

Our aims and objectives are...

Safe - People of all ages and all backgrounds live in safe communities, our homes are safe and well maintained and our estates are protected from harm

Potential - People of all ages are prepared to flourish in a rapidly changing world through exceptional education, cultural and creative learning and skills which link to the world of work

Independence, Involvement and Choice - People of all ages can live independently, play a role in their communities and exercise choice over their services

Health and Wellbeing - People of all ages enjoy good mental and physical health and wellbeing

Community - People of all ages and all backgrounds feel part of, engaged with and able to shape their community

Our major workstreams this year will be...

- Continued **Public Health response** to the Covid 19 Pandemic
- Continued **Service and Community recovery and resilience** including increasing digital inclusion
- Delivering **housing projects** identified in the climate change action plan to reduce the Corporation's carbon footprint
- Delivering the **Housing Development Programme** with starts on site at Sydenham Hill and planning approval secured for York Way Islington
- Delivering the **Rough Sleeping Growth Programme** – City Assessment Centre and High Support Hostel projects
- Supporting provision of more **Community Space** – opening of the Portsoken Community Centre and supporting exploration of community space in Barbican library
- Digitally connect with **learners** through the an online catalogue of cultural and work-related learning opportunities
- Prioritising support for good mental and physical health, and combating social isolation and loneliness and promoting education and social mobility through the use of **physical and virtual library space** – including securing funding for the Dragon Café beyond 2021 - 22

What's changed since last year...

- Increased focus on digital and remote delivery of services
- Emergency accommodation set up for rough sleepers
- Set up self isolation payment system
- Family therapy service introduced in Children's Social Care
- New hospital discharge model introduced
- New relationships and partnerships with the voluntary sector
- Our primary school was renamed
- New data systems introduced for our family of schools and the Aldgate Children's Centre
- Removed gas from a number of blocks at York Way to reduce use of fossil fuels
- Installed 1500 smoke detectors and 700 carbon monoxide detectors in our homes
- Strengthened partnerships to drive innovative implementation of fusion skills programmes.

The Corporate outcomes we have a direct impact on...

- 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.
- Communities are cohesive and have the facilities they need.

Plans under consideration

Plans	Timescale
Respond to Social Housing White Paper	Ongoing
Prepare for Liberty Protection Safeguards in April 2022	2021-22
Deliver new Joint Health And Wellbeing Strategy with new model for tackling inequalities	November 2021

Our Strategic Commitments

From a range of our Departmental Strategies

- The Square Mile is free from VAWG and is a place that is safe for everyone to live, work and learn
- Preparing people to flourish in a rapidly changing world through exceptional education, cultural and creative learning and skills which link to the world of work
- Working together to develop a whole system, all age approach to mental health in City and Hackney
- Providing the interventions, services and cross-sectoral partnerships to tackle the causes and impacts of homelessness in the Square Mile, and to deliver the range of effective and rapid responses necessary to secure a sustainable end to homelessness
- Developing, maintaining and managing quality homes on estates people are proud to live on, where our residents will flourish, and through which we support our communities and economy to thrive
- Ensuring that there is real integration of health, social, community and voluntary services that understand and support our carers to thrive, both in their individual ambitions and in their caring role
- Our aim is to provide an inclusive and safe environment where children and young people with SEND can learn, achieve and participate in activities with other children and young people.

From strategies under review in 2021:

- Working in partnership to achieve longer, happier, healthier lives in the City of London (*Joint Health and Wellbeing Strategy*)
- Working in partnership to provide a safe, inclusive and supportive environment where all our children and young people, regardless of background and circumstance, feel like they belong (*Children and Young People's Plan*)

Actions in 2021

Include:

- Implementing a new strengths-based approach practice model in Adult Social Care
- Implementing the East London Patient Care Record – sharing information between health and social care
- Implementing new elements of integrated health and social care through the neighbourhood model and achieving a sustainable model of resident involvement in the Shoreditch Park and City Neighbourhood
- Delivering a housing works programme that includes completion of the replacement of up to 1000 front entrance and communal doors, retrofitting sprinklers in our five high rise social housing tower blocks and a range of other fire safety measures
- Delivering programme to build the capacity of the voluntary and community sector in the City of London
- Delivering a range of campaigns for staff, residents and workers about different elements of Domestic Abuse and support available
- Secure an increase the number of supported internships available locally, for young people with SEND, including within the City Corporation
- Recommissioning a range of service contracts that are expiring, for example City Advice, with a focus on outcomes and driving good value for money
- Building appropriate new partnerships and securing funding to support potential changes in the needs of our communities such as increased unemployment, social isolation and mental health issues
- Undertake a comprehensive engagement programme to inform development of neighbourhoods, the Joint Health and Wellbeing Strategy and the Children and Young People's Plan, ensuring that the diversity of our community is represented

Key Risks

		2	15	1	Total 18
		Impact			
		Minor	Serious	Major	Extreme
Likelihood	Likely	0	2	1	0
	Possible	0	4	4	0
	Unlikely	0	1	2	0
	Rare	0	0	1	3

Risk Title	Score
Failure to deliver City of London Academy expansion programme (Red Departmental Risk)	16
Safeguarding (Corporate Risk)	8

