leavers, with the majority being semi-independent accommodation for UASC.
- **Participation:** Two commissioned services aim to facilitate participation of Children and Young People and contribute towards our joint vision that *'The City of London is a place where children and young people feel safe, have good mental health and wellbeing, fulfil their potential and are ready for adulthood whilst growing up with a sense of belonging'*.

## 3. Background

3.1 The DCCS Commissioning Team lead on the key commissioning activities within the Department, including within the CSC and Safeguarding QA clusters. The team manages all elements of the commissioning cycle, including the analysis, planning, implementing and reviewing of services. The team seeks to address QA at each stage, with importance placed upon service user involvement and the coproduction.

- 3.2 The Commissioning Team is responsible for the completion and management of sourcing, commissioning timelines and maintaining the service's contracts register. The teams work extends to ensuring sufficiency of service provision. It seeks to secure effective services and cost efficiency for the Corporation and those who use and receive its services.
- 3.3 The team ensures legal, safeguarding and equalities are addressed within commissioned services, securing providers with the ability to meet the diverse needs of service. The team manages contract performance against Key Performance Indicators (KPI's) to deliver the service area aims and provide quality to service users.

## **4. Commissioned Services**

- 4.1 The strategic approaches to commissioning and procurement are informed by the level of need across the CSC client group, the volume, forecasted cost and the market's capacity to deliver. Our commissioning and service requirements are reflective of the demand of the City of London's small residential population of just 8,600, of which of whom just over 700 are aged from birth to 18 years.
- 4.2 To strengthen our presence in the market, we often work in partnership with other Local Authorities either through joint service delivery, or as part of collaborative consortiums. Whilst there are no consortiums within the CSC and Safeguarding and QA clusters, the low level of need and small service delivery sees two of our services managed by neighbouring Local Authorities. These include the Emergency Duty Team, delivered by the London Borough of Hackney and The Youth Justice Service, delivered by the London Borough of Tower Hamlets.
- 4.3 The Commissioning Team's procurement activity is governed by the Corporations Procurement Code and Public Procurement Policy, resulting in many services undergoing a competitive procurement process. The majority of CSC and Safeguarding QA services are procured either via the Operational Purchasing route (whole life costs <£100k) or the Strategic Purchasing route (whole life cost >£100k). For low value contracts, the Commissioning Team completes the procurement process in line with the team's Request for Quotation Guide and for those contracts over £100k the team works with the Corporation's Commercial Services team. The Department's Category Board provides oversight and governance of Strategic Purchasing activities.
- 4.4 The Commissioning Team retain the ability to spot-purchase low value, one-off services under £10,000 in total value. This agile and flexible approach in relation to need and the market mitigates the risk of insufficiency. Commissioning review spends and needs to ensure continued adhere the Corporation's Procurement Code and to secure best value.
- 4.5 There are currently 15 CSC services currently commissioned within the Corporation's Operational or Strategic Purchasing routes. All services are logged on the DCCS Commissioning contracts register, with CSC and Safeguarding QA services summarised in the table below:

<b>Contract Title</b>	<b>Supplier</b>	<b>Description</b>	<b>End date if extended</b>
Family Support Services	Fenix Recruitment Solutions Ltd	The provision of fully-trained support workers for City of London children and families, as appropriately referred by a City of London social worker. The duration and support level of each support package will be as determined upon referral by the social worker's assessment of the child and/or families' needs	28/11/2024
Regional Adoption Agency- Adoption and Permanent Support Function	Coram	Childrens adoption and placement support service - part of a consortium led by LB Harrow	31/03/2024
London Children in Care Council	Partnership for Young London	Multi borough partnership support young People in Care / Care Leavers, through engagement, joint working and policy development	02/10/2024
Out of Hours Service Children's	London Borough of Hackney	The Emergency Duty Team Service for Children and young people at risk	16/02/2027
Systemic Therapy	Ademosu Temitope	To provide the highly specialist clinical model of systemic therapy to our Looked After Children	03/06/2024 (to be extended)
Independent Visiting / Advocacy, Return to Home Interviews	Coram	Advocacy, Independent Visitors and Return home interviews services for looked after children and young people	04/06/2026
Youth Justice Service	London Borough of Tower Hamlets	A support service for young people who have either entered the criminal justice system or who are at risk of doing so	31/03/2025

Independent Chair of the Achieving Excellence Board	Marcellina Taylor	To Chair, and to support the effective delivery and functioning of, the Achieving Excellence Board (AEB), supporting the local authority to achieve excellence in its Children's Social Care and Early Help and SEND practice, and in the outcomes secured for children.	21/03/2026
Appropriate Adult Service Juveniles, includes supplementary section on Appropriate Adult to attend Age Assessments	The Appropriate Adults Service Limited	Independent support for young people and vulnerable adults who have been arrested, and who do not have family or friends available to support them at the police station	01/10/2025
Provision of LAC Consultation Tool	Mind of My Own Ltd	An online tool to help young people improve the way that they express their views and are listened to	07/11/2024
'PEP for Success' for Virtual Schools	ASSET	An online tool to help young people improve the way that they express their views and are listened to	21/01/2027
Assisting Young People in Custody	The Appropriate Adults Service Limited	A support service for young people or vulnerable adults who have been arrested and are in custody	01/10/2025
Quality Assurance & Adhoc Case Reviews Service and Spot Purchase of IRO	Aidhour	Audit of service provision for Looked After Children and Young People	03/10/2026
Kinship and Foster Care Assessments	Achieving for Children	To perform a one-off fostering assessment for a City carer, in line with Achieving for Children's own policy and procedures  To provide ongoing support and training when required to the foster carer, following	30/04/2025



		assessment and approval	
Online Procedures Manual for Children's Services	Signis Limited	The service helps Young People and Families to work through significant issues, such as historical trauma and other negative life experiences, with the aim for them to engage with communities and become active members of society	31/10/2024
City Finance Services	Barrie Bookkeeping Ltd	Social Care Direct Payments and Appointeeship payments provider	31/03/2025

4.6 The Department also commissions services to support Children and Young People to participate, be involved within the community and shape the delivery of services that they receive. Service providers are required to work in partnership with the Corporation, be represented at partnership meetings, have robust safeguarding policies and procedures, with clear understanding how to make safeguarding referrals, including into Early Help service, when appropriate.

4.7 Examples of this service provision includes Universal Youth and Play and City Youth Forum, are set out in the table below:

Contract Title	Supplier	Description	End date if extended
Youth Participation (City Youth Forum)	Prospects	Coordination of the City Youth Participation, and provision of the City Youth Forum for people aged 13-19 years, chaired by the Member of Youth Parliament	31/01/2025
Universal Youth and Play Service	Society Links Tower Hamlets	Provision of Youth and Play Service for people aged six to 19 years old (25 years old for young people with SEND)	31/03/2026

## 5. Placements

5.1 The Department's Sufficiency and Commissioning Strategy For Children in Care and Care Leavers in the City of London sets out that there is no registered children's placement provision and extremely limited scope for semi-independent placements within the Square Mile. This is predominantly due to its size (1.12 square miles) and

the subsequent limits and impacts on commercial and residential property availability, square footage and value.

5.2 Sufficiency and sustainability in the market is ensured, despite it broadly being shaped by demand and supply factors beyond the City's direct influence, through retaining the ability and flexibility to spot purchase placements. Not being reliant on any one provider ensures that there is no single point of failure and enables greater choice to meet service user's needs. It enables a choice of location, which is determined following consultation with service users.

5.3 In 2021, the Commissioning Team implemented the use of the Commissioning Alliance framework to source Children's Placements via the CarePlace portal, securing several benefits in comparison to the previous spot purchased approach.

5.4 This framework has a set of Dynamic Purchasing Vehicles which hold a panel of pre-qualified and experienced care providers which have been pre-approved and appointed in accordance with national procurement governance and regulatory body requirements.

5.5 The framework also provides a complete package of administrative tasks, QA monitoring functions and offers the best value for money. The Commissioning Alliance complete the following QA of providers, prior to accessing the framework:

- Trading information
- Self-declaration of past criminal convictions
- Economic and financial standing
- Parent org. details (where appropriate)
- Confirmation of £10mil employer liability insurance
- Confirmation of £10mil public liability insurance
- Confirmation of £2mil professional indemnity insurance
- Uploaded health and safety policy (updated within a minimum of 12 months)
- Uploaded equality and diversity policy
- Information on safeguarding lead
- Evidence of DBS checks up to date
- Evidence of monthly supervisions for staff
- Familiarity with LADO and processes for reporting
- Up to date data protection policy
- IFA and Residential providers are also asked to provide Ofsted evidence. The minimum accepted rating is 'requires improvement', but we can filter by rating on CarePlace when searching.
- Full selection questionnaire available upon request to the commissioning team

5.6 The Commissioning Alliance Framework remains our primary source for securing placements. Despite access to a wide provider market, the need to source placements off framework occasionally remains, with secondary sources and/ or contingent approaches summarised below:

<b>Placement Option</b>	<b>Primary Source</b>	<b>Contingent Approach</b>	<b>Contingent Source</b>
IFA	Commissioning Alliance Framework	Short-term residential	Commissioning Alliance Framework  NEL LAC Residential provision
Residential	Commissioning Alliance Framework	Short-term residential	NEL LAC Residential provision  Residential searched and sourced by Commissioning
Semi-independent (16–17-year-olds and new UASC)	Commissioning Alliance Framework for accommodation based support	Short-term residential or IFA	Commissioning Alliance Framework  NEL LAC Residential provision
Semi-independent (18+)	Commissioning Alliance Framework for floating support or accommodation based support	Short term accommodation based support; Hotel with floating support and subsistence support	Commissioning Alliance Framework  Commissioning search

5.7 The diagram below sets out the placements referral and sourcing process, including governance and decision making by the Home Panel.



5.8 15 placements were commissioned within the financial year 2023-2024. 12 placements came to an end within that period as summarised in the table below:

Placement Type	Number Commissioned	Number Decommissioned
Residential	3	2
IFA	1	1
Semi-independent	11	9

5.9 QA approaches include the implementation of our senior leadership visit programme and regular review meetings with providers, which take place either quarterly, bi-annually, or annually dependent on the number of residents placed with the respective provider and the level of complexity of the placement.

## 6. Quality Assurance

6.1 The Commissioning Team complete QA throughout the commissioning cycle. Work ensures legal, safeguarding, and equalities are addressed, reducing inequalities of experience and outcomes.

### 6.2 Analysis:

- Needs assessments utilises available service data and strategies completed within the Department. Service reviews include consultation to understand service user feedback and the types of inequality and service needs.
- Feedback: Arrangements to support inclusion and accessibility, including feedback obtained from people about their experience of assessment and care provision.

### **6.3 Procurement:**

- Minimum expectations of our providers: The Core Specification issued with each Addendum Service Specification details of the legislation, regulations and guidance on which commissioned services are based.
- Safeguarding: The requirement of providers to have a Safeguarding policy in alignment with, or adoption of, the requirements of the City and Hackney Safeguarding Children's Board's Safer Commissioning Minimum Expectations. The commissioning Team works with providers to ensure that they have safeguarding policies and procedures, including processes to refer into the Early Help Service.
- Quality: Bids are evaluated against quality criteria at tender stage, which includes the submission of method statements to meet identified service standards.
- Contract examples and anonymised case studies: Ensuring providers have the relevant experience delivering services of similar requirement and scale.
- Placement providers: Seek to commission providers that have achieved the QA and onboarding requirements.
- Equality and Diversity: Requirement of providers compliance with Equality and Diversity policy, ensuring the Corporations Public Sector Duty (Section 149 of the Equality Act 2010) is achieved through commissioned providers in the delivery of services.
- Key Performance Indicators: Prioritisation of needs and equalities considerations within service specifications, informing service delivery and KPI's.

### **6.4 Contract Management:**

- Monitoring meetings: Commissioned services are contract managed via quarterly (or defined periodical depending on complexity or as deemed appropriate) contract monitoring meetings involving the Commissioning Team, the Service Provider, the CSC Service Area and QA leads. The CSC Commissioning plan details of the contract monitoring meetings.
- Standard Agenda: The team's standard agenda includes service delivery against KPIs, Complaints, Safeguarding, Health and Safety, Finance and partnership working.
- Policies and procedures: The Core Specification includes details which providers are required to deliver a schedule of renewal for its policies and procedures.
- Poor Performance and Transfer of Care Process: This sets out the Commissioning Team's approach to managing provider failings and is available on request. To date, no contracts within CSC have had to be terminated or have been handed back by the provider.

- Quality: Quality Alerts, Issues and Complaints are logged on the Placements Log. All elements are investigated with updates and resolutions reflected at service contract management meetings.
- Service Impact: Impact is measured at a service level, with performance measured against established KPIs, including Equality and Inclusion data sets. Service performance is discussed at the service area meetings.

## 6.5 Governance and oversight

The Commissioning work stream is overseen by management through the DCCS, with the following approaches:

- Children’s Senior Management Team: A representative of the Commissioning Team attends the monthly cross Departmental Senior Management meeting, to provide project developments, key timelines, good news, and service risks.
- Departmental Leadership Team: The Commissioning Team develop a quarterly dashboard, which is shared with the DLT on a quarterly basis captures high-level service information, including performance and RAG rated risks. Additionally, the bi-annual Commissioning Update to Community and Children’s Services Committee providing an overview of the Department’s commissioning work programme and successes.
- Commissioning timelines: These are developed setting out the key dates for decisions and actions for CSC services.
- Commercial Services: Sourcing Plans are developed in partnership with Commercial Services, planning the Department’s sourcing requirements for the financial year, ensuring that the appropriate resources are allocated to delivering procurement activities.
- Service area meetings: Quarterly service area meetings are held between the Commissioning Team, CSC and the QA lead.

## 6.6 Equalities:

The redesign and commissioning of services approach ensures the compliance with the Corporation’s Public Sector Equality Duty as set out within the Equality Act 2010. This includes the use of the Corporation’s respective Test of Relevance and Equality Impact Assessment templates. The following outlines the commissioning approach:

- Analysis: engagement to understand Children and Young People and their family’s needs, analysis of service user and demographic data and equalities considerations.
- Pre-procurement: Completion of an Equalities Impact Assessment of protected groups.
- Engagement: Completed to identify priorities of service users.
- Procurement: Service Specification communicating the Corporation’s Public Sector Equality Duty, testing provider’s ability to achieve this requirement on our behalf, evidencing how the service will be accessible to all and respectful of service user’s needs.
- Person Centred: Wherever possible, enabling parents/ guardians to choose to receive direct payments to purchase their child’s care or service provision, rather than using the Corporation’s commissioned service.

- Contract management: Reviewing service user data, outcomes and key performance indicators and reporting at quarterly contract monitoring meetings.

## 6.7 Coproduction:

The Department values the importance of co-production and the participation of service users, including children, volunteers, parents/ guardians. The retendering of the Children in Care Council in 2024- 25 will provide the opportunity for coproduction, as outlined below:

- Stakeholder engagement: Coproduction approaches to inform the service design, using analysis and insight gained from the existing service as well as feedback from the Independent Visiting and Advocacy survey.
- Pre-procurement: Close working and upskilling of participants to enable involvement in the development of the new service.
- Procurement: Co-produced service specification (including ‘you said we did’ actions), addressing feedback and priorities. The development of the technical questions, procurement strategy and technical evaluation weightings, scoring of technical questions and representation and scoring of bidder presentations.
- Contract management: Where possible, representation of service users at quarterly contract monitoring review meetings with the service provider or annual service reviews, enabling the ability to shape service delivery and hold providers to account.

## 7 Areas for Development

7.1 The following table identifies areas for development within the CSC and Safeguarding and QA commissioning work programme, required to improve practice and strengthen evidence of quality. This will be reviewed on a bi-annual basis, with reviews being completed in April of each year.

Area	Explanation
<b>Sufficiency Strategy</b>	Oversight and delivery of Our Plan within the Sufficiency Strategy 2024-27
<b>Commissioned service impact</b>	Strengthen approaches to ensure evidence of impact is built into the commissioning cycle, to better demonstrate the impact activity is making to service users
<b>Co-production</b>	Develop the Commissioning Guide to include resources and reference to resources developed within the Department, to support the team with co-production approaches
<b>Inequalities</b>	Strengthen contract monitoring approaches to address inequalities within Commissioning
<b>Careplace extension</b>	To complete a market review of framework provision to inform our future commissioning approach, or extension to the existing Commissioning Alliance provision

<b>Recommissioned Services</b>	To complete the review redesign and recommissioning of services incorporating the themes as outlined throughout this report
<b>Placement processes</b>	Redesign and develop a Mosaic based referral form and work-step process to improve efficiency within the referral and placement ratification process
<b>Quality Alerts and Issues process</b>	Standardise the reporting methodology in line with process within Adult Social Care services to ensure a consistent Directorate approach



## City of London Corporation Committee Report

<b>Committee:</b> Community & Children's Services	<b>Dated:</b> 11/11/2024
<b>Subject:</b> Departmental Risk Update	<b>Public report:</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• provides business enabling functions</li> </ul>	
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Judith Finlay Executive Director Community & Children's Services	
<b>Report author:</b> Liane Coopey Business Support Manager (Housing)	

### Summary

This report provides Members with detail of the Department's current risk register and the actions taken in mitigation to reduce those risks.

The Department's approach to risk management was subject to an internal audit that made recommendations to strengthen the departmental application of the City's Risk Management Framework. An improvement plan to address the recommendations has been agreed and will be led by the Department's Leadership Team.

### Recommendation

Members are asked to:

- Note the departmental Risk Register
- Note the recommendations of the audit review of risk, and the actions agreed to address them.

## **Main Report**

### **Background**

1. The Department maintains a Risk Register as part of a risk management process by which risks are identified, evaluated and controlled or accepted.
2. The City Corporation's approach to effective risk management seeks to "to improve its performance through increased certainty (finding out as much as we can about what we are doing), fewer surprises (as a result of finding out as much as we can), better service delivery (because we are aware of most of the uncertainties that matter) and avoidance of anything that could damage its reputation and undermine public confidence."
3. The effectiveness of the approach is supported and assessed through a rolling programme of departmental risk management audit reviews. The overall objective of each audit is to evaluate departmental application of the City's Risk Management Framework.

### **Current Position**

4. A summary of departmental risks is found in Appendix 1, and full version in appendix 2. The detailed register sets out the description, rating and target rating for each risks. The actions associated with each risk are detailed.
5. There are twelve current risks on the departmental Risk Register. Two risks have been added in the last two quarters. No risks have been closed in the last quarter.
6. The Department's use of the City's Risk Management Framework has been subject to an internal audit.
7. The objective of the audit was to provide assurance in respect of:
  - Departmental conformance with corporate expectations i.e. the components of the risk management framework, supporting a consistent approach to identifying, mitigating and managing risks.
  - Effectiveness of departmental arrangements for risk administration, including the extent to which 'risk champions' are deployed to support a strong risk culture.
  - Departmental facilitation of effective risk management governance and oversight, including the quality of risk-related reporting to senior management and Members.

- The extent to which departmental risk management arrangements ensure linkage with the delivery of strategic objectives/priorities in the City's Corporate Plan and departmental Business Plans
8. The report of the audit was published on 24 September 2024. Its summary conclusion was:
- Overall, limited assurance is provided in respect of the areas within the scope of audit – in particular, departmental application of the City's Risk Management Framework, including the maintenance and management of risk registers, and the sufficiency of reporting to Members to facilitate effective risk management oversight.*
9. The report is found in Appendix 3. Three recommendations are made:
- I. Roles and responsibilities within the department in respect of risk management administration and determination of risks for inclusion within the risk register should be reviewed for appropriateness, ensuring that assigned staff are well-placed to fulfil these.
  - II. Actions should be formulated to ensure departmental adherence to risk management reporting requirements as set out in the corporate Policy.
  - III. Actions should be formulated to address the detailed Internal Audit findings in respect of risk management and associated root causes.
10. The response to deliver these actions is also set out on pages 7 and 8 of the report. An improvement plan to address these recommendations and deliver the responses given, has been developed and will report to the Departmental Leadership Team.
11. To address the sufficiency of reporting to Members to facilitate effective risk management oversight, the Risk Register will be brought to this Committee Quarterly. Risks that are relevant to specific sub-committees will be discussed at least twice yearly. However some emerging or significant risks may require more frequent discussion at either Grand or Sub Committees.

## **Corporate & Strategic Implications**

### Strategic implications

12. Effective risk management is vital to the delivery of the Corporate Plan 2024-2029 outcome of the provision of excellent services.

### Financial implications

13. None.

### Resource implications

14. None.

Legal implications

15. None.

Risk implications

16. As set out in the report and its appendices.

Equalities implications

17. None.

Climate implications

18. None.

Security implications

19. None.

## **Conclusion**



































20. The Department has continued to identify, evaluate, and manage risks through the maintenance of a comprehensive Risk Register. The internal audit highlighted areas for improvement, particularly in the application of the City's Risk Management Framework and the sufficiency of reporting to Members. The Department has developed an improvement plan to address these recommendations, which will be overseen by the Departmental Leadership Team.



## **Appendices**

- Appendix 1 – Summary of Risk Register
- Appendix 2 – Detailed Risk Register
- Appendix 3 – Audit report on departmental risk management

**Liane Coopey**  
**Business Support Manager (Housing)**

## Appendix 1: Risk Summary 2024-25

Risk Code	Title	Current Risk Rating	Risk Score	Actions Assessment	Risk Approach	Target Date	Risk Trend
DCCS HS 007	Blake Tower – Barbican Estate	R 	16		Reduce	31/03/25	
DCCS HS 003	Lone working	A 	12		Reduce		
DCCS HS 008	Delivery of Repairs & Maintenance services to Housing Residents	A 	12		Reduce	31//3/25	
CR17	Safeguarding	A 	8		Reduce		
DCCS 001	Departmental emergency response	A 	8		Reduce		
DCCS HS 002	Failure to carry out and review effective fire risk assessments for residential accommodation and commercial premises	A 	8		Reduce		
DCCS HS 005	Major works programme	A 	8		Reduce		
DCCS HS 006	Failure to deliver new homes programme	A 	8		Reduce		
DCCS CP 001	Commissioned contracts	A 	6		Reduce	31/03/25	
DCCS ED 003	Falling school rolls	A 	6		Reduce		
DCCS HS 001	Effective management and mitigation of Health and safety risks	A 	6		Reduce		
DCCS HS 004	Housing finance changes	A 	6		Reduce	31/03/25	

 Actions to mitigate the risk are in place and are being delivered to anticipated timescales. Risk Trend:  Unchanged since last report

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## Appendix 2

# DCCS Corporate and departmental risks - detailed report EXCLUDING COMPLETED ACTIONS

Report Author: Liane Coopey

Generated on: 25 October 2024



Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
DCCS HS 007 Blake Tower - Barbican Estate  24-Feb-2023 Judith Finlay	<p><b>Cause:</b> In 2013, as the freeholder of Blake Tower, the Corporation entered into an agreement with Redrow Homes Limited, for the redevelopment of the building into 74 residential units.</p> <p><b>Event:</b> In accordance with the Deed of Surrender, the Corporation is obliged to take back the Redrow lease. This has not yet occurred due to issues relating to the quality of the construction works, (including issues relating to fire safety) outstanding defects and legal disputes between Redrow and leaseholders in Blake Tower.</p> <p><b>Effect:</b> Reputational, safety and financial risk due to inheriting a building that is not fit for purpose. Without due caution, the Corporation could inherit a building that contains many structural defects including, serious fire safety related deficiencies. The cost of the remedial works to deal with these defects could be several millions of pounds.</p>	 Likelihood Impact	16	<p>An improvement notice was issued in December 2023. Redrow are implementing the required changes. We anticipate the risk reducing if this progress is maintained.</p> <p>Redrow have undertaken a range of survey work to identify the issues. Sharing the information and demonstrating a plan for implementation against the issues will reduce the risk as appropriately managed.</p> <p><b>22 Oct 2024</b></p>	 Likelihood Impact	4	31-Mar-2025	 Constant
							Reduce	Constant

Action no	Action description	Latest Note	Action	Latest Note	Due Date
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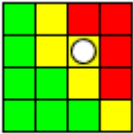
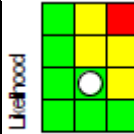

			owner	Date	
DCCS HS 007e	A range of cross corporation coordinated work is underway to engage with Redrow and work to a resolution of H&S issues.	<ol style="list-style-type: none"> <li>1. Enforcement notice in place</li> <li>2. Sequence of separate regular weekly meetings with Officers, Redrow, residents and Members to agree actions and monitor progress.</li> <li>3. Appointment of Savills to oversee Redrow's survey work and plans for remediation</li> <li>4. Detailed survey work underway – outcome in Autumn to understand scale of work to be undertaken and Redrow's commitment &amp; timescale to complete the work.</li> <li>5. Documents requested from Redrow to ensure readiness for transfer to Corporation.</li> </ol> <p>An update to Committee following outcome of above work</p>	Judith Finlay	23-Aug-2024	31-Dec-2025
DCCS HS 007a	Legal Advisors appointed to ensure appropriate legal action is taken to address the issues	<p>The Corporation has engaged legal advisers, Fieldfisher, to serve various legal documents on Redrow notifying of the defects and requesting that they be dealt with as quickly as possible. The Corporation remains in discussion with Redrow on this matter and, is awaiting a response from Redrow as to how these defects will be put right.</p> <p>Our legal team has been pressing Redrow on this matter but, we are still waiting for Redrow to respond. The Town Clerk has written to Redrow to express concern at the lack of response</p> <p>Depending on the response from Redrow, the Corporation is considering its statutory powers as a Local Authority under the Housing Act and, possibly, the new Building Safety Act that comes into force this year.</p> <p>Further advise sought from Fieldfisher on next steps.</p>	Judith Finlay	22-Oct-2024	24-Mar-2025
DCCS HS 007b	Concerns about the deficiencies in fire stopping and compartmentation have been identified	<p>The Corporation has been liaising with the London Fire Brigade (LFB) on these issues, sharing its concerns about the deficiencies in fire stopping and compartmentation.</p> <p>The City of London Environmental Team has carried out an inspection of Blake Tower under HHRS Housing Act Powers. Notices had been served in November 2023.</p>	Judith Finlay	22-Oct-2024	28-Mar-2025
DCCS HS 007c	Liaison with Blake Tower Residents Association	The Corporation has been working closely with residents in Blake Tower through the Blake Tower Residents Association BTRA, to help them progress these matters with Redrow. This includes funding and co-ordinating an independent, intrusive survey on the level of fire stopping within the building	Judith Finlay	22-Oct-2024	28-Mar-2025
DCCS HS 007d	The Corporation is considering its statutory powers as a Local Authority under the Housing Act and possibly, the	An enforcement notice is now in place in relation to fire safety.	Judith Finlay;	22-Oct-2024	28-Mar-2025



	new Building Safety Act that comes into force in 2023	The actions against the Improvement notice will take time to complete. Regular meetings with Redrow and communications with residents is ensuring progress against issues in the improvement notice.	Rachel Pye		
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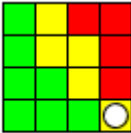
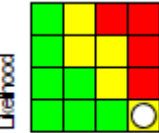
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
DCCS HS 003 Lone Working  14-Jan-2016 Peta Caine	<p><b>Cause:</b> Not implementing appropriate risk assessment and lone working device to mitigate the risk, not providing training nor effective management supervision to support lone workers.</p> <p><b>Event:</b> Fail to enforce corporate policy and guidance followed by legislation. Lone working staff not taking adequate control measures if an event was to occur.</p> <p><b>Effect:</b> Physical or mental harmed to staff can result to investigation and legal action, damaging the reputation of the City of London.</p>		12	<p>Audit of users has been undertaken &amp; front line teams have been supplied with new devices on request. Staff have also been given the opportunity to access the mobile app instead of the device. Monitoring is continuing on a monthly basis - reports are being sent to team managers to encourage them to take ownership of device usage.</p> <p><b>25 Oct 2024</b></p>		8	31-Dec-2025	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 003d	Monthly monitoring of Skyguard usage	Monitoring continues on a monthly basis with information reported to relevant Assistant Directors Lower risk lone workers (eg Project Managers) have been offered use of mobile app as an alternative to usage of the device (with line manager approval) Monthly reports of usage are sent to relevant ADs. Team managers are asked to have lone working as a set agenda items for team meetings (where appropriate)	Liane Coopey	25-Oct-2024	31-Dec-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>DCCS HS 008 Delivery of Repairs &amp; Maintenance services to City of London Housing residents</b>  20-Jun-2024 Beverley Andrews	<b>Cause:</b> Repairs & Maintenance of managed homes not being carried out effectively and in a timely manner <b>Event:</b> Failure to deliver a high quality Repairs & Maintenance service to City of London Housing Service tenants and leaseholders <b>Effect:</b> Poor quality homes for tenants and leaseholders can impact on health , safety and wellbeing. There also an impact on the property portfolio and the potential for reputational damage.	 Likelihood Impact	<b>12</b>	Delivery of R&M service to Housing tenants and leaseholders has declined due to aging housing stock, lack of planned maintenance and a challenging repairs and maintenance contract, leading to poor service delivery, A procurement process is being undertaken to secure a new contractor from April 2025  <b>25 Oct 2024</b>	 Likelihood Impact	<b>4</b>	31-Mar-2026	  Constant
							Reduce	

