



Handbook to DCCS



CITY OF LONDON CORPORATION

DEPARTMENT OF COMMUNITY AND CHILDREN'S SERVICES

FEBRUARY 2023

Departmental Handbook - Department of Community and Children's Services (DCCS)

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1 Overview

1. The Department of Community and Children's Services (the Department) delivers a wide range of services. 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, and the statutory duty to provide a library service.
2. 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.
3. Various legislation sets out who qualifies for help and support, and what that support should be, with limited local discretion.
4. 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.
5. Members also play a significant role in being responsible for key decisions, shaping the way legal duties are met, how services are delivered and prioritising the allocation of resources to support that delivery.
6. 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 the Covid pandemic, cost of living pressures and the arrival of evacuees from Afghanistan and Ukraine. Many fall outside of the Department's statutory remit or planned resourcing and capacity but has benefitted from Government Funding.
7. The Department's assets include housing estates, the community centre and leisure centre on Golden Lane, the Portsoken Community Centre, and the Portsoken Pavilion Café.
8. The Department also maintains plans and preparedness across its functions for emergency humanitarian assistance – such as that provided at the time of the London Bridge terrorist attack.
9. 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

10. Where full year data is given below is taken from the last full reporting year of 2021/22, and population figures from the Census 2021.

The City of London

- Around 8,500 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.

Adult Social Care

- 165 residents requested support from Adult Social Care Services: Requests for help have increased by six per cent over the last four years, but among those aged over 65, requests for help have increased by 73 per cent in the same period
- 19 residents were placed in residential or nursing care while 78 received care in their homes
- Of those receiving long term support 43 per cent were of working age and 57 per cent were aged over 65
- Adult Social Care services currently support around 30 carers. City Connections – a commissioned service supporting adults whose need fall below social care provision works with 30 carers. They also support 101 other adults with need for support and activities
- Over the past five years, Safeguarding Adults Concerns have increased by 88% (increase of 28 cases) and enquiries by 50% (increase of ten cases)

Children's Social Care

- 18 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 October 2022
- No 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); one child has been subject to such a plan this year compared to five last year in 2021/22
- There were 11 Children Looked After (children and young people who are provided with accommodation for a continuous period) at the end of October 2022
- 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 at the end of 2021/22 and 57 at October 2022.

Special Educational Needs and Disability (SEND)

- There are currently 19 children 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 five years from 13 at the end of 2017-18

Education

- 34 applications were made this year for primary school places – of which 94% got their first choice
-and 34 secondary school applications – of which 72% 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 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 (Part Six Housing Act 1996 reasonable preference categories)
- There are just over 2,000 homes managed on the Barbican estate

Homelessness and rough sleeping

- 428 people approached the City Corporation for help because of the risk of experience of homelessness – an increase of 26% on 2020/21; the majority of these were connected to the City of London through work
- 45 households were placed into temporary accommodation in 2021-22, an increase of a quarter from the previous year
- 372 people were recorded as sleeping on the streets of the Square Mile In 2021-22 – the seventh highest among London's local authorities – an increase on the previous year, but down from 2018 -19 (441 people) and 2019 -20 (434 people)
- Half of those sleeping rough were new to the streets of London and 38 had long-term histories of rough sleeping. In 2020-21, the recorded rough sleeping in the City of London fell to 350 in response to London-wide initiatives to house every rough sleeper during the pandemic

Commissioned delivery

- 144 contracts - not including social care placements – under management with a total value over the contracts' durations more than £25,000,000

Libraries

- 266,000 physical items (books, CDs, DVDs) were borrowed in 2021-22 (pre-covid, average was approx. 450,000)
- 59,000 e-books/e-audiobooks/e-magazines were borrowed in 2021-22
- 172,000 visits to the libraries in 2021-22 (pre-covid approx. 400,000 annually)
- 454 events for adults and 549 events for children and families hosted in 2021-22 with 13,400 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 – Interim Head of Barbican and Community Libraries

11. The Department's Public Lending Library Service is open to all residents and workers – 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 - located in the east of the City of London – also has four hireable rooms and the staff provide a public library, a community centre and frontline housing services to the local community.
12. The budget for the library service is held by the Culture, Heritage, and Libraries Committee.
13. 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:** part of Artizan Street Library
 - **Library and Bibliographical Services**
 - **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 training delivery**

3.2 Commissioning and Partnerships

Simon Cribbens – Assistant Director of Commissioning and Partnerships

14. 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.
15. 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.
16. The division responds to ad hoc initiatives – such as the development of the City Wellbeing Centre, which provides access to therapeutic intervention for residents in and close to the City of London, and those who work in the City of London.

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

18. 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
- **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:** Afghan evacuee support, Ukrainian resettlement and others

3.3 Education and Skills

Deborah Bell – Strategic Education and Skills Director

19. The Department is responsible for delivering the City of London's Education, Cultural and Creative Learning and Skills Strategies. This tripartite of strategies are overseen by the Education Board. The intention of these three distinct but connected strategies is to deliver the City of London's single vision of "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". The Education Strategy Unit does not deliver statutory education services but works closely with that department to ensure themes and synergies are identified and responded to coherently.

20. 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, two co-sponsored academies 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 and restrictions.

21. Summary of functions:

- **Education Strategy Unit:** Delivery of Forums to share best practice for Headteachers, Chair of Governors, Skills leads, Partnership leads, Culture and Creative leads as well as Governor training opportunities in safeguarding, finance and school data and performance. 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.
- **Adult Skills and Community Learning:** providing statutory Adult Community Learning (ACL) and the Apprenticeship Scheme for the City Corporation and co-ordinating pan-London provision on behalf of the Mayor of London's office.

