



## Community & Children's Services Committee

**Date:** FRIDAY, 11 JANUARY 2019

**Time:** 11.30 am

**Venue:** COMMITTEE ROOMS, WEST WING, GUILDHALL

**Members:**

Randall Anderson (Chairman)	Deputy Henry Jones
Dhruv Patel OBE (Deputy Chairman)	Angus Knowles-Cutler
George Abrahams	Deputy Catherine McGuinness
Munsur Ali	Benjamin Murphy
Rehana Ameer	Deputy Joyce Nash
Tom Anderson	Barbara Newman
Matthew Bell	Susan Pearson
Peter Bennett	William Pimlott
Mary Durcan	Henrika Priest
John Fletcher	Jason Pritchard
Marianne Fredericks	James de Sausmarez
Alderman John Garbutt	Ruby Sayed
Alderman Prem Goyal OBE JP	Mark Wheatley
Alderman David Graves	Deputy Philip Woodhouse
Caroline Haines	
Deputy the Revd Stephen Haines	
Graeme Harrower	

**Co-opted Members:** Laura Jørgensen and Matt Piper

**Enquiries:** Julie Mayer: 0207 3321410  
Julie.Mayer@cityoflondon.gov.uk

Lunch will be served in Guildhall Club at the rising of the Committee

Please note: part of this meeting might be subject to audio-visual recording

John Barradell  
Town Clerk and Chief Executive

# **AGENDA**

## **Part 1 - Public Reports**

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**  
To agree the minutes of the previous Committee meeting.  
  
**For Decision**  
(Pages 1 - 8)
4. **ANNUAL REVIEW OF THE COMMITTEE'S TERMS OF REFERENCE**  
Report of the Town Clerk.  
  
**For Decision**  
(Pages 9 - 12)
5. **TO APPOINT 4 MEMBERS TO THE EDUCATION CHARITY SUB COMMITTEE**  
Town Clerk to be heard.  
  
**For Decision**
6. **TO APPOINT A GOVERNOR TO SIR JOHN CASS SCHOOL**  
Town Clerk to be heard.  
  
**For Decision**
7. **NEW HOUSING STRATEGY 2019-23**  
Report of the Director of Community and Children's Services.  
  
**For Decision**  
(Pages 13 - 40)
8. **BUSINESS PLAN - QUARTER 2 UPDATE**  
Report of the Director of Community and Children's Services.  
  
**For Information**  
(Pages 41 - 60)
9. **REVENUE AND CAPITAL BUDGETS - 2019/20**  
Report of the Chamberlain.  
  
**For Decision**  
(Pages 61 - 76)

10. **HOUSING REVENUE ACCOUNT (HRA) AND CAPITAL BUDGETS 2019/20**

Report of the Chamberlain.

**For Decision**  
(Pages 77 - 88)

11. **CHILDREN CENTRE SERVICES - REVIEW 2018**

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

**For Information**  
(Pages 89 - 98)

12. **OFSTED FOCUS VISIT ON CARE LEAVERS**

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

**For Information**  
(Pages 99 - 108)

13. **CRESCENT HOUSE/CULLUM WELCH HOUSE HEATING REPLACEMENT**

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

**For Decision**  
(Pages 109 - 132)

14. **AVONDALE SQUARE WINDOWS OVERHAUL**

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

**For Decision**  
(Pages 133 - 152)

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

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

17. **EXCLUSION OF THE PUBLIC**

MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act.

**For Decision**

**Part 2 - Non-Public Reports**

18. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous Committee meeting.

**For Decision**  
(Pages 153 - 154)

19. **BREXIT CONTINGENCIES**  
A Presentation from the Director of Community and Children's Services.
20. **ENGAGING WITH SUPPLIERS TO ENSURE PROJECTS YIELD MORE RESPONSES WHEN TENDERING**  
A presentation from the Procurement Director.
21. **WINDSOR HOUSE**  
Report of the Director of Community and Children's Services.
22. **YORK WAY ESTATE**  
Report of the Director of Community and Children's Services.
23. **HOUSING MANAGEMENT SYSTEM UPGRADE**  
Report of the Director of Community and Children's Services.
24. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
25. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
- For Information**
- For Decision**  
(Pages 155 - 176)
- For Decision**  
(Pages 177 - 198)
- For Decision**  
(Pages 199 - 222)

## COMMUNITY & CHILDREN'S SERVICES COMMITTEE

Friday, 2 November 2018

Minutes of the meeting of the Community & Children's Services Committee held at Committee Rooms, West Wing, Guildhall on Friday, 2 November 2018 at 11.30 am

### Present

#### Members:

Randall Anderson (Chairman)	Caroline Haines
Dhruv Patel OBE (Deputy Chairman)	Natasha Maria Cabrera Lloyd-Owen
Munsur Ali	Deputy Catherine McGuinness
Peter Bennett	Barbara Newman
Mary Durcan	Susan Pearson
John Fletcher	William Pimlott
Marianne Fredericks	Ruby Sayed
Alderman John Garbutt	
Alderman Prem Goyal OBE JP	
Alderman David Graves	

#### Officers:

Julie Mayer	- Town Clerk's Department
Chandni Tanna	- Town Clerk's Department
Peter Goss	- Town Clerk's Department
Carol Boswarthack	- Head of Barbican and Community Libraries
Andrew Carter	- Director of Community and Children's Services
Dr Adi Cooper	- City and Hackney Safeguarding Adults Board
Anne Bamford	- Community & Children's Services Department
Simon Cribbens	- Community & Children's Services Department
Sarah Greenwood	- Community & Children's Services Department
Chris Pelham	- Community & Children's Services Department
Gerald Mehrtens	- Community & Children's Services
Paul Murtagh	- Community & Children's Services Department
Mark Jarvis	- The Chamberlains Department

#### 1. APOLOGIES

Apologies were received from Matthew Bell, Deputy the Rev. Stephen Haines, Graeme Harrower, Deputy Henry Jones, Deputy Joyce Nash, Jason Pritchard, Mark Wheatley, Laura Jorgenen and Matt Piper.

The Chairman welcomed Natasha Lloyd-Owen to her first meeting as a member of the Committee.

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

Susan Pearson declared a pecuniary interest in respect of agenda item 17 (Installation of Sprinklers in Social Housing Tower Blocks – Options Appraisal – Gateway 4) as she was a resident of the Golden Lane Estate. She took no part in the discussion or voting thereon.

3. **MINUTES**

**RESOLVED:-** That the public minutes and non-public summary of the meeting held on 12 October 2018 be approved, subject to:

- noting that Alderman David Graves also declared a pecuniary interest in respect of agenda item 4 (Housing Governance) as he was a resident of the Barbican Estate; and
- the amendment of the first line of paragraph 3 of minute no. 4 (Review of Housing Governance) by substituting “his” for “the Chairman’s” so that it reads – “The Deputy Chairman read a statement setting out the Chairman’s views ...”.  
(Amendments incorporated).

4. **ARTIZAN STREET LIBRARY - OPENING HOURS**

Members received a report of the Director of Community and Children’s Services which provided an update on the Artizan Street Library opening hours following customer consultation. The consultation had shown a clear preference for longer hours of opening and, since 14 May 2018, longer week-day hours and Saturday morning opening had been trialled. Following the trial period and after analysing the results, the longer week-day opening hours were to be maintained and Saturday opening discontinued.

The Chairman was pleased that the views of customers had been listened to and the revised opening hours well received.

**RESOLVED:-** That the report be noted.

5. **BARBICAN LIBRARY COMMUNITY SPACE**

The Chairman proposed that the item be deferred and submitted to the next meeting of the Committee to allow for further discussions to take place with officers from the Planning Department over what options might be open for providing community space at the library.

**RESOLVED:-** That consideration of the item be deferred.

6. **THE CITY AND HACKNEY SAFEGUARDING ADULTS BOARD (CHSAB) ANNUAL REPORT 2017/18**

Members received a report of the Director of Community and Children’s Services which provided the annual report of the City and Hackney Safeguarding Adults Board.

Dr Adi Cooper was present at the meeting as the Independent Chair of the Board and the Chairman invited her to present the report. She explained that it

was a statutory requirement to produce an annual report. As the report showed, the Board had completed a number of achievements over the year. It had focussed on raising awareness of financial abuse and working with people who are socially isolated. A successful 'Rough Sleeping' event had been held and the work of the Safeguarding Adults Reviews sub-group had helped identify key themes.

As Chair of the City of London Adult Safeguarding Sub-Committee, Dr Cooper explained that a lot of work was being undertaken to establish how best to engage with local residents and, in answer to a question on this, she explained that it was a challenge to get some residents to come forward. Working with faith groups had been shown to be effective and a second session with representatives of different faith groups was being arranged. The City of London was well represented on the Board and there was a good level of communication on its work.