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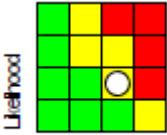
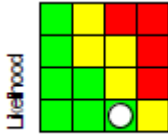
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 008B	Improvement in delivery of service delivery under current R&M contract	Contract with Wates has been extended to March 2025. Service Improvement Plan in place with monthly contract monitoring meetings. New Head of Operations and Transformation has been recruited in August on a 6 month contract to support improvements	Peta Caine	27-Sep-2024	31-Mar-2025
DCCS HS 008C	Procurement of a new repairs and maintenance contract Contractor Selection - Failure to achieve the procurement timetable.	The re procurement of the repairs and maintenance contracts are on programme to execute new contracts by the end of the calendar year. The second stage tenders will be returned on 25th September.	Peta Caine	27-Sep-2024	26-Dec-2024
DCCS HS 008D	<b>Failure to obtain competitive tenders from credible R&amp;M contractors.</b>	Independent commercial advice has informed the approach to contract requirements and strategy for procurement. Programme has been developed with tolerance and agility to adapt to changing circumstances	Peta Caine	27-Sep-2024	27-Dec-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>DCCS 001</b> <b>Departmental emergency response</b>  22-Jan-2016 Judith Finlay	<b>Cause</b> Residents and/ or city workers being unsupported in a major emergency <b>Event</b> A major emergency being declared <b>Effect</b> Evacuated residents or city workers have nowhere to go following an incident, adverse media coverage.	 Likelihood  Impact	<b>8</b>	A new emergency centre Standard Operating Procedure (SOP) has been agreed and new registers, logs, forms and signage have been circulated, grab boxes updated. New training dates for Red Cross have been circulated to Crisis Support Team volunteers.  <b>25 Oct 2024</b>	 Likelihood  Impact	<b>8</b>	Reduce	Constant

**Register**

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS 001i	A number of changes such as the use of Teams and whatsapp have been implemented but not yet been reflected in the Humanitarian Assistance Plan. A separate section will be included for the role of Crisis Support Team Co-ordinator.	Work has taken place and is waiting for pan-London work on aspects of the Humanitarian Assistance (HA) Liaison Officer and Humanitarian Assistance Group members plan to be completed. A Standard Operating Procedure (SOP) is being finalised in respect to the Portsoken Community Centre. The HA plan will be updated to reflect the new SOP.	Liane Coopey; Despo Evangelou	25-Oct-2024	31-Dec-2024
DCCS 001k	A visit has been undertaken to the new Portsoken Community Centre to assess suitability for use as a Humanitarian Assistance Centre. The plan will be updated to reflect the results of the assessment by end of June 2024.	The new Portsoken Community Centre has been visited and an assessment carried out for use as a Humanitarian Assistance Centre. A procedure needs to be developed to include the following issues. <ul style="list-style-type: none"> <li>• Keypad has been installed for access. Code has been shared with staff responsible for Emergency response</li> <li>• Protocol regarding lift usage which also serves basement car park and current void area. Staff are implementing procedures to ensure lift access given via key access.</li> <li>• To be included with photos in the Humanitarian Assistance Plan</li> <li>• A grab box for use in emergencies is to be provided to the centre.</li> </ul>	Liane Coopey; Despo Evangelou; Rumina Sultana	25-Oct-2024	31-Dec-2024
DCCS 001m	Dates for British Red Cross emergency centre worker and manager are being circulated to the Crisis Support	A project plan has been developed to refresh Crisis Support volunteering to recruit new members from across the City of London.	Liane Coopey;	25-Oct-2024	31-Mar-2025

	<p>Volunteers when notified. More targeted local training will be offered to the volunteers to familiarise the team with the new emergency centre Standard Operating Procedure and the new emergency register, logs, forms and signage. Training will take place at the Portsoken Community Centre so that the team can familiarise themselves with the new potential emergency centre and the local procedure for using the location.</p>		Despo Evangelou		
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Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>DCCS HS 002</b> <b>Failure to carry out and review effective Fire Risk Assessments for more than 5000 units of residential accommodation and a number of commercial units</b> Page 192 14-Jan-2016 Peta Caine	<b>Cause</b> Fire Risk Assessments for managed properties not carried out effectively <b>Event</b> Fires do occur from time to time. Effective Assessments reduce the risk and identify if any changes to procedures or maintenance regimes that need to be reviewed or introduced <b>Effect</b> Fires can lead to significant property damage and potential loss of life	 Likelihood Impact	8	A programme of Fire Risk Assessments has now been completed by Turner Townsend. All HRA and Barbican Estate inspections have been completed and reports received. Action plans have been completed with monthly monitoring meetings taking place and reported to the Housing Fire Task Group. Works have been identified and are being carried out over a period of 18 months to 2 years. These works include the retrofitting of sprinkler systems in 5 high rise blocks, works to improve compartmentalisation and the replacement of entrance doors to meet current fire safety standards  <b>25 Oct 2024</b>	 Likelihood Impact	4	31-Dec-2025	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 002c	Community and Children's Services Committee has approved the retrofitting of sprinklers in the 5 high rise tower blocks within the City's social housing portfolio.	<ul style="list-style-type: none"> <li>Avondale Point blocks: In flat installations complete. Previously anticipated date of completion was November 2023 but delay has been incurred to support in answering outstanding queries raised by Building Control linked to firestopping. Sign-off cannot be received until these points are confirmed. EOT dispute is ongoing with United Living. Contractor has now vacated site till further arrangement is made.</li> </ul> <p>Petticoat Tower: Works on site commenced 16th October 2023. Pipework across common parts is complete, reserve tank and central evacuation unit and alarm panel installed. 17 out of</p>	Peta Caine	25-Oct-2024	31-Dec-2024

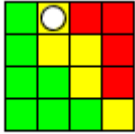
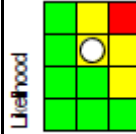
		<p>88 flats complete system. Original date of project completion August 2024, EOT request has been submitted for additional 9 months with suspension of further works until progress is made with resident bookings. Other major works programmes remain to be present across Middlesex Street estate, requiring regular monitoring by project officers and CDM principal.</p> <p>Great Arthur House programme suspended until further notice. Development of fire strategy document being explored to support ongoing proposals for compartmentation and sprinkler projects.</p> <p>Next report: GW5 Issues Report for Avondale and Petticoat Tower programmes due 11<sup>th</sup> November 2024 (CCS), 9<sup>th</sup> December 2024 (P&amp;P sub)</p> <p>Reporting as red for 24 months.</p>			
<p>CS HS 002d</p>	<p>Community and Children's Services Committee has approved a programme to replace all main entrance doors in the City's social housing blocks of flats. The new fire doors will provide a minimum of 30 minutes and up to 60 minutes of fire resistance.</p>	<p>Members approved the recommendation to direct award the further fire door lots via the Framework recommended by colleagues in procurement.</p> <p>LOT 1 is complete, LOT 2 is in delivery with works to the communal doors Point Blocks pending completion of the retrofit sprinkler project, and communal doors in Harman Close pending renewal of the warden call and fire alarm systems.</p> <p>Lot 3 is also in delivery. Our contractor Gerda have begun to mobilise in Petticoat Tower as the retrofit sprinkler contractor has now vacated site.</p> <p>LOT 4 is in the design phase with planning applications in preparation for the replacement of external opening fire doors.</p>	<p>Peta Caine</p>	<p>25-Oct-2024</p>	<p>31-Dec-2026</p>

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>DCCS HS 005 Major works programme</b>  07-Jan-2020 Gregory Wade	<b>Cause:</b> Shortfall in funding/increase in costs of current major works programme <b>Event:</b> Inability of the City of London to fund current and planned major works improvements and fire safety works <b>Effect:</b> Detrimental to property conditions and living standards, reputational damage.	 Likelihood Impact	<b>8</b>	Completion of the current Major Works Programme has been delayed due to financial and external factors such as labour and material shortages and the complexity of the buildings. Due to increase in labour and material costs we are seeing the cost of many projects increase by more than 30%. The Capital Review has added a further six month delay to some projects. The resultant significant increase in capital funding from the HRA major repairs reserve for the effected projects will mean other planned projects may need to be delayed or stopped in order to compensate. A full review of existing and future projects will be undertaken when the 5 Year Plan is updated which will be informed by the forthcoming Asset Management Strategy.  <b>20 Aug 2024</b>	 Likelihood Impact	<b>6</b>	31-Dec-2025	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 005a	Review of major works programme alongside other works including fire safety improvements and planned maintenance	Future Major works programme delayed because there is currently no funding to match it. This will be reviewed once the HRA has had chance to recover in line with the outcomes of the new Investment Plan - due to be presented to HMA SC in November 24. A £30 million funding gap has been identified. Work bridge gap has begun with the budget setting programme for 25-26	Peta Caine	25-Oct-2024	31-Dec-2024



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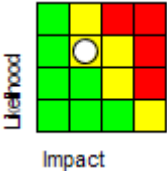

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>DCCS HS 006</b> <b>Failure to deliver new homes programme</b>  07-Jan-2020 Michael Gwyther-Jones	<b>Cause:</b> Funding and planning constraints, market volatility and development cost inflation <b>Event:</b> Failure on commitment to deliver 700 new homes by 2025 <b>Effect:</b> Delivery of a reduced number of new homes resulting in diminished HRA income and reputational damage	 Likelihood Impact	8	Priority is being given to progress the new developments for COLPAI, Sydenham Hill, and York Way Estate. These schemes will deliver 267 new homes for social rent by 2026. COLPAI project - ISG is now in Administration and consideration is being given to outstanding works and the provision of a building warranty. Earliest occupation is anticipated to be March 2025. and will provide 66 new social housing units and 3 commercial units. Sydenham Hill: This project will provide 110 new homes for social rent is now on site and will complete by February 2026. The York Way Development will deliver 91 new homes for social rent, new community centre, and a new housing estates office. The contract with Higgins Partnership at York Way will complete by February 2026.  <b>25 Oct 2024</b>	 Likelihood Impact	6	31-Mar-2025	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 006a	Review of remaining projects for new development programme to finalise costs and dates	A report will be submitted in January 2025 to formulate a policy on Joint Ventures and Development Agreements. This will also consider where there are opportunities for new developments on our estates	Peta Caine	25-Oct-2024	31-Dec-2024



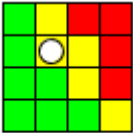
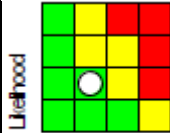



Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
PE 001A	The People Directorate have a workforce development plan to ensure staff access appropriate training and continuing professional development. (CPD)	<p>The People's Workforce Strategy was launched in 2022 and is now being updated with a draft being prepared for review in October.</p> <p>There is a comprehensive training and learning programme in place across the service and use in monitored by the Workforce Development Board on a bi-monthly basis. The People's staff survey rated the training offer available on average as 8 out of 10.</p> <p>There is also a clear outline of safeguarding training available throughout the Corporation which is shared with other departments.</p> <p>A round of 14 Practice Reviews was completed in July and continued to find evidence of strong practice across the service. A 6 month follow up to the PAR has been completed to check progress against recommendations made and found that strengths have been maintained and there has been development in relation to areas for improvement.</p>	Chris Pelham	25-Sep-2024	31-Mar-2025
PE 001B	Performance and Quality oversight of practice across the People Directorate.	<p>Children Social Care (CSC) and Early Help (EH) performance data is mature and used effectively as a tool to monitor performance monthly. Quality Assurance plans are in place across Children and Adult Services which are reviewed quarterly as a minimum. The new QA strategy / work plan for 2024 is signed off . A round of 14 Practice Reviews was completed in July and continued to find evidence of strong practice across the service. A 6 month follow up to the PAR has been completed to check progress against recommendations made and found that strengths have been maintained and there has been development in relation to areas for improvement.</p> <p>The CSC/EH Annual Survey of all service users will be completed end of September. The CSC Performance team undertook a peer review our performance system with another London LA in July 2024. Findings from this will inform development of new Performance Dashboards by January 2025.</p> <p>The 2024 CSC SEF will be signed off by October 2024.</p>	Chris Pelham	25-Sep-2024	31-Mar-2025

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>DCCS CP 001 Commissioned Contracts</b>  08-Mar-2023 Greg Knight	<b>Cause:</b> Inflationary pressures and cost of living <b>Event:</b> Providers fail to deliver on committed contract prices, experience challenges within operations, become increasingly stretched, or are unable to meet service specifications within available budgets. <b>Effect:</b> Supplier and contract failings, the need to renegotiate contract spend, or increase budgets. This may impact service continuity, safeguarding and service user outcomes		6	Risks to the delivery of commissioned services will be proactively monitored and reviewed at contract monitoring meetings as a standing agenda item. Any issues identified will be reported to Commissioning team meetings to identify any mitigation or control actions.  The Commissioning Service will work with providers on action plans to proactively to support and overcome issues  In the event of provider failure, contract default, or where a contract needs to be exited, mitigations will include exploring alternative providers, other local authorities, framework or consortium arrangements to sustain service provision.  <b>20 Sep 2024</b>		3	31-Mar-2025	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS CP 001a	Risks to be proactively monitored and reviewed at contract monitoring meetings as a standing agenda item. Any issues identified will be reported to Commissioning team meetings to identify any mitigation or control actions	Risks to be monitored at contract monitoring meetings, as a standard agenda item, and to be reported on at the commissioning team meetings.  Further assurance to be gained from providers business continuity plans at contract monitoring meetings	Greg Knight	25-Sep-2024	31-Mar-2025

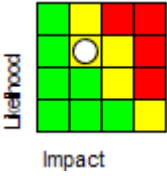
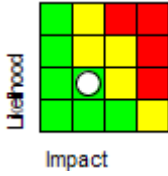
		<p>Any risks to be reported to Commissioning Manager, Head of Commissioning, and service area manager. Work with providers on action plans to proactively to support and overcome issues</p> <p>In the event of provider failure, contract default, or where a contract needs to be exited, mitigations will include exploring alternative providers, other local authorities, framework or consortium arrangements to sustain service provision.</p>			
DCCS CP 001b	In line with business as usual, continue to complete financial checks prior to large scale contract extensions and awards	<p>Any risks that arise to be monitored and inform decisions whether to award/ extend a service contract.</p> <p>Commissioning to work with colleagues from commercial and legal services in making decisions, in line with the appropriate governance</p> <p>If risks are deemed too high, alternative providers and/ or procurement strategies can be explored.</p>	Greg Knight	25-Sep-2024	31-Mar-2025
DCCS CP 001c	Conduct premarket engagement to assess viability of services prior to issuing tenders, reporting trends and exploring contingencies.	<p>Issues identified to be reported to Commissioning Manager, Head of Commissioning and service area manager.</p> <p>Finance and budget constraints to be explored with service area and budget holder</p> <p>Procurement strategy and/ or scope of service delivery to be explored, to procure a viable and sustainable service. Explore uplift mechanisms within future procurements to safeguard against inflationary pressures.</p>	Greg Knight	25-Sep-2024	31-Mar-2025

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>DCCS ED003</b> <b>Falling School Rolls</b>  06-Jun-2024 Deborah Bell	Cause – Falling birth rates, outward migration of families from the centre of London meaning fewer children requiring school places in Inner London. Event – Reduced income and suboptimal use of resources for and by schools. Impact – Adverse implications for budgets, existing schools may be forced to merge or to close. New academies may not open or have to reduce in size (reduced PAN, Published Admissions Number)	 Likelihood Impact	<b>6</b>	City of London Academy Highbury Grove from 210 to 180. City of London Academy Islington from 165 to 140.  Both proposed for 2025-26 as PAN reductions with the approval of CoLAT Trustees.  Inner London school closures, mergers and PAN reductions being tracked.  <b>05 Sep 2024</b>	 Likelihood Impact	<b>4</b>	31-Mar-2025	  Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ED 003a	Falling school rolls may lead to merging or closing of some schools or academies negatively affecting parent's choice of schools and potentially leading to a fall in income. Monitoring the falling numbers will enable mitigating actions to be identified and implemented such as active marketing of our Family of Schools to be the school of preference for parents.  If there is a reduction in pupil numbers this will affect funding which may lead to reduction in teachers, potentially leading to merging of classes. Measured PAN	City of London Academy Highbury Grove from 210 to 180. City of London Academy Islington from 165 to 140.  Both proposed for 2025-26 as PAN reductions with the approval of CoLAT Trustees.  Inner London school closures, mergers and PAN reductions being tracked.	Deborah Bell	05-Sep-2024	25-Mar-2025

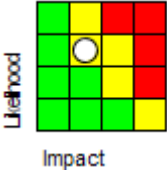
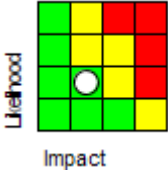


	reductions in consultation with relevant Local Authorities				
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Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
DCCS HS 001 <b>Health and Safety procedures</b>  13-Nov-2014 Peta Caine	<b>Cause:</b> Failure to meet Health and Safety regulations and City of London procedures within the department and on the properties and estates managed by the Housing Division <b>Event:</b> Accident or fire in property or estates managed DCCS leading to harm / injury to staff member, resident or visitor <b>Effect:</b> Injury to person/s on property or estates managed by DCCS, possible adverse media coverage, external investigation into incident and potential claims for compensation.		6	A new DCCS H&S Business Plan is being co-ordinated for introduction across the department that will ensure a co-ordinated approach to H&S across all business areas. DLT have been consulted. Risk elements need to be updated to finalise the plan  <b>25 Oct 2024</b>		4	31-Dec-2024	Constant
							Reduce	

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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 001h	Failure to recruit new health & safety advisor - either on a temporary or permanent basis.	Review of Housing H&S provision has been commissioned by Executive Director of DCCS. Outcome of review will influence recruitment and job evaluation. Head of Profession (Health & Safety) has asked that consideration is given to the recommendation of the Quadriga Audits on resourcing safety roles. Typically, safety manager roles at a level of competency mandated by IOSH will sit at the Grades E-G (job evaluation will dictate final outcome). With Job Evaluation now not being undertaken until October 24 due to Ambition 25, this will now be delayed	Peta Caine	25-Oct-2024	31-Dec-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>DCCS HS 004</b> <b>Housing Finance Changes</b>  Page 205 15-Aug-2016 Peta Caine	<b>Cause</b> Changes to housing financing <b>Event</b> Possible shortfall in Housing Revenue Account funding <b>Effect</b> – Inability to fund the estimated 30 year expenditure plans regarding the City of London’s Social Housing		6	A further review and remodel the Housing Revenue Account 30 year Business Plan is being undertaken. This is a complex task looking at assets and finances across this period. Significant pressures still remain in terms of escalating construction costs and uncertainty in the market. It is still intended that a further independent review of the HRA and the 30-year Business Plan is required to help manage this risk. The update of the HRA will be presented to members for discussion and debate at a meeting due to take place in September 24. It is planned to have an independent review carried out of the financial model and its assumptions in due course.  <b>29 Aug 2024</b>		4	30-Jun-2025	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
DCCS HS 004d	A further review and remodelling of the 30 year Business Plan is to be undertaken.	A further review of the Housing Revenue Account (HRA) and the Housing Major Works Programme has recently been undertaken by Chamberlains and shortly by Savilles. This is part of the Corporations' Capital Review 2022. This has resulted in a detailed report being submitted to the Resource & Allocations Sub-Committee at its meeting on 20th October 2022. The report was agreed, with the Resource & Allocations Sub-Committee and Chamberlain committing to the Major Works Programme., This will go part way to mitigating the potential risks to the HRA and allow some more critical projects to proceed, significant pressures still remain in terms of seriously escalating construction costs and uncertainty in the market. It is	Peta Caine	27-Sep-2024	31-Mar-2025

		likely that a further reviews of the HRA and the 30-year Business Plan is required to help manage this risk.			
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## Internal Audit – Final Management Report

Application of the Risk Management Framework in Community and Children's Services (DCCS)

Prepared by: Esther Oroge

Issue Date: 24<sup>th</sup> September 2024

Assurance Rating: Limited



## Executive Summary

### Background, Scope and Approach

This audit forms part of a rolling programme of departmental risk management reviews, with the Chief Strategy Officer as sponsor. The overall objective of each assignment is to evaluate departmental application of the City's Risk Management Framework, providing assurance in respect of:

- Departmental conformance with corporate expectations i.e. the components of the risk management framework, supporting a consistent approach to identifying, mitigating and managing risks.
- Effectiveness of departmental arrangements for risk administration, including the extent to which 'risk champions' are deployed to support a strong risk culture.
- Departmental facilitation of effective risk management governance and oversight, including the quality of risk-related reporting to senior management and Members.
- The extent to which departmental risk management arrangements ensure linkage with the delivery of strategic objectives/priorities in the City's Corporate Plan and departmental Business Plans.

Internal Audit has also considered the effectiveness of departmental activities to support collaborative risk management and sharing of key intelligence to relevant parties.

The audit approach has comprised a combination of desktop reviews of risk information on Ideagen and discussions with relevant officers, focusing on i) the design of departmental risk management arrangements and ii) application in practice.

### Conclusion

Overall, limited assurance is provided in respect of the areas within the scope of audit – in particular, departmental application of the City's Risk Management Framework, including the maintenance and management of risk registers, and the sufficiency of reporting to Members to facilitate effective risk management oversight. Key findings include the following:

Inconsistencies were noted in application of the risk management framework through reviews of risk register content and associated information within Ideagen and characterised by variations in articulation of risks and interpretations of key information fields within Ideagen.

Internal Audit observed that there was significant reliance on Business Support Managers (Ideagen risk administrators) to ensure the accuracy and completeness of information contained within risk registers, rather than the subject matter experts who own the risks and are responsible for the delivery of mitigating actions - compromising effective deployment of risk champions.

The department has not met Risk Management Policy expectations in terms of regular, at least quarterly, reporting of risk registers to Committee; there was a local lack of awareness of this requirement prior to the audit and therefore no specific reporting in this respect.

Key departmental risks were broadly reflected in business plans indicating linkage between risk registers and departmental strategic priorities. Arrangements to support collaborative risk management and share key intelligence were observed to be less mature. Internal audit is aware that there is improvement work underway corporately via the Corporate Strategy team to further develop these areas.

## Internal Audit – Management Report

Application of the Risk Management Framework in Community and Children's Services (DCCS)

Prepared by: Esther Oroge

Issue Date: 24th September 2024

Assurance Rating: Limited



### (i) Design of Departmental Approach to Risk Management


**Area of Focus:** Internal Audit assessed the design of existing processes established by the department to manage its risks, focusing on roles and responsibilities for the maintenance and management of risk registers and reporting of risks at committee level through discussion with relevant staff (primarily business support managers who are responsible for the ongoing maintenance and administration of the department's risk register).

Audit findings in respect of the design of processes associated with the maintenance of DCCS Risk Registers has highlighted a need to enhance processes to ensure compliance with corporate risk management policy requirements and strengthen the effectiveness of risk registers.

The review identified that there was significant reliance on Business Support Managers (risk administrators on Ideagen) to ensure the completeness and accuracy of risks contained within the risk register; this includes articulation of risk descriptions, identification and allocation of risk owners and validating the adequacy of potential emerging risks presented by DCCS colleagues to determine whether they are appropriate for the risk register. Whilst business support managers are knowledgeable about departmental workstreams, they are not risk subject matter experts and may not be best placed to make key decisions about the types of risks that are appropriate for the risk register or to describe the cause and impact of risks. A high priority recommendation has been made to address this (Recommendation 1).

Risk registers are regularly reported at Departmental Leadership Team (DLT) meetings but there is no such reporting to Members; this does not align with the Risk Management Policy which requires at least quarterly reporting to Committee. Internal Audit have raised this with the Director of DCCS who has undertaken to ensure that the required reporting takes place going forward; a high priority recommendation has been raised in support of this (Recommendation 2).

Ref	Issue	Risk	Recommendation	Priority
1	There is an over-reliance on Business Support Managers to ensure the accuracy and completeness of risks contained within the departmental risk register.	The effectiveness of departmental risk management may be undermined by inappropriate allocation of roles and responsibilities.	Roles and responsibilities within the department in respect of risk management administration and determination of risks for inclusion within the risk register should be reviewed for appropriateness, ensuring that assigned staff are well-placed to fulfil these.	High

<b>Internal Audit – Management Report</b>			
Application of the Risk Management Framework in Community and Children's Services (DCCS)			
Prepared by: Esther Oroge	Issue Date: 24th September 2024	Assurance Rating: Limited	

Ref	Issue	Risk	Recommendation	Priority
2	<p>Risk Management Policy requirements for reporting of risk registers to Committee have not been met.</p> <p>At the time of audit fieldwork there was a local lack of awareness of the requirement for at least quarterly reporting to Committee.</p>	The effectiveness of risk management (departmental and organisational) may be undermined by ineffective oversight.	Actions should be formulated to ensure departmental adherence to risk management reporting requirements as set out in the corporate Policy.	High

**Area of Focus: Application of Departmental Risk Management Arrangements**

*Internal Audit evaluation of the proactive maintenance and management of DCCS risk registers, broadly focusing on five key criteria:*

- The effectiveness of administration arrangements*
- Conformance with expectations and quality standards*
- Facilitation of governance and oversight (including reporting to Committee but not Committee handling)*
- The extent to which risk management is linked to delivering strategic objectives/priorities*
- The effectiveness of arrangements for collaboration/breaking silos and sharing key intelligence*

Live DCCS risk information was extracted from Ideagen in July 2024. At the time of the review there were 12 'live' risks recorded (see Appendix 1 for details). Internal Audit examination of risk management activities included desktop reviews of risk information on Ideagen and discussion with relevant staff (primarily risk administrators), and highlighted shortcomings in the systematic application of the risk management framework across the five key criteria considered.