- **Connecting Communities:** connecting Londoners with work, training, and other support into employment (overseen by Anne Bamford, former Strategic Education and Skills Director).
- **Academy Sponsor for the City of London Academy Trust:** Delivering exceptional quality of education and academic excellence through the City Premium Grant which supports 'additionality' to the education offer 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 offer 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.
- **Education events:** including the City Schools' Conference, London Career's Festival, Chess Tournament, Maths Challenge, Art Exhibition, City Schools' Concert, and various other one-off opportunities for Primary to Sixth Form pupils.

3.4 Housing and Barbican

Paul Murtagh – Assistant Director of Housing and Barbican

22. 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.
23. 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.
24. 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 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; supporting tenants to maintain tenancies and collecting overdue rent payments
 - **Revenue services:** managing leasehold services and right to buy requests.
 - **Resident Involvement:** 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 housing webpages

3.5 People's Services

Chris Pelham – Assistant Director of People's Services

25. The People's division delivers needs-based services. Some – such as homelessness – can be accessed by those who work in the City of London. Residents of any local authority can approach any other local authority for homelessness help, but if there is no clear “local connection” to that authority (for the City of London that is by residence or working) it is likely an applicant will be referred to the authority with which they have closer ties. If an applicant has no local connection – the Department will progress their application. Those who sleep rough on the City of London's streets are considered eligible for the Department's homelessness assistance and services.
26. 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.
27. 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).
28. The division also provides a “Virtual School” for children with a social worker, 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 aged three 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.
29. The Department supports one “maintained” (state) school that provides primary education for some children living in the Square Mile and others in neighbouring authorities and has a legal duty to ensure resident children have school places.
30. 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:** providing pathway co-ordination, tenancy support, homelessness prevention and rough sleeper outreach services.
 - **Education and Early Years:** school admissions, supporting children and families with their education and the statutory Family Information Service.
 - **Virtual School:** educational support to children and young people in care.

3.6 Public Health

Dr Sandra Husbands – Director of Public Health

31. 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, sexual health, and drug and alcohol services – targeting both those who live and work in the Square Mile.
32. Summary of functions:
- **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.
 - **Children and young people wellbeing services:** A range of services to support healthy lifestyles and the best start in life for children including the antenatal and early years support, promotion and provision of healthy start vitamins and vouchers and health promotion in outreach work in schools and youth settings.
 - **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 and non-infectious 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.
 - **Health visiting:** A service that promotes positive family health by working with and supporting families during the crucial early years of a child's life.
 - **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.
 - **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.
 - **Public Health Intelligence (PHI):** 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.
 - **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.

- **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 Borough of 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
Libraries	Yes	Yes	Yes		Yes
Library – home delivery service	Yes	No	Yes	No	No
City Advice	Yes	No	Yes	yes	Yes
City Connections	Yes	No	No	No	No
Golden Lane Leisure Centre	Yes	Yes	Yes	Yes	Yes
Adult Skills and learning	Yes	Yes	Yes	Yes	Yes
Academy Schools¹	Yes	Yes	No	No	No
Housing Management	No	No	Yes	Yes	No
Housing Waiting list²	Yes	Yes	Yes	Yes	Yes
Adults Social Care	Yes	No ³	Yes	No	No
Children’s Social Care	Yes	No ³	Yes		
Homelessness services	Yes	Yes	Yes	No	Yes
Education and early years	Yes	No	No	No	No
City Wellbeing Centre	Yes	Yes ⁴	Yes	No	Yes

¹ subject to school admission criteria

² eligibility and other criteria apply

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

⁴ those living on the City of London fringe

5 Committee and Sub-committees

- Community and Children's Services Committee (Grand Committee)
 - Homelessness and Rough Sleeping sub-committee
 - Housing Management and Almshouses Sub Committee
 - Integrated Care Partnership Board
 - 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

33. Major commissioned service provision includes:

- Outreach (Thames Reach)
- High Support Hostel (St Mungos)
- City Advice (Toynbee Hall)
- Groundwork (Green Doctors)
- City Connections (Age UK East London)
- Youth Services (Society Links)
- Information Advice and Guidance (Prospects)
- Leisure Services (Fusion Lifestyle)

7 Key delivery partnerships

34. 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

8 Budget

DCCS Financial information by division - original budget 2023/24

-	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	20,531	1,292	3,554	1,560	471	5,056	424	6,138	2,036
Premises	17,431	2	55	245	41	12,404	0	4,475	209
Transport	164	5	140	2	2	1	0	8	6
Supplies and Services	6,986	139	2,041	2,288	255	307	390	1,150	416
Third Party Payments	7,003	0	6,300	684	19	0	0	0	0
Transfer Payments	128	0	37	76	0	0	0	15	0
Capital Charges	291	0	0	0		0	0	291	0
Transfer to Reserves	3,577	0	0	0	0	0	0	3,577	0
Surveyor's Repairs and Maintenance	295	0	3	248	0	0	0	0	44
Total Expenditure	56,406	1,438	12,130	5,103	788	17,768	814	15,654	2,711
Total Income	(22,586)	(62)	(1,907)	(3,580)	(324)	(18,872)	0	(16,402)	(311)

Total Local Risk	14,948	1,376	10,223	1,523	464	(1,104)	814	(748)	2,400
Central Risk	2,330	0	1178	(140)	67	(1,257)	2,226	(27)	283
Total Local and Central Risk	17,278	1,376	11,401	1,383	531	(2,361)	3,040	(775)	2,683
Re-charges	9,137	(1,376)	2,454	939	423	5,074	2	775	846
Total Net Expenditure	26,415	0	13,855	2,322	954	2,713	3,042	0	3,529

35. 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: this 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