Dr Cooper was asked what means of communication took place, bearing in mind that, for some vulnerable people, reliance on web sites was not always effective. She accepted this and posters and leaflets were also produced but it was personal contact that was most effective. It was, therefore, the intention to develop a programme designed for people from different communities to be trained as ambassadors, which would allow them to raise awareness within their own communities. Work with the Faith Forum in Hackney had helped establish communication with some parts of the community.

**RESOLVED:-** That the report be noted.

**7. COMMISSIONING UPDATE**

Members received a report from the Director of Community and Children's Services on a summary of the current activity, issues and priorities around commissioning and procurement.

In answer to questions about the level of engagement with young people in the development of services, Members noted that their input into the development of a new community centre had been sought, and that access to facilities at the St George's Leisure Centre for young people, and work with the London Borough of Tower Hamlets during the summer, were strong examples of engagement with young people.

**RESOLVED:-** That the report be noted.

**8. ADULT SOCIAL CARE SELF-ASSESSMENT**

Members considered a report of the Director of Community and Children's Services which provided a Self-Assessment of Adult Social Care and attached an Action Plan.

Members were informed that an interim Senior Communications and Engagement Manager had been engaged to commence work on Actions 1.1 and 3.11. A Senior Performance Analyst had also been recruited to start work on 9 November, which would allow Action 9.2 to be taken forward.

**RESOLVED:-** That the report be noted.

9. **ELECTRONIC SOCIAL CARE RECORDING SYSTEM - GATEWAY 7 - OUTCOME REPORT**

Members received a report on the lessons learnt from the introduction of a new electronic social care recording system. In answer to a question, Members were informed that the new system was required to produce certain reports to meet statutory obligations but that there were also several bespoke elements to it which were identified during the course of implementing the new system.

**RESOLVED:-** That the lessons learnt from implementation of the new electronic Social Care Recording System be taken into consideration for future IT contracts.

10. **YOUTH SERVICE AND YOUTH PARTICIPATION**

Members received a report of the Director of Community and Children's Services, which provided an update on Universal Youth Services, its statutory duties and responsibilities.

Members were pleased to see the positive direction of travel the provision of youth services was going in and asked that a meeting with officers be arranged to discuss how opportunities for improved communications with residents could be maximised and the development of a Youth Parliament could be taken forward.

Members were informed that the lack of access to gyms for those aged under 16 was due to issues with insurance cover. The provision of a boxing club had not progressed due to the lack of a qualified coach. Dance classes had been popular, and this would inform future provision. Provision for children under 13 had been identified as another priority group and officers undertook to provide Members of the Committee with statistics covering this group. It was noted that targets were based on increasing uptake from one quarter to another and there were no overarching targets.

**RESOLVED:-** That the report be noted.

11. **REPORT OF ACTION TAKEN BETWEEN MEETINGS**

Members received a report on action taken by the Town Clerk in consultation with the Chairman and Deputy Chairman regarding Middlesex Street Communal Heating, Hot Water and Ventilation Works.

**RESOLVED:-** That the report be noted.

12. **INSTALLATION OF SPRINKLERS IN SOCIAL HOUSING TOWER BLOCKS - OPTIONS APPRAISAL - GATEWAY 4**

The Chairman proposed that this item be taken in the public part of the meeting.



Members considered a report of the Director of Community and Children's Services concerning the retro-fitting of automatic water fire suppression systems (sprinklers) in the five social housing high-rise tower blocks in the Corporation's housing portfolio.

Members were informed that the scheme would have to follow an open tender process and that the City Procurement team would be engaging with experts in the field to encourage them to bid for the work.

Members sought clarification that the sprinklers would be fitted within flats as well the common areas. This was confirmed that there would be some element of disruption, however, the benefits to tenants would far outweigh this and any damage would be made good. The operation of the system would rely on heat sensors and the sprinklers would be activated on a localised basis.

**RESOLVED:-** That –

- 1) the report of the Director of Community and Children's Services headed Installation of Sprinklers in Social Housing Tower Blocks be taken in public;
- 2) the report, including the total estimated project cost of £3,200,000 (including staff costs of £40,000) be noted;
- 3) the following option 1 be approved:
  - a) to undertake a compliant procurement exercise for the installation of sprinklers in the Corporation's five social housing high-rise tower blocks, and
  - b) to seek Committee approval at Gateway 5 for a contractor to be appointed to carry out the installation of sprinklers in the Corporation's five social high-rise tower blocks.

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

There were none.

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

With the Chairman's consent, the following items of urgent business were considered.

**14.1 Celebrating our People Awards**

On behalf of the Committee, the Chairman congratulated the winners of the 2018 Celebrating our People Awards within the Community and Children's Services Department in the following award categories:

- Excellence in Customer Service
- Inspiring Leader
- Equality and Inclusion Champion

He also congratulated staff who were Highly Commended in the following award categories:

- Rising star
- Exceptional Colleague
- Improved New Ways of Working,

and Shoe Lane Library staff for winning the Town Clerk's Award.

#### **14.2 City Corporation Modern Slavery Statement**

Members received a report of The Chamberlain which presented the proposed City of London Corporation 'Modern Slavery Statement' in response to the Modern Slavery Act 2015. This had arisen out of work undertaken by an inter-departmental working group on modern slavery.

**RESOLVED:-** That –

- 1) the publication of a voluntary Modern Slavery Statement by the City Corporation be approved.
- 2) the version submitted, including the 'Modern Slavery Policy' be approved.
- 3) that the 'continuous improvement' sections detailed throughout the Statement which will form the basis of the action plan used to drive progress amongst all relevant departments over the next year be noted and approved.

#### **15. EXCLUSION OF THE PUBLIC**

**RESOLVED:-** That under Section 100(a) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1, Schedule 12 A of the Local Government Act:

Item nos	Para no
15,16,18 & 19	3

#### **16. NON-PUBLIC MINUTES**

**RESOLVED:-** That the non-public minutes of the meeting held on 12 October 2018 be approved.

#### **17. HOUSING MANAGEMENT SYSTEM UPGRADE - PROJECT PROPOSAL - GATEWAY 2**

Members considered and approved a report of the Director of Community and Children's Services.

#### **18. INSTALLATION OF SPRINKLERS IN SOCIAL HOUSING TOWER BLOCKS - OPTIONS APPRAISAL - GATEWAY 4**

Member received an extract from the City Corporation's Projects Procedure Corporate Risk Register relating to the project.

#### **19. HOLLOWAY ESTATE (ISLINGTON ARTS FACTORY)**

Members received a report of the Director of Community and Children's Services regarding the Holloway (IAF) site.

20. **PROCUREMENT WAIVER**

Members received and approved a report of the Director of Community and Children's Services.

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

There were none.

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

Members noted that the date of the next meeting would be given over to a workshop for Members.

**The meeting ended at 12.40 pm**

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Chairman

**Contact Officer: [Peter.Goss@cityoflondon.gov.uk](mailto:Peter.Goss@cityoflondon.gov.uk)  
0207 3321410**

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<b>Committee:</b> Community and Children's Services	<b>Date:</b> 11 <sup>th</sup> January 2019
<b>Subject:</b> Terms of Reference and Frequency of Meetings of the Community and Children's Services Committee	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report Author:</b> Julie Mayer	

## **Summary**

As part of the post-implementation review of the changes made to the Governance Arrangements in 2011, it was agreed that all Committees/Boards should review their Terms of Reference annually. This will enable any proposed changes to be considered in time for the reappointment of Committees by the Annual Meeting of the Court of Common Council. The current Terms of Reference are attached for your consideration.

Members are asked to consider an enhancement under 4 (b) Education - *'i.e., including the nomination/appointment of Local Authority Governors; as appropriate'*.

## **RECOMMENDATION – That:**

1. Subject to Members' comments/suggestions, the Terms of Reference of the Committee be approved.
2. The enhancement to Education 4 (b) – *'i.e., including the nomination/appointment of Local Authority Governors; as appropriate'* – be approved.
3. The Committee continues to meet on the 2<sup>nd</sup> Friday of every month.

***Appendix – Order of the Court of Common Council, as of 19<sup>th</sup> April 2018.***

BOWMAN, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 19th April 2018, doth hereby appoint the following Committee until the first meeting of the Court in April, 2019.
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### COMMUNITY & CHILDREN'S SERVICES COMMITTEE

1. **Constitution**

A Ward Committee consisting of,

- two Aldermen nominated by the Court of Aldermen
- up to 33 Commoners representing each Ward (two representatives for the Wards with six or more Members regardless of whether the Ward has sides), those Wards having 200 or more residents (based on the Ward List) being able to nominate a maximum of two representatives
- a limited number of Members co-opted by the Committee (e.g. the two parent governors required by law)

In accordance with Standing Order Nos. 29 & 30, no Member who is resident in, or tenant of, any property owned by the City of London and under the control of this Committee is eligible to be Chairman or Deputy Chairman.

