

## Community and Children's Services

Community and Children's Services works to support the most vulnerable in the City, tackle health inequalities, provide safe and secure homes, deliver education to children and adults, and deliver services enhancing the welfare of the City's communities. It does so through maximising the use and reach of its assets (libraries, housing stock, community centres and staff), through its wider partnerships with health, policing, neighbouring authorities and corporate colleagues, and leading on pan-London initiatives.

The departmental handbook can be found at [here](#)

### Our aims and objectives are...

Through our delivery and response to statutory requirements and the outcomes of Corporate Plan, the department aims to secure its priority outcomes:

**Safe:** People of all ages 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 wellbeing

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

### Our major workstreams this year will be...

- delivering **outstanding statutory services** to adult and child residents with needs – including adult and children's social care, support with special educational needs, access to education, and those that ask the local authority for help with homelessness
- fulfilling the statutory responsibility for **improving the health of our local population** – including the **reduction of health inequalities** - and for ensuring provision of public health services; and deliver the statutory duty to provide a library service
- addressing **housing needs and homelessness** through the delivery of 69 new social rented homes (of a programme of 270) in 2023/24
- enhancing services to **reduce rough sleeping** through the capital works and service commissioning to deliver a rough sleeping assessment centre by December 2023
- Securing greater relevance, and improved service offer and increased community reach through the **refurbishment of the Artizan Street Library** by June 2023
- **alleviating poverty** through the delivery of a "food pantry" for low-income and struggling households
- **transforming adult social care delivery** to drive better integration with health services, support more residents to remain cared for in their homes, and deliver efficiencies to mitigate increased demand for care and support
- revitalising and refocusing the work of the **Safer City Partnership** to better deliver the Corporation's statutory community safety responsibilities
- supporting **social mobility and tackling pupil disadvantage** through the delivery of a new education funding model impacting 7, 294 pupils by December 2023 (the end of the current Education, Cultural Learning and Skills strategies period), with ongoing annual investment informed by the 2024-2028 strategies being developed during 2023.
- delivering **safer homes** through the installation improved fire safety rated doors across our social housing portfolio and the Barbican Estate by 2025
- delivering **better, more thermally efficient homes** through the repair of windows to approximately 500 properties on the Golden Lane Estate by 2026
- securing an agreed medium-term strategy and associated investment for the delivery and management of the **Golden Lane Leisure Centre**

## What's changed since last year...

### External drivers:

- *Cost of living pressures and recessionary pressures/risk impacting on community needs and service demand*
- *Inflationary pressures driving up costs of care, interim accommodation, commissioned service delivery, capital project costs and threatening viability of leisure services provision*
- *Pressures on interdependent services – notably health*
- *Government and legislative drivers: wider homelessness duties; focus on rough sleeping; adult social care delivery and funding reform*

### Internal drivers:

- *Implementation of Target Operating Model (TOM) changes*
- *Reduced resource base at time of increased demand for statutory delivery*

### Major achievements:

- *Secured, refurbished and mobilised delivery of 29 bed **high support hostel** in partnership St Mungos, the Greater London Authority and LB Southwark to secure more effective response to rough sleeping*
- *Developed and delivered **Children and Young People's Plan** and Achieving Excellence Board to sustain and improve the quality of children social care delivery (Ofsted rated Outstanding)*
- *Delivered comprehensive multi-agency **response to cost of living pressures** to alleviate pressures on community*
- *Developed and secured commitment to a **new Safer City Partnership Strategy** - and refreshed governance - on behalf of the responsible authorities of that partnership, to delivery more comprehensive and co-ordinated to community safety issues*
- *Secured £200k in **savings and value** in the recommissioning of service delivery*
- *implemented a **new housing management structure** to strengthen emphasis on customer service and deliver efficiencies*

## Our strategic commitments

### Sustaining outstanding children’s services

- Children looked after have stable accommodation (number of placements <=2 – 100%) *KPI1*
- All children looked after given Initial Health Assessment within timescale *KPI2*
- All care leavers have up-to-date pathway plan and live in suitable accommodation *KPI3; KPI5*
- All care leavers are in education, employment or training *KPI4*
- All children with special educational needs and disability receiving an Education Health and Care Plan within 20 days *KPI6*