We are unable to provide assurance over the accuracy of mitigating action updates as evidence of progress on individual actions was not readily available prior to audit fieldwork end stage.

Detailed findings are set out below under the five criteria and an overarching high priority recommendation has been made for these to be taken into account in further developing and embedding the risk management approach within the department (Recommendation 3).

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**Internal Audit – Management Report**

Application of the Risk Management Framework in Community and Children's Services (DCCS)



Prepared by: Esther Oroge

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Observations from Internal Audit Assurance Work – <u>Effectiveness of Administrative Arrangements</u> (Y = full compliance / no issues noted, N = issues noted)	Internal Audit Assessment	Internal Audit Comments
All key information fields are populated within individual risk registers (i.e. target dates, risk/action owners etc.)	N	Issues noted in 10 out of 12 (83%) risks reviewed
Risk approach is stated (e.g. reduce, accept) and consistent with the register content	N	Issues noted in 4 out of 12 (33%) risks reviewed
Target risk score is provided where appropriate	Y	No issues identified
Target date is provided where appropriate	N	Issues noted in 4 out of 12 (33%) risks reviewed
Frequency of risk review, as reflected in Ideagen, is in line with corporate expectations	N	Issues noted in 9 out of 12 (75%) risks reviewed
There is clear and consistent approach to articulation of risks	N	Issues noted in 4 out of 12 (33%) risks reviewed
Risk registers are updated where overall target dates or mitigation due dates are missed	N	Issues noted in 2 out of 12 (17%) risks reviewed

Observations from Internal Audit Assurance Work – <u>Conformance with Quality Standards</u> (Y = full compliance / no issues noted, N = issues noted)	Internal Audit Assessment	Internal Audit Comments
Risk registers contain clear and specific mitigation actions which are linked to the risks.	N	Issues noted in 3 out of 12 (58%) risks reviewed
Mitigating actions appear effective in seeking to achieve the target risk rating and score by the target due date	N	Issues noted in 5 out of 12 (58%) risks reviewed

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## Internal Audit – Management Report

Application of the Risk Management Framework in Community and Children's Services (DCCS)



Prepared by: Esther Oroge

Issue Date: 24th September 2024


Assurance Rating: Limited

Observations from Internal Audit Assurance Work – <u>Conformance with Quality Standards</u> (Y = full compliance / no issues noted, N = issues noted)	Internal Audit Assessment	Internal Audit Comments
Progress in delivering individual mitigation actions is adequately explained, making clear what incremental progress there has been, which elements are outstanding, and this is reflected in progress score assessments on Ideagen	N	Issues noted in 6 out of 12 (50%) risks reviewed
Movement in risk scores is adequately explained within the corresponding risk update	N/A	No movement in risk score observed within the period

Observations from Internal Audit Assurance Work – <u>Governance and Oversight</u> (Y = full compliance / no issues noted, N = issues noted)	Internal Audit Assessment	Internal Audit Comments
Risk registers are reported regularly to Committee, in line with Policy expectations	N	No risk register reporting in place
There is evidence of some visibility of risk information / linked mitigating actions at Committee level <i>[Whilst there is no formal reporting of risk registers at Committee level, relevant Committee packs were reviewed during the audit to form an opinion on whether there was any visibility / discussion about individual risks or linked mitigating actions at committee level.]</i>	N	Issues noted in 4 out of 12 (33%) risks reviewed
There is evidence of that risk registers are reported regularly to Senior Management e.g. Departmental Leadership Team	Y	Evidence of reporting provided

Observations from Internal Audit Assurance Work – <u>Linkage to Strategic Objectives</u> (Y = full compliance / no issues noted, N = issues noted)	Internal Audit Assessment	Internal Audit Comments
Key risks linked to the department are broadly reflected in departmental business plans	Y	Key risks visible in business plan

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<b>Internal Audit – Management Report</b>			
Application of the Risk Management Framework in Community and Children's Services (DCCS)			
Prepared by: Esther Oroge	Issue Date: 24th September 2024	Assurance Rating: Limited	

Observations from Internal Audit Assurance Work – <u>Linkage to Strategic Objectives</u> (Y = full compliance / no issues noted, N = issues noted)	Internal Audit Assessment	Internal Audit Comments
There is clear linkage between the risk register and achieving corporate plan outcomes	N	Thematic issues identified. Internal audit is aware that this area is less mature corporately and improvement work is underway via the Corporate Strategy team to develop this area.

Observations from Internal Audit Assurance Work – <u>Collaboration Arrangements</u> (Y = full compliance / no issues noted, N = issues noted)	Internal Audit Assessment	Internal Audit Comments
Sufficient opportunities have been identified for risk stakeholders to come together outside of the reporting framework to discuss risk	N	Thematic issues identified. Internal audit is aware that this area is less mature corporately and improvement work is underway via the Corporate Strategy team to develop this area.

Ref	Issue	Risk	Recommendation	Priority
3	Audit analysis of DCCS risk register information has identified thematic weaknesses in the application of risk management and highlighted a need to strengthen the embedding of effective risk management within the department.	The effectiveness of organisational risk management may be undermined by poor / inconsistent practices.	Actions should be formulated to address the detailed Internal Audit findings in respect of risk management and associated root causes.	High

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## Internal Audit – Management Report

Application of the Risk Management Framework in Community and Children's Services (DCCS)



Prepared by: Esther Oroge

Issue Date: 24th September 2024

Assurance Rating: Limited

### Recommendation

1. Roles and responsibilities within the department in respect of risk management administration and determination of risks for inclusion within the risk register should be reviewed for appropriateness, ensuring that assigned staff are well-placed to fulfil these.

### Management Response

The identification of risks will rest with Heads of Service and Members of DLT – acknowledging that risks can be identified to them by staff of all levels, Members, service providers and service users. A process of quarterly requests will seek new risks and updates on risks. Urgent risks will be reported immediately. Risks will be provided to the Business Support Manager – enabling a process of clarification, quality assurance and consistency. Departmental risk guidance will ensure that responsibility for risks will be assigned at Head of Service or above. A DCCS risk guidance document will be prepared by the Business Support Managers and presented at the next departmental DLT+ meeting (DLT and all Heads of Service). The Corporate Risk Team will be invited to provide guidance and respond to questions.

**Responsible Officer:** Simon Cribbens

**Implementation Date:** 31/03/2025

2. Actions should be formulated to ensure departmental adherence to risk management reporting requirements as set out in the corporate Policy.

Committee forward planning will ensure the Risk Register is reported to CCS Grand Committee each quarter. Specific service level risks - housing, homelessness, safeguarding etc – will also be reported to relevant sub committees twice yearly. Quarterly committee reporting will be preceded by presentation of the Risk Register to DLT.

**Responsible Officer:** Simon Cribbens

**Implementation Date:** 31/03/2025

## Internal Audit – Management Report

Application of the Risk Management Framework in Community and Children's Services (DCCS)



Prepared by: Esther Oroge

Issue Date: 24th September 2024

Assurance Rating: Limited

### Recommendation

3. Actions should be formulated to address the detailed Internal Audit findings in respect of risk management and associated root causes.

### Management Response

A DCCS risk guidance document will be prepared by the Business Support Managers to complement the Corporate Policy and Strategy. It will reflect quarterly reporting of Risk to DLT, and the expectation of quarterly discussion at Senior Management Team meetings. Guidance will set out expectations in terms of evidencing risk mitigation.

Administrative discrepancies identified during the audit will be reviewed and remediated.

**Responsible Officers:** Lianne Coopey and Rumina Sultana

**Implementation Date:** 31/12/2024

<b>Committee(s):</b> <b>Culture, Heritage and Libraries – For Information</b> <b>Community and Children’s Service- For Information</b>	<b>Dated:</b> 16/09/2024 11/11/2024
<b>Subject:</b> Barbican and Community Libraries Update 2024	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>£</b>
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	
<b>Report of:</b> Judith Finlay, Executive Director of Community and Children’s Services	<b>For Information</b>
<b>Report author:</b> Rachel Levy, Head of Barbican and Community Libraries, Department of Community and Children’s Services	

## Summary

This report provides an overview of Barbican and Community Libraries since 2023. Members are asked to note the wide variety of events, activities and projects offered by the service to support both the learning and development and economic needs of people in the communities who use them.

Visits and issues have been steadily increasing in all three libraries post-pandemic, and the service is continuing to support the wider work of the sector through collaboration with other departments, other boroughs and national organisations.

## Recommendation(s)

Members are asked to:

- Note the report.

## Main Report

### Background

1. The City of London has three lending libraries: Barbican Library; Shoe Lane Library; and Artizan Street Library and Community Centre. Together these comprise Barbican and Community Libraries.
2. Public libraries are a statutory service, and the Public Libraries and Museums Act 1964 provides for the free lending of books. In recent years, the Department for Digital, Culture, Media & Sport (DCMS) Library Taskforce has redefined libraries as community hubs with trusted staff, offering safe, neutral

community spaces to all customers. As such, our lending libraries are perfectly positioned to carry out a range of services and activities that have a positive impact on many aspects of our customers' lives, including their health and wellbeing. In addition to the provision of comprehensive lending stock, modern library priorities include social inclusion and social mobility, alongside the more traditional activities of promoting reading for pleasure, supporting literacy and learning and providing access to culture. Public computers with internet access and a range of Microsoft products are standard in all UK public libraries.

3. Our libraries are well used, with around 30,000 members who borrowed nearly 273,000 physical items of stock in 2023/24. Most of our members are City workers, but they are also well used by local families, students and visitors to the City.
4. Barbican and Community Libraries has been increasing its e-library stock annually since the pandemic to meet demand. This includes e-books, e-audiobooks, e-magazines and e-comics, alongside other digital services such as language learning, streaming music and video and online reference tools. An additional e-audiobook provider, Borrowbox, was offered to City of London library users in 2023 to increase the number of titles that could be borrowed. In 2023-24, a total of 31,197 e-books and 23,289 e-audiobooks were loaned.

## **Current Position**

### All Libraries

1. In 2023-24, a total of 341,486 people visited the libraries, with 263,651 of these being at Barbican Library. This is 77% of pre-pandemic visits. So far in 2024-25, there have been 93,470 physical visits to the libraries, and it is therefore anticipated that this will increase to approximately 85% of pre-pandemic numbers.
2. The Stock Policy for Barbican and Community Libraries (Appendix 1) has recently been updated, including incorporating elements of the Chartered Institute of Librarians and Information Professionals (CILIP) guidance *Managing Safe and Inclusive Library Services* (2023). The service has also just adopted a *Green Libraries Strategy* (Appendix 2), which is underpinned by CILIP's *Green Library Manifesto* and aligned with the City of London's Climate Strategy 2020-27.
3. The City of London has been the lead authority in a pan-London pilot project to create the *Read On by London Libraries* app, which supports and encourages people to read more often. This was funded by the British Library with Arts Council England and was developed by Novellic, a start-up company with expertise in developing apps for people who are interested in books and reading. The app was launch in July 2024 and is available for android and iOS

via Google Play and The App Store. As well as logging reading time, the app is designed to encourage people to engage more with their local, London, library through quizzes, challenges and an interactive map of all the London public libraries.

4. Barbican & Community Libraries has also been one of 16 English library services taking part in a Libraries Connected, Arts Council England (ACE) funded, e-book licensing project, which aims to increase affordability and availability of digital content to public library services. The results from this pilot are being collated currently and a full report is expected later this year.
5. A library customer survey was carried out in the summer of 2023. This showed that 97% of users are satisfied or very satisfied with the services being offered. The library teams have been working on the feedback from this survey, improving stock provision at all three libraries and developing a project to refurbish Barbican Library, which will be funded by the Community Infrastructure Levy.
6. The delivery service which takes items between the libraries has been outsourced to the City of London Corporation's contracted courier service, CitySprint. This has resulted in a more cost-effective service and all deliveries are now done by bicycle, ensuring it is carbon neutral. Barbican and Community Libraries are the only library service in the country moving items between libraries in this way.

### Barbican Library

7. The construction of the Bostock Community Meeting Room is expected to take place in January-March 2025, following on from a requirement to redesign due to budget constraints. Once completed, there will be an active and varied events, activities and groups programme for the local communities and an increase in income for Barbican and Community Libraries.
8. From January to July 2024, the Music Library hosted its most successful exhibition yet *From the Caribbean to Coventry – Plotting the Rise of 2Tone*. Over 60,000 people visited the Music Library during that time, including several celebrities from the 2Tone and other related music scenes. Nearly £5,000 in income from merchandise sales was raised for the library service, plus a further £3,000 for the charity Tonic Music for Mental Health. The next Music Library exhibition, *I'm Not Okay: An Emo Retrospective*, will launch in October 2024, and is a collaboration with the Museum of Youth Culture on the subculture of 'Emo'. A call out for people to bring memorabilia for the exhibition has been picked up by The Evening Standard and BBC Radio 4.
9. The art exhibition programme in foyer of Barbican Library has been redeveloped to ensure it is more inclusive and diverse, including photography

by the writer Andrian Whittle featuring images from his travels in Bangladesh, Cuba, India and Myanmar, artwork from a North London group for young parents and a collaboration with the London College of Fashion, UAL on an exhibition called *Shifting Narratives*, which was co-created with refugees and asylum seekers across three east London boroughs.

10. Following on from the successful *Library Lates* programme, Barbican and Community Libraries have continued to collaborate with the Barbican Centre on both children's and adult events. There have been a series of well attended family storytelling events in the Conservatory and the Barbican Library and the Barbican Centre are co-hosting the second *Black British Book Festival* in October 2024, a celebration of Black British literature which brings together established authors and emerging voices for a day of culture, creativity, and community.
11. The *Read to Succeed* scheme has been relaunched in Barbican Children's Library. This is a volunteer-run scheme that supports children who are learning to read. There has also been a successful *New Leaf* project, which introduced children who face additional challenges (poverty, disability or caring responsibilities) and their families to the library and the City of London's green spaces through storytelling, movement, sensory activities, eco-art and supported travelling to Barbican Library and Epping Forest/Hampstead Heath. This was a collaboration between Barbican and Community Libraries, the City of London Early Help service and the Natural Environment Learning Team.

### Shoe Lane Library

12. Shoe Lane Library continues to be the home of the Dragon Café in the City, a highly successful collaboration between the City of London and the charity Mental Fight Club. It supports people who live, work or visit the City to improve their mental wellbeing through participation in arts and wellbeing activities. Attendance has been steadily increasing since the pandemic, with 90% of attendees agreeing and strongly agreeing that their mental wellbeing has improved by participating in the sessions.
13. A partnership with Kings College has extended the talks programme in the library, giving post-graduates and lecturers the opportunity to bring their expertise to a wider audience, both in person and online, and increasing the number of visitors to Shoe Lane Library. The library team also run their own very popular online *Historical Discussion Group*, which helps the staff build confidence in their presentation skills and ensures a wide range of diverse topics are explored with a local and global audience.
14. Planning permission has now been granted for the redevelopment of Hill House, which will include a new, state-of-the-art, library for the West of the



City. Plans are being finalised with the developer, Landsec, for the temporary move to One New Change, which is expected to be in the winter of 2024-25.

15. Landsec became the direct landlord for the library in 2023, when the previous landlord, Deloitte, vacated the building. Deloitte had previously only charged the minimum required amount of £8000 per annum service charge. Landsec are now, however, running a full service charge account for the library, with the cost increasing to approximately £40,000 per year. This is in line with the existing lease and has been agreed by City Surveyors and Legal to be a lower sum than the existing lease might grant the landlord. In 2023-24, this increase will be covered by a 50% underspend in the rates budget. There may be a risk of either a budget reduction in other areas in the future or an increase in budget allocation required in the future.

#### Artizan Street Library and Community Centre

16. Since opening in September 2023, the Makerspace at Artizan Street Library and Community Centre has been used regularly by community groups and individuals to develop their creative and digital skills using the sewing machines, sublimation printer and 3D printer. There has been an on-going collaboration with the Recycling Team from the Environment Department, who hosted the very successful International Repair Day Workshop at the library.
17. The charity Family Action have been running a weekly Food Club from the main hall of the library since September 2023. This has so far benefited 202 family members in the local area by providing them with low cost, healthy, food. 95% of members have a household income below £30,000. Membership numbers are increasing each month and Family Action are currently seeking funding to continue the provision, as well as increase the offer of other wrap-around support activities for these families.
18. There has been a strong health and fitness focus to the work at Artizan Street Library and Community Centre in 2024. The library is taking part in the *Library Ball Project*, initiated by the charity Alive and Kicking and the City of London Corporation, where local people can borrow a football from the library just as they would a book. There has also been a collaboration with the Sports Strategy team to install a new digital fun and fitness games console in the small hall. In an area with limited outdoor activity space, this will enable local children to play fun, interactive, games that encourage them to be physically active.

#### **Proposals**

19. Members are asked to note the contents of this report.

## Key Data

20. 2023-24, for all three libraries:

- 341,486 visits
- 272,834 physical items loaned
- 31,197 e-books and 23,289 e-audiobooks loaned
- 97% of library users were satisfied or very satisfied with the service offer
- 87% of library event attendees stated that the library had a positive impact on their health and/or wellbeing
- 95% of parents/carers stated that library's services and activities help with their child's development (co-ordination and motor skills, speech and language)

## Corporate & Strategic Implications

### Strategic implications

21. The services provided by Barbican and Community Libraries cut across all of the Corporate Plan 2024--2029 outcomes:

Diverse Engaged Communities

Dynamic Economic Growth

Leading Sustainable Environment

Vibrant Thriving Destination

Providing Excellent Services

Flourishing Public Spaces

22. Financial implications- Increase in service charge for Shoe Lane Library from £8000 per annum to approximately £40,000 per annum

Resource implications- None

Legal implications- None

Risk implications- None

Equalities implications – None

Climate implications- None

Security implications- None

## Conclusion

23. The Barbican and Community Libraries team have been working hard over the last 18 months to ensure that the library service continues to meet the

needs of each libraries' local communities. Buildings are being modernised and new events, activities and projects are being developed to ensure a fully inclusive service with the potential to attract new users.

## **Appendices**

Appendix 1 - Stock Policy

Appendix 2 – Green Libraries Strategy

## **Background Papers**

None

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# Stock Policy

Barbican &  
Community  
**LIBRARIES**

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# 1.0 Introduction

Building and maintaining a comprehensive, high-quality collection, which is matched to community need, expertly and efficiently acquired, managed and delivered is an essential activity for a public library service. Collection development is the process of planning, acquiring, and managing a balanced collection of materials in many formats. Collections are developed by buying or otherwise acquiring and accessing materials over a period of time, based on assessment of the information, recreation and citizenship needs of the Library's users.

The aim of the stock policy is to explain:

How we choose stock

- How we maintain and promote stock
- How we edit stock, what we keep and what we remove
- Our position on censorship
- Measuring the performance of our stock

The objectives of the stock policy are to:

- Demonstrate a consistent approach to stock selection and management
- Improve and develop our stock
- Demonstrate the best use of our resources
- Ensure value for money and minimise waste
- Ensure our stock is relevant to our customers and our communities
- Increase use of the stock
- Promote literacy, learning, reading for pleasure and reader development

## 1.1 Barbican and Community Library Service's Vision

Our vision is to help individuals and communities to live their best lives by supporting:

- Reading and literacy
- Health and wellbeing
- Social mobility
- Social interaction
- Culture and creativity

What we do is:

- Contribute to the art and culture offer of the City by supporting free / low cost access to culture, the arts, the very best literature, music and music making in the City
- Provide access to a range of books, reading materials, CDs/DVDs, sheet music and e-resources for customers of all ages
- Provide free access to the Internet and a range of digital services to support digital inclusion, social inclusion and social mobility
- Support people to achieve their full potential by providing a range of education, training and lifelong learning activities and resources for all ages
- Provide a wide range of resources in our libraries to support the development of stronger and thriving communities
- Provide an enquiries and information service delivered by trained staff
- Provide safe, welcoming, neutral spaces and a range of activities for all

This stock policy supports our mission and vision, respecting the resource needs of our users and members of our communities. Within budget limitations, we will stock a wide selection of published and recorded material in both physical and digital format for our communities, and offer an unbiased access to books, information, music and creative works.

## 1.2 Barbican and Community Libraries – Our Spaces

The City of London is 1 square mile in size, we have 3 lending libraries: Barbican Library, Shoe Lane Library and Artizan Street Library and Community Centre. There is a resident population of 8600 (2021 Census information) and a daytime population of approximately 350,000, although this is variable due to the pandemic of 2020/21 and the changes to the way people work.

**Barbican Library** – this is B&CL’s main library and is located in the Barbican Arts Centre, along with the main adult library, there is a music library and children’s library. The total physical stock is approximately 190,000 items.

**Shoe Lane Library** – this is a medium size library located in the west of the City, that caters for both adults and children, with a lively and popular events programme. The total physical stock is approximately 40000 items.

**Artizan Street Library** – this is a small library and community centre located in the East of the City, on the City’s only social housing estate and it caters for adults and children. The estate office for the Middlesex Street Estate is located here, and there are hireable rooms. The total physical stock is approximately 16000 items.

B&CL also offer a home delivery service for those members of the community who are physically unable to come to our libraries.

## 1.3 Definition of stock

### National perspective

The main piece of legislation governing the library service is the Public Libraries and Museum Act 1964,

*“It shall be the duty of every library authority to provide a comprehensive and efficient library service for all persons desiring to make use thereof, and for that purpose to employ such officers, to provide and maintain such buildings and equipment, and such books and other material, and to do such other things, as may be requisite”. (Section 7.1)*

The library service is also impacted by other areas of legislation, such as, but not limited to:

- Obscene Publications Act 1959 (and amendments)
- Race Relations Act 1976 and Race Relations (Amendment) Act 2000
- Sex Discrimination Act 1975 (including the Gender Regulations 1999)
- Video Recordings Act 1984
- Public Order Act 1986 (as amended by the Racial and Religious Hatred Act 2006 and the Anti-Terrorism, Crime and Security Act 2001)
- Local Government and Housing Act 1989
- Local Government & Public Involvement in Health Act 2007
- Equalities Act 2010
- Local Government Act 1992
- Copyright, Design and Patents Act 1988, Copyright (Visually Impaired Person's) Act 2002 and Copyright Act Guidelines 2003, Intellectual Property Act 2014
- The Children Act 1989
- Disability Discrimination Act 1995
- Data Protection Act 2018
- Human Rights Act 1998
- Terrorism Acts 2000 & 2006
- Protection from Harassment Act 1997
- Racial & Religious Hatred Act

We also work with other library authorities in the United Kingdom in the lending and borrowing of stock on the behalf of our and their users, and to aid this Barbican and Community Libraries are part of the Circle of Officers of National and Regional Library Systems (CONARLS) managed by the National Acquisitions Group (NAG), and Worldshare managed by OCLC, both of which facilitate resource sharing.

Barbican and Community Libraries (B&CL) are also part of Libraries Connected, which is a charity that supports UK Libraries and understands that Libraries are at the heart of communities, reflecting and responding to local needs. B&CL will also look to The Chartered Institute of Library and Information Professionals (CILIP), for advice, guidance and advocacy around stock and services. B&CL are also part of the Central Buying Consortium (CBC). The CBC negotiates with library suppliers to achieve the best possible discount on all stock and servicing for its members.

Barbican and Community Libraries are within the Department of Children's and Community Service which is part of the City of London Corporation, and ultimately the Corporation manages the library service in accordance with the Public Libraries Act 1964 and any corporate policies of the City of London.



## 2.0 Stock selection and Management

### Introduction

An immense amount is published each year, both physically and digitally, our aim is to provide as much and as diverse a range as possible, so that we can meet the needs of our communities and realise our vision.

We purchase within our annual budget to meet current and anticipated future demand, and our aim is to provide a comprehensive range of stock. Multiple copies are purchased to meet demand, where budget allows, without compromising the diversity of stock.

Stock at each library reflects the size of the library and the surrounding local community. Smaller libraries have a lower capacity, but we still aim to have a wide range of stock to stimulate interest and reader development, which is a core activity of libraries, and aims to increase and develop the enjoyment of reading for existing and new readers.

Space and finances are finite, so we must continually manage our stock and collections, with regular editing and reviews of performance. We will display stock in a bright and attractive way, using appropriate shelving and display stands, ensuring that stock is in good condition and refreshed or removed if it is not up to standard. The exception to this are some items that are unique / irreplaceable that are still an important part of our collection.

Consideration is given to the cost, format and longevity of an item, including decisions about purchasing paperbacks versus hardbacks.

We also ensure that we have a wide range of formats available for all of our library users, including standard print, large print, audiobooks, eBooks and eAudio.

### 2.1 Censorship

We adhere to CILIP's policy of Managing Safe and Inclusive Library Services (2023):

*Libraries operate within the law to provide free access to a diversity of information, opinion and ideas in a safe and hospitable environment. The requirement to respond comprehensively and non-judgementally to the needs of learners and researchers should be paramount.*

*The library has a responsibility to the local community actively and positively to promote resources for learning, education, cultural inspiration and community cohesion. It is important that all sectors of the community feel able to play a full part in community life and not feel intimidated, marginalised or ignored.*

We will not add, or remove, any items from our shelves solely at the request of an individual or group although we are always pleased to receive suggestions for items to add to stock. The stock will therefore reflect different shades of opinion. Publications which are legally

available will not be excluded simply because they are controversial, each will be evaluated and judged by the librarians who select the stock.

Library stock is not labelled to warn customers of “offensive” or “harmful” content.

Responsibility for the use of library materials from the adult lending collections by children rests with their parents or legal guardians, not with library staff. Similarly, parents or guardians must assume responsibility for guiding young people in their use of our digital and online services, whether these are accessed via the internet or apps.

## 2.2 Controversial Stock

When considering stock that may be controversial we will follow the guidelines above, being mindful of CILIP’s guidelines;

- Preservation and continuity of access to knowledge
- Intellectual freedom, including freedom from censorship
- Impartiality and the avoidance of inappropriate bias

We will be aware that if controversial titles are legally published, members of our community may want to read them. We will consider stocking these books and will not use methods of censorship around them. We will however be mindful of the location and promotion of such books, and we will consider carefully if we want to buy based solely on individual requests. It is also important that we are aware that some controversial titles claim to present ‘facts’ but are lacking peer reviewed research and may then fall below our standards of reliability for non-fiction.

## 3.0 Stock selection methods

The majority of our stock is purchased through a consortium (CBC), and this contract is awarded to suppliers via a robust tender process and allows us to ensure maximum value for money.

If required stock is not available from our contracted supplier, we also use other suppliers such as Amazon, and specialist or independent suppliers, but our contracted supplier is always preferred as this gives us shelf ready content.