2. **Quorum**

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

3. **Membership 2018/19**

ALDERMEN

- 1 John Garbutt
- 1 Prem Goyal, O.B.E., J.P.

COMMONERS

5	Randall Keith Anderson.....	Aldersgate
8	Joyce Carruthers Nash, O.B.E., Deputy.....	Aldersgate
6	Dhruv Patel.....	Aldgate
1	Benjamin Daniel Murphy.....	Bishopsgate
3	James De Sausmarez.....	Candlewick
2	Angus Knowles-Cutler.....	Castle Baynard
5	Henrika Sofia Johanna Priest.....	Castle Baynard
12	The Revd. Stephen Decatur Haines, Deputy.....	Cornhill
2	Susan Jane Pearson.....	Cripplegate Within
2	William Pimlott.....	Cripplegate Within
5	Mark Raymond Peter Henry Delano Wheatley.....	Dowgate
2	Thomas Alexander Anderson.....	Farringdon Within
2	Matthew Bell.....	Farringdon Within
4	George Christopher Abrahams.....	Farringdon Without
2	Ruby Sayed.....	Farringdon Without
5	Philip John Woodhouse, Deputy.....	Langbourn
9	Henry Llewellyn Michael Jones, Deputy.....	Portsoken
7	John William Fletcher.....	Portsoken
2	Caroline Wilma Haines.....	Queenhithe
7	Marianne Bernadette Fredericks.....	Tower
2	Rehana Banu Ameer.....	Vintry
2	Peter Gordon Bennett.....	Walbrook

Together with the following Members in place of the nine Wards (Bassishaw, Billingsgate, Bread Street, Bridge & Bridge Without, Broad Street, Cheap, Coleman Street, Cordwainer and Lime Street) not making appointments on this occasion as well as the two Wards (Bishopsgate and Queenhithe) making only one of their two permitted appointments.

Munsur Ali

Joan Mary Durcan

David Andrew Graves, Alderman

Catherine McGuinness, Deputy

Barbara Patricia Newman, C.B.E.

#### 4. Terms of Reference

To be responsible for:-

- (a) the appointment of the Director of Community & Children's Services;
- (b) the following functions of the City of London Corporation (other than in respect of powers expressly delegated to another committee, sub-committee, board or panel):-
  - Children's Services
  - Adults' Services
  - Education (i.e. including the nomination/appointment of Local Authority Governors; as appropriate)
  - Social Services
  - Social Housing (i.e. the management of the property owned by the City of London Corporation under the Housing Revenue Account and the City Fund in accordance with the requirements of all relevant legislation and the disposal of interests in the City of London Corporation's Housing Estates (pursuant to such policies as are from time to time laid down by the Court of Common Council)
  - Public health (within the meaning of the Health and Social Care Act 2012), liaison with health services and health scrutiny
  - Sport/Leisure Activities
  - Management of the City of London Almshouses (registered charity no 1005857) in accordance with the charity's governing instruments
  - Marriage Licensing and the Registration Serviceand the preparation of all statutory plans relating to those functions and consulting as appropriate on the exercise of those functions;
- (c) appointing Statutory Panels, Boards and Sub-Committees as are considered necessary for the better performance of its duties including the following areas:-
  - Housing Management and Almshouses Sub-Committee
  - Safeguarding Sub-Committee
  - Integrated Commissioning Sub-Committee
- (d) the management of The City of London Corporation Combined Relief of Poverty Charity (registered charity no. 1073660);
- (e) To have responsibility for making recommendations to the Education Board on the policy to be adopted for the application of charitable funds from The City of London Corporation Combined Education Charity (registered charity no. 312836) and the City Educational Trust Fund (registered charity no. 290840); and to make appointments to the Sub-Committee established by the Education Board for the purpose of managing those charities.
- (f) the management of the Aldgate Pavilion.

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<b>Committee:</b>	<b>Dated:</b>
Community and Children's Services Committee	11/01/2019
<b>Subject:</b> Housing Strategy 2019-23	<b>Public</b>
<b>Report of:</b> Andrew Carter, Director of Community and Children's Services	<b>For Decision</b>
<b>Report author:</b> Marcus Roberts, Head of Strategy and Performance, Department of Community and Children's Services	

## Summary

This report presents a new City Corporation Housing Strategy for 2019–23 and asks the Committee to review and approve it.

## Recommendations

Members are asked to:

- Note and approve the document *Healthy homes; vibrant communities – Our housing strategy for 2019–23*.

## Main Report

### Background

1. The City Corporation is the landlord and freeholder to 2,859 homes in the City and across six London Boroughs and the strategic housing authority for the Square Mile.
2. The document *Healthy homes; vibrant communities – Our housing strategy for 2019–23* (Appendix 1) sets out our priorities to 2023 (aligning with the lifespan of the City's Corporate Plan). Its purpose is to provide a short, accessible high-level summary of outcomes and activities for elected Members, residents, partners and officers, as a focus for oversight and accountability. The 'nuts and bolts' of delivery will be developed and monitored through other strategies and work streams (for example, the Housing Delivery Working Group's activity to develop plans for the creation of new houses and the Major Works programme on City estates).
3. The document explains how we will contribute to national and regional housing strategies (for example, our approach to supporting the Mayor of London's

Housing Strategy), and will support other corporation and partner strategies, including the Joint Health and Wellbeing Strategy, the City Local Plan (City Plan 2036), the Social Mobility Strategy and the revised Homelessness and Rough Sleeping Strategy.

### **How the Housing Strategy has been Developed**

4. Strategy development has been overseen by a Task and Finish Group of officers from Strategy and Performance, Housing and Estates, Adult Social Care (homelessness), Public Health, and Corporate Policy. It has also been shared for comment with officers in Barbican Estates, Built Environment, Chamberlain's office, City Surveyors, Community Safety, Cultural and Visitor Development, and the media. The draft strategy was agreed by the Summit Group on 14 November 2018.
5. A first draft was approved by the Housing Management and Almshouses Sub-Committee (24 September, 2018) and the Health and Wellbeing Board (21 September, 2018). We then consulted 162 residents through the Housing Users Board. We have drawn on their responses in developing the strategy, along with the findings of the annual Survey of Tenants and Residents and messages from forums, including residents' groups on estates and the annual City-wide residents' meeting.

### **Strategy Outline**

6. The strategy is at Appendix 1, with a one-page Executive Summary on page 1.
7. Our vision is:

*'healthy homes, space to thrive and vibrant communities for Londoners'. The aim is 'to use our expertise and resources to develop, maintain and manage 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'.*

8. The strategy is structured around four outcomes, with activities identified for each:
  - *Quality homes that meet the changing needs of our residents and communities*
  - *Well-managed estates that people are happy and proud to live in*
  - *Thriving and connected communities where people feel at home and flourish*
  - *New homes to meet the needs of Londoners, our communities and economy.*

9. For each outcome, we identify measures and indicators for the activities, and explain how they will contribute to the Corporate Plan 2018–23.
10. Key commitments in the strategy include:
- investment in a £55 million major works programme over five years
  - a programme of fire safety and maintenance work
  - community development activity to involve residents in decisions and to provide opportunities for them to take an active role on their estates
  - using design to enable residents to lead more active lifestyles
  - prioritising vulnerable people and the needs of existing tenants in unsuitable accommodation (for example, overcrowded) in allocation of new social housing stock
  - developing the Community Builders programme and other initiatives to tackle social isolation
  - increasing housing supply, with a long-term ambition to deliver 700 new social homes and a further 3,000 mixed tenure homes.
11. The strategy has been informed by an Equality Impact Assessment and a Housing Needs Assessment.
12. We are also developing a high-level dashboard to monitor progress in delivering the strategy with 10 to 12 key indicators (see Appendix 2 for a first rough draft).

### **Governance and Oversight**

13. The implementation of the strategy will be overseen by the Community and Children's Services Committee, with the Housing Management and Almshouses Sub-Committee responsible for monitoring and oversight on behalf of the Committee. The Health and Wellbeing Board will also receive regular updates on progress, given the importance of housing for health and wellbeing.

### **Next Steps**

14. Subject to Committee's approval, it is intended that the strategy will proceed to the Policy and Resources Committee (21 February, 2019) and Common Council (07 March, 2019). Our expectation is that, with Members' approval, it will be launched in Spring 2019.