### Delivering new social homes and improving our existing housing stock

- 69 new social rented homes delivered in 2023/24
- Deliver major works programme: windows refurbishment, fire door replacement; sprinkler retrofit *KPI7; KPI8*
- New housing management strategy (Oct 2023) and customer service standards (Dec 2023)

### Reducing the impact and incidence of rough sleeping

- New rough sleeping assessment centre opened November 2023
- Achieve 20% reduction in those defined as living on streets *KPI9*
- All individuals new to rough sleeping offered a route off the streets within 72 hours of first contact with City outreach *KPI10*
- Approve and deliver new homelessness and rough sleeping strategy

### Delivering effective adult social care that secures choice and independence, and evidence person centred care

- All Adult Social Care Assessments completed within 28 days *KPI11*
- All Carer Reviews completed within 12 months of previous review *KPI12*
- Brokerage review and process redesign complete (Mar 2024)
- Effective reablement supports independence *KPI13*
- Approve and deliver Unpaid Carers Strategy (Sep 2023)

### Reducing health inequalities

- Mobilise food pantry to tackle food and income poverty
- Mitigate impact of cost-of-living pressures
- Approve and deliver new Joint Health and Wellbeing Strategy (Sep 2023)

### Delivery exceptional education, cultural and creative learning and skills

- Deliver new education funding model (Dec 2023)
- Complete refurbishment and delivery of Maker Space at Artizan Street Library (Aug 2023)

## Key Performance Indicators

| #  | KPI   | Current Performance | Target |
|----|---|---------------------|--------|
| 1  | Proportion of children looked after with 3 or more accommodation placements   | 0%                  | 0%     |
| 2  | Proportion of children looked after receiving initial health assessment within timescale  | 90%                 | 100%   |
| 3  | Proportion of care leavers with up-to-date pathway plan   | 79%                 | 90%    |
| 4  | Proportion of Care Leavers in education, employment or training   | 88%                 | 100%   |
| 5  | Proportion of Care Leavers in suitable accommodation  | 95%                 | 100%   |
| 6  | Proportion of children with special educational needs and disability receiving an Education Health and Care Plan within 20 days                 | 100%                | 100%   |
| 7  | Proportion of 2023/24 major works programme (3,880 windows, 1,510 fire doors) delivered   | new                 | 90%    |
| 8  | Increase the thermal efficiency (SAP Rating) of the social housing stock  | 69                  | ↑      |
| 9  | 20% reduction of defined as living on streets   | ↓ 9%                | ↓ 20%  |
| 10 | Proportion of individuals new to rough sleeping to be offered a route off the streets within 72 hours of their first contact with City outreach | 84%                 | 100%   |
| 11 | Proportion of Adult Social Care Assessments completed within 28 days  | new                 | 70%    |
| 12 | Proportion of Carer Reviews completed within 12 months of previous review   | 70%                 | 100%   |
| 13 | Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services   | 85%                 | 90%    |

## Our People

313 staff (303 FTE)

- male 54%; female 46%
- White 59%; BAME 33%; not known 8%
- Declared disability 8%
- LGBT 9%

2022 Staff Engagement score: 48%

*What our staff told us:*

I have the right opportunities to learn and grow and can access the training and development I need to do my job



I feel valued and recognised for the work that I do



I am proud to say I work for the Corporation



■ positive ■ neutral ■ negative

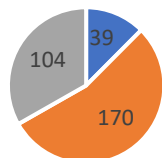
*Where could we do better?*

40% of staff responded negatively to the statement “senior leaders manage change well and communicate this to staff” (coincided with TOM)

In response:

- Strengthened communications
- 23/24 staff conference
- Embedding post- TOM structures