Our E D & I self assessment score

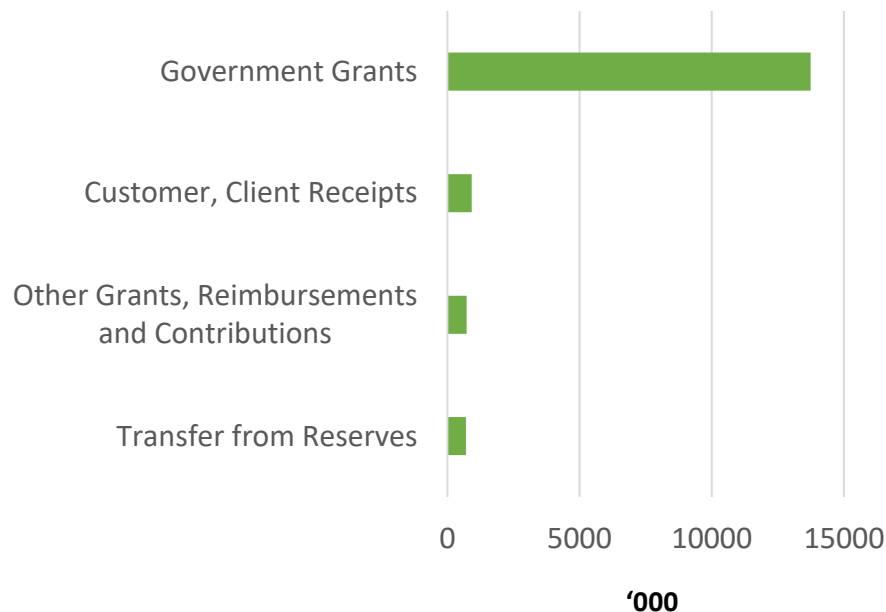
Monitoring and use of data and information	2
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	3
Target setting and mainstreaming equalities into performance systems	2
Using procurement and commissioning to achieve equality and cohesion targets	3
Engagement and partnership	2
Employment and training	3

E D & I Key	
4	Excellent
3	Good
2	Average
1	Requires improvement
N/A	Not applicable

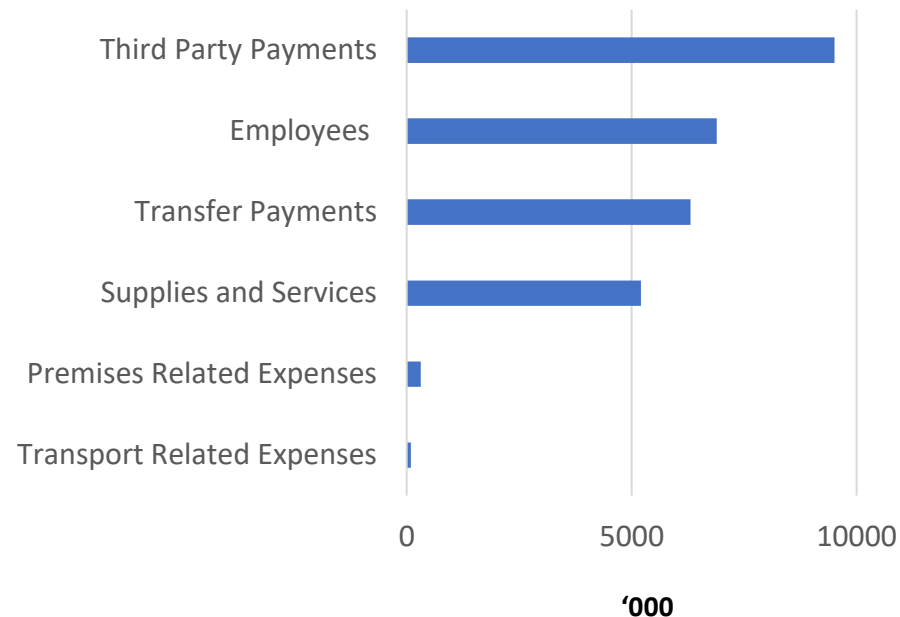
Key Performance Indicators

KPI	Current Performance (Q2 Figures)	Target for Direction of Travel
All City sponsored academies achieve and maintain good or outstanding OfSTED ratings	100%	Maintain
Proportion of EHC plans completed for SEND children within 20 weeks timeframe	100%	Maintain
Children in need: >1 year but <2 years	37%	
>2 years	0%	
Number and proportion of people deemed 'living on the streets'	40	Decrease
Adult Social Care service user and carer reported quality of life (survey outcome)	7.5 (carers) 19.3 (users) (n.b. this is only collected every 2 years)	Increase
Number and percentage of adults referred for safeguarding (such as abuse or neglect) whose expressed outcomes are fully or partly met	100%	Maintain
Increase in average energy efficiency rating for our housing stock	64.43	Increase
Blocks of flats with a valid and up to date fire risk assessments	100%	Maintain

Where our money comes from (City Fund) (2021/22)



Where our money is spent (City Fund) (2021/22)



Budget vs Actual (all relevant budgets excluding HRA)