### **Appendices**

- Appendix 1 – Healthy homes; vibrant communities – Our housing strategy for 2019–23 (Draft Strategy)
- Appendix 2 – Housing Strategy – Draft Dashboard

## **Background Papers**

- 'Housing Strategy' – Report to the Housing Management and Almshouse Sub-Committee, 26 September 2017

### **Marcus Roberts**

Head of Strategy and Performance, Department of Community and Children's Services

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# HEALTHY HOMES; VIBRANT COMMUNITIES

Our Housing Strategy for 2019-23

Roberts, Marcus

## FOREWORD

<TO BE ADDED>

Chairman, CCS Grand Committee  
Town Clerk

# CONTENTS

Housing Strategy 2019-23: <i>Executive Summary</i> .....	1
1. BACKGROUND AND CONTEXT .....	2
1.1 The purpose of this strategy .....	2
1.2 Our housing.....	2
1.3 Addressing challenges; recognising opportunities .....	3
1.4 Listening to our residents .....	5
2. OUR VISION.....	7
2.1 Vision and aims.....	7
2.2 Housing and our Corporate Plan .....	7
3. DELIVERING THE OUTCOMES .....	9
3.1 Quality homes that meet the needs of our residents and communities .....	9
3.2 Well-managed estates that people are happy and proud to live in .....	11
3.3 Thriving and connected communities where people feel at home and flourish	13
3.4 New homes to meet the needs of Londoners, our communities and economy .....	16
4. OVERSIGHT AND ACCOUNTABILITY .....	18

## Housing Strategy 2019-23: Executive Summary

**Our role:** The City Corporation is the strategic housing authority for the Square Mile and a landlord responsible for 1,923 social tenanted properties and 936 leaseholder properties across London.

**Vision:** Our vision is healthy homes, space to thrive and vibrant communities for Londoners.

**Our aim:** To use our expertise and resources to develop, maintain and manage 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.

Our Outcomes			
Quality homes that meet the changing needs of our residents and communities	Well-managed estates that people are happy and proud to live in	Thriving and connected communities where people feel at home and flourish	New homes to meet the needs of Londoners, our communities and economy
Our Activities			
<ul style="list-style-type: none"> <li>Consistent, high quality design for our social housing</li> <li>A major works programme to renew our housing stock</li> <li>Installation of state-of-the-art fire safety technologies</li> <li>Ensuring the highest standards in private rented housing</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining high levels of resident satisfaction</li> <li>Involving residents in co-developing our estates together as partners</li> <li>Reviewing our model of estate management to deliver best value for money for our residents</li> </ul>	<ul style="list-style-type: none"> <li>Designing in health, culture and security and designing out crime</li> <li>Supporting community development, and tackling social isolation</li> <li>Designing and adapting housing for residents with mobility, sensory or memory impairments</li> <li>Providing tenancy support for those in difficulty and preventing homelessness</li> </ul>	<ul style="list-style-type: none"> <li>Building hundreds of new social and affordable homes for Londoners</li> <li>Preparing plans to create thousands of new mixed tenure homes on City Corporation owned Land</li> <li>Minimising disruption as we develop new housing and prioritising the needs of existing tenants</li> </ul>
Success measures			
<p>We will monitor our progress in delivering this Housing Strategy using a high level 'dashboard' of 10 key measures, reporting on how satisfied residents are with their housing and estates, our investment in major works, quality of housing, progress in housing development and how we are doing on specific issues like fire safety and energy efficiency.</p>			



# 1. BACKGROUND AND CONTEXT

## 1.1 The purpose of this strategy

The City of London Corporation is the landlord and freeholder to 2,859 homes, the strategic housing authority for the Square Mile, and an organisation dedicated to a vibrant and thriving City, supporting a diverse and sustainable London.

This Housing Strategy sets out our housing priorities through to 2023. It explains how we intend to work with our residents and communities to improve homes, regenerate estates and increase the supply of housing for Londoners, including social and affordable housing.

It depends on and supports the implementation of a wide range of other strategies – nationally, regionally and in the City itself - and should be read alongside the *City Corporation's Local Plan (City Plan 2036)*, the *Homelessness and Rough Sleeping Strategy* and the *Housing Design Guide*. It also supports the City Corporation's *Joint Health and Wellbeing Strategy*, the *Social Wellbeing Strategy* and the *Social Mobility Strategy*.

Its purpose is to provide a clear and accessible high-level summary of outcomes and activities for elected Members, residents, partners and officers, and a focus for oversight and accountability. The 'nuts and bolts' of delivery are described in detail in other strategic documents (e.g. Allocation's Strategy, Housing Development plans).

The Housing Strategy – with these other documents - sets out our approach to supporting the five key priorities in the *Mayor of London's Housing Strategy* (2018):

- Building homes for Londoners;
- Delivering genuinely affordable homes for Londoners;
- High quality homes and inclusive neighbourhoods;
- A fairer deal for private renters and leaseholders; and
- Tackling homelessness and helping rough sleepers.

We will continue to work with central government, the Greater London Authority and London Boroughs to deliver our strategy and to engage with national initiatives, and with house builders, developers and other partners to deliver our ambitions.

## 1.2 Our housing

The City has a small but growing residential population of around 8,000.

Most residents within the Square Mile live on four estates at the Barbican, Golden Lane, Middlesex Street and Mansell Street, with the remainder living in smaller residential clusters at Smithfield, Queenhithe, Carter Lane and City West.

Sixty-three per cent of housing on the Barbican Estate is owner occupied and 30% is privately rented; by contrast, two thirds of housing in the East of the City is socially rented, including all the homes in Mansell Street, which is managed by the Guinness Partnership.

Three quarters of our social housing (over 1,500 homes) is situated outside the Square Mile on eleven estates that the City Corporation runs in the six London Boroughs of Southwark, Islington, Lewisham, Lambeth, Hackney and Tower Hamlets.

Within the Square Mile, 97% of residential properties are flats, the majority in purpose-built blocks. Over half (52%) of our housing is one-bedroom flats – significantly above the Inner London average; by comparison, only around 1 in 7 homes (13%) are larger family houses – compared to over a third in Inner London.

The Square Mile has a higher proportion of older residents than elsewhere in central London, and the number of older residents is growing faster than the general population. Only 1 in 10 of City households have dependent children, with single person households accounting for over half (56%) of Square Mile housing stock.

In October 2017 there were over 650 applicants on our housing register. Unusually, most will have established a local connection with the City through their place of employment. Nearly two thirds (62%) are registered for studio or one-bedroom sized accommodation. As noted above, most of the City Corporation's social housing stock is outside of the Square Mile itself.

### 1.3 Realising opportunities; recognising challenges

Our Housing Strategy will take advantage of fresh opportunities:

- To engage with *major policy initiatives*, including the affordable homes programme and Social Housing Green Paper and the Mayor of London's housing strategy and draft London Plan, and help to address London's housing crisis;
- To *mobilise our assets more effectively* to realise our ambitions, particularly the City Corporation's holdings as a major land owner and the potential for further housing development on our existing estates;
- To explore *new models for housing*, such as the potential of 'housing in multiple occupancy' as an accommodation option for single City workers, and other co-living and co-housing options;
- To use our *major housing renewal programme* to modernise our housing stock, including installing fire sprinklers and new assistive technologies to support older and disabled people to live independently;
- To implement the '*health in all policies*' approach to our role as a Strategic Housing Authority, taking advantage of our improved understanding of the links between housing and health and wellbeing, and the importance of strong communities and tackling social isolation.

- To work *with our partners* to support and develop our communities and to support vulnerable residents – for example, through the Health Integration Programme and by strengthening our links with the voluntary and community sector.
- We have a truly *exceptional heritage and environment in the City* to build from as we develop our homes, estates and communities.

There opportunities will help us to address our challenges:

- *We need to maintain and renew our homes*, with many built during the inter-war and post-war period and needing significant maintenance and renewal. We are also investing in state-of-the-art fire safety installation, particularly following the Grenfell tragedy.
- *The need for housing continues to grow*, with population growth and the changing needs of households. By 2036 the population in the Square Mile is projected to rise to 10,675, an increase of a third. Among our existing social tenants, 1 in 10 were registered to transfer to alternative accommodation in April 2017, with the main reason being overcrowding, others may welcome opportunities to 'downsize' as their circumstances change.
- *The make up of our resident population is shifting*. The number of people aged 60 to 74 is expected to rise by a half in the Square Mile by 2036, and those who are 75 or over by 70%. This has important implications for the development of our housing stock, namely the need to build and adapt homes to support people with age-related health problems (and other adults with disabilities).
- *Our most vulnerable tenants are managing significant changes in their lives*, such as the introduction of Universal Credit, with housing benefit paid directly to tenants, not landlords, which could increase the risk that they will accumulate rent arrears.
- *There are pressures on our housing budgets*, including a year-on-year reduction in social housing rents of 1%, which is positive for tenants but means we must be innovative to maintain services with less revenue. There is also the challenge of managing competing demands on our Housing Revenue Account budget for social housing, including maintenance and repairs, fire safety measures and building new social housing.
- *House prices and rents in London are generally higher* than elsewhere in the country. In addition, there is a growing polarity in housing opportunity in central London between social rented accommodation and private housing at the high end of the market, with little opportunity for those on lower and middle incomes to secure housing. Half of Londoners aged 25 to 39 say that they would consider leaving London to work in a more affordable region, with three quarters of businesses in London saying that housing supply is a significant risk to their future growth. While many people commute into the City to work, this brings its own costs and challenges.