*Where we work:*



■ Barbican & Community Libraries

■ City housing estates and Barbican Estate Office

■ Guildhall

## Our plans to progress EDI

*Our developing role and commitments :*

- **Anti-racist practice standards** developed to support delivery
- management development via the London wide **Leadership in Colour Development Programme**
- Staff survey: 68% of staff agree positively with the statement “I feel I can be **my true self at work**”, 18% neutral, 14% negative
- Staff survey: 61% of staff agree positively with the statement “**Leaders understand that Diversity is critical** to our future success”, 24% neutral, 15% negative
- **Celebration of diversity** in departmental newsletter including special editions celebrating Pride and Black History month and through the events and exhibitions of our libraries
- **Culturally relevant service delivery** to unaccompanied asylum seekers, Afghan evacuees and our wider service users
- **Equality Analysis completed** for new policies, strategies and commissioned delivery
- **Targeted employment support** to those disadvantaged in the labour market through the Connecting Communities programme

*Our additional plans ahead*

- Improvements to diversity monitoring processes and recording in Adult Social Care
- Reassessing ED&I Assessment Score
- Establish Departmental EDI Working Group
- Delivering an EDI statement for Resident Associations
- Embedding Equality Impact Assessments in all eviction processes

## Our Stakeholder and Customer Needs

- 8,500 residents of whom 1,200 are aged 65 and over
- **Adult Social Care Services:** 165 residents requested support (21/22) - up 6% over the last four years, but among those aged over 65 up by 73%. Support given to around 30 carers.
- **Children’s services:** 57 Care Leavers supported—grown from 42 at the end of 2020/21. Eleven Children Looked After; 19 children and young people in the City of London supported with an Education, Health, and Care Plan (EHCP)
- 12 housing estates, containing approximately 2,000 homes; 13,505 housing related calls (2022)
- 820 households on the City Corporation’s Housing waiting list as of 11 January 2023 of which 327 are in the two highest need categories
- 428 people approached the City Corporation for help because of the risk of experience of homelessness – an increase of 26% on 2020/21
- 372 people were recorded as sleeping on the streets of the Square Mile In 2021-22 – the seventh highest among London’s local authorities
- 172,000 visits to the libraries in 2021-22

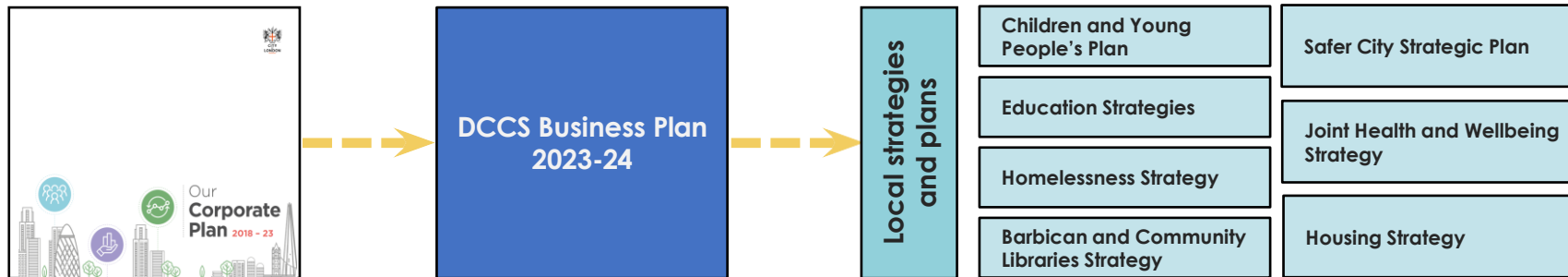
## Our Partners



MAYOR OF LONDON



## Our delivery, impact and accountability



### Corporate Plan Outcomes

|    |  |
|----|--|
| 1  | People are safe and feel safe  |
| 2  | People enjoy good health and wellbeing   |
| 3  | People have equal opportunities to enrich their lives and reach their full potential |
| 4  | Communities are cohesive and have the facilities they need                           |
| 8  | We have access to the skills and talent we need                                      |
| 12 | Our spaces are secure, resilient and well-maintained                                 |