### 3.1 Adult Book Stock

This is selected via a team of librarians based at Barbican Library, and they select overall stock for all three libraries with input from staff at Shoe Lane and Artizan Street.

The librarians have specialist areas of stock that they are solely responsible for purchasing for example, but not limited to, audiobooks, large print, maps, DVDs, magazines / periodicals, digital content.

We also utilise the knowledge and experience of other library staff when purchasing stock, for example graphic novels and local stock.

## 3.2 Children's and Teenage Book Stock

This is selected by the Children's Service Librarian, with input from other staff, including staff at Shoe Lane and Artizan street, and includes stock for young children and younger teenagers (covering ages 0-14 years).

B&CL aim to support children's growth and learning by providing a diverse range of high-quality books for all ages and abilities, including titles that appeal to reluctant readers. The collection includes both new and classic fiction and non-fiction, ensuring a wide appeal for all readers. The library strives to provide a balance of familiar comforting books, alongside those that will stretch and develop readers. Key goals include offering accessible formats, including dyslexia friendly books and eBooks and eAudiobooks. Stock will reflect our diverse communities, ensuring there is something for everyone. The collection will include well known authors and new authors and will aim to support emotional and intellectual development.

Selection criteria initially focus on attractive and appropriate covers, that have immediate shelf appeal, good quality writing and illustrations that are appropriate are essential. Appropriate text styles for the age and ability of the reader, durability of the book, and formats suitable for library use are important. Non-fiction stock should include contents, indexes, glossaries, web links and bibliographies to support study skills. Stock will generally be paperback, but hardback titles will be purchased for popular fiction and non-fiction and picture books. Selection criteria will avoid poor-quality, gimmicky, or inappropriate books, for example sticker books, those of poor quality, or part of a school reading scheme.

Regular stock work is essential, and this ensures popular, award-winning, and a wide range of key titles are maintained. As well as ensuring the collection is clean, in good repair and attractive to readers.

While the library assists children and families in book selection, parents and carers are responsible for supervising their child's reading materials. As with other stock we do not censor books that are legally published.

## 3.3 Young Adult Book Stock

Young adult stock for B&CL is selected by the team of librarians based at Barbican Library, again with input from other staff, including those at Shoe Lane and Artizan Street.

The aim of the collection is to support the reading and development of young adults, as well as supporting them with academic studies and reading for pleasure.

The collections include fiction stock that is suitable for young adults, study materials that tie in with the National Curriculum, other non-fiction material to support education, as well as stock that supports career choices, lifelong skills and hobbies.

There is often crossover with stock in the teenage section of the Children's library, as well as stock in the adult library, so where necessary duplicate copies of stock will be purchased.

### 3.4 Music Book Stock

Music stock is primarily selected by the Music Librarians at Barbican for all of our libraries; however a range of staff assist, particularly with audiovisual materials to ensure that staff knowledge is used to good effect. Audiovisual items are mainly purchased from Askews & Holts. Music scores are selected from publishers' websites and other online and printed sources, and then ordered from Cramer Music Limited, who arranges for the scores to be bound before delivery to the library.

The stock of music scores caters for the needs of customers at all stages of their musical journey, from beginners right through to seasoned professionals. It includes miniature and full scores; vocal scores for operas, operettas, and musicals; tutors, books of studies and pieces for a wide selection of musical instruments; pop, rock and jazz songbooks; and sets of chamber music. The aim is to provide a collection which is representative of composers and musicians from a broad range of musical and cultural backgrounds, both current and historical. Publications of single songs aren't usually purchased, and some contemporary classical music scores and critical editions are not suitable due to reasons of cost.

Customer suggestions for both CDs and music scores are welcomed and evaluated on their own merit. Donations may be accepted, subject to approval by a member of the Music Library team, on the understanding that they may be sold to raise revenue.

### 3.5 Digital Stock

Digital stock is overseen by one of the librarians at Barbican Library for all of B&CL, with input from the adult, music and children's and young people teams.

The contract for provision of our digital stock was awarded through a thorough tender process.

## 4.0 Methods of Stock Selection

B&CL are part of the Central Buying Consortium (CBC) and the bulk of our purchases are made through the CBC contracts, and stock is generally selected from these supplier websites in advance of publication by a team of librarians. With the exception of specialist stock such as music, audiobooks, large print, maps and books in other languages.

We generally do not use supplier selection, although it can be used for specific projects, or where it is cost effective and in the customer's interests to do so, and for the selection of some of our large print and audiobooks.

The team of librarians responsible for B&CL stock use a number of different resources to help them choose suitable stock and predict future demands and trends. Resources such as bookseller / bestseller lists, newspaper / journal recommendations and reviews, specialist journals, advertising events, author / publisher recommendations as well as customer requests and suggestions. We also have standing orders set up for some stock i.e. maps, audiobooks and large print.

Overall responsibility for the stock in all B&CL lies with the Library Development Manager and this role is supported by a team of librarians.

## 4.1 Criteria

When making decisions about stock we take into account the following considerations:

Quality, presentation, and content – is it appropriate for library use, will it stand up to wear and tear, is the paper and print good quality, is it from a reputable publisher, does it look attractive / appealing, is the information accurate and current, is the author qualified in their field, what readership is it aimed at.

Relevance – is it going to be a useful addition to our stock, which library should it be located in, do we need more information on this subject, is it part of a series, do we have other titles in the series, will it meet the needs of our customers.

Popularity – Is this something that customers have been asking for, is it appearing on reading lists or advertising, does it have topical, seasonal or local demand. Considering popularity is important, but in order to present a wide range of stock it is important to be aware that not everything will be popular.

Value for money – Will it provide a useful addition to our range of stock, is it expensive compared with similar stock, will the binding / quality ensure a reasonable lifespan, is it available in an alternative cheaper format i.e. paperback versus hardback.

If despite research we are unsure of the quality or accuracy of a publication, we will purchase one copy and review it before deciding to stock it in our libraries.

Local interest – If a title is of local interest, it will be given consideration for purchase even if it doesn't meet some or all of the above criteria.

Audiobook stock – We purchase the majority of our stock from specialist audiobook publishers to ensure that cases are durable and fit for purpose, and also so the items arrive shelf ready. Decisions on titles fall into the above categories with the exception of binding, print and paper quality.

Music CDs – The CD collection reflects the musical interests of diverse communities throughout London and beyond. Recordings are purchased for numerous genres of music, and reviews in specialist magazines are used as an aid to selection. To tie in with the Barbican Centre's schedule of events, CDs released by artists performing in the Barbican Hall are purchased, and the library maintains a large selection of recordings released by the Barbican's resident orchestra, the London Symphony Orchestra (LSO). Stock is also purchased to complement the Music Library's exhibition programme.

DVDs – We consider box office success, TV popularity, reputation of those involved in the work, awards, popularity and visibility, will it cover its cost in hire charges.

Digital stock – we use the same criteria as above for selecting digital audiobooks and eBooks, with the exception binding, print and paper quality. We also have to consider if the licences being offered are good value for money.

## 4.2 Exclusions

The following types of stock will generally fall out of the remit of our collections:

- Items in an unsuitable format i.e. spiral bound, ring bound, cased or multi part
- Expensive luxury publications
- Workbooks or items for individual ownership with spaces / boxes for the owner to complete
- Items not relevant to UK regulations or law
- Some very specialist titles above undergraduate level

### Self-Published works

We will consider the purchase of self-published works, but they must meet the criteria outlined above, with particular attention being made to the accuracy of the information, the qualifications of the author, and the physical quality and appearance of the publication. Self-published works must have an ISBN and preferably a downloadable MARC record, with the exception of some locally produced local interest materials.

## 4.3 Types of Stock

### Adult Fiction

A broad selection of adult fiction within our libraries is essential, not just for recreational reading, but for education, literacy, broadening outlooks, entertainment, and reader development.

We aim to ensure that our collections consist of popular and bestselling authors, as well as new and emerging authors, translations, classics, varied genres and formats including large print.

We also aim to have a collection that meets the needs and interests of our customers and communities.

Library staff can also assist with locating materials we do not have in stock.

### Adult Non-Fiction

As above a broad selection of adult non-fiction stock is available for learning (formal and informal), research and study, business, economics, entertainment, relaxation, health and wellbeing.

The collection intends to meet the needs of our customers and communities.

As with fiction, library staff can also assist with locating materials we do not have in stock.

### Audio Visual Materials

We make collections of DVDs, CDs and audiobooks available to all of our customers / communities, but as a result of space restrictions and demands these are not available at all of our libraries. If the format required is not available at a library, it will be sent over for a customer at no charge, to ensure they are accessible to all.

When purchasing these items we aim to ensure a broad collection covering a wide range of genres and tastes, and we also consider income generation potential for DVDs and CDs.

## **Reference Collection**

We keep a small collection of reference works, these cover key areas such as encyclopaedias, dictionaries, atlases and directories.

Stock in the reference section can only be used in the library so they are always available to all.

## **Special Collections**

We hold a number of special collections to support readers and customers.

Reading Well Collections - these support health and wellbeing, and titles for this collection are curated by The Reading Agency.

Skills for Life - these offer a curated collection of stock to support our community at all life stages, from people who are new to the UK, to those needed skills for everyday living.

Quick Reads – This is a collection of books curated by The Reading Agency that are written in an easy and accessible style to support developing readers.

## **Electronic Resources**

This includes our digital library of eBooks and eAudiobooks - all of which are selected using the criteria above and taking into consideration the same aims and purposes for physical collections.

eMagazines, eNewspapers and eComics – we currently take a curated collection of each of these through our supplier (currently Overdrive), so no direct decision is made on the titles that we have available, we can however feedback suggestions to the supplier, and also suppress titles that we feel are unsuitable for our customers / communities.

Web based reference / enquiry resources – Accessible in the library to both registered and non-registered users and many of these resources are available outside of the library to registered library customers (although some are not available due to licensing restrictions).

When selecting any electronic resources we do not just consider content, we also look at ease of use of the platform / website, range of materials available and the accuracy / legitimacy of information provided. We also assess performance of these materials and usage of these resources.

## **Newspapers, Magazines and Periodicals**

We aim to provide a wide range of newspapers, magazines and periodicals to satisfy the interests and needs of our communities. Including a specialist range of music journals in our music library at Barbican Library.

The number of titles available will be determined by the size and footfall / demand at each library.

We do accept suggestions for titles for consideration by our team of librarians and we also accept donations if they fit in with our criteria.

We do not stock party political periodicals.

All titles are regularly monitored and reviewed to ensure we are getting value for money.

These items generally come from our CBC contracted supplier, but we also supplement this with local newsagents or directly from the publisher.

## **Reading Group Sets**

In order to support our policy of reader development, we purchase and keep sets of fiction and non-fiction books containing multiple copies of a title which are used for B&CL's own in library reading groups, but we also lend these to community reading groups that are registered with us.

## **Music Sets**

The City of London is an area rich in music-making and, because Barbican Music Library doesn't possess a collection of music sets, they are sourced via inter-library loan for music groups. This service is offered to both choirs and orchestras based within the M25, and charges are levied to cover the cost of the inter-library loan fees and postage. To improve the service, a membership of SEPSIG (South East Performance Sets Interloans Group) has been taken out.

## **Memory Boxes**

B&CL's Memory Boxes are reminiscence tools available for loan. Their contents have been curated to include a variety of multi-sensory items, books, DVDs and CDs intended to trigger memories and help guide conversations about the past. The boxes are intended to support customers who are living with memory loss and their carers or can be borrowed as educational tools by children and young people to help with their studies.

# **5.0 Reservation Policy**

The purpose of our reservation policy is to provide access to our B&CL collection to all library members and to provide access, where possible to materials outside the City of London.

We also accept suggestions for available stock that we do not have and will consider purchasing these items if suitable for our collection. This can be done by phone, in person or online via the library catalogue.

We do make a small fee for obtaining stock for customer's reserves, there is a payment exemption for children and young adults, home delivery customers, and if the item is on the shelves in one of our libraries or in our stores. The fee when paid is non-refundable as it covers administration costs and keeping the customer informed of progress.

When obtaining some stock for reservation from outside the City of London there will be a higher charge levied i.e for British Library or CONARLS requests.

Once an item is obtained for a reservation, we will notify the customer by email (or post if no email available) and hold the item for 2 weeks.

Any new stock purchased for reservations will be labelled as such when it is ordered from our approved supplier and will be processed as a priority on arrival.

We only accept reservations, and therefore payment, for physical books and audiobooks.

Other formats can be suggested for purchase (i.e., digital stock, DVDs, CDs), and there is no charge for this service, but no guarantee we will purchase.



## 5.1 Decision to Purchase or Interlibrary Loan Reservations

If a physical publication is not available in one of our libraries we will check with our approved supplier to see if the book is available to purchase and if it is something that will fit in our collection, we may not purchase something specialised/niche if it is only likely to be borrowed once, also if it is expensive, it may be better to consider an interlibrary loan (ILL).

If it is not available to purchase from our approved supplier, but we feel it would be a good addition to our collection, we will consider purchasing from Amazon, including second-hand copies. Before doing this, we would consider the following, many of which overlap with our stock selection criteria:

- Would the publication be well used in our collection
- Is it self-published - we will purchase self-published materials, but we would first check the quality of the publication, and in the case of non-fiction materials the credentials of the author and if it is peer reviewed.
- The size of the publication, very small or very large can be an issue
- Does it have unusual binding (spiral is not ideal and doesn't last long)
- Does the item have lots of parts that would make it difficult to catalogue / keep on the shelf
- Cost, factoring in the cost of cataloguing and processing
- Check that it is not a course book that requires it to be written in

## 6.0 Donations policy

We accept donations, so long as the items are in good condition and saleable. We do not accept videotapes or DVDs or donations in large quantities.

Any donated items are subjected to our usual stock criteria if we are considering adding them to stock.

All donated stock becomes the property of B&CL and we can choose to add it to stock, sell it or dispose of it.

The final decision to accept donations rests with the stock manager, and we will consider the staff time and costs when dealing with donations.

Any donation added to stock can be withdrawn at any time if it no longer meets our stock criteria, or the condition of the item is no longer acceptable.

Occasionally unsolicited stock is sent to us by authors and publishers, this will be dealt with using our stock criteria and only added the collected if it is required. If an invoice is sent with the item requesting payment this will only be granted if we genuinely require the item, if the sender requests the item be sent back they must pay the postage charges.

## 7.0 Equality and Diversity policy

We will provide stock that is relevant and of interest to all of our customers and communities, so that people can see their own experience reflected including age, gender, sexual orientation, faith, culture and ethnicity. This in turn supports our ethos of promoting learning, reader development, social inclusion and community engagement.

We purchase and provide stock in a wide variety of formats, such as but not limited to:

Large print, audiobooks, quick read titles, easy readers, dyslexic friendly, eBooks, eAudiobooks, memory boxes, graphic novels

Collections of books in other languages are held at Barbican Library but can be accessed via any of our libraries. Whilst we cannot hold books in every language this collection is regularly assessed and amended to ensure it is meeting the needs of our communities.

We have reader development promotions reflecting the global majority, LGBTQ+, neurodiverse, disabilities books reflecting the diversity of cultures within our communities.

B&CL are also committed to delivering the Universal Reading Offer from Libraries Connected via the Universal Offers Calendar.

## 8.0 Collection Management

The previous sections have detailed how we acquire newly published stock. Collection management covers how we manage, maintain, and edit our stock.

Identifying gaps in subject coverage, or of particular titles is a continuous process to which all library staff contribute, as well as via feedback and suggestions from customers.

Stock reports generated via our LMS are regularly used to assess stock performance.

### 8.1 Stock Withdrawal

When considering stock withdrawal, we will look at; usage, currency, age and physical condition. This can be done by physically examining stock and / or the use of stock reports.

Assessing and weeding stock does not automatically mean discarding items from stock. It also includes: identifying stock which requires repair, re-jacketing and/or re-labelling, withdrawing the book from stock in one library and using it in another, or housing it in our closed store collection.

The decision to discard stock will be made if: it is in poor physical condition and beyond reasonable repair, such as pages are loose or missing, creased or dog-eared, extreme yellowing of pages, torn pages, broken spines, other damage including damp/wet, mould, smell or dirt; if the item contains out of date or inaccurate material or it is a superseded edition; stock may also be discarded if we have an excess of copies.

Stock will never be sold or withdrawn in response to customer demand.

Withdrawn items are disposed of as appropriate, generating income wherever possible. They may be sold through our own library booksales, offered to local community groups where appropriate, sold to a reliable and professional commercial book buying service, meaning they are dealt with in an efficient, economic and environmentally manner. If none of these options are possible the items will be recycled responsibly wherever possible.

## 8.2 Stock Promotion and Reader Development

We aim to promote our stock to our customers and to our wider communities, our aim is to:

- Give the public access to a wide range of stock in different formats
- Offer assistance when choosing what to read
- Promote reading for pleasure and for lifelong learning
- Ensure our stock is well used
- Bring readers together through reading groups, promotions and events
- Ensure people in our communities see their experiences reflected in our stock and events

To do this we will:

- Provide an interesting and diverse range of stock in our libraries
- Listen to and act on suggestions from the public
- Provide interesting and eye-catching displays of stock
- Deliver the Universal Reading Offer through the Universal Offers Calendar developed by Libraries Connected
- Promote our stock in different ways i.e. traditional displays, social media, flyers, bookmarks, events, digital displays
- Offer regular reading groups in our libraries and support groups that meet externally
- Share readers recommendations in our libraries
- Be involved in National and Regional initiatives to promote libraries i.e. book festivals and book prize events
- Have a programme of literary events and talks in all our libraries
- Promote our libraries and stock to outside agencies such as schools, colleges and workplaces
- Offer drop-in sessions to offer help with using our digital library
- Ensure all our staff are well trained and able to promote our stock to all

## 9.0 Conclusion

To conclude this stock policy is used to support our vision which is to help individuals and communities to live their best lives by supporting:

- Reading and literacy
- Health and wellbeing
- Social mobility
- Social interaction
- Culture and creativity

And this stock policy should allow us to support our mission and vision and target all of our users and members of our communities with the stock that they both want and need.

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## Barbican and Community Libraries Green Libraries Strategy

Our strategy is underpinned by CILIP's (Chartered Institute of Librarians and Information Professionals) Green Library Manifesto [Green Libraries Manifesto - CILIP: the library and information association](#) and as a library service we are signed up to their manifesto. We are using CILIP's manifesto principles as the cornerstone of our own strategy.

This also ties in with the City of London's Climate Strategy 2020-27

### Our Strategy

#### **Ensure environmental sustainability is at the heart of all of our decision making**

Embed environmental thinking in all we do, publicly acknowledge this, work in line with local and national targets and plans, learn from others and share best practice.

#### **Be innovative and develop our services**

Work to use environmental practice across all of our library functions and services, and work together to develop new positive environmental practices.

#### **Work with our communities**

Learn from, support and work with local green initiatives and projects, we will be a hub for learning and discussing environmental issues and will endeavour to reach our whole community with this message.

#### **Use our unique position in the community to spread the word**

As a trusted provider of information, we will use this to inform and educate our communities about environmental best practice and initiatives.

#### **Work in partnership**

We will form partnerships with other environmentally aware organisations across our communities and use our library spaces to encourage these groups to meet and host events.

The Green Libraries Manifesto is hosted by CILIP in partnership with Arts Council England, British Library, Libraries Connected and Julie's Bicycle. All UK libraries are warmly invited to sign and share the Green Libraries Manifesto.



## **Expand and share our knowledge**

We will always continue to expand our knowledge and share this knowledge with our colleagues and communities. We will also encourage staff training and professional development that empowers our staff to meet and exceed our environmental strategy.

## **Support young people**

We will support, inform and educate children and young people on environmental issues, support them to be voices of the future as well as ensuring their voices are heard now.

## **Specific Aims & Targets**

Source and implement the use of biodegradable / sustainable membership cards when the current supply of plastic cards are exhausted.

Work towards paperless working i.e membership leaflets, printing out agendas / minutes, asking 'do you need to print'.

Turning off electricals / lights at night including all computers and self-service machines.

Imbed recycling into all we do, are we recycling all that we can at our libraries i.e. can we recycle food waste, Makerspace waste?

Providing recycling opportunities for our customers / residents.

Have a programme of events / talks across our libraries to support green initiatives i.e. gardening activities, craft & nature activities i.e. bee and bug boxes, repair workshops for both adults and children.

Work with community groups i.e. Spitalfields Farm, City Gardens, Food Pantry, Green Doctors, Aldgate Connect.

Put together a green spaces map.

Work with City Sprint to deliver our daily library deliveries by pedal cycle.

Badge relevant events and activities with the 'Green Libraries Partnership' logo so they are instantly recognisable.

When discarding stock, we seek to sell these items to customers or to a socially & environmentally responsible book purchaser such as Better World Books.

Ensure single use plastics are not being used i.e. ensure private views / events do not use disposable plastic cups/plates.

The Green Libraries Manifesto is hosted by CILIP in partnership with Arts Council England, British Library, Libraries Connected and Julie's Bicycle. All UK libraries are warmly invited to sign and share the Green Libraries Manifesto.

## City of London Corporation Committee Report

<b>Committee:</b> Community and Children's Services Committee	<b>Dated:</b> 11/11/2024
<b>Subject:</b>  DCCS Handbook Update	<b>Public:</b>  For Information
<b>This proposal meets the Corporate Plan outcomes of</b>	Providing Excellent Services, Diverse Engaged Communities
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	n/a
<b>What is the source of Funding?</b>	n/a
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	n/a
<b>Report of:</b> Judith Finlay <b>Executive Director of Community and Children's Services</b>	
<b>Report author:</b> Solomon Whittle <b>National Management Trainee</b>	

### Summary

This report provides Members with an updated DCCS handbook which sets out the work of the Department, key statistics and relevant financial information. Members are asked to provide feedback, before finalisation in preparation for March 2025.

### Recommendation(s)

That Members:

- Note the report.

### Main Report

### Background

1. The DCCS members handbook provides information to members regarding the functions of the department (including departmental organisation and budget), key officers and their responsibilities, and figures and statistics of the department.

### **Current Position**

2. The handbook has recently been updated and is presented here with the latest information.

### **Corporate & Strategic Implications**

Strategic implications – An updated handbook demonstrates the work the Department does which delivers on Corporate Plan outcomes and other strategic and statutory requirements. will allow the department to provide better service and encourage community engagement.

Financial implications – None

Resource implications – None

Legal implications – None

Risk implications – None

Equalities implications – The work of the Department is underpinned by a commitment to encouraging diverse and engaged communities and any services or policies that are developed are supported by an Equalities Impact Assessment to address any potential negative impact on protected characteristics.

Climate implications – None

Security implications – None

### **Conclusion**

3. The DCCS Members handbook has been updated to provide up to date overview of the functions of the department (including departmental organisation and budget), key officers and their responsibilities, and figures and statistics of the department.

### **Appendices**

- Appendix 1 – DCCS Members Handbook

### **Solomon Whittle**

National Management Trainee

E: [solomon.whittle@cityoflondon.gov.uk](mailto:solomon.whittle@cityoflondon.gov.uk)



## Department of Community and Children’s Services Handbook DRAFT

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**Document Owner**

Department Leadership Team

**Document Editor**

Strategic Communications and  
Engagement Officers

**Publish Date**

TBC

**Review Date**

March 2025

## 1 Overview

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

## 2 DCCS in facts and figures

- Where full year data is given, this is the most up to date information. Population figures are from the Census 2021.

### The City of London

- Around 8,600 residents live in the Square Mile.
- Around 800 are aged 0-19 years.
- Around 1,200 are aged 65 and over.
- There about 50 births each year.

- The second smallest residential population in the capital is the Royal Borough of Kensington and Chelsea with 143,000 residents.
- 133 residents requested support from Adult Social Care Services in 2023/24. This figure has fluctuated over the years, as the number in residential and nursing care has been decreasing but the number receiving home care is currently higher than the end of previous fiscal years.
- 23 residents were placed in residential or nursing care while 61 received care in their homes SALT/CLD.
- Of those receiving long term support 38 per cent were of working age and 58 per cent were aged over 65 SALT/CLD.
- Adult Social Care services currently support around 31 carers. Carers Connections (the pilot carers service which is now being mainstreamed) has supported 85 carers across 2023. Other commissioned services supporting adults whose needs fall below social care provision have supported over 100 other adults with support and activities.
- Over the past five years, Safeguarding Adults Concerns have decreased by 10% (decrease of five cases) and enquiries have increased by 14% (increase of three cases).

### **Children's Social Care**

- 15 children were supported as Children in Need (children and families where an assessment has identified the need for help and support for a range of issues) at the end of March 2024.
- Two children were subject to a Child Protection Plan (put in place where social workers have reasonable suspicion that a child is suffering, or likely to suffer, significant harm at that time); compared to three last year in 2022/23.
- There were seven Children Looked After (children and young people who are provided with accommodation for a continuous period) at the end of March 2024.
- The number of Children Looked After has decreased, but as they leave care, they become Care Leavers – the number of which has grown from 42 at the end of 2020/21, to 55 in March 2024.

### **Special Educational Needs and Disability (SEND)**

- There are currently 25 children (March 2024) and young people in the City of London with an Education, Health, and Care Plan (EHCP) for children and young people aged up to 25 who need more support. This number has increased over the last two years from 19 at the start of 2022.

### **Education**

- 26 applications were made this year for primary school places – of which 81% got their first choice.
- 18 secondary school applications – of which 78% of children got their first choice.

### **Housing**

- The City Corporation manages 12 housing estates, containing approximately 2,000 homes across the Square Mile and six other local authorities (Hackney, Islington, Lambeth, Lewisham, Southwark, and Tower Hamlets).

- Residents on our social housing estates are social tenants, leaseholders and those who rent privately from leaseholders.
- There are currently 1136 households on the City Corporation's Housing waiting list as of 1 October 2024 of which 493 are in the two highest need categories (Part Six Housing Act 1996 reasonable preference categories).
- There are just over 2,000 homes managed on the Barbican estate.

### **Homelessness and rough sleeping**

- 602 people approached the City Corporation for help because of the risk of experience of homelessness – an increase of 18% on 2022/23; the majority of these were connected to the City of London through work.
- 144 households were placed into temporary accommodation in 2023/24, an increase of 12% from the previous year.
- 656 people were recorded as sleeping on the streets of the Square Mile In 2023-24 – the seventh highest among London's local authorities – an increase on the last 4 years: 2019-20 (434 people).
- More than half of those sleeping rough were new to the streets of London (373 people) and 76 had been seen rough sleeping for a minimum of two consecutive years.

### **Commissioned delivery**

- 140 contracts - not including social care placements – under management with an approximate total value over the contracts' durations more than £32,300,000.

### **Libraries**

- 312,802 physical items (books, CDs, DVDs) were borrowed in 2023-24.
- 119,221 e-books/e-audiobooks/e-magazines were borrowed in 2023-24.
- 341,486 visits to the libraries in 2023-24.
- 833 events for adults and 1013 events for children and families hosted in 2023-24 with 21,143 attendees.