- *There are challenges in identifying land for development* within the City, where there is strong competition from the commercial sector and residential land values are the highest in the country, as well – of course – as the costs of building new houses. Some of our estates are listed buildings, and we must balance the demands for renewal and development with custodianship of the City’s architecture, history and environment.

## 1.4 Listening to our residents

This strategy reflects extensive engagement with our residents and has been developed to align with their priorities, as well as recognising the needs of our businesses and other employers. We conducted a targeted consultation with XXX City residents through the Housing Hub for residents, which has been developed by our Community Engagement Team, with residents’ comments reflected in the strategy. We also invited all the City Corporation’s Estate Managers and their teams to provide their feedback.

At the City Corporation’s Community and Children’s Services awayday on 25 September 2018, nearly 200 staff from across the Directorate took part in a facilitated exercise to design a (fictitious) new City Estate, considering this from the various perspectives of our diverse population. The insights from that day have also helped to shape the strategy.

We conduct a detailed Survey of Tenants and Residents (STAR) every year, which provides insight into their experience and views of our housing services, the quality of their homes, cleanliness, safety and security on their estates, community facilities, repairs and maintenance, our customer services, information and how we listen to and act on their concerns. We can identify what residents are thinking on an estate by estate basis and can compare their experiences with those of tenants from other authorities through *HouseMark*, a benchmarking tool for social housing.

We meet with representative resident groups on all our estates, and host an annual City-Wide Residents Meeting, with a focus on residents’ issues and concerns.

Current research that is helping us to understand our residents’ views and experiences includes a project with Goldsmith’s University to identify and engage with residents experiencing social marginalisation and isolation on our estates, which will be completed in 2019, and will inform the development of appropriate community services with residents.

We have also considered other surveys of residents, including our 2017 consultation on the City Corporation’s allocation scheme for social housing.

We listen to, record and assess feedback from the customers of our housing services, and are able to interact regularly with residents in and around the City and talk to them about their views, concerns and experiences – including, for example, those involved in the Community Builders project. Many of our elected Members are residents and play a leading role in the development and oversight of housing policy and strategy through the Corporation’s committees. These committees have

contributed to the development of the strategy (for example, the Housing Management and Almshouses Sub-Committee and the City's Health and Wellbeing Board). A Housing Development Working Group has been convened by the City Corporation's Policy and Resources Committee, and is providing guidance and leadership for our programme to expand our social and mixed tenure housing.

## 2. OUR VISION

*‘Residents need to be aware of the City Corporation’s commitments and future plans. This provides reassurance that estates are being cared for and looked after well.’*

*‘The aims and ambitions are really exciting to read about’.*

City Residents

### 2.1 Vision and aims

At the heart of our housing strategy is a simple **vision**:

*Healthy homes, space to thrive and vibrant communities for Londoners.*

In helping to deliver this vision, the City Corporation’s **aim** is:

*To use our expertise and resources as a strategic housing authority to build, maintain and manage quality homes on estates people are proud to live in, where our residents will flourish, and through which we support our communities and economy to thrive.*

Our strategy will support and deliver four **outcomes**:

- *Quality homes that meet the needs of our residents and communities;*
- *Well-managed estates that people are happy and proud to live in;*
- *Thriving and connected communities where people feel at home and flourish;*
- *New homes to meet the needs of Londoners, our communities and economy.*

### 2.2 Housing and our Corporate Plan

The Housing Strategy will make a key contribution to delivering the aims of the *City of London Corporate Plan 2018-23*, which are to:

- Contribute to a flourishing society;
- Support a thriving economy; and
- Shape outstanding environments.

It will contribute to the five priorities set out in the *Business Plan* of the Department of Community and Children’s Services within the City Corporation:

- **Safe** – people of all ages live in safe communities, our homes are well-maintained, and our estates are protected from harm;
- **Potential** – People of all ages can achieve their ambitions through education, training and lifelong learning;

- **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 health and wellbeing;
- **Community** – people of all ages feel part of, engaged with and are able to shape their community.

Housing has a critical role to play for each of these aims and priorities, as we explain in more detail below.

## 3. DELIVERING THE OUTCOMES

### 3.1 Quality homes that meet the needs of our residents and communities

*'It will be great if you can improve building conditions – double glazing, painting and security CCTV cameras.'*

Resident, Sydenham Hill Estate

*'Repairs have been better recently – having waited eight years to have the kitchen and window sorts out, it was done very well.'*

Resident, Golden Lane Estate

#### Why this outcome?

Providing homes that are safe, secure and offer a healthy living environment is the City Corporation's most important duty as a Strategic Housing Authority.

The quality of the homes and estates that we live in has a profound impact on our health, wellbeing, connectedness, leisure, education and employment. For children, growing up in a secure, healthy environment helps to reduce inequalities and improve educational, health, social and economic attainment. For older people, adaptable homes and well-designed estates help to prevent accidents and enable them to live independently.

#### Delivering this outcome

Working closely with our residents and communities, we will invest in a major programme of work to maintain, develop and improve our housing stock, while ensuring that new homes are of high quality, sustainable, responsive to the needs of residents and communities and respect our natural and built environment.

- **Quality design.** A new City of London Corporation Housing Design Guide sets out consistent design standards for our social housing programme. This will ensure quality and consistency in design and services for social housing projects; for example, space standards, energy efficiency, emissions, sustainability, finishes and fittings, materials and components, mechanical and engineering services, fire protection and how we create and work with digital models of buildings.
- **Renewal and modernisation of housing stock.** The Corporation is investing £55 million in a five-year major works programme, and we will commit further investment as we respond to the findings of an independent Stock Condition Review completed in 2018. The major works programme and Stock Condition Review are driving a pro-active approach to maintenance and renewal, so we are not waiting for things to go wrong before fixing them.



- **Fire safety.** The Corporation completed fire risk assessments for all our social housing in 2018, as part of our response to the issues that were raised by the Grenfell Tower tragedy. We are delivering a programme of fire safety and maintenance work, including upgrading entrance doors and frames in our social housing stock at an estimated cost of £4 million. In addition, we are planning to retro-fit sprinklers in City Corporation owned residential tower blocks.
- **Private rented sector.** The private-rented sector in the City is growing. While standards in the Square Mile are good and complaints are rare, as a Strategic Housing Authority we will remain vigilant in ensuring that the private rented sector is operating to the highest standards and private tenants are living in safe, secure and well-maintained accommodation. We will also help to ensure that private residents are aware of their rights and the avenues open to them where they have problems and concerns.

### Monitoring our progress

Key Outcomes	Measures and indicators	Key Corporate Plan Outcomes
<b>Consistent high-quality design for all our social housing</b>	Implementation of and compliance with the City Corporation's Housing Design Guide	Communities are cohesive and have the facilities they need  Our spaces are secure, resilient and well-maintained  People enjoy good health and wellbeing
<b>Well-maintained housing</b>	Corporation properties meet the Government's Decent Home's Standard  Resident satisfaction with repairs and maintenance  More investment in pro-active work so there are less things to fix later	
<b>High standards of private-rented housing</b>	Low level of complaints  Complaints are addressed and resolved	
<b>Safe housing</b>	Number of annual fire risk assessments  Installation of fire doors and sprinklers  Improved lighting and CCTV where identified as appropriate	People are safe and feel safe

## 3.2 Well-managed estates that people are happy and proud to live in

*'Keeping residents fully informed is very important and builds trust between them and yourself ... regular flyers ... and open meetings ... are good ... more tailored e-mail updates and/or text messages would be excellent.'*

*'I feel very safe, people from the estate check on me and the staff check on me to see if I am ok.'*

City Residents

### Why this outcome?

Good management of estates is critical for residents' quality of life. Our rents and service charges must provide good value for money and be invested in visible improvements that address the priorities of our residents, with estates in good condition, clean and cared for. This means providing excellent estate services to all residents, whatever their tenure type or location, whether in the Square Mile or not.

### Delivering this outcome

In delivering this outcome, we will be guided by the findings of our annual Estate Satisfaction Survey and leaseholder review. Where our residents are less satisfied we will target action on service areas and estates where there is a need for improvement, building this into Estate Plans.

Some residents have expressed concern about what they feel is a lack of renewal on their estates, such as window replacements. We are addressing this by progressing our major works programme – see above – and improving our communication and engagement with residents, so they understand what we are doing, when and why.