### Our Impact

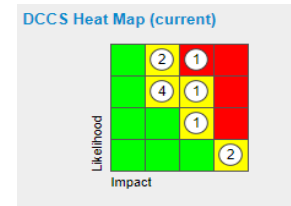
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| <ul style="list-style-type: none"> <li>Children's Services rated 'Outstanding'</li> <li>Ofsted focussed visit 2022: 'High-quality practice which ensures that children benefit from effective and responsive front-door services'</li> <li>Carer satisfaction with Adult Social Care: ranked 1st within the peer group and 12th out of 150 councils. Carer-reported quality of life score ranked 1st in the peer group and 52nd out of 150 councils</li> <li>Social care-related quality of life score ranked 1st within peer group and of 150 councils. But overall satisfaction of fell by 42% in 21-22.</li> <li>98% of expected social housing rent collected</li> <li>125 street homeless people provided accommodation in 2022/23</li> <li>3,400 hours of community activity this year in our community centre provision in the Square Mile</li> <li>Library service and activities valued by 90% of survey respondents</li> </ul> |
| <ul style="list-style-type: none"> <li>Adult Skills Ofsted rated 'Good'</li> <li>6 of 10 City of London Academy schools and the City's only primary maintained school rated 'Outstanding'</li> <li>91% of respondents said libraries offer good range of indivual and group learning</li> </ul>  |
| <ul style="list-style-type: none"> <li>674 fire doors, 782 smoke and heat detectors, 391 carbon monoxide detectors</li> <li>Overall social tenant satisfaction with repair and maintenance services 94%</li> <li>Safer City Partnership and Strategy renewed</li> </ul>  |

### Accountability and transparency

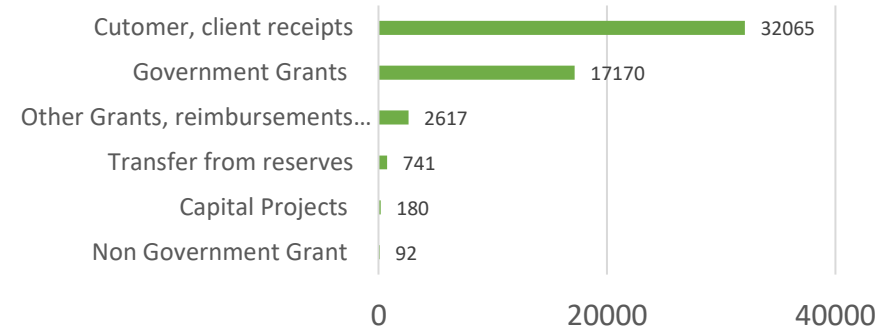
|  |  |  |   |  |                                       |   |
|--|--|--|---|--|---------------------------------------|---|
| Community and Children's Services Grand and Sub Committees | City and Hackney Safeguarding Adults Board (independently chaired) | City and Hackney Safeguarding Children's Partnership (independently chaired) | Health and Social Care Scrutiny Committee | Achieving Excellence Board (independently chaired) | Crime and Disorder Scrutiny Committee | Ofsted, Care Quality Commission, Social Housing Regulator |
|--|--|--|---|--|---------------------------------------|---|

## Key Risks

| Risk Title  | Score |
|---|-------|
| Blake Tower – Barbican Estate   | 16    |
| Lone working  | 12    |
| Safeguarding  | 8     |
| Departmental emergency response   | 8     |
| Failure to carry out and review effective fire risk assessments for residential and commercial accommodation          | 8     |
| Major works programme   | 8     |
| Failure to deliver new homes programme  | 8     |
| Commissioned Contracts  | 6     |
| Failure of the City of London Academies to meet the high performance and financial expectations of the City of London | 6     |
| Health and Safety Procedures  | 6     |
| Housing Finance Changes   | 6     |



## Where our money comes from (£000)



## Where our money is spent (£000)



## Operational Property requirements

Operational space within Guildhall (North Wing) provides for 58% of the departments staff, with 42% located across the Barbican Estate Office, three Community Libraries, two community centres, and small estate offices on out of City housing estates.

At Guildhall, the Department operates at a 4.5:10 desks-to-staff ratio. Operations includes social care, homeless assessment and rough sleeping outreach where the nature of delivery requires higher rates of attendance.

The Barbican Estate Office includes floor space for public receptions and meeting facilities and provides a greater square metre per staff area. It is subject to a more detailed occupancy review.

The Golden Lane Community Centre is integral to the estate (and a Housing Revenue Account asset), providing staff space to support its operation. The Department leases (at pepper corn rent) the Portsoken Community Centre. The Golden Lane Leisure Centre is leased to the commissioned provider of leisure services.

## Budget vs Actual (£000)