### **More information**

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

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

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

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

## 3 Key responsibilities of the divisions

### 3.1 Barbican and Community Libraries

#### Rachel Levy – Head of Barbican and Community Libraries

- The Department's Public Lending Library Service is open to all residents, workers, and visitors – operating from libraries at the Barbican, Shoe Lane, and Artizan Street. Some offers – such as home delivery – are limited to those who live in the Square Mile. The provision of a 'comprehensive and efficient library service for all persons' is a statutory duty. Artizan Street Library and Community Centre - located in the east of the City of London – also has three hireable rooms and the staff provide a public library, a community centre and frontline housing services to the local community. Shoe Lane Library is the home of the Dragon Café in the City, a collaboration with the charity Mental Fight Club that promotes good mental wellbeing through creativity.
- The budget for the library service is held by the Culture, Heritage, and Libraries Committee.

Summary of functions:

- **Management of the three community libraries:** Barbican, Shoe Lane, and Artizan Street Library - including the Barbican Children's and Barbican Music Libraries.
- **Management of Artizan Street Community Centre and Maker's Space:** part of the Artizan Street Library.
- **Ownership and maintenance of the Libraries Management System**
- **Provision of free computers and Wi-Fi for public use** in all City of London libraries and the London Metropolitan Archives.
- **Home Delivery Service:** delivery of books and more to residents who are unable to get to a library by themselves.
- **Event Management and community learning delivery** for adults, children, and young people.

### 3.2 Commissioning and Partnerships

#### Simon Cribbens – Assistant Director of Commissioning and Partnerships

- The Department commissions delivery of several services. Most support statutory functions or responsibilities – such as care provision and placements – and so are predominantly for residents. However, City Advice is funded by both the Department and City Cash so is available to all those who work in the City of London; the Golden Lane Leisure Centre delivers to all wishing to use it, but outreach sports development is delivered to residents; and commissioned rough sleeping services work with anyone found homeless on the streets of the Square Mile.
- The Community Safety Team sits within this division but works across the City Corporation and with partner services (City of London Police, probation, health, and fire services among others) to address community safety issues that arise in the Square Mile.
- The division is part of ad hoc initiatives – such as the development of the FOOD Club in the east of the City which provides families with a range of good-quality food at a low cost, while also reducing food wastage.

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

Summary of functions:

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

### 3.3 Education and Skills

#### Deborah Bell – Strategic Education and Skills Director

- The Department is responsible for delivering the City of London's Education Strategy. The Education Strategy 2024-29 leverages the Corporation's links to the Square Mile's world-class business community, learning and cultural institutions, and environmental assets. The Corporation's ambition is that this, along with Corporation philanthropic commitments, will offer City-linked learners with unique educational enrichment that inspires an appetite for excellence, creativity, and innovation, and expands their opportunities to progress. In doing so, the Corporation will help learners to flourish in a rapidly changing world by supporting outstanding education, encouraging lifelong learning and drive upward social mobility.
- The Education Strategy Unit also delivers new learning through research to support local, national, and international perspectives on educational priorities.
- The Adult Skills and Apprenticeship Service, and the Family of Schools (ten academies within the City of London Academy Trust, one maintained Primary School in the City of London, four independent schools of which the City of London is proprietor and five schools with which the City of London has historic links), provide for residents and non-residents alike – although each school setting will apply admissions criteria.

Summary of functions:

- **Education Strategy Unit:** Delivery of Forums to share best practice for Headteachers, Chairs of Governors, Skills leads, Partnership leads, and Culture and Creative leads. Research and horizon scanning, creation and sustaining of partnerships, and

provision of enrichment opportunities for learners to promote social mobility. Environmental and outdoor learning development.

- **Education and Early Years:** School admissions, pupil place planning, special educational needs services, attendance, exclusions and alternative provision services, services to medically unfit pupils, children missing education and elective home education services, children’s centre services and early years services, Family Information Service.
- **Adult Skills and Community Learning:** Providing statutory Adult Community Learning (ACL) and the Apprenticeship Scheme for the City Corporation. Work with the Mayor for London’s office, Department for Work and Pensions and Department for Education in delivering bespoke skills development programmes across areas including digital skills, literacy, and numeracy skills, working with young people who are Not in Education, Employment or Training (NEET) and adults who are unemployed within inner London.
- **Academy Sponsor of the City of London Academy Trust:** Delivering exceptional quality education and academic excellence through the City Premium Grant which supports ‘additionality’ to the education offer available through the City of London Academy Trust through bids, assessment, and evaluation of impact activity.
- **Delivery of cultural learning programmes:** Access to the City of London’s cultural heritage and environmental assets through bids, assessment, and evaluation of impact activity, working closely with schools within the Family of Schools, the Open Spaces team and 25 cultural partners. Delivering the City of London Corporation’s subsidised school trip transport fund.
- **Education events:** including the City Schools’ Conference, London Careers Festival, Chess tournament, Maths Challenge, Art Exhibition, City Schools’ Concert, Alumni Reception, and various other one-off opportunities for Primary and Sixth Form pupils.

### 3.4 Housing and Barbican

**Peta Caine – Assistant Director of Housing and Property Services**

**Dan Sanders – Assistant Director of Barbican Estate**

- The division provides housing services (management, repair, and development of housing stock) to residents in the Square Mile and across our estates in six other London local authority areas. Housing management and services are also provided to the Barbican Estate.
- The division maintains the City Corporation’s Housing Register for social housing – commonly referred to as a housing waiting list. To join, applicants must have lived or worked in the City of London for 24 months or be an existing tenant or their adult child who has always lived at home.
- Summary of functions:
  - **Management of Social Housing Estates:** managing tenancies and leases, supporting vulnerable residents, estate maintenance, cleaning, and gardening, responding to complaints and ASB reports (including safeguarding older residents on sheltered housing estates).

- **Management of the Barbican Estate:** managing tenancies and leases, supporting vulnerable residents, estate maintenance, cleaning, and gardening, responding to complaints and ASB reports.
- **Housing Needs Management:** assessing Housing Register applications, managing the housing waiting list and supporting allocation of homes.
- **Income Services:** collecting current and overdue rent and service charges; supporting tenants to maintain tenancies and collecting overdue rent payments.
- **Revenue services:** managing leasehold services and right to buy requests.
- **Resident Involvement:** engaging with residents, conducting resident satisfaction surveys, resident consultations, policy reviews and management of two community centres.
- **Management of Housing Assets:** providing repairs and maintenance services, property services and customer services.
- **Major Projects and Developments:** delivery of maintenance works and new developments.
- **Business Support:** responsible within the Housing Division for managing corporate risk, complaints, resilience, statutory returns, freedom of information requests, information, and systems management, DCCS health and safety and managing resident communication channels and providing updates to housing webpages.

### 3.5 People's Services

#### Chris Pelham – Assistant Director of People's Services

The People's division delivers the following needs-based services:

- Adult Social Care
- Children's Social Care
- Safeguarding and Quality Assurance
- Homelessness Prevention and Rough Sleeping
- Virtual School
- Someone can approach any local authority for housing advice, however if the applicant does not have a clear 'local connection' to that local authority, the Department will refer the applicant's case to the authority with which they do have a local connection through residence, employment, or family association. Those who sleep rough within the City of London boundaries may be eligible for the Department's homelessness assistance where a local connection elsewhere is not identified.
- Safeguarding of children and adults is the responsibility of all partners working to support residents in the City of London – including many of the division's services. These arrangements are overseen by the independently chaired City and Hackney Safeguarding Children Partnership and the City and Hackney Safeguarding Adults Boards, respectively.
- Duties to lead on the safeguarding investigations, in respect of child protection and adults at risk living in the City of London, are the responsibility of the division's Children Social Care Service and the Adult Social Care Service, respectively. Allegations made against adults working with children in the City of London are investigated by the Department's Local Authority Designated Officer (the LADO).



- The division also provides a “Virtual School” for children with a social worker, and who have had care, which promotes educational excellence and offers advice, support and guidance to all staff working with children who have, or who have had, a social worker. The Virtual School supports all children in care from birth to 18 and will continue to provide support and advice with further education, apprenticeships, and university applications to “care leavers” up to the age of 25.

Summary of functions:

- **Adult Social Care:** services to vulnerable and older adults providing social work, reablement and occupational therapy through a strengths-based approach.
- **Children Social Care:** services to vulnerable children providing social work, early help, and family therapy services.
- **Safeguarding and Quality Assurance:** providing independent reviewing, child protection, workforce development co-ordination and participation services for children and young people.
- **Homelessness Prevention and Rough Sleeping:** co-ordinating pathways, tenancy support, homelessness prevention and rough sleeper outreach services.
- **Virtual School:** educational support to children and young people with a social worker.

### 3.6 Public Health

**Dr Sandra Husbands – Director of Public Health**

**Chris Lovitt – Assistant Director of Public Health**

- Public Health services are delivered through the City and Hackney Public Health Service. Sitting within the Department it works across the City Corporation and with partner services (City of London Police, probation, health, and fire services among others) and external partners, to address public health issues across the Square Mile. The team provides public health advice to officers and Members, as well as commissioning key public health services, such as stopping smoking, health promotion, healthy weight, sexual health, and drug and alcohol services – targeting both those who live and work in the Square Mile.

Summary of functions:

- **Public Health advice and guidance:** to teams working on the wider determinants of health (such as planning, transport, climate, parks and green spaces, employment) to improve health and health equity within service areas, policies, and plans.
- **Public Health Intelligence (PHIT):** Produces insight to inform the JSNA programme of work as well as supports colleagues in delivering on their portfolio tasks, provides research, briefings and facilitates access to key data required for decision-making.
- **Business Healthy:** A free, unique, and award-winning programme that provides support and signposting to employers in the City of London to help improve the health and wellbeing of the workforce.
- **Joint strategic needs assessment (JSNA):** An ongoing process which helps to identify the health and wellbeing needs of the local population to inform and

underpin the key strategies and other local plans that seek to improve the health of our residents.

- **Early years health and wellbeing services (for children ages 0-5):** A range of services to support healthy lifestyles and the best start in life for children in their early years. These include the antenatal and early years support, peer mentoring health promotion and outreach work and the promotion and provision of healthy start vitamins.
- **Community champions programme and community wellbeing outreach:** working in partnership with local communities to improve wider health outcomes and tackle inequalities.
- **Domestic violence prevention:** Specialist domestic violence and abuse (DVA) training, support and referral programme for General Practices as well as domestic abuse training and a case consultation service for front-facing practitioners.
- **Health protection:** Protecting the population's health from infectious diseases and environmental; hazards through identifying and mitigating health protection risks, ensuring system resilience and outbreak/emergency response. Health protection also includes work on immunisations as well as infection prevention and control.
- **Mental health awareness training:** Provided by MIND, training is provided for people in organisations supporting our communities, with a focus on recipients returning to their own organisation and embedding the learning among colleagues.
- **School-based health service:** A nurse-led service for school-age children which includes the National Weight Measurement Programme (NCMP) and school entry health check for all children aged 5-19 attending maintained education settings and safeguarding health duties for all resident children in the City and Hackney.
- **Sexual Health:** Open-access sexual health services are commissioned to provide confidential contraception and the testing and treatment of sexually transmitted infections.
- **Substance misuse:** The City and Hackney Substance Misuse service provides support to adults who misuse drugs and alcohol through an integrated service model managed by Turning Point.
- **Suicide prevention and awareness:** Working with the Central London Samaritans, Public Health has developed a short, two-hour package to further strengthen skills in the City of London business community.
- **Tobacco control and smoking cessation:** Smokefree City and Hackney is commissioned as a fully integrated service providing free personal and confidential support to those studying, working, or living in the City of London or London Borough of Hackney.
- **Weight management support:** free support for children, young people, families, and adults above a healthy weight. Power Up! Is commissioned to deliver support to 5-19 (or up to 25 with SEND), Fusion Leisure is commissioned to deliver adult weight management support to City of London residents.
- **Health and Wellbeing support for school-age children and adolescents:** Health and well-being advice and signposting via the provision of Personal Social Health and Education (PSHE) and Relationship and Sex Education (RSE)

sessions for schools, health and wellbeing drop-in services, harm reduction services for substance use and condom distribution.

- **Exercise on Referral:** 12-week programme available at Golden Lane Sports and Fitness Centre which aims to support, empower and motivate participants to make informed choices, to improve their physical, mental, and social well-being through physical activity and healthy eating. This service is for City of London residents aged 18+ who are sedentary and/or have a condition that puts them at risk of future ill-health. Referrals to the service can be made a GP.
- **NHS Health Checks:** offers advice to help prevent the onset of cardiovascular disease for eligible people – not currently on a cardiovascular disease register or being treated as at risk – aged between 40 and 74. Available through all GP practices across City and Hackney.

#### 4 Who are DCCS services for?

	<b>City residents</b>	<b>Non-residents</b>	<b>City housing tenants and leaseholders (Square Mile)</b>	<b>City housing tenants and leaseholders (outside Square Mile)</b>	<b>Workers</b>
<b>Libraries</b>	Yes	Yes	Yes	Yes	Yes
<b>Library – home delivery service</b>	Yes	No	Yes	No	No
<b>City Advice</b>	Yes	No	Yes	Yes	Yes
<b>City Connections</b>	Yes	No	No	No	No
<b>Golden Lane Leisure Centre</b>	Yes	Yes	Yes	Yes	Yes

<b>Adult Skills and learning</b>	Yes	Yes	Yes	Yes	Yes
<b>Academy Schools<sup>1</sup></b>	Yes	Yes	No	No	No
<b>Housing Management</b>	No	No	Yes	Yes	No
<b>Housing Waiting list<sup>2</sup></b>	Yes	Yes	Yes	Yes	Yes
<b>Adults Social Care</b>	Yes	No <sup>3</sup>	Yes	No	No
<b>Children's Social Care</b>	Yes	No <sup>3</sup>	Yes	No	No
<b>Homelessness services</b>	Yes	Yes	Yes	No	Yes
<b>Education and early years</b>	Yes	No	No	No	No
<b>City Wellbeing Centre</b>	Yes	Yes <sup>4</sup>	Yes	No	Yes

<sup>1</sup> subject to school admission criteria

<sup>2</sup> eligibility and other criteria apply

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

<sup>4</sup> those living on the City of London fringe

## 5 Committees and Sub-committees

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

## 6 Commissioned Providers

- Major commissioned service provision includes:
  - Rough Sleeping Outreach (Thames Reach)
  - High Support Hostel (St Mungos)
  - City Advice (Toynbee Hall)
  - Care Navigation (Age UK)
  - Carers Support (Imago Community)
  - Community Support Activities (Age UK)
  - Community Support Assessments (Age UK)
  - City Memory Group (Forget me not café)
  - Youth Services (Society Links)
  - Information Advice and Guidance (Prospects)
  - Leisure Services (Fusion Lifestyle)

## 7 Key Delivery Partnerships

- Across its functions the Department works with a range of partners and partnership bodies to influence delivery and strategy to secure outcomes for the City of London. This includes work related to the integration of health and social care in partnership with the London Borough of Hackney, and local health providers and authorities across the Northeast London sub-region.
  - City and Hackney Health and Care Board
  - City and Hackney Safeguarding Children Partnership
  - City and Hackney Safeguarding Adults Board
  - Safer City Partnership
  - Northeast London ICB
  - London Association of Directors of Children's Services
  - London Association of Adults Social Services
  - Life Off the Streets Executive Board
  - London Councils – various
  - Association of Directors of Public Health

## 8 Budget

### DCCS Financial information by division - original budget 2024/25

-	TOTAL	Supervision and Management	People's Services	Commissioning and Partnerships	Housing Directorate	Barbican Res	Educational Board	HRA	Libraries
-	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Employees	22,536	1,530	3,211	761	455	5,765	415	6,671	2,277
Premises	20,978	2	-	266	41	13,747	-	6,639	210
Transport	56	5	8	-	2	1	-	8	30
Supplies and Services	8,351	139	3,082	2,011	247	354	448	1,180	446
Transfer to Reserves	2,375	-	-	-	-	-	-	2,375	-
Unidentified Savings	596	-	596	-	-	-	-	-	-
Third Party Payments	6,706	-	6,058	370	19	-	-	-	-
Transfer Payments	120	-	26	76	-	-	-	15	-
Capital Charges	315	-	-	-	-	-	-	315	-
Surveyor's Repairs and Maintenance	27	-	-	2	-	-	-	-	22
<b>Total Expenditure</b>	<b>60,868</b>	<b>1,676</b>	<b>11,789</b>	<b>3,486</b>	<b>764</b>	<b>19,867</b>	<b>863</b>	<b>17,203</b>	<b>2,985</b>

<b>Total Income</b>	<b>44,305</b>	<b>62</b>	<b>2,172</b>	<b>2,257</b>	<b>239</b>	<b>20,386</b>	<b>-</b>	<b>-</b>	<b>301</b>
<b>Total Local Risk</b>	<b>16,563</b>	<b>1,614</b>	<b>9,617</b>	<b>1,229</b>	<b>525</b>	<b>519</b>	<b>863</b>	<b>600</b>	<b>2,684</b>
Central Risk	2,123	-	1,327	140	-	1,281	2,226	218	283
<b>Total Local and Central Risk</b>	<b>18,686</b>	<b>1,614</b>	<b>10,944</b>	<b>1,089</b>	<b>525</b>	<b>1,800</b>	<b>3,089</b>	<b>818</b>	<b>2,967</b>
Re-charges	9,564	1,614	2,075	705	478	5,164	2	818	903
<b>Total Net Expenditure</b>	<b>28,250</b>	<b>-</b>	<b>13,019</b>	<b>1,794</b>	<b>1,003</b>	<b>3,364</b>	<b>3,091</b>	<b>-</b>	<b>3,870</b>

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

**People:**

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

**Commissioning and Partnerships:**

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

**Housing:**

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

**Libraries:**

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

**Barbican Residential:**

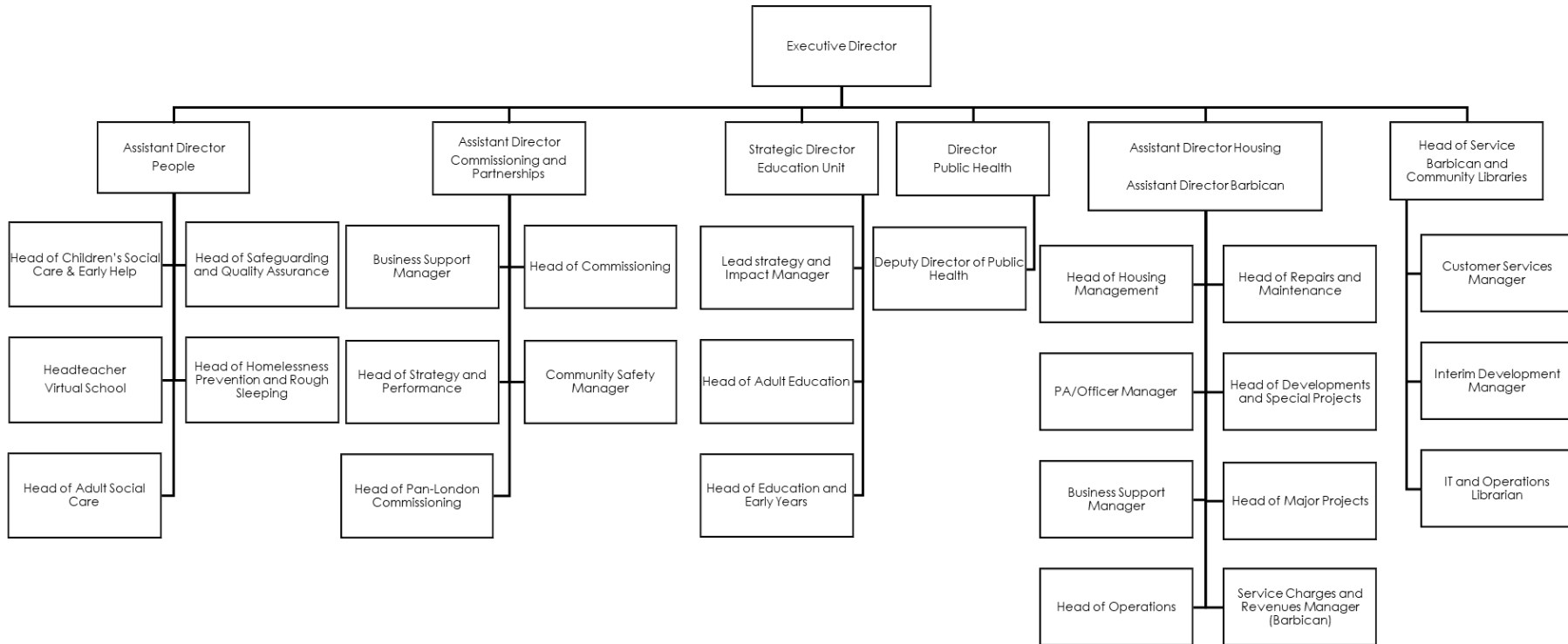
- Local risk includes expenditure relating to the running expenses for both long- and short-term lessees, car parking, stores, and trade centre - all part of the Barbican residential estate. The main expenditure items are employees, "repairs and maintenance" and utilities. The expenditure is funded mainly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

**HRA - Housing Revenue Account:**



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

## 9 Organisational Structure



<b>Committee(s):</b> Policy and Resources Committee – <b>For Decision</b> Community & Children's Services Committee – <b>For Information</b> City Bridge Foundation Board – <b>For Information</b> Police Authority Board – <b>For Information</b> Court of Common Council – <b>For Decision</b>	<b>Dated:</b> 17/10/2024 11/11/2024 29/11/2024 04/12/2024 05/12/2024
<b>Subject:</b> Modern Slavery Statement 2024–2029	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	Providing Excellent Services
<b>Does this proposal require extra revenue and/or capital spending?</b>	N
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b> Greg Moore, Deputy Town Clerk	<b>For Decision</b>
<b>Report author:</b> Emily Slatter, Office of the Policy Chairman	

## Summary

This report accompanies a draft of the City Corporation’s refreshed Modern Slavery Statement made pursuant to Section 54 of the Modern Slavery Act 2015. This is attached at Appendix 1.

The draft statement continues the work laid out in our 2018 and 2021 statements, outlining the steps that the City of London Corporation has taken and is continuing to take to ensure that modern slavery is not taking place within our organisation, within the Square Mile, or within our supply chains.

## Recommendation(s)

### Members are asked to:

- Approve the draft Modern Slavery Statement 2024-2029 at Appendix 1.
- Approve the publication of the draft statement at Appendix 1 both on the City Corporation website and the HM Government’s Modern Slavery Statement registry.

## Main Report

### Background

1. This Modern Slavery Statement is made in response to Section 54 of the Modern Slavery Act 2015 ('the Act').
2. The City Corporation was not a relevant commercial organisation as defined by section 54 of the Act, however, in November 2018, Policy and Resources Committee signed off the City Corporation’s Modern Slavery Statement. This decision aligns with our

dedication to responsible business principles and demonstrates our commitment to due diligence and transparency.

3. Members approved the first City Corporation Modern Slavery Statement in 2018 (Appendix 2). This brought together the roles, remits, commitments, and all work undertaken to tackle modern slavery and human trafficking across the organisation. This contained an ambition to publish a Modern Slavery Statement on an annual basis and set in motion a number of initiatives – e.g., a CoLC Modern Slavery Working Group.
4. The City Corporation have published a subsequent Modern Slavery Statement since by way of an update in 2021 (Appendix 3) coordinated by the Responsible Procurement Manager with support from officers across the Corporation.
5. Due to disruption caused by the outbreak of COVID-19 with subsequent resourcing pressures, the ability to keep an updated, annual publication of a Modern Slavery Statement has not been met.

### **Current Position**

6. In 2023, an internal review was conducted to ascertain how we can improve on our efforts to combat modern slavery. Recommendations have been taken forward to relevant Department leads and incorporated within this statement.
7. As a result, the Deputy Town Clerk (DTC) has been put forward by the Town Clerk's Executive Leadership Board as Corporate Lead for the Corporation's Modern Slavery Statement. Moving forward, the DTC will be supported by a Modern Slavery Strategic Lead, to help coordinate delivery of contributing officers across the Corporation.
8. The draft put before Members at Appendix 1 has been written with support from the City of London Police, Department for Children and Community Services, Port Health and Public Protection, People and Human Resources, Corporate Strategy and Performance, Town Clerk's Department, Commercial, Change, and Portfolio Management team in the Chamberlain's Department and officers from the City Bridge Foundation.
9. It is intended this Statement will be valid for the period from 2024-2029, in line with our Corporate Plan and People Strategy, with any required textual changes to be updated annually. Our efforts to combat modern slavery will be reflected in respective Departmental and Institutional reporting.

### **Proposals**

10. Members are asked to approve the Draft Modern Slavery Statement at Appendix 1 and approve the publication of the statement on both the City Corporation website and HM Government's Modern Slavery Statement registry.

### **Corporate & Strategic Implications**

**Strategic implications** – Though this statement principally supports our Corporate Plan 2024-2029 ambition to Provide Excellent Services, all six outcomes are interlinked and strive for equity, equality, diversity and inclusion to ensure impactful delivery of services.

**Financial implications** – None.

**Resource implications** – Work on modern slavery has already been established and is being delivered by the relevant Departments and Teams. This paper does not request any changes to the level of resources allocated to tackle modern slavery.

**Legal implications** – The City of London Corporation is under no legal duty to produce a Modern Slavery Statement at this time.

**Risk implications** – None.

**Equalities implications** – Work to tackle modern slavery and, as relevant to the functions being discharged by the City Corporation, Equalities Impact Assessments would be completed by teams undertaking work to ensure proper consideration of equalities implications.

## **Conclusion**

**11.** The City of London Corporation acknowledges its responsibility to identify and eradicate modern slavery within its operations. This Statement demonstrates the City Corporation's comprehensive and ongoing commitment to preventing modern slavery in all aspects of our organisation, jurisdiction, and supply chains.

## **Appendices**

- Appendix 1 – 2024-2029 Modern Slavery Statement (Full Statement, and Statement Summary)
- Appendix 2 – 2018 Modern Slavery Statement
- Appendix 3 – 2021 Modern Slavery Statement Update

### **Emily Slatter**

Office of the Policy Chairman

[emily.slatter@cityoflondon.gov.uk](mailto:emily.slatter@cityoflondon.gov.uk)

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## City of London Corporation Modern Slavery Statement

1. At the City of London Corporation, we are committed to upholding the highest standards of ethical governance and transparency in our operations.
2. This Modern Slavery Statement continues the work laid out in our 2018 and 2021 statements, outlining the steps that the City of London Corporation ('City Corporation') has taken and is continuing to take to ensure that modern slavery is not taking place within our organisation, within the Square Mile, or within our supply chains.
3. This Modern Slavery Statement is made pursuant to Section 54 of the [Modern Slavery Act 2015 \('the Act'\)](#). Although the City Corporation is not classified as a relevant commercial organisation under Section 54 of the Act, we have made a clear commitment to publish a Modern Slavery Statement to align with our dedication to responsible business.
4. For the purposes of this Statement and associated Policy, the term 'Modern Slavery' encompasses slavery, servitude, human trafficking, forced or compulsory labour and child labour.
5. This Modern Slavery Statement sets out the steps the City Corporation is taking in a) discharging its functions to ensure that modern slavery is not taking place in its business, jurisdiction or supply chains, and b) to use its wider influence to reduce modern slavery risks and impacts. It is divided into three sections:

**Part 1: Our Organisation** - Prioritising our commitment at the highest level, protecting and educating staff and taking dedicated action and collaborating across the City Corporation to combat modern slavery.