- **Resident voice and involvement.** Our Community Engagement Team will continue to work with estate staff to involve resident's in decisions and to provide opportunities for an active role on their estates. Our Housing User Board (HUB) provides valued scrutiny and comment on new and revised policies. We will be reviewing the HUB with a view to making sure it is fully representative of our estate demographics and to increase its effectiveness. Over 80% of residents at Mais House in Sydenham Hill said their views were listened to and acted on in our latest satisfaction survey at a time when they were being rehoused elsewhere as part of major redevelopment work. We will look to adapt and replicate the learning from this initiative on our other estates.
- **Effective, inclusive and accessible communication.** The Corporation will continue to improve the effectiveness with which it communicates with residents, developing clear and accessible policy statements for our residents, and ensuring these are accessible, inclusive and well understood, working with the residential engagement boards and structures across our estates. We will continue the work to upgrade IT systems and provide electronic communications to residents

wherever possible. By communicating our policies, what we have done, what we are doing and why more clearly, we will improve resident satisfaction.

- **Customer Services.** The Corporation will implement new Customer Service Standards to ensure that when residents approach our estate services they feel respected, welcomed and helped, with appropriate action and good communications maintained by motivated and engaged staff teams. All staff will receive customer service training to support best practice. We will involve residents in monitoring customer service (e.g., undertaking 'mystery shopping'). We will also continue our anti-fraud work to ensure that our homes are not occupied illegally to the detriment of tenants (e.g. through sub-letting) – this work also brings additional housing into supply for legitimate tenants.
- **Improving value for money.** We are proud of the high-quality estate service that we deliver, with each of our estates having its own Estate Office with responsibility for management, maintenance and engagement with residents. However, we are currently spending £150 more per property on housing management costs than comparable social landlords, and this reduces the money we have available for direct investment in the fabric of our housing and estates. With our residents, we will review our management model to make sure that we are giving them both high quality services and the best value for money.

Key outcomes	Measures and indicators	Key Corporate Plan Outcomes
<b>Resident satisfaction</b> <b>Residents feeling that they are listened to and concerns are acted upon</b>	Improvements in annual resident satisfaction survey Satisfaction levels that compare favourably with those in other authorities	People have equal opportunities to enrich their lives and reach their potential
<b>Improved communication and engagement with residents</b>	As above Residents engaging through meetings, surveys and events	Communities are cohesive and have the facilities they need
<b>High Quality customer service in line with our new Customer Service Standards</b>	Staff participation in training On-going monitoring and review against the Standards Reduction in complaints relating to customer service issues	
<b>Best value for money from estate services</b>	Reduced gap between our Housing Management Costs and those of others	Communities are cohesive and have the facilities they need Our spaces are secure, resilient and well-maintained

### 3.3 Thriving and connected communities where people feel at home and flourish

*'I would love to have access to the communal gardens as a second-floor tenant with a nine-month old child.'*

Resident, Middlesex Street Estate

*'The playground seems well used by families and young children ... the grounds of York Way are kept beautifully and are a well-used place for relaxation.'*

Resident, York Way Estate

*Social isolation can be a problem for some residents – who would welcome information of activities available not only within the estate boundaries but also within a reasonable radius of the estate. For example, nearby adult education colleges, library HUB activities and other social events regularly organised by local external groups.*

City resident

#### Why this outcome?

People's homes are vital for health and wellbeing and a safe and secure place to live is the cornerstone for a fulfilled life. The Marmot review (Fair Society, Healthy Lives) highlights the 'social determinants of health', and the importance of integrating planning, transport, housing, environmental and health systems. It recognises the need to strengthen communities and reduce social isolation.

Housing services have a key role in reducing pressures on health services by supporting people to live independently in their own homes who might otherwise end up in hospital and by supporting discharge from hospital where people are ready to go home. They are also vital for the prevention and alleviation of homelessness.

#### Delivering this outcome

We will design and adapt our homes and estates to maximise benefits to health and well-being, support social connectedness and enable those with health and mobility issues to live independently, while continuing to support vulnerable tenants, including helping to prevent homelessness.

- **Housing and health in all policies.** The Corporation will systematically and explicitly consider the health and wellbeing implications of decisions about housing stock and estates. For example, we will use design to enable residents to lead more active lifestyles and use open spaces, landscaped areas and the 'internal environment' in new homes (e.g. lighting and quiet space) to support health and wellbeing. We also recognise the importance of housing design for the protection of the environment.

- **Responding to the changing needs of residents.** The Corporation will develop housing that meets the needs of residents with mobility, sensory and memory impairments, including innovative use of adaptations and assistive technologies. We will work with health to support the discharge of residents who have spent time in hospital. In allocating new social housing stock, we will prioritise the needs of existing tenants in accommodation that is no longer suitable for them (e.g. because of overcrowding or a preference to downsize).
- **Strengthening communities.** The Corporation will develop the Community Builders programme, which supports resident volunteers to identify and engage with socially isolated people on our estates and involve them in community activities. Our Community Engagement Team will continue to work with community and resident groups to develop and build their capacity and help them to run sustainable events and activities that bring people together in and around our estates. Other initiatives will include our pilot programme with the Association of Adult Social Services to protect socially isolated older residents at risk of financial abuse. We will ensure that our residents are safe in their homes and neighbourhoods – for example, developing our existing Neighbourhood Patrols and ‘designing out’ crime on our estates.

We will also build on recent initiatives like the Aldgate Square Project to design cultural activity into our estates and residential spaces by facilitating public art, cultural events and community-led activities. Feedback from some of our residential communities has shown that residents who may feel alienated from formal cultural venues can be engaged in the community. We will continue to put culture at the heart of placemaking as we know this fosters pride in, engagement with and guardianship of the residential environment.

- **Supporting people experiencing vulnerability.** The allocation of social housing will continue to prioritise people experiencing vulnerability. The Corporation’s tenancy support team will support tenants who are vulnerable to navigate the welfare system (including the introduction of universal credit), manage their finances and avoid debt. Where tenancies are at risk of breaking down we will work with tenants as part of our duty to prevent homelessness. We will adapt our housing stock to support the old and disabled. We will develop housing solutions for other groups experiencing vulnerabilities or at risk, like care leavers and rough sleepers (for example, Housing First approaches to rough sleeping). Our Housing Strategy also has a vital role to play in the delivery of the City Corporation’s new *Social Mobility Strategy 2018-28 – Potential today, success tomorrow*. Good housing in strong, connected communities with the right facilities for residents is the cornerstone for social inclusion and mobility.

Key outcomes	Measures and indicators	Key Corporate Plan Outcomes
<b>Homes and estates that support healthy lifestyles</b>	<p>Resident use and experience of open spaces, landscaped areas and recreational facilities</p> <p>Increase in energy efficiency of our housing stock</p>	<p>People enjoy good health and wellbeing</p> <p>Our spaces are secure, resilient and well-maintained</p> <p>People enjoy good health and wellbeing</p>
<b>Housing that better meets the needs of residents, particularly the old and disabled</b>	<p>Fewer residents in unsuitable accommodation</p> <p>Reduction in delayed transfers of care</p> <p>People require less support following a period of reablement</p>	<p>People have equal opportunities to enrich their lives and reach their full potential</p> <p>People are safe and feel safe</p>
<b>Strengthened communities and reduced social isolation</b>	<p>More residents involved in volunteering and reporting improved quality of life</p> <p>Involvement of residents who are new to volunteering</p> <p>Low rates of anti-Social Behaviour and crime</p>	
<b>Supporting vulnerable tenants</b>	<p>Low incidence of tenancy breakdown</p> <p>Low incidence of rent arrears</p> <p>Reduced homelessness</p>	

### 3.3 New homes to meet the needs of Londoners, our communities and economy

*‘The on-going challenge of providing more social housing is crucial ... but all types of accommodation are needed’*

City Resident

#### Why this outcome?

Housing shortage is one of the most pressing issues we face in London today. It contributes to worsening affordability, overcrowding and homelessness, as well as to the strains on our transport systems and other infrastructure. It threatens economic prosperity, with three quarters of London businesses saying that problems with housing supply are a significant risk to the capital’s future growth. It threatens health, social, police, emergency and community services, if employees cannot find affordable homes in areas accessible for their work places.

#### Delivering this outcome

The Corporation has committed to play a leading role in tackling the housing shortage in London with an ambitious pledge to create hundreds of new social homes and thousands of additional mixed tenure homes. This work is being led by a Housing Delivery Working Group of City Corporation politicians and senior officers which sits under our Policy and Resources Committee. Recent development on our social housing estates has delivered 62 new homes, with seven current schemes expected to deliver a further 270 houses. We are actively considering options for developing mixed tenure housing on sites in the City Corporation’s ownership, and the potential to work with other public and private sector partners to increase our housing stock.

