

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

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## 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, Ukranian 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?

	City residents	Non-residents	City housing tenants and leaseholders (Square Mile)	City housing tenants and leaseholders (outside Square Mile)	Workers
<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