**Part 2: Our Jurisdiction** - Minimising the risk of modern slavery occurring in the City of London and on City Corporation property, referring any victims to the help they need, ensuring any perpetrators are brought to justice and helping to identify modern slavery in any place the City Corporation has a presence.

**Part 3: Our Supply Chains** - Using responsible procurement and rigorous contract management to mitigate the risk of modern slavery taking place within our UK supply chain, and effective due diligence procedures to minimise the risks of using global suppliers who contravene human and labour rights and exploit people through modern slavery.

## Part 1: Our Organisation

6. This Section outlines how the City Corporation prioritises our commitment at the highest level, protecting and educating staff and taking dedicated action and collaborating across the City Corporation to combat modern slavery.
7. It is intended this Statement will be valid for the period from 2024-2029 in line with our Corporate Plan and People Strategy, with any required textual changes to be updated annually. Our efforts to combat modern slavery will be reflected in respective Departmental and Institutional reporting.

### The City of London Corporation

8. The City Corporation has a long history, a unique constitution, our own Lord Mayor, and a dedicated police service keeping the City safe.
9. The City of London Corporation looks after the City of London ('the City' or 'Square Mile') on behalf of all who live, study, work, and visit; providing modern, efficient, and high-quality local services and policing for all.
10. Aside from acting as a key spokesperson for the UK's Financial and Professional Services sector, we support London's communities through responsible business, as the corporate Trustee of a number of charities, including City Bridge Foundation, providing schools and skills for young people, and delivering affordable housing across London.
11. Beyond the City boundaries, our organisation's responsibilities to providing a host of additional facilities for the benefit of the nation including air and seaports, charitable giving, the Guildhall School of Musica and Drama, the Barbican Centre and over 11,00 acres of open spaces.

### Our Corporate Plan 2024-2029

12. Our commitment to ensure that the City of London offers the best place to live, work, learn, and explore is guided by our core policy framework. Launched in April 2024, our [Corporate Plan 2024-2029](#) guides planning and decision-making for the City of London Corporation through six strategic outcomes, reflecting the vast portfolios covered by the City of London Corporation.
13. The six Corporate Plan outcomes are as follows:
  - [Vibrant Thriving Destination](#) — Attracting businesses and people to a safe, secure, and dynamic location is vital to our future. A world-leading culture and leisure offer is integral to creating a vibrant, thriving destination where everyone prospers.



- [Providing Excellent Services](#) — Supporting people to live healthy, independent lives and achieve their ambitions is dependent on excellent services. Vital to that continued pursuit is enabling access to effective adult and children’s social care, outstanding education, lifelong learning, quality housing, and combatting homelessness.
- [Diverse Engaged Communities](#) — Across our residents, workers, businesses, and visitors, everyone should feel that they belong. Connecting people of all ages and backgrounds will help build diverse, engaged communities that are involved in co-creating great services and outcomes.
- [Dynamic Economic Growth](#) — The City of London is the engine in the country’s economy. Driving dynamic economic growth in financial and professional services at local, national, and international levels will create jobs, attract investment, and support businesses across communities and the country.
- [Leading Sustainable Environment](#) — We have a responsibility to ensure that we act as a leader on environmental sustainability and strive to enhance it in all aspects of how we work. Climate action, resilience, air quality, and sustainability are all facets of ambitious targets for the entire City to be net zero by 2040.
- [Flourishing Public Spaces](#) — From our markets and cultural icons, such as the Barbican, to our world-famous bridges and amazing green spaces, we are stewards of unique national assets. Major capital investment into our civic fabric will secure flourishing public spaces, enabling a more successful London overall.

14. Though this statement principally supports our ambition to Provide Excellent Services, all six outcomes are interlinked and delivered through activities across the organisation and in partnership with our stakeholders to ensure impactful delivery of services.

### People Strategy 2024-2029

15. Launched in parallel with our Corporate Plan, our [People Strategy 2024-2029](#) works to enable the City Corporation to become a world-class organisation. It does so by creating a culture that encourages excellent performance and embeds equality, equity, diversity, inclusion, and health and safety in everything we do.
16. Our People Strategy emphasizes a key theme of *‘My Wellbeing and Belonging’* where we outline our work to ensure our people feel physically and psychologically. It outlines specific measures to support our staff in this regard which include but not limited to:

- Introduce an anonymous HR reporting system and process to investigate and resolve employee complaints
- Research, benchmark and implement a holistic and proactive wellbeing offer to create consistent conditions for our people to flourish
- Undertake an annual employee survey, creating collective and individual action plans and connecting these directly to future year people strategy initiatives.

## Our People, Our Policies and Our Commitments

17. Underpinning our People Strategy, the City Corporation has a suite of policies, codes of conduct and adopted principles that set out how the organisation makes sure that people are working legally, that everyone is treated fairly and with dignity, and that people conduct themselves appropriately.
18. These policies and processes are managed and overseen by the People and Human Resources Department and guidance is provided to all recruiting managers to ensure these checks are carried out effectively.
19. They represent an initial measure of safeguarding against the City Corporation employing any individual that has been illegally trafficked and or is being forced to work against their will – they include:
  - **Recruitment Policy:** The City Corporation enforces a strict recruitment policy, including mandatory 'right to work in the UK' checks for all employees. Employment offers are conditional on satisfactory completion of these checks. For employees on a visa or work permit, continued employment requires proof of ongoing right to live and work in the UK. These processes, overseen by the People and Human Resources Department, are designed to prevent the illegal employment of trafficked or coerced individuals.
  - **Whistleblowing Policy:** The City Corporation's Whistleblowing Policy applies to all staff, offering clear channels to raise serious concerns without fear of reprisal. This includes reporting potential instances of modern slavery or other forms of abuse and coercion. Staff are informed of this policy through induction training and the staff intranet.
  - **Employee Assistance Programme:** The City Corporation has an Employee Assistance Programme, which operates 24/7 for 365 days of the year, to provide staff and their partner or a family member confidential support on a wide range of work and personal issues which may include cases of modern slavery.
  - **Learning and Development Programs:** People and Human Resources ensures easy access to HR policies via the Employee Handbook, HR Topics pages, Managers' Guide, and New Starters' Resource on the intranet. Changes or new policies are communicated

through training workshops, e-learning, team meetings, and staff/manager news updates. The City Corporation also offers a one-hour e-learning course on modern slavery to raise awareness and help staff and Members identify and report concerns.

- **Our Living Wage Commitment:** The City Corporation is proud to be an accredited Living Wage employer. This commits us to paying at least the Living Wage to all staff, contractors and subcontractors according to the parameters set by the Living Wage Foundation. The City Corporation also goes one step further by paying the Living Wage to all apprentices and interns, as well as any person working under any of our contracts for two or more hours.
- **Codes of Conduct:** Our success depends on public trust, so all staff and elected representatives must uphold the highest standards of conduct and integrity, including adherence to the Nolan Principles. The City Corporation's 100 Common Councilmen and 25 Aldermen, known as 'Members,' represent public interests and follow the City Corporation's Code of Conduct.

Similarly, employees must follow the Employee Code of Conduct, which includes anti-corruption measures and promotes fairness and equality. Employees, suppliers, and stakeholders are encouraged to report serious concerns, which are addressed under the Whistleblowing or Complaints Policy, the Public Interest Disclosure Act, the Human Rights Act, and, when relevant, the Anti-Fraud and Corruption Strategy.

## **Governance & Accountability**

**20.** The City of London Corporation operates under a historic and distinct governance system. Corporate oversight and governance are principally conducted through a committee system, each responsible for oversight and accountability for given remits. Meanwhile, the City Corporation's Town Clerk and Chief Executive, with respective Chief Officers, oversee day-to-day operations and delivery.

**21.** The primary Member-led bodies with responsibility for services which work towards preventing modern slavery are as follows:

- **Court of Common Council** — With 100 elected Common Councillors and 25 Alderman, the Court of Common Council serves as the principal decision-making body.
- **Policy and Resources Committee** — Oversees governance and considering matters of policy and strategic importance to the City of London Corporation including matters referred to it by other Committees and/or Chief Officers. It directs economic development initiatives and promotes the City of London as a global financial hub.

- **City of London Police Authority Board** — Delegated by the Court of Common Council, the Board ensures the City of London Police operates effectively, holds the Commissioner accountable, and sets priorities that enhance community safety and protection.
- **Community & Children's Services Committee** — Manages Children's and Adults' Services, Education, and Social Services, overseeing care and support to promote the safety and well-being of residents and addressing issues related to safeguarding and care.
- **Corporate Services Committee** — Oversees personnel and staffing for the City of London Corporation, including all graded and non-graded employees, employees on the professional payrolls, staff, and including casual workers, across Corporation departments and Institutions. They ensure employment practices support the well-being of staff and uphold best practice.
- **Licensing Committee** — This Committee manages the City of London's licensing under the Licensing Act 2003 with several key objectives, including: preventing crime and disorder, ensuring public safety, preventing public nuisance, and protecting children from harm.

### **Continuous Improvement and Progress**

22. A Corporate Plan and People Strategy have been launched – each with clear outcomes designed to embed equality, equity, diversity, inclusion across our organisation and enable impactful delivery of services.
23. In 2023, an internal review was conducted to ascertain how we can improve on our efforts to combat modern slavery. Recommendations have been taken forward to relevant Department leads and incorporated within this statement.
24. The Deputy Town Clerk (DTC) has been put forward by the Town Clerk's Executive Leadership Board as Corporate Lead. for the Corporation's Modern Slavery Statement, to be supported by a Modern Slavery Strategic Lead, to help coordinate delivery of our Modern Slavery Statement. This will give corporate oversight and support in the publication of our Modern Slavery Statement commitments.
25. This statement is a product of continued collaboration through members of the CoLC Modern Slavery Working Group.

### **Part 2: Our Jurisdiction**

26. This Section outlines how the City Corporation minimizes the risk of modern slavery occurring in the City of London and on City Corporation property, referring any victims to the help they need, ensuring any perpetrators are brought to justice and helping to identify modern slavery in any place the City Corporation has a presence.

### **The Safer City Partnership Board**

27. The City Corporation takes a collaborative approach across all our service departments and multi-agency partners to ensure that comprehensive support is available to protect children, families, and adults from harm and exploitation.

28. Much of this comes together through the [Safer City Partnership Board](#) – the statutory community safety partnership for the City of London. It brings together statutory agencies, known as the Responsible Authorities, and invited and co-opted participants with the role of keeping the Square Mile safe. The Responsible Authorities are as follows:

#### **Responsible Authorities (Statutory Members)**

- The City of London Corporation
- The City of London Police
- London Fire Brigade
- NHS North East London Integrated Care Board
- The National Probation Service – London

#### **Invited and co-opted participants**

- British Transport Police
- London Ambulance Service
- East London Foundation Trust
- The Guinness Partnership
- City and Hackney Public Health
- City and Hackney safeguarding Adults
- City and Hackney safeguarding children
- Victim Support
- City of London Crime Prevention Association
- Safer Business Network
- City of London Business Improvement Districts

### **The City of London Police (CoLP)**

29. The City of London Police's action plan on Modern Slavery and Organised Immigration Crime uses a four-pronged approach based on **protection, preparation, prevention and pursuit**:

- **Protection** focuses on identifying and safeguarding victims. This includes providing support services, such as shelter and medical care, and connecting victims to the National Referral Mechanism (NRM). The police work closely with other agencies to remove individuals from harmful situations and prevent further exploitation.
  - **Preparation** involves training officers to recognise signs of modern slavery and exploitation. The plan also strengthens partnerships with local authorities, businesses, and other organisations to enhance intelligence gathering and improve the police's ability to respond effectively to these crimes.
  - **Prevention** aims to reduce the occurrence of these crimes by raising public awareness and working with businesses to prevent exploitation within supply chains. Additionally, the police collaborate with at-risk communities to provide support and create a hostile environment for organised crime groups (OCGs).
  - **Pursuit** focuses on investigating, prosecuting, and disrupting offenders and OCGs involved in modern slavery and organised immigration crime. This includes targeting the financial operations of criminal networks and working with national and international partners to dismantle these organisations.
- 30.** Due to the nature of the crime, many victims are hidden out of sight, may not know they are victims, and/or may not present as a victim initially. Outside of exploring the data of those victims managed under National Referral Mechanism or direct reports into Police it difficult to accurately quantify the true scale of this crime. Beyond those sources mentioned there is no definitive data source or method to accurately capture the number of victims in the UK, including the Square Mile, therefore there is a high reliance on the creation of opportunities for generation of community and wider intelligence. CoLP are committed resources to assist in developing intelligence in this way to better understand the threat , harm and risk picture within the Square Mile.
- 31.** The City of London Police are focused on continuous improvement of data quality recorded, specifically around nationality of victims and suspects, location of offence and dates of exploitation to assist in generating opportunities and activity for prevention and pursuit of offenders. This includes seeking to gain licenses for CoLP for the Traffik Analysis Hub - run by [Stop the Traffik](#) - to develop our overall intelligence picture locally, regionally and nationally.
- 32.** In addition, the CoLP supports the Modern Slavery and Organised Immigration Crime (MSOIC) Programme, which focuses on identifying and protecting victims, preventing reoffending, disrupting criminal activities, and breaking the business models of Organised Crime Gangs (OCGs).

## **The Department of Community and Children's Services (DCCS)**

- 33.** DCCS has a wide remit to provide care and support to the 8,600 residential and 614,500 worker population of the City of London. Within DCCS, the People's Department provides comprehensive, consent-based and statutory safeguarding services for all City residents – covering Adult's Social Care, Children's Social Care and Early Help, Homelessness and Rough Sleeping, and Safeguarding & Quality Assurance.
- 34.** Their work is guided by statutory regulations and legislation. For modern slavery, this includes the [Modern Slavery Act 2015](#) and its accompanying statutory guidance. This framework is further supported by broader safeguarding laws, including the [Children Act 2004](#), [Care Act 2014](#), and the [Homelessness Code of Guidance for local authorities](#). Plus wider multi-agency partnership safeguarding strategies such as the [CHSAB Strategy 2020-2025](#).
- 35.** When significant harm or modern slavery is identified, the department takes immediate action to remove individuals from danger, safeguard them, and provide services to address trauma and prevent recurrence. The department refers cases of exploitation and trafficking to the [National Referral Mechanism \(NRM\)](#) through our dedicated Single Point of Contact.
- 36.** This response is coordinated with partner agencies to create a robust support network around victims, providing immediate support, including emergency accommodation, and raising awareness among partners and staff to recognise and act on indicators of exploitation. In all cases, the safety of victims pursuing prosecution is prioritised, recognising the risks posed by exploiters.
- 37.** The [Multi-Agency Child Exploitation \(MACE\) Group](#), chaired by the Head of Children's Social Care and attended by multi-agency partners, meets regularly to monitor issues such as criminal and sexual exploitation, trafficking, gangs, county lines, and modern slavery. This group ensures that trends are understood, and appropriate responses are in place to support victims and disrupt exploiters. Additionally, street-based outreach services provide direct, location-based support to homeless individuals, offering immediate advice and referrals to services.
- 38.** [City Corporation Early Help](#) services are readily available to children and families to address emerging needs and prevent the escalation of vulnerabilities. This includes a universal youth service that encourages participation in extracurricular activities, reduces social isolation, and provides safe community spaces for children.
- 39.** The City Corporation also has a dedicated commissioning team within the Community & Children's Services department, particularly for vulnerable young people, such as care leavers, and vulnerable adults. These services are regularly monitored to ensure safeguarding requirements are met. New services are commissioned using the City

Corporation's minimum safeguarding standards, based on the expectations set by [The City & Hackney Safeguarding Children Partnership \(CHSCP\)](#). Due diligence procedures include Disclosure and Barring Service (DBS) checks, and reviews of safeguarding policies, procedures, and complaints, with providers' ability to meet these standards tested during the procurement process.

### **Port Health and Public Protection (PHPP)**

40. PHPP teams provide comprehensive and effective environmental health, trading standards, air quality and licensing services for the City of London, ensuring that, through monitoring, regulation and enforcement, City residents and businesses can enjoy an environment and services which are, so far as possible, safe and without risks to their health or welfare.
41. As per of their core duties, Public Protection officers frequently visit sites in the Square Mile posing risks of modern slavery and are vigilant in observing and reporting any suspicious circumstances.
42. Officers work closely with the City of London Police, Border Force, other external services – such as the Licensing Liaison Partnership - and other City Corporation services. Together, they collaborate on issues related to exploitation and modern slavery, with ongoing efforts focused on addressing concerns at specific locations.

### **Supporting Our Wider Community**

43. [City Bridge Foundation](#) ('CBF' or 'the Charity') was established over 900 years ago and now manages and maintains five of London's city Bridges, at no cost to the taxpayer. They are powered through property and financial investments, initially supported and funded by medieval Londoners to maintain the first stone London Bridge. Funds surplus to the Bridges' needs are distributed each year to organisations that are working for a fairer, greener capital — via our funding team.
44. The City Corporation has a wider influence within surrounding boroughs, Greater London, the UK and further afield. We are committed to work together to ensure our approach to modern slavery is shared beyond our immediate jurisdiction.
45. Through our charitable funding, last year the charity provided £688,000 in grants specifically aimed at addressing modern slavery.
46. The City Corporation, acting by the Court of Common Council, is the charity trustee of CBF and carries out its functions as trustee in accordance with the City Corporation's internal governance framework, including through authority delegated to the CBF Board and its Committees, and to officers.



47. CBF's focus on Equity, Diversity, and Inclusion (EDI) supports initiatives that address conditions leading to exploitation and modern-day slavery. This includes funding and support for marginalized groups and those vulnerable to human trafficking. By promoting ethical treatment in supply chains and providing long-term, flexible finance for social change, CBF actively contributes to combatting modern-day slavery.
48. The Charity's vision, outcomes and values are set out in its overarching strategy 'Bridging London'. The vision is for London and Londoners to be truly connected. CBF aims to address the systemic causes that lead to modern slavery by supporting vulnerable populations, through its convening power and advocacy, and through collaborations and partnerships.
49. CBF will continue to evaluate its influence and collaborate with other funders and stakeholders to effectively tackle modern-day slavery.
50. [Heart of the City](#) runs a responsible business programme specifically designed for Small and Medium-sized Enterprises based in the UK to become a force for good. With the City of London Corporation having helped establish and fund Heart of the City, both share a commitment to fostering a sustainable and ethical business environment.
51. Focusing on the practical, its events, online resources/templates and network are designed to support those companies new to responsible business with complex issues, such as tackling modern slavery. Heart of the City's network of contributor companies has responsible business expertise and resource in-house and they provide foundation members with support, resources and guidance.

### **Continuous Improvement and Progress**

52. The City of London Police, and the City of London Corporation more widely, continues to develop partnerships across the community and within policing to improve the identification and response to modern slavery.
53. Internal Service Development Plans, updated quarterly, drive practice improvements to enhance safeguarding responses, while the Children's Safeguarding Partnership and City and Hackney Adult's Safeguarding Board monitor and improve multi-agency safeguarding efforts.
54. In addition, regular performance monitoring and statutory reporting continue to ensure that services are delivered at the right time to meet the needs of City residents. These ongoing quality assurance measures, including practice reviews, observation, management oversight, and sign-off, monitor the day-to-day practice, impact, and user experience of our services.
55. Recognising the importance of appropriate training, a range of modern slavery, exploitation and human trafficking training is provided to workers in People's Services through our commissioned training providers.

**56.** For the City of London Police, this includes enhanced training for officers and staff around spotting the signs of exploitation, with a focus on areas which have limited information and/or intelligence, such as sexual and labour exploitation. This includes:

- All front-line officers and custody staff have now received modern slavery training inputs
- 14 officers have completed the four-day modern slavery investigator course
- 17 officers have completed the specialist modern slavery victim liaison course
- Staff from Learning and development have attended an MSOIC train the trainer course and the next cycle of vulnerability training in force will focus on MSOIC and delivered to all staff
- And new guidance has been issued for officers around a uniform way to record NRMs on across record systems at the City of London Police.

**57.** To ensure clear records across our services, Children’s and Adults’ Services operate a clear duty system to respond immediately to safety concerns, supplemented by an out-of-hours service. Here, Children’s Social Care and Early Help and Adult’s Social Care utilise the Mosaic ‘Warnings’ system, creating a red alert on the person summary page to notify any who access the record that there are warnings in place which indicate risk and high vulnerability across our service records.

**58.** Children’s Social Care and the City of London Police are operating a collaborative project which ensures any child stopped and searched is seen through a safeguarding lens and accesses early, supportive, intervention, that diverts from risks and harm.

**59.** CBF is expanding its responsible business practices to create a more positive impact by adding new roles focused on EDI and Climate Action. These roles will ensure a commitment to social justice, fostering an equitable, inclusive, and diverse environment that promotes ethical treatment in supply chains and works to prevent exploitation and forced labour.

### **Part 3: Our Supply Chains**

**60.** The City Corporation spends around £151 million annually on goods and services, with an additional £292 million allocated to construction works. These contracts support a wide range of services across the City Corporation and its institutions, including the Barbican Centre, City of London Police, and City Bridge Foundation.

**61.** This Section outlines how the City Corporation is using responsible procurement and contract management due diligence procedures to minimise risks of modern slavery taking place within our domestic and global supply chains.

## **Our Domestic Supply Chains**

62. The highest risks of modern slavery in our UK supply chain are found in entry-level roles across construction, security, waste management, cleaning, laundering, food harvesting, processing, and care industries—sectors typically filled by agency, seasonal, and migrant workers with low skill levels or without formal UK qualifications. Although not necessarily defined in the same way, the City Corporation recognises that those in the latter industries can often operate as part of the gig economy.

## **Our Global Supply Chains**

63. Globally, the greatest risks, particularly forced and child labour, are linked to the production of electronics, textiles, agricultural commodities, and construction materials. Conflict minerals like gold, tin, tantalum, tungsten, lithium, cobalt, copper, and nickel—used in electronics and electric vehicles—are also a significant concern.

## **The Commercial, Change and Portfolio Management Team**

64. The Commercial, Change, and Portfolio Management team oversees centralised and responsible procurement for contracts over £100,000, focusing on supplies, services, and works. This team leads the City Corporation's efforts to tackle modern slavery in supply chains, working with stakeholders and contract managers to mitigate risks and ensure best practices.
65. They monitor supplier performance and incorporate modern slavery and human rights safeguards throughout every stage of procurement. The team now includes an Impact and Reporting function to measure and communicate the value of investments, improving data and transparency.

## **Training and Development**

66. All commercial services personnel receive responsible procurement induction and training from the Corporation's Responsible Procurement Manager. Responsible Procurement is also a module in our Commercial Academy, an e-learning course accessible to all City Corporation officers. This year (May – June 2024), a 'refresh' series was delivered, featuring sessions on each responsible procurement commitment with practical steps for implementation. The series was recorded and is available to officers.
67. Additionally, a toolkit has been developed for each of the six responsible procurement commitments. It explains the importance of each commitment, outlines actions for each stage of the commercial lifecycle (pre-procurement, procurement, and contract management), and provides relevant contacts for reporting.

## **Procurement Processes**

68. Before starting a procurement exercise, our buying team assists departmental stakeholders in exploring procurement options. All relevant suppliers wishing to tender for City Corporation contracts must provide evidence of compliance with the Modern Slavery Act 2015 to be eligible.
69. Procurement frameworks, which include pre-approved suppliers with agreed terms and conditions for specific goods, works, or services, are another available option. As part of due diligence, our buying officers ensure that framework providers comply with the Modern Slavery Act, and address any gaps if necessary. For high-risk categories of spend, officers must include specific wording in specifications requiring suppliers to conduct due diligence or be prepared to do so upon request. The Human Rights toolkit provides specification wording and questions for officers to include in their tenders.

### **Contract Monitoring**

70. The City Corporation has made ambitious commitments to reducing carbon emissions through sustainable procurement, while also ensuring that the transition to a low-carbon economy does not marginalize people or violate human rights. To address this, the City Corporation has recruited temporary resources to specifically review 40 of our suppliers through a Just Transition lens and identify practical actions for both this year and the five-year action plan.
71. A framework, based on the [SDGs World Benchmarking Alliance Transition Methodology](#), and [International Labour Standards](#), was developed, followed by a risk assessment. For suppliers identified as high or medium risk, an action plan will be created, which may include supplier training, workshops, updates to the Human Rights toolkit, and revisions to procurement specifications and tender questions, as well as internal officer training.
72. To focus on modern slavery risks, we assessed the modern slavery statements of 40 of our top suppliers using the [Government's Modern Slavery Assessment Tool \(MSAT\)](#). Scores ranged from 31/156 to 151/156, with an average of 66/156. In the coming year, we will engage with suppliers to improve their approach to modern slavery through category training, one-on-one conversations, and collaboration with commercial leads.
73. Additionally, in early 2024, the Responsible Procurement team implemented a Modern Slavery in the Supply Chain Due Diligence Report, requiring suppliers to detail their due diligence efforts and planned actions for the specific financial year. This report has been used for major facilities management and minor works contracts.
74. A 'Performance Scorecard' is also available to contract managers to ensure a standardized and robust approach to monitoring, gathering evidence, and addressing risks or performance issues. One of the ten elements covered by the Scorecard is ethical sourcing, particularly supplier compliance with the Modern Slavery Act.

## Continuous Improvement and Progress

75. The City Corporation helped establish and is an active member of the London Responsible Procurement Network (LRPN). This group of public sector representatives meets regularly to exchange best practices and develop strategies for social value, sustainability, and ethical sourcing. The group focuses on modern slavery, sharing interventions and learning how to address it in public sector supply chains. Their goal is to use their collective influence to reduce modern slavery and human rights risks, with efforts directed at improving training and due diligence.
76. A comprehensive procurement governance review is underway, starting in summer 2024 and expected to run into 2025. This review will assess governance, practices, spending behaviours, and roles to improve efficiency and compliance. The review aims to strengthen the City Corporation's due diligence on human rights and modern slavery, with updates to procurement templates for high-risk areas. Expected outcomes include:
- A risk-assessed compliance audit
  - An improvement plan for procurement and contract management
  - A commercial assurance framework with updated data and reporting requirements
  - A corporate capability assessment and training plan
  - An updated Procurement Code
  - Revised officer-level governance proposals
77. Officers are developing a new e-procurement system following the introduction of the [Procurement Act 2023](#), featuring contract management and alert functions. This system will integrate the current commercial scorecard and may be updated following the review. Led by the City Corporation's Strategic Contract Management Lead, this project will enhance visibility on responsible procurement and modern slavery issues.
78. The temporary position on secondment from Westminster City Council, 'Responsible Procurement Officer – Just Transition', will engage with suppliers to improve their approach to modern slavery. The engagement will include category training, 1-2-1 conversations, and engagement with the commercial leads.
79. In late 2023, the City Corporation's Commercial Service underwent an audit against the ISO 20400 standard for Sustainable Procurement. This audit reviewed our procurement policy, toolkits, templates, and the application of these resources by buyers and stakeholders. The City Corporation scored 2.73, which is above average for a first-time assessment. The standard emphasizes managing risks, addressing adverse sustainability impacts through due diligence, and promoting decent work and ethical behaviour as part of sustainable procurement.