- **Increasing housing supply.** Our current ambition is to deliver 700 new social homes – a 25% increase on our current stock – and a further 3,000 mixed tenure homes. We will increase our social housing stock in the lifetime of this strategy and make plans for delivering housing on City Corporation owned sites, while exploring options for increasing housing supply beyond the use of our own sites.
- **Delivering affordable homes.** All new social homes will be let at the London Affordable Rent, to provide housing for households on low incomes. In allocating new houses, we will consider the needs of existing tenants whose current house is not best suited to their family size and housing needs. We will explore innovative housing models to help meet the needs of City workers and businesses, such as multiple occupancy and co-living accommodation for young professionals and other key groups (e.g. older residents).
- **Minimising disruption.** The Corporation will carefully consider the potential impact of new housing developments on its existing residents. We will limit land costs by developing additional social housing on our existing estates. To minimise disruption and to build in the most efficient way, we will focus on a small

number of City estates with potential for renewal and expansion – and are already developing the Sydenham Hill estate. Elsewhere we will not develop on Corporation land without careful consideration of any current operational or investment uses, and then only following consultation.

- **Working with partners.** The Corporation's plans to build new homes have encouraged both public and private sector partners to propose development opportunities and potential joint ventures. Where we can work with others to house more Londoners we will carefully consider the options to increase the supply of new homes beyond our own sites. We will continue to review the potential for future regeneration of Corporation housing estates to deliver further social and affordable housing down the line.

Key outcomes	Measures and indicators	Key Corporate Plan Outcomes
<b>More homes and more affordable homes</b>	Number of houses planned, started and completed Number of social houses planned, started and completed Time in which vacant dwellings are let or re-let	People enjoy good health and wellbeing People have equal opportunities to enrich their lives and reach their full potential We have access to the skills and talent we need
<b>New homes are of high quality</b>	Compliance with the Corporation's Housing Design Guide and the Mayor of London's Housing Strategy and Supplementary Planning Guidance Corporation properties meet the Government's Decent Home's Standard	Our spaces are resilient, secure and well-maintained. Communities are cohesive and have the facilities they need Our spaces are secure, resilient and well-maintained
<b>Our social housing meets the needs of tenants and prospective tenants</b>	Fewer tenants in overcrowded accommodation More applicants on the Housing Register moved into Corporation housing Housing for the most marginalised (e.g. rough sleepers)	
<b>Minimised disruption on estates where new building is taking place</b>	Residents on redeveloped estates say they have been listened to and concerns acted on	



## 4. OVERSIGHT AND ACCOUNTABILITY

We will monitor and regularly report on our progress in delivering the Corporation's Housing Strategy including:

- Conducting the annual Survey of Tenants and Residents
- Collecting and analysing performance data
- Comparing and benchmarking our performance to that of other Strategic Housing Authorities using the Housemark tool
- Incorporating performance indicators in our Business Planning cycles
- Reporting to the Annual City-Wide Residents Meeting
- A dashboard measuring our progress on the City Corporation's website.

Progress in delivering the strategy will be overseen by the Corporation's Community and Children's Services Grand Committee, with scrutiny provided by its Housing Management and Almshouse Sub-Committee (as well as the Homelessness and Rough Sleepers Sub-Committee). The Barbican Residential Committee will continue to provide oversight on behalf of Barbican residents.

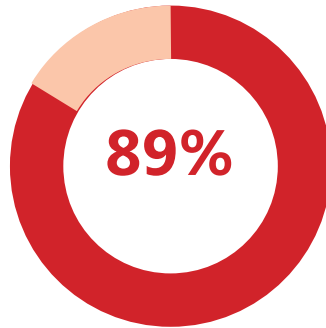
There will also be a regular progress report to the Health and Wellbeing Board, recognising the importance of housing for our health and wellbeing priorities, and those of partners, including the NHS.

Delivering our Housing Strategy is important for achieving the ambitions of our *Corporate Plan 2018-23*, and this will be reflected in the focus, pace and professionalism of our delivery and its 'visibility' for the Corporation, including members and senior officers.

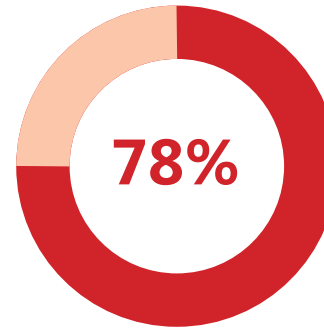
Implementation and development will depend on the suite of related strategies and plans, particularly, the new Housing Design Guide, Allocations Strategy and Homelessness Strategy, as well as our Housing Assets Management Strategy and Housing Services Plan.

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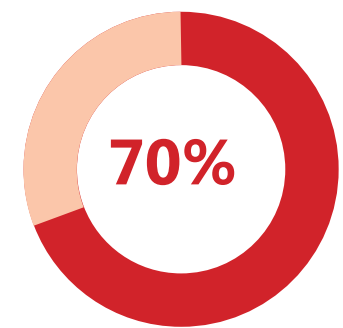
# Housing Strategy Dashboard



Properties meeting the decent  
home standard



Residents expressing content with  
the overall quality of their home



Residents expressing satisfaction  
with our housing service



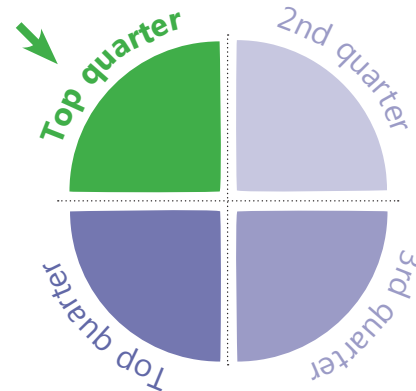
Homes started

270



Homes completed

72



Overall resident satisfaction  
compared to other authorities

**£55,000,000**

Investment committed to our  
Major Works programme over  
5 years

Energy efficiency rating

Annual Fire Risk Inspections

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<b>Committee:</b>	<b>Dated:</b>
Community and Children's Services Committee	11/01/2019
<b>Subject:</b> DCSS Business Plan: Quarter 2 Update	<b>Public</b>
<b>Report of:</b> Andrew Carter, Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b> Marcus Roberts, Head of Strategy and Performance	

## Summary

This report sets out the progress made during Quarter 2 (Q2) – July to September 2018 – against the 2017–2022 Department of Community and Children's Services (DCCS) Business Plan. It also comments on the departmental risk register and the DCCS budget.

## Recommendations

Members are asked to:

- Note the Q2 report and progress of the DCCS Business Plan.

## Main Report

### Background

1. Progress against the departmental Business Plan is monitored and reported against a set of 41 Key Performance Indicators (KPIs) which are aligned to the plan's priorities and provide evidence of achievement of outcomes. A full list of KPIs and recommended targets are listed in Appendix 1.

### Business Plan KPI Performance

2. Overall performance in Q2 of 2018/19 shows that, of the *reported* departmental KPIs:

RAG status	Traffic light description	Total KPIs
Green	KPIs for which the set target was achieved or exceeded	21
Amber	KPIs within the tolerance of 10% of the set target	1

<b>Red</b>	KPIs that are below the tolerance of 10% of the set target	3
<b>Not provided</b>	KPIs where there is no update for the quarter report – these will be reported in subsequent quarters	16

3. Performance for RED or AMBER rated indicators for Q2 of 2018–19 is set out below. Of the 16 where RAG status was not provided, eight are annual targets, four are reported as data from independent agencies becomes available, and in four cases, we are confirming targets.
4. DCCS will be reviewing our KPIs as part of the 2019–20 business planning process.

### Red Performance Indicators

5. ***BP3a – Reduction in delayed transfers of care (discharge) from hospital – NHS.*** This is red for the second consecutive quarter, with 103 days recorded in July–September against an annual target of 182. The bulk of the delays in this quarter were for those awaiting assessment (Continuing Healthcare) and/or awaiting a residential home placement or availability. Where these are recorded as NHS delays, this means that they are often affecting people who self-fund care. The City of London (COL) can assist in advising self-funders how to look for care providers and even offer some interim support to reduce any delays but if this is refused, then it is the responsibility of the NHS provider to ensure that the patient is moved into the community.
6. ***BP11 – Number and proportion of participants in the exercise on referral programme who are still active after six months.*** The performance figure for this quarter is a direct result of previous failure to recruit participants onto and move them through the programme. The Q2 figure for sustained activity after six months would be for those people who completed the exercise on referral programme in Q3 and Q4 of 2017–18. There were no completers in those quarters, and therefore none who could have remained active. Performance has improved since the provider was issued with a poor performance notice in 2017–18. Five people completed the course in Q1 and seven in Q2 of 2018–19. We will be able to report whether they have remained active in Q3 and Q4. The annual target is 12.
7. ***BP22 – Increased proportion of new rough sleepers who sleep out just once.*** This fell to 59% in Q2 against a target of 76%. While this is disappointing, it should be noted that the number of new rough sleepers eligible for ‘No Second Night Out’ (NSNO) fell from 29 to 22, and the number of rough sleepers who spent a second night on the streets was the same as the last quarter (seven), although it is

concerning that two of these proceeded to the Living on the Street cohort. Several factors affect the City's NSNO data:

- The City has a comparatively high number of intermittent rough sleepers who are not eligible for NSNO.
  - There are capacity issues, as the hubs are often closed.
  - Drug dependency is a barrier to some rough sleepers accessing NSNO support.
8. More encouragingly, there was a reduction in the number of people living on the street in the COL for the third quarter in a row, with 30 classed as living on the street, against a target of less than 46. The Homelessness and Rough Sleeping Sub Group of the DCCS Grand Committee is closely monitoring developments and is overseeing a programme of work to improve outcomes for rough sleepers.