80. Additionally, the City Corporation was a founding partner for [Action Sustainability's Practical Procurement Guidance](#) aimed at combating modern slavery in solar PV supply chains. While this guidance focuses on solar panels, it is also applicable to other technologies with similar supply chain risks. We have shared this guidance through our category boards and climate action strategy team.

## Policies and Commitments

81. The City Corporation has a suite of policies, toolkits and reporting commitments to promote responsible business and ensure we minimise risks of modern slavery taking place within our domestic and global supply chains.

- **City Corporation Responsible Procurement Policy:** Our [Responsible Procurement Policy](#) aims to deliver optimal value while enhancing the lives of those within our supply chain. It is founded on three pillars: social value, environmental sustainability, and ethical sourcing. This policy underscores our commitment to addressing human and labour rights violations, including modern slavery.

Applicable to all contracts awarded by the City Corporation, it requires action from officers with purchasing responsibilities and suppliers providing goods, services or works contracts. The City Corporation has six Responsible Procurement commitments, which includes a specific commitment to *“protect human rights in our supply chain by working with suppliers who undertake due diligence to guard against modern slavery and other human rights abuses.”*

- **Human Rights Toolkit:** Mitigating modern slavery and ensuring human rights in our supply chain are integral to our six responsible procurement commitments. Each commitment is supported by a dedicated toolkit that helps officers understand the risks, statutory duties, and considerations at each stage of the commercial lifecycle, including escalation procedures. The Human Rights toolkit provides links to valuable external resources, such as the Supply Chain Sustainability School and Government Commercial Colleges e-learning suite.
- **Oversight and Reporting:** We publish an annual report to assess the impact of our supply chain against our six responsible procurement commitments. The [Responsible Procurement Impact Report for the financial year 2023-24](#) is available on our website. Additionally, we will publish all six responsible procurement toolkits alongside our Responsible Procurement Policy on our website. These toolkits explain the importance of each commitment, outline steps for advancement, and set expectations for suppliers. Our

aim in publishing these resources is to enhance supplier awareness, improve bid quality, and foster more meaningful discussions with our current suppliers.

- **Climate Action Strategy:** [Our Climate Action Strategy 2021–2027](#) ensures a Just Transition for the workforce, aiming to create decent work and quality jobs while safeguarding workers' rights and livelihoods.
- **Procurement Code:** Rules 45 (Responsible Procurement) and 50 (Modern Slavery and Human Rights) of our [Procurement Code](#) require officers to minimize ethical sourcing risks and uphold human rights within our supply chain.
- **Contract Terms:** Our standard terms and conditions mandate contractor compliance with the Modern Slavery Act 2015 and reserve the right to terminate contracts for non-compliance.
- **Fairtrade Commitment:** We adhere to [a Fairtrade Resolution](#), using Fairtrade products exclusively in the Guildhall Club and for City Corporation Hospitality Events, including 100% of products such as tea, coffee, sugar, bananas, and chocolate.
- **UN Global Compact:** As a signatory to the [UN Global Compact](#), we integrate considerations for workers, communities, and the environment into our business decisions. Our commitments include Goal 8 (Decent Work and Economic Growth), ensuring International Labour Organisation standards are met, and Goal 12 (Responsible Consumption and Production), focusing on reducing waste and promoting reuse to mitigate modern slavery risks in mining and materials critical to climate action.

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This statement was approved by the City Corporation's Court of Common Council on **[DATE APPROVED]**

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# 2024-2029 Modern Slavery Statement Summary



## Introduction

The City of London Corporation acknowledges its responsibility to identify and eradicate modern slavery within its operations.

Building on our previous statements, this document outlines the actions we have taken – *and continue to take* – to safeguard against any form of modern slavery occurring within **our organisation**, across **our jurisdiction**, and throughout **our supply chains**.

It is made pursuant to Section 54 of **the Modern Slavery Act 2015** ('the Act'). Although the City Corporation is not classified as a relevant commercial organisation under Section 54 of the Act, we made a clear commitment to publish a Modern Slavery Statement to align with our dedication to responsible business.

# Part 1: Our Organisation

How we prioritise our commitment at the highest level, protecting and educating staff and taking dedicated action and collaborating across the City Corporation to combat modern slavery.

**Core Policy Framework** - Our commitment to ensure that the City of London offers the best place to live, work, learn, and explore is guided by our core policy framework of:

- **Our Corporate Plan 2024-2029:** All six outcomes of our Corporate Plan are and, through activities undertaken across the organisation and in partnership with our stakeholders, ensure impactful delivery of services.
- **Our People Strategy 2024-2029:** Working in parallel with our Corporate Plan, our People Strategy works to enable the City Corporation to become a world-class organisation by creating a culture that encourages excellent performance and embeds equality, equity, diversity, inclusion, and health and safety in everything we do.

**Established Process, Policies and Commitments** - We have committed to tackling modern slavery through an up-to-date suite of HR policies, including:

- Robust Committee Governance
- Recruitment Policy
- Whistleblowing Policy and Employee Assistance Programme
- Learning and Development Programmes
- Our Living Wage Commitment
- Codes of Conduct

**Key Teams** - The Town Clerk's Department, The People & Human Resources Department, Comptroller & City Solicitor's Department, Corporate Strategy & Performance.

## Continuous Improvement and Progress.

- We have launched our Corporate Plan 2024-2029 and People Strategy 2024-2029 – each with clear outcomes to embed equality, equity, diversity, inclusion across our organisation with impactful delivery of services.
- We have conducted an internal review to ascertain how we can improve on our efforts to combat modern slavery. Recommendations have been taken forward to relevant Department leads and incorporated within this statement.
- To give corporate oversight, the Deputy Town Clerk has been appointed as Corporate Lead.
- We have continued collaboration through members of the CoLC Modern Slavery Working Group.

# Part 2: Our Jurisdiction

How we minimise the risk of modern slavery occurring in any place the City Corporation has a presence, referring any victims to the help they need, and ensuring perpetrators are brought to justice.

**Core Policy Framework** - To combat modern slavery in our jurisdiction, we operate a clear approach outlined in:

- **Our City of London Policing Plan:** Outlines how policing will be delivered and sets out our policing priorities, whilst maintaining a commitment to our values of integrity, compassion and professionalism and the principles of the Police Code of Ethics.
- **National Legislation and Guidance:** Modern Slavery Act 2015, Modern Slavery Statutory Guidance, Children Act 2004, Care Act 2014, Homelessness Code of Guidance for local authorities, Licensing Act 2003, National Referral Mechanism (NRM) 2009.

**Key Teams** - City of London Police (CoLP), Department of Community & Children's Services (DCCS), Port Health & Public Protection (PHPP).

## Continuous Improvement and Progress

- We conduct Internal Service Development Plans and ongoing quality assurance measures (including practice reviews, observation, management oversight, and sign-off) monitor the day-to-day practice, impact, and user experience of services and enhance safeguarding response.
- We have modern slavery, exploitation and human trafficking training available to officers and staff through our commissioned training providers.
- We have established arrangements to monitor the successful implementation of the Modern Slavery and Human Trafficking '4P' Plan.
- The CoLP continue to develop partnerships across the community and within policing to improve the identification and response to modern slavery.
- The Children's Social Care and the City of London Police have joined forces to ensure any child stopped and searched is seen through a safeguarding lens and accesses early, supportive, intervention, that diverts from risks and harm.

**Established Process, Policies and Commitments** - We ensure a collaborative and robust approach to modern slavery in our jurisdiction through:

- [The Safer City Partnership Board](#)
- [The Serious Organised Crime Board](#)
- [Our Multi-Agency Child Exploitation \(MACE\) Group](#)
- [City Corporation Early Help services](#)
- [The City & Hackney Safeguarding Children Board \(CHSCB\)](#)
- [CBF Bridging London Strategy](#)

# Part 3: Our Supply Chains

How we use responsible procurement, contract management, and due diligence procedures to minimise risks of modern slavery taking place within our supply chains.

**Core Policy Framework** - Our commitment to responsible business is outlined and guided by our:

- **Responsible Procurement Policy:** Founded on three pillars: social value, environmental sustainability, and ethical sourcing. This policy underscores our commitment to addressing human and labour rights violations, including modern slavery.
- **Climate Action Strategy 2021-2027:** Ensures a Just Transition for the workforce, aiming to create decent work and quality jobs while safeguarding workers' rights and livelihoods.

**Established Process, Policies and Commitments** - We use robust processes, commitments and contract management to minimise the risk of modern slavery in our supply chains, including –

- Our Procurement Code: Rules 45 and 50
- Clear Contract Terms compliant with the Modern Slavery Act
- A dedicated Human Rights Toolkit for staff
- Annual Procurement Impact Reports
- Our City Corporation Fairtrade Resolution
- UN Global Compact signatory

**Key Teams** - The Chamberlain's Department - Commercial, Change, & Portfolio Management team.

## Continuous Improvement and Progress

- The City Corporation has joined the newly formed London Responsible Procurement Network (LRPN) working group dedicated to modern slavery.
- The Commercial, Change, and Portfolio Management team has been created to better assess investment impact.
- A procurement governance review of the Commercial Service has begun to strengthen human rights and modern slavery due diligence throughout the commercial lifecycle.
- An Impact and Reporting function has been created to enhance transparency and measure the benefits of third-party spending and project investments, particularly in high-risk areas.
- An e-procurement system compliant with the new Procurement Act 2024 to provide the functionality to manage contracts through an e-system with alerts.
- The City Corporation will publish all six of our responsible procurement toolkits on our website alongside our Responsible Procurement Policy.
- Successful audit against the ISO 20400 standard for Sustainable Procurement.



## City of London Corporation Modern Slavery Statement

1. This Modern Slavery Statement, covering November 2018 - June 2019, is made in response to s.54 of the Modern Slavery Act 2015 ("the Act"). It sets out the steps that the City of London Corporation "City Corporation" has taken and is continuing to take to ensure that modern slavery is not taking place within our business, within the Square Mile or within our supply chains.
2. For the purposes of this Statement and associated Policy, the term 'Modern Slavery' encompasses slavery, servitude, human trafficking, forced or compulsory labour and child labour.
3. The City Corporation is not a relevant commercial organisation as defined by section 54 of the Act. However, it will comply with its annual reporting requirements on a voluntary basis in the interest of due diligence and transparency, and to appropriately reflect the City Corporation's strong commitment to responsible business principles.
4. This Modern Slavery Statement is divided into five sections:
  - i. **Our Organisation** -The City Corporation's approach to tackling modern slavery. This overarching commitment is supported at the highest level and inter-departmental collaboration is used to ensure a harmonised and effective approach.
  - ii. **Our People** - Helping to protect our own employees based at any City Corporation location from becoming victims of modern slavery through fair recruitment practise, pay and conditions, and having support mechanisms in place such as access to whistleblowing, and an employee assistance programme.
  - iii. **Our Jurisdiction** - Creating conditions that minimise the risk of modern slavery occurring within the Square Mile, identifying modern slavery that does occur within our geographical jurisdiction, referring any victims on to the help and support they need and ensuring any perpetrators of this crime are brought to justice.
  - iv. **Our Wider Community** - Using our influence to facilitate positive action on modern slavery amongst charitable organisations and our wider business community.
  - v. **Our Supply Chains** - Using responsible procurement and contract management due diligence procedures to minimise risks of modern slavery taking place within our domestic and global supply chains.
5. Within each of these five sections. the following aspects are described, as per the requirements of a modern slavery statement under s.54 of the Act:

- a. **Remits and relevant risks**- Within the remit of each department; identifying the people, places, trades and industries at highest risk of being associated with modern slavery.
- b. **Policies and commitments** - Overarching and department-specific policies and commitments to tackling modern slavery and associated human and labour rights abuses.
- c. **Existing interventions** -Actions already being undertaken to identify and deal with modern slavery and to minimise the risk of it occurring. This includes training & awareness programmes and due diligence procedures such as referrals, site visits & spot checks, contractual provisions and contract monitoring & management.
- d. **Continuous improvement** -Assessing the effectiveness of our current interventions, creating plans to bridge identified gaps, developing appropriate performance indicators, monitoring and reporting on progress.

## i. Our organisation

### a. Remit and relevant risks

- 6. The Square Mile is the historic centre of London and is home to the 'City' - financial and commercial heart of the UK. The City Corporation provides local government services for the Square Mile and supports and promotes the City as the world leader in international finance and business services. The organisation's responsibilities extend far beyond the City boundaries in that it also provides a host of additional facilities for the benefit of the nation, including air and sea ports, the Barbican and various open spaces.
- 7. The Bridge House Estate (BHE) is currently the 7th largest charity in the UK in terms of asset valuation: The City Corporation is its sole corporate trustee. The primary object of BHE is to maintain and support five bridges crossing the River Thames. A cy-près charity scheme of 1995 permits income surplus to that required for the bridges to be used for broader, and more general, charitable purposes within the Greater London area. This scheme enables the charity to work through its charitable funding arm, City Bridge Trust (CBT). CBT provides grants totalling around £20m per year towards charitable activity benefitting Greater London.
- 8. Heart of the City is a business-led charity, limited by guarantee and housed the City Corporation, which is its main funder and Treasurer.
- 9. The City of London Police is the territorial police force responsible for law enforcement within the City of London, with other specific remits nationally. The City of London Police is divided into four directorates: Crime Investigation, covering serious & organised crime, terrorism, acquisitive criminality and violent crime; Economic Crime, which looks at fraud; Intelligence and Information, responsible for coordination of intelligence and information management; and Uniform Policing, providing policing response and specialist skills and support both internally and to other police forces.
- 10. From an organisational perspective, it is recognised that modern slavery is a crime that is prevalent both within and outside of the UK, across many industries and as such it is a

risk that the City Corporation takes seriously. However, rather than this risk being looked at in isolation, modern slavery is managed alongside a range of other risks that must be dealt with as part of our business activities e.g. implementing responsible procurement, tackling serious and organised crime, safeguarding of children and vulnerable adults, health and safety in construction etc.

#### **a. Policies and commitments:**

11. The recently published Corporate Plan (2018-2023) sets out the priorities of the City Corporation as the governing body of the Square Mile, dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK. The following aims and outcomes within the Plan underpin the City Corporation's commitment to combatting human and labour rights abuses such as modern slavery:

##### **11.1 Contribute to a flourishing society:**

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

##### **11.2 Support a thriving economy:**

- Businesses are trusted and socially and environmentally responsible

12. The Responsible Business Strategy 2018-23: 'Towards a Sustainable Future' describes in more detail how the City Corporation intends to achieve the above aims and outcomes. This Strategy sets out the organisation's objective of creating positive impact and reducing negative impact across all its activities and decisions. More specifically the Strategy states the City Corporation's stance on advocating for human rights in its decision-making processes so that people are treated appropriately and with dignity. The Strategy also details its commitment to actively preventing fraud, corruption and bribery in its own operations and influencing supply chains and partners to do the same.

13. The following is the City Corporation's stand-alone Policy on modern slavery:

#### **b. Existing interventions**

14. Representatives from the City of London Police, the Barbican, City Procurement, Department for Community and Children's Services, Community Safety and Corporate Strategy and Performance Team came together in early 2018 to establish the City Corporation's inter-departmental Working Group on modern slavery.

15. The priority of the Working Group was to bring together all current action taking place to tackle modern slavery by the City Corporation to harmonise our approach and ensure that resources and lessons learned are shared across the City Corporation. This current modern Slavery Statement was developed based on this work.

### **c. Continuous improvement**

16. The Working Group plans to invite representatives from other relevant departments to contribute their ideas going forward, including HR and Licensing. A network of 'Safeguarding Champions' is to be re-launched in the coming months, acting as departmental points of contact and channels for dissemination of key messages to and from the Working Group.
17. The next priority of the Working Group going forward is to identify any gaps or weaknesses and plan future interventions and areas for potential collaboration that could be used to continuously improve our approach. The principal areas identified so far are an increased number of internal and external training and awareness raising initiatives.
18. Specific continuous improvement plans are discussed more fully as part of the following sections covering Our People, Our Community and Our Supply Chain.

## **II. Our People**

### **a. Remit and relevant risks**

19. This section covers the City Corporation's **work** helping to protect our own employees from becoming victims of modern slavery. These City Corporation-wide efforts are led by our Human Resources Department.

### **b. Policies and commitments**

20. Alongside the City Corporation's Modern Slavery Policy outlined in Section 1.b, the City Corporation has a series of policies, codes of conduct and adopted principles that set out how the organisation makes sure that people are working legally, that everyone is treated fairly and with dignity, and that people conduct themselves appropriately.
21. Recruitment Policy: The City Corporation operates a robust recruitment policy, including conducting 'right to work in the UK' checks for all employees. All offers of employment are conditional on these checks being completed to the organisation's satisfaction. Where an individual is working in the UK on a visa or work permit of a fixed term, the City Corporation requires the individual to provide proof of their continuing right to live and work in the UK before continuing their employment.
22. These processes are managed and overseen by our HR department and guidance is provided to all recruiting managers to ensure these checks are carried out effectively. They represent an initial measure of safeguarding against the City Corporation employing any individual that has been illegally trafficked and or is being forced to work against their will.
23. Whistleblowing Policy: The City Corporation's Whistleblowing Policy applies to all staff. It details the channels through which employees should raise serious concerns providing



assurance that there should be no fear of reprisals. Concerns regarding potential instances of modern slavery can be raised in this way alongside other forms of abuse and coercion staff may be experiencing or suspicious of. Staff are made aware of this Policy through various channels including during induction training and the staff intranet.

24. Codes of Conduct: Our continued success relies on the trust and confidence of the public and therefore all staff and elected representatives are expected to uphold the highest standards of personal conduct and integrity including a requirement for all staff to uphold the Nolan Principles on standards in public life.
25. There are 100 Common Councilmen and 25 Aldermen serving as elected representatives, collectively referred to as 'Members'. Members represent public interest and inform how the City Corporation should carry out its various activities. Members adhere to the City Corporation's Code of Conduct for Members.
26. Similarly, City Corporation employees must adhere to the City of London's Employee Code of Conduct. This incorporates requirements to abide by City of London anti-corruption measures and that all employees are treated with fairness and equality.
27. The Code also sets out the expectation that employees and other stakeholders including suppliers, who have serious concerns about the conduct of any aspect of the City Corporation's work to come forward and voice those concerns. It commits the organisation to treating any suspicion of wrongdoing seriously, with concerns reviewed and analysed in accordance with the Whistleblowing or Complaints Policy, considering the Public Interest Disclosure Act, the Human Rights Act and if appropriate the City Corporation's Anti-Fraud and Corruption Strategy.

### ***c. Existing interventions***

28. Policy implementation: The City Corporation strives to be an excellent employer with a modern suite of employment policies and procedures. Corporate HR ensures the effective management of policies. This includes routine reviews to be in compliance with legal and mandatory requirements, alignment to best practice, monitoring and enforcement oversight.
29. It is the responsibility of all managers across the organisation to put written policies and procedures into practice. Under the 'Managing People Policy', managers are primarily responsible for ensuring their consistent application so that all employees are managed in a fair and consistent manner. It is also important for Managers to support employees in understanding and interpreting policies correctly.
30. Corporate HR ensures the ready accessibility of its HR policies and procedures through the Employee Handbook, HR Topics pages, Managers' Guide and a New Starters' Resource page all of which are located on the intranet. In addition, the provision of a suite of training workshops/briefings, a-learning, team meetings and staff/manager news items are just some of the means of cascading either changes or new policies and procedures.
31. The City Corporation has an Employee Assistance Programme, which operates 24/7 for 365 days of the year, to provide staff and their partner or a family member confidential support on a wide range of work and personal issues which may include cases of modern

slavery.

32. Training: The City Corporation has made an e-learning course available to all staff and Members. This hour-long online modern slavery training aims to raise awareness of the issue and help staff recognise their role in identifying and reporting concerns.
33. Living Wage: The City Corporation is proud to be an accredited Living Wage employer. This commits us to paying at least the Living Wage to all staff, contractors and sub-contractors according to the parameters set by the Living Wage Foundation. The City Corporation also goes one step further by paying the Living Wage to all apprentices and interns.

#### ***d. Continuous improvement***

34. The City Corporation has on-going commitment to train all managers as part of the organisation's Health and Wellbeing Strategy. The strategy has also included the roll out of Mental Health First Aiders within the departments. These roles are well placed as the potential first point of contact for employees who are experiencing any mental health issues or emotional distress, to identify potential signs of modern-day slavery.
35. The City Corporation is currently reviewing methods of monitoring payment of the Living Wage, along with the scope of the policy application. Any changes will be reported on as part of the next City Corporation modern slavery statement published in July 2019'.
36. Coinciding with the publication of this modern Slavery Statement, Chief Officers will encourage all staff to take a high-level version of the online modern slavery training. The number of staff that have undertaken this training will be used as a performance indicator of information dissemination going forward.

### **iii. Our Jurisdiction**

#### ***a. Remit and relevant risks***

37. This section covers the protection of the community of the Square Mile from modern slavery. It is the City Corporation's responsibility to create conditions that minimise the risk of modern slavery occurring, monitor the highest risk trades and industries to identify any instances of modern slavery that do occur within our geographical jurisdiction. Any cases of modern slavery identified in the City would need to be referred to the City of London Police and the City of London's Single Point of Contact (SPOC), the Safeguarding and Quality Assurance Service Manager. Support would be offered to victims of modern-day slavery through the Adult Social Care Team or Children's Social Care team. These services would then make a referral through to the National Referral Mechanism to support the victims of modern slavery and ensure any perpetrators of this crime are brought to justice. These interventions involve the Safer City Partnership (SCP), Community Safety team, Markets and Consumer Protection Department's Licensing team, the Department for Community and Children's Services Safeguarding and Quality Assurance team and the City of London Police.
38. The SCP brings together statutory and non-statutory representatives who aim to contribute towards keeping the City safe. Statutory partners include the City Corporation,

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City of London Police, London Fire Brigade, London Probation trust and the NHS Clinical Commissioning Group.

39. There is no typical victim of slavery. Victims are men, women and children of all ages, ethnicities and nationalities and cut across the population. However, it's normally more prevalent among the most vulnerable or within minority or socially excluded groups. Potential victims of human trafficking were reported from 116 different nationalities in 2017 according to the National Crime Agency's National Referral Mechanism statistics. Albanian, UK and Vietnamese nationals were the most commonly reported potential victims. 5,145 potential victims were submitted to the National Referral Mechanism in 2017, which was a 35% increase on 2016. In 2017, the National Referral Mechanism received 4714 referrals in England of which 2,464 potential victims of modern slavery cases were men, while 2247 were women, 2753 were adults and 1961 were children. The biggest increase in type of exploitation for adults is sexual exploitation and children is labour exploitation. Other vulnerable groups include, but are not limited to, people who are/ have been involved in illegal activities, those who do not have a right to remain in the UK, children who are fleeing their home countries and seek out refuge in the Square Mile.

40. People at the highest risk of being victims of modern slavery in the Square Mile include sex workers, street traders, people employed in the hospitality industry i.e. hotels and restaurants, cleaners, construction workers and those providing domestic and care services or personal health and beauty services.

41. The City of London Corporation has responsibilities for over 40 sites outside the Square Mile including air and sea ports, open spaces, schools, housing estates, markets and cultural attractions. In terms of the sections of this modern slavery statement that cover our responsibilities in these areas:

41.1. In terms of people within our workforce, the interventions described in 'Section ii: Our People' applies, no matter the location of the site

41.2. In terms of suppliers or contractors, the interventions described in 'Section v: Our Supply Chains' applies, no matter the location of the site or department

42. In terms of any other person, who is not an employee or supplier to the City Corporation, being identified to be at risk of, or of currently being a victim of modern slavery on one of our sites outside the Square Mile, or being identified by someone affiliated with one of these satellite sites, the relevant police force, and Border Force in the case of ports, should be informed as they would have jurisdiction in this geographical area and would deal with the matter as part of their own policing strategy and through the National Referral Mechanism.

**b. Policies and commitments:**

43. The Department for Community and Children's Service's has identified a representative who will be acting as the single point of contact (SPOC) for modern day slavery for the City Corporation. This role is currently being held by the Safeguarding and Quality Assurance Service Manager who supports referrals through to the National Referral Mechanism.

44. The Community Safety Team's commitment is to help keep all those who live, work or visit the Square Mile safe. The Team works closely with our communities to understand their

concerns and priorities and provide advice to help prevent people becoming a victim of crime and to promote awareness of how to report problems.

45. The City of London Police's Action Plan on Modern Slavery and Human Trafficking uses a four-pronged approach based on protection, preparation, prevention and pursuit. The actions are described in part c) below.

### **c. Existing interventions**

46. **City of London Police:** Specific roles and responsibilities are delegated within the Force around training and intelligence and to deal with the victim(s), the suspect or organised crime groups and the subsequent investigation. The City of London Police's response to modern slavery is coordinated through the Force Lead, the Chief Inspector of Uniformed Policing - Custody and Response. The current Action Plan on Modern Slavery and Human Trafficking uses a '4 P's' approach:

- 46.1 **Protect.** This action includes close working with public bodies and private industry to identify vulnerabilities and improve the Force's target handling capability in response. Intelligence and information sharing is essential to this work, enabling all parties to, identify the threat and protect the economy and our communities:
- Promote awareness of the signs of modern slavery;
  - Develop victim centric processes; and
  - Collaborate with stakeholders and partners to identify early intervention opportunities.

The City of London Police form an essential part of the City Corporation's Working Group on Modern Slavery.

- 46.2 **Prepare:** This work includes developing positive relationships with law enforcement agencies and wider community, including the public, private and third sectors. The aim is to engage strategically and tactically to build specialist knowledge, enhance the Force's capability and effectiveness and to cut crime and protect the public:
- Intelligence picture to be regularly updated;
  - Roll out training to frontline officers to educate and promote awareness in recognising victims at the earliest opportunity;
  - Establish best practice regarding investigation of modern slavery offences; and
  - Educate and inform City of London Police staff and partners/stakeholders.

As an example of recent work carried out as part of this action, train-the-trainer training was rolled out in Summer 2018 to City of London Police officers in order to facilitate knowledge as widely as possible on recognising the signs of modern slavery whether as part of the role of front office staff, a PC on patrol or a Detective executing a search warrant.

- 46.3 **Prevent:** This action encompasses the design and management of campaigns with partners to highlight the impact of the organised crime gang. These initiatives should deter individuals from committing organised crime and encourage people to report it. Creating a hostile operating environment for organised crime groups is essential. Conduct visits to perceived vulnerable premises; Promote convictions in media; Conduct prison visits; Promote use of orders for Slavery and Trafficking Prevention Orders.

The City of London (Col) Police take an active role in identifying victims of modern slavery and human trafficking within the Square Mile and within high risk industries, for example by speaking to sex workers in brothels in collaboration working with partner charities and also by visiting construction sites and providing inputs within the community to other areas considered to be more susceptible to this crime type such as within the hospitality trade.