### **Amber Indicators**

9. **BP27 – Participation in the Business Healthy Programme.** The number of subscribers to the newsletter fell to 1,053 against a target of 1,400. Numbers have been negatively impacted by the introduction of the General Data Protection Regulation (GDPR). Work is now being done to address this by developing alternative methods to engage businesses and disseminate information. On a positive note, there has been a significant increase in the number of individual organisations that are registered with Business Healthy and financial targets have been met and exceeded. Overall, growth is ongoing, but at a significantly slower rate.

### **Departmental Strategic Risk Register**

10. A summary of the Departmental Risk Register is provided in Appendix 2. One risk was closed in this quarter.
11. DCCS CP 002 – COL Community Education Centre relocation – Adult Education classes are now being delivered from the Golden Lane Community Centre.
12. A new risk relating to the impact of Brexit on local communities will be added in Q3.

## **Complaints and Compliments**

13. The Adult Social Care Team received two complaints in Q2, one of which was partially upheld in respect of the delay in completing a financial assessment. No complaints were received in respect of Children's Social Care.
14. There were 23 complaints received in Q2 in relation to commissioned services. Just under 80% related to Fusion Health and Fitness and an analysis has shown that most relate to the cleanliness or condition of the centre. In the same period, 12 compliments were received and users have welcomed the new gym equipment installed during Q2.

## **Financial and Risk Implications**

15. A summary of the departmental local risk and central risk is included in Appendix 3.

## **Appendices**

- Appendix 1 – 2018/19 Q2 Key Performance Indicators (KPIs) Update
- Appendix 2 – Q2 Departmental Risk Register Summary
- Appendix 3 – 2018/19 Q2 Key Budget Information

## **Background Papers**

- Departmental Business Plan 2018–19 Report to Community and Children's Services Committee – 7 March 2018
- DCCS Business Plan 2017–2022 Report to Community and Children's Services Committee – 11 May 2017

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## Appendix 1 – 2018/19 Q2 Key Performance Indicators (KPIs) Update

		KPIs	Target	Progress		Commentary
				Q2	Q2 RAG	Q2
<b>Delivering an outstanding education offer through the COL family of schools</b>	BP1	School Ofsted ratings	All schools rated good or outstanding	Achieved	G	All schools continue to be rated as good or outstanding
	BP2	Progress and attainment at school stages (KS2) that is considerably above national levels	<b>Attainment RWM (Reading, Writing, Maths):</b> Expected 64% Higher 10%  <b>Progress</b> Reading 0.1 Writing 0.1 Maths 0.1	<b>John Cass Data</b>  <b>Attainment RWM</b> Expected 72.4% Higher 20.7% <b>Progress</b> Reading 0.8 Writing 3.8 Maths 2.8	G	<b>These figures are based on provisional data.</b> Final data will be confirmed in the Q3 report <i>(The Inner London provisional rates for 2018 are 70% expected and 13% higher)</i>

Securing efficiencies and better outcomes through the integration of health and social care		KPIs	Target	Progress		Commentary
	BP3a	Reduction in delayed transfers of care (discharge) from hospital – NHS	182 (annual)	103	R	In Q2, there were 103 delayed transfers against a target of 45 recorded by the NHS. This is the second consecutive quarter where this KPI has been red. The majority of the delays in this quarter were for those awaiting assessment (Continuing Healthcare) and/or awaiting a residential home placement or availability.
	BP3b	Reduction in delayed transfers of care (discharge) from hospital – ASC	73 (annual)	0	G	In Q2, there were no delays recorded against a target of 18 for adult social care. However, a provider had incorrectly attributed 14 days to COL. This is being challenged and corrected. Overall, in Q1 and Q2, COL is performing well against this indicator, and is on track to be significantly below the 2018–19 target.
	BP4	Reduction of average cost of residential social care	£906.18 during 2017–18	£673.39 (Q1)/ £741.24 (Q2)	Data availability	While these figures provide some insight, we have not RAG rated this indicator, in recognition of the limitations of the data we are working with. Some service users are not recorded by the existing Mosaic report, and finance reports do not capture some payments made by those service users that directly pay the COL. The figures provided may not be a full reflection of the average cost of residential social care. We are addressing these issues for future reports.
	BP5	Proportion of people who require less support following a period of reablement	78% (2016/17 National Average)		Annual	This is a year-end target and will be populated in Q4. The 2017/18 figure for the reporting year was 56% (19 of the 34) people required less support following a period of reablement.
Promoting effective transitions and progression		KPIs	Target	Progress		Commentary
	BP6	Proportion of completions of City	In development	67%	Annual	This is an annual measure. There have been 15 leavers since April 2018; 10 progressions into further

through education and fulfilling employment		apprenticeships and positive destinations (employment or further training)				apprenticeships; three early leavers (withdrawals); and two unknown destinations.
	BP7	Percentage of City young people not in education, employment or training (NEET)	Below London average (5.3%). 2018 Department for Education (DfE) Annual Scorecard national average 6%.	Not yet available	Data availability	The September NEET/Not Known reporting was not available when the Q2 report was completed. For reference the DfE have now published the national average for 2018 for 16- and 17-year-olds who were NEET/Not Known, which was 6%. The City's average for this period was 1.5%
	BP8a	Enrolments and passes of adult skills courses (accredited and non-accredited)	2,500 (annual)	710	Annual	Annual target. The figure represents the number of enrolments from April to end Q2. This is slightly lower than in the past due to the disruption of bringing this service in-house, with numbers expected to rise during the year.
	BP8b	Percentage of people who pass adult skills courses (annual)	87%	>90%	Annual	Annual measure: This is for the whole of 2017/18 academic year and will be confirmed next quarter once the annual report has been compiled.

Promoting equality in health through outreach to all the City communities and increasing access to sexual health services		KPIs	Target	Performance		Commentary
	BP9	Percentage of people engaging in City smoking cessation programmes who quit smoking	TBC	52%	Target TBC	91 people who engaged with the Westminster Drug Project (WDP) City smoking cessation programme set quit dates in Q2, and 47 people quit smoking.
	BP10	Residents taking up an NHS health check	196	125	G	There has been a significant increase in the NHS health checks completed in Q2 (125 against a target of 48). Cumulatively, the performance in Q1 and Q2 is 139 against a target for this period of 96. The increased performance is, in part, due to an additional member of staff being used to assist with bookings. Combined with the 114 community health checks in the same period, the provider is delivering 96% of the total health check target.
	BP11	Number and proportion of participants in the exercise on a referral programme who are still active after six months	12	0	R	The Q2 figure relates to those who would have completed the exercise on a referral programme in Q3 and Q4 2017–18. There were no completers in those quarters, therefore none were eligible to be active after six months in this quarter. Five people completed the course in Q1 and seven in Q2, and we will be able to report if they have remained active in Q3 and Q4. Performance has improved since City LivingWise were issued with a poor performance notice in 2017–18.
	BP12	Take-up of e-services for sexual health testing	70%	80%	G	Measured by % and number of people who return a kit and receive their results within 21 days of ordering it: 43,723 kits were requested in this period and 35,078 kits were returned for testing.

		KPIs	Target	Performance		Commentary
<b>Delivering more homes and better meeting social housing needs</b>	BP13a	Number of planning consents	3	3	G	This meets the 2018/19 target.
	BP13b	Number of constructions starts	92	10	G	This is building toward the 2018/19 target.
	BP13c	Number of completions	13	0	G	Based on the Q2 17/18 figures, this is in line with what would be expected during this quarter.

		KPIs	Target	Performance		Commentary
<b>Improving outcomes for children and young people with special educational needs and disability (SEND)</b>	BP14	Education outcomes for children with SEND	TBC		Target TBC	
	BP15	Take-up of Youth Services	Increase in participation of target groups	7 SEND participants	G	Total of seven SEND young people have taken up Youth Services: One engaged in an Access to Sports Summer camp; six with Information Advice and Guidance services provided by Prospects.
	BP16	Use of the Golden Lane Sport and Fitness Centre by young people	7,282 visits	1,606 visits	G	The Q2 figure is on track to meet the annual target.

		KPIs	Target	Performance		Commentary
<b>Improving outcomes