- 46.4. **Pursue:** This includes arrests, seizures and criminal prosecutions. Work takes place alongside public, private and third sector professionals to disrupt organised criminals, their associates, business endeavours and way of life.
- Identify offenders involved in modern slavery and bring to justice;
  - Disruption of organised crime groups continuing to offend;
  - Establish strong and effective collaborations to tackle modern slavery.
47. **Department for Community and Children's Services (DCCS):** has a responsibility to safeguard children and adults in the City of London. This responsibility is in conjunction with other agencies, as set out in the 'Working Together to Safeguard Children' guide to inter-agency working to safeguard and promote the welfare of children published in July 2018. Further guidance is also available within the Pan London Safeguarding procedures for adults and children. The Joint City and Hackney Safeguarding Board for Adults and the corresponding Board for Children has oversight on the training and development of strategies on modern slavery, as does the Safer Community Partnership.
48. **Serious and Organised Crime (SAOC) Board:** The Board works to improve the collection, collation and analysis of data on modern slavery, including sexual and labour exploitation in order to understand and help mitigate the threat of these crimes.
49. **Public Protection and Environmental Health:** The City Corporation's Markets and Consumer Protection Department amongst other remits, is responsible for regulating most of the premises within the Square Mile. As part of the Department's everyday duties they conduct inspections e.g. to ensure health & safety or food safety, at sites that may pose a risk of being associated with modern slavery including massaging and special treatment premises, construction sites, hotels, restaurants and street trading stalls. The team forms part of the Safer City Partnership and Serious and Organised Crime Board and responds to requests from HM Revenue & Customs and Police requests to look out for certain activities they are suspicious of.

#### **d. Continuous improvement**

50. The City of London Police: The comprehensive interventions that form part of the Action Plan on Modern Slavery and Human Trafficking detailed in part c) above will continue to be rolled out over the coming year. The effectiveness of these measures will be monitored alongside other policing objectives as part of the Force's overall approach.
51. **The Department of Community and Children's Services:** It is currently working with safeguarding partners formally known as the local Safeguarding Board for both Children and Adults on the development of a 'Joint Strategy for Modern Day Slavery'. The City of London has been tasked by the Board to develop a Strategy on Modern Slavery that focuses on the demography and needs of the City. There will be a focus on raising awareness around

modern slavery across the City Corporation including through training. Resources and ideas from both organisations will be pooled and lessons learned from similar local authority initiatives will be drawn on to create a meaningful and effective joint approach.

52. **Serious and Organised Crime (SAOC) Board:** The SAOC Board has identified modern slavery as a high priority threat that can have devastating impacts. It provides an advisory function and reports into the Safer City's Partnership. The SAOC will continue to find effective ways of raising awareness about modern slavery and working in partnership with agencies that intercept and dismantle organised crime groups, preventing them from profiting from modern slavery and human trafficking. Improved procedures to share intelligence on organised crime groups will be developed with the eventual aim of preventing recruitment of vulnerable people into modern slavery.

53. **Community Safety:** Events aimed at raising awareness of modern slavery amongst City Corporation staff and City businesses will take place over the next year. These will be focused on helping delegates to recognise potential signs of modern slavery and to know what to do in such circumstances.

#### iv. **Our Wider Community**

##### a. **Remit and relevant risks**

54. This section covers the City Corporation's wider influence within surrounding boroughs, Greater London, the UK and further afield.

55. **City Bridge Trust:** The City Corporation plays a philanthropic role through the City Bridge Trust, which provides £20m per annum in grant funding across Greater London. The Trust supports work which reduces inequality and grows more cohesive communities for a London that serves everyone. The Trust aims for London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation.

56. **Heart of the City:** runs the UK's only responsible business programme specifically designed to include SME's. This two-year Foundation programme equips and coaches business leaders to run successful companies that make a positive difference to people, places and the planet. Focusing on the practical, its events, online resources/templates and network are designed to support those companies new to responsible business with complex issues, such as tackling modern slavery. Heart of the City's network of contributor companies has responsible business expertise and resource in-house and they provide foundation members with support, mentoring and guidance. Funding from the City of London Corporation, City Bridge Trust and the City of Westminster Council has made places available for year one of the programme, enabling businesses to get involved without a designated responsible business budget.

57. Members of the network are businesses across a broad spectrum of industries, operating across London. The main risks of modern slavery within financial and other professional service industries are within their wider supply chain.

58. **The City of London Fairtrade Steering Committee** is administered by the charity JustShare on behalf of the City of London Corporation. Chaired by the Lord Mayor's Chaplain and attended by City Corporation Elected Members and relevant staff, the Recorder of London, Cheapside Business Alliance and various livery company

representatives, it leads action on promoting fair trade within the Square Mile.

***b. Policies and commitments:***

59. Following a review of its charitable funding, the City Bridge Trust launched its new grant programme, 'Bridging Divides'. This programme has the following funding priorities: a) Connecting the Capital, b) Positive Transitions, and c) Advice & Support. These will help the Trust to achieve its vision for London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation.
60. The City Corporation believes that the concept of fair trade is central to sustainable development and aims to be recognised by its stakeholders and partners as an organisation that actively supports and promotes the concept of Fairtrade and fairly traded products. In support of this commitment, the City Corporation signed its Fairtrade Resolution in 2007.

***c. Existing interventions***

61. City Bridge Trust: The Trust is currently inviting applications from specialist support services that will enable positive transitions in relation to children and young people, migrants and refugees, disabled people, ex-offenders and survivors of domestic and sexual abuse; modern day slavery: trafficking; and hate crime.
62. The Trust currently funds the 'Helen Bamber Foundation', which supports refugees and asylum seekers who have experienced human trafficking, 'Stop the Traffick', which aims to systemically disrupt global human trafficking and modern slavery networks by building resilient communities and the 'Human Trafficking Foundation', which was established to support and add value to the work of the many charities and agencies operating to combat human trafficking in the UK.
63. **Heart of the City** supports businesses to create and implement a responsible business strategy, focusing on increasing activities across four key areas - community, environment, workplace and marketplace. To date over 750 businesses (600 of which are SMEs) have completed the charity's Foundation programme. Each member is supported by an account manager and online resources including modules, templates and tip sheets on ethical sourcing within procurement and tackling issues of modern-day slavery.
64. **The Fairtrade Steering Committee** organises a number of events to promote fair trade and ethical sourcing more generally. In November 2017, it ran an event aimed at raising a broader awareness of modern slavery, which featured speakers from the City Corporation's Procurement team and the Cambridge Centre of Applied Research in Human Trafficking, alongside Baroness Young of Hornsey, sponsor of the Modern Slavery (Transparency in Supply Chains) Bill 2017-2019.

***d. Continuous improvement***

65. The Bridging Divides grant programme will see around £100m distributed over the next five years to tackle inequality across the Capital and will continue to fund organisations that help to tackle modern slavery in the UK and support its victims.

66. Heart of the City provides online resources for its members regarding responsible procurement as well as a guide to the Modern Slavery Act. Should a Foundation Programme member have specific questions, Heart of the City can connect them to a volunteer from a Contributor company (often larger firms). These experienced responsible business professionals should be able to assist or signpost elsewhere.

## **v. Our Supply Chains**

### **a. Remit and relevant risks**

67. City Procurement is the City Corporation's centralised procurement team who deal with the majority of contracts worth £10,000 or more. Exceptions to this include agreements between the Barbican and its artists and services commissioned by the Department for Community and Children's Services. Interventions described in this section relate to those contracts for supplies, services and works over the £10,000 threshold. Staff undertaking procurement exercises below this value on behalf of the Corporation will be encouraged to undertake online training to ensure they consider the risks of modern slavery as part of their due diligence processes.

68. City Procurement take the lead on tackling modern slavery within our supply chains, but work in conjunction with stakeholder departments with the greatest risk of procuring goods, services or works associated with this crime.

69. The highest risks of people falling victim to modern slavery in our UK based supply chain include construction workers, those undertaking service contracts in relatively low paid industries such as cleaning, catering, security, agriculture and the care industry. Although not necessarily defined in the same way, the City Corporation recognises that those industries can often operate as part of the gig economy.

70. The highest risks of modern slavery further up our globalised supply chain, especially forced and child labour are associated with the production and manufacture of electronic equipment, textiles, agricultural commodities and construction materials. Conflict minerals including gold, tin, tantalum and tungsten, found in computer equipment and vehicles are also of significant concern.

### **b. Policies and commitments:**

71. The City Corporation's 2015-2018 Responsibility Procurement Strategy aims to deliver best value in a way that improves the lives of those in its supply chain and help the City Corporation make procurement decisions that act as a catalyst for positive change. It is based on three pillars; social value, environmental sustainability and ethical sourcing. The latter details the City Corporation's commitment to tackling human and labour rights violations, including but not limited to modern slavery.

### **c. Existing interventions**

72. **Commercial Contract Management (CCM):** The CCM team's role is to embed best practice consistently across the City Corporation's contract management provision, including supplier performance monitoring. The team have developed a 'Performance



Scorecard' to ensure that a standard and robust approach is taken to monitor, gather evidence and handle risks or failing performance. One of the ten elements covered by the Scorecard is ethical sourcing and in particular, supplier compliance with the Modern Slavery Act.

73. All relevant suppliers that wish to tender for City Corporation contracts must provide evidence that they have met the requirements of the Modern Slavery Act 2015 in order to be able to bid.
74. A series of interventions are currently being used to ensure compliance with human and labour rights legislation, including the Modern Slavery Act, according to the nature of the contract in question. The following are interventions currently taken amongst our highest risk categories of spend:
- a. **Communities and Children's Services:** Services for vulnerable young people, such as care leavers, and vulnerable adults are monitored regularly to ensure that safeguarding requirements are in place. New services are commissioned using the Corporation's minimum safeguarding standards. These are based on the set of minimum expectations developed by The City & Hackney Safeguarding Children Board (CHSCB) and provide clarity to both commissioners and contractors of services as to what must be considered when engaging external services. Due diligence procedures include Disclosure and Barring Service (DBS) checks, reviews of safeguarding policies, procedures and complaints. Providers ability to meet these standards are tested through the procurement process.
  - b. **Textiles:** As part of the City Corporation's current police uniform contract led by the Metropolitan Police, contractors are required to meet a strict corporate responsibility code of conduct covering product, environmental and ethical standards. Specific requirements include annual third-party audits, declarations of manufacturing facilities and registration with a shared audit database.
  - c. **Electronic equipment:** Over the last year, the City Corporation has introduced ethical sourcing requirements within the specifications of contracts involving electronic equipment including closed circuit television (CCTV) cameras and multi-functional devices (MFDs). Within 12 months, contractors are required to produce a supply chain map highlighting key risks including forced and child labour. Subsequently the contractors establish a strategy, in collaboration with the City Corporation, to mitigate these risks. Specific actions may include strengthened contractual requirements with their own supply chain, internal or third-party auditing and/or affiliations with organisations who specialise in supply chain transparency. As part of its social value offering, the City Corporation's IT managed service provider is currently undertaking a supply chain mapping exercise on IT hardware used to support the services delivered to the City Corporation.
  - d. **Construction materials:** The City Corporation is now taking a more robust approach to mitigating the risks associated with construction materials used as part of works contracts e.g. bricks, steel, timber, natural stone products etc. As part of the recently established intermediate and major works frameworks, the City Corporation requires contractors to present their current due diligence procedures within a month of contract commencement. Feedback is then provided on any further interventions the

City Corporation considers necessary. Proposals for continuous improvement are then developed by the contractor and mutually agreed as part of an ongoing action plan, which is monitored quarterly as part of ongoing key performance indicators (KPIs).

75. The Barbican, of which the City Corporation is the founder and principal funder, publishes its own annual [Modern Slavery Statement](#) as committed to in its 2017/18 statement. the Barbican has recently introduced a standard clause in all its future contracts for services and suppliers that commits suppliers to comply with the Barbican or City Corporation's Policies on modern slavery and human trafficking, both in engaging the supplier's own staff or in relation to sub-contractors and agents.
76. Additional clauses also recently introduced require suppliers to ensure they fulfil the obligations set out City Corporation's Equal Opportunities Policy and ensure all staff and all other people engaged or managed by external suppliers and visiting companies are treated with dignity and respect.
77. The City Corporation helped establish and co-Chairs the London Responsible Procurement Network (LRPN), a group of public sector representatives who meet regularly to share best practice and develop harmonised approaches to achieving social value, environmental sustainability and ethical sourcing. This Group also feeds into, the London Heads of Procurement Network, facilitated by London Councils. A series of meetings and workshops dedicated to modern slavery have already taken place with the aim of sharing effective interventions and learning lessons from one another on how to effectively tackle modern slavery within London's public sector supply chains.

#### ***d. Continuous improvement***

78. Over the next year, a 'Supplier Code of Conduct' will be developed by City Procurement with the aim of detailing the City Corporation's expectations more clearly to our supply chain and facilitating a more rigorous approach to contract management.
79. Work planned for the coming year to improve our approach to implementing appropriate due diligence procedures within specific high-risk categories includes:
  - a. **Construction Sites:** Moving forward, City Surveyors, the Department of the Built Environment and others involved in managing construction works on behalf of the City Corporation will work with City Procurement, City of London Police and others to develop an approach to mitigating the risk of modern slavery taking place on its construction sites. It will involve the use of more detailed contractual provisions, awareness raising with supervisors on site and compliance checks. This work will take place alongside other action taken in response to increased levels of CSCS card fraud and incidences of illegal workers on UK construction sites.
  - b. **Textiles:** When establishing our new corporate uniform contract, the City Corporation will undertake an approach similar to that currently implemented in the existing police uniform contract, especially in regards to increased transparency of manufacturing locations and audit procedures.
  - c. **Food:** During the mobilisation period of the new corporate catering contracts, the City Corporation will work with its three catering contractors, as part of the CCM approach

and through supplier relationship management, to ensure appropriate due diligence procedures are undertaken, especially in relation to mitigating risks of exploitation of workers involved in food processing, harvesting and the fisheries industry.

80. The City Corporation will continue to collaborate with other public sector bodies as part of the LRPN and with the London Heads of Procurement (LHoP) to improve its own approach to tackling modern slavery and share learning and best practice with other public authorities.

81. Through its Commercial Contract Management team, the City Corporation will form closer relationships with a broader set of key suppliers and use a partnership approach to identify and help mitigate the risks of modern slavery occurring in our global supply chains.

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82. The City Corporation will refresh its Modern Slavery Statement annually; the next will be published in July 2019, which is more aligned to the organisation's annual financial reporting. This new statement will include updated policies and commitments, interventions, with a summary of progress made during November 2018 - June 2019 alongside future plans for continuous improvement.

**Chief Officer sign-off:** This Modern Slavery Statement was approved by the City of London Corporation's Summit Group on 26th September 2018.

Signed: John Barradell

**Elected Member sign-off:** This statement was approved by the City Corporation's Policy and Resources Committee on 15<sup>th</sup> November 2018.

Signed:

Catherine McGuinness      Chairman, Policy & Resources Committee

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## Introduction

- The first Modern Slavery Statement published by the City Corporation was released in November 2018 and remains available online. As well as outlining our approach to tackling modern slavery at that time, it outlines in detail our organisation's remits and risks related to modern slavery, alongside the City Corporation's structure and various legal functions, including as charity trustee of Bridge House Estates (Charity Reg. No. 1035628) (BHE).
- This current Modern Slavery Statement focuses in more detail on what is being done across the organisation: practices that have now been established to combat modern slavery, recent progress and continuous improvement commitments. Its publication follows the release of the City Corporation's Responsible Procurement Policy.
- In the interest of due diligence, transparency and responsible business commitments, this Modern Slavery Statement is produced by the City Corporation on a voluntary basis alongside peer organisations who are required to comply with Section 54 of the Modern Slavery Act 2015.
- For the purposes of this Statement and associated Policy, the term 'Modern Slavery' encompasses slavery, servitude, human trafficking, forced or compulsory labour and child labour.

The Modern Slavery Statement is divided into four sections, which set out the steps the City Corporation is taking:

- in discharging its functions to ensure that modern slavery is not taking place in its business, jurisdiction or supply chains.
- to use its wider influence to reduce modern slavery risks and impacts.

### **Our Organisation:**

Prioritising our commitment at the highest level, protecting and educating staff and taking dedicated action and collaborating across the City Corporation to combat modern slavery.

### **Our Jurisdiction:**

Minimising the risk of modern slavery occurring in the City of London (or Square Mile) and on City Corporation property, referring any victims to the help they need, ensuring any perpetrators are brought to justice and helping to identify modern slavery in any place the City Corporation has a presence.

### **Our Domestic Supply Chain:**

Using responsible procurement and rigorous contract management to mitigate the risk of modern slavery taking place within our UK supply chains.

### **Our Global Supply Chain:**

Using responsible procurement and effective due diligence procedures to minimise the risks of using global suppliers who contravene human and labour rights and exploit people through modern slavery.

# Endorsed Modern Slavery Statement and Policy

City of London Corporation



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*The City of London Corporation recognises its responsibility to help identify and eliminate modern slavery through its activities. The organisation will ensure that effective due diligence procedures are in place to safeguard against any form of modern slavery taking place within our business, our jurisdiction or our supply chain. These procedures will be reviewed and continuously improved upon over time.*

This Policy and Modern Slavery Statement is endorsed and signed off by:

John Barradell  
Town Clerk and Chief Executive  
Signed July 2021

Catherine McGuinness  
Chairman, Policy & Resources Committee  
Signed July 2021 \_\_\_\_\_

# Our Organisation

Prioritising our commitment at the highest level, taking dedicated action and collaborating across the City of London Corporation to combat modern slavery



## Risks

Modern slavery is prevalent in many industries, both within and outside of the UK. The City Corporation recognises the risk associated with its own activities; this Modern Slavery Statement sets out our response.

## Policies and commitments

Corporate Plan: People are safe & feel safe, Businesses are trusted to be environmentally and socially responsible. Responsible Business Strategy 2018-23: Promoting human rights through our every day work and decision making. BHE Bridging London Strategy, 2020 – 2045: aim to be sustainable.

## Established Practice and Remit

- To ensure the most effective approach to tackling modern slavery, leads from across the organisation formed a working group to coordinate efforts, offer mutual support and make sure that resources, training and lessons learned were and continue to be shared.
- With representation from: the City of London Police, Bridge House Estates, Markets & Consumer Protection, the Barbican, Department for Community & Children's Services, and central support Departments - Town Clerk's (Human Resources and Learning & Development), Chamberlain's, and Comptroller & City Solicitor's.
- A modern slavery e-learning course is available to all staff, raising awareness of their role in identifying and reporting concerns.

## Recent Progress

- This Modern Slavery Statement was co-authored by relevant leads across the organisation, coordinated by the Procurement and Responsible Business teams.
- Significant progress on combatting modern slavery has been made by individual teams, which is detailed further on, but from an organisational perspective, the most substantive progress includes:
  - Increased cross-departmental training and awareness raising events and cooperation with external agencies.
  - Increased cooperation with regional and national groups.
  - Establishment of an independent Responsible Business Panel, who advise on the City Corporation's approaches to ensuring social value, sustainability, and human and labour rights.
  - Living Wage commitment has been enhanced to include any person working under any of our contracts for two or more hours. This removes the requirement for people to be working on our sites or for longer periods of time (previously eight weeks).

## Continuous Improvement

- An analysis of the nature of funds within City Corporation's investment portfolio was carried out. As work on responsible investment progresses, the risk of Modern Slavery being associated with our investment portfolio will be one of the Environmental, Social, Governance (ESG) aspects considered, to help shape City Corporation's investment activities and improve the transparency of due diligence measures undertaken.
- Will now publish a Modern Slavery Statement on annual basis.

# Our Jurisdiction

Minimising the risk of modern slavery occurring in the Square Mile and on City Corporation property, referring any victims on to the help they need, ensuring any perpetrators are brought to justice and helping to identify modern slavery in any place the City Corporation has a presence



## Risks

People at the highest risk of being victims of modern slavery in the Square Mile include sex workers, street traders, hospitality workers, cleaners, security personnel, construction workers and those providing domestic and care services or personal health and beauty services.

## Policies and Commitments

City of London Police's Action Plan on Modern Slavery and Human Trafficking uses a four-pronged approach based on protection, preparation, prevention and pursuit. The Department for Children and Community Services (DCCS) work in partnership with City and Hackney Adult Safeguarding Board, City and Hackney Safeguarding Children's Partnership Board and the Safer City Partnership.

## Established Practice and Remit

- While a corporate responsibility, DCCS are leaders for safeguarding children and adults in the City of London. They act as the single point of contact (SPOC) for Modern Slavery reporting.
- As per of their core duties, Markets & Consumer Protection (MCP) officers frequently visit sites in the Square Mile posing risks of modern slavery and are vigilant in observing and reporting any suspicious circumstances.
- The Serious Organised Crime board, led by the City of London Police (CoLP), brings together key agencies, assuming an advisory function to disrupt organised crime groups, inhibiting modern slavery activities.
- Specific roles and responsibilities are delegated within CoLP around training and intelligence and to deal with the victim(s), the suspect(s) or organised crime groups and the subsequent investigation.

## Recent Progress

- Modern Slavery continues to be a topic of interest for MCP at the Licensing Liaison Partnership (which includes the Border Force).
- CoLP had 12 modern slavery referrals and 4 'duty's to notify' in 2020. Numbers were reduced in 2020 due to a reduction in footfall in response to Covid-19 and a large reduction in crime traditionally linked to criminal exploitation.
- 13 CoLP officers completed a College of Policing four day Modern Slavery Investigator course enabling them to provide tactical advice on Modern Slavery investigations.
- 16 CoLP officers completed a College of Policing 2 day Modern Slavery Victim Liaison Officer Course to assist in the identification and support of victims.
- Modern Slavery training inputs have been provided to frontline officers, new recruits and custody officers.
- CoLP have actively participated in Modern Slavery and County Lines intensification activity, identifying potential victims.

## Continuous Improvement

- A SPOC for modern slavery issues to be set up in MCP and will be attending the MOPAC commissioned Focus on Labour Exploitation (FLEX) modern slavery 'train the trainer' in June and July, with training to be delivered to the teams after.
- A bespoke, shorter Modern Slavery investigator course is being developed internally for City of London Police investigators.
- CoLP continue to develop partnerships across the community and within policing to improve the identification and response to modern slavery.
- DCCS are investigating referral pathways into services including those supporting homeless people.
- DCCS will review the current internal training and promote further awareness.



# Our Domestic Supply Chain

Using responsible procurement and rigorous contract management to mitigate the risk of modern slavery taking place within UK supply chains.



## Risks

Based on the value and nature of contracts, the highest risks of modern slavery occurring in our UK supply chain include entry level roles in the construction, security, waste, cleaning and laundering, food harvesting and processing, and care industries, those typically undertaken by agency, seasonal and/or migrant workers, or those without formal UK qualifications

## Policies and Commitments

The City Corporation's Responsible Procurement Policy 2020 includes commitments to pay the Living Wage and guard against modern slavery, human and labour rights abuses, and unfair working practices in high risk supply chains.

## Established Practice and Remit

- Domestic supply chain categories: Healthcare/ homecare and supported living, taxis, food, security, hazardous waste and construction sites.
- The requirement for all suppliers that are in scope of the Modern Slavery Act 2015 to have a valid Modern Slavery Statement is incorporated as a pass/fail procurement criterion in the City Corporation's Supplier Questionnaire (SQ).
- A dedicated Responsible Procurement resource overseeing tailored interventions to ensure supply chain due diligence in all contracts posing a high risk of UK modern slavery.

## Recent Progress

- In depth training was delivered in February 2021 to all City Procurement staff including Commercial Contract Management, Procurement Operations, Sourcing & Category Management and Accounts Payable staff on Responsible Procurement including modern slavery.
- Guidance on relevant contract types and recommended interventions to minimise the risk of domestic modern slavery in our supply chains has also been provided to procurement staff.
- Supplier evaluation questions have been expanded to include checking validity of Construction Skills Certification Scheme (CSCS) cards.
- Collaboration with London Heads of Procurement – with the Responsible Procurement Manager leading a workshop on tackling modern slavery in supply chains.
- Commitment in our Responsible Procurement Policy (published in 2020) to tackle modern slavery and a supplementary Action Plan drafted focusing on domestic modern slavery.

## Continuous Improvement

- Introducing a specific requirement for site managers/ other relevant (sub)contractor staff to have the facility to check CSCS cards.
- Enhanced compliance provisions within standard contract terms in conditions.
- Explore whether or not it is something that could be incorporated into street works/ construction codes of conduct.
- Implement more structured internal procurement guidance for relevant decision making boards and commissioning officers.
- To complement the newly signed RP Policy, a focused Action Plan, including increased monitoring of compliance by high risk<sup>5</sup> categories, will be implemented.

# Our Global Supply Chain

Using responsible procurement and effective due diligence procedures to minimise the risks of using global suppliers who contravene human and labour rights and exploit people through modern slavery



## Risks

The highest risks of modern slavery in our global supply chain, especially forced and child labour are associated with the production and manufacture of electronic equipment, textiles, agricultural commodities and construction materials. Conflict minerals (gold, tin, tantalum and tungsten) and cobalt found in computer equipment and vehicles are also of significant concern.

## Policies and Commitments

Underpinned by the City Corporation's Responsible Business Strategy, our Responsible Procurement Policy 2020 makes specific human and labour rights commitments, with an action plan focussed on tackling modern slavery in global supply chains

## Established Practice and Remit

The Responsible Procurement Manager tailors interventions to ensure supply chain due diligence in all contracts posing a high risk of global modern slavery, such as:

- For relevant contracts with lower risk/ spend/ leverage, pass/fail confirmation of adequate due diligence is required, to ensure awareness of and compliance with ILO conventions. High risk materials are outlined.
- For higher spend/ risk/ leverage contracts more active steps are taken within the procurement process including requiring contractors to declare current due diligence procedures followed by staged, mutually agreed upon continuous improvement requirements based on hot spot risks.

## Recent Progress

- Since the publication of the City Corporation's first Modern Slavery Statement in November 2018, 99.66% of contracts by value (a total contract value of £4,227,854,738), which are deemed to be of high risk in terms of global modern slavery, have had active interventions incorporated. 0.18% of the remaining proportion (a total contract value of £7,542,818) were framework contracts established by third parties, with 0.15% (a total contract value of £6,728,930) relying on the validity of the contractor's Modern Slavery Statements alone. A goal of 100% active interventions has now been set, including for framework contracts.
- The City Corporation presented examples of procurement interventions as part of the Local Government Association (LGA) webinar on Modern Slavery in Local Government Supply Chains on 16 December 2020, and over the last three years has continued to work with the LGA, Home Office, Ethical Trade Initiative (ETI) and Greenwich University's Business, Human Rights, and Environmental Research (BHRE) Group to raise awareness and support the broadening of the Modern Slavery Act 2015 to the public sector.
- Commitment in our Responsible Procurement Policy published 2020 to tackle human and labour rights abuses in high risk supply chains and a supplementary Action Plan drafted focusing on global modern slavery.

## Continuous Improvement

- Enhanced bank of questions for contract tenders and guidance with an increased focus placed on working with contractors to reduce risks of modern slavery within their supply chains.
- Contribute towards pan-London work through the London Responsible Procurement Network and London Procurement Network, which will include workshops involving industry representatives.
- Sign-off and implementation of an Action Plan which includes actions such as identifying supply chain hotspots for current high risk contracts and developing supplier action plans for improvement.

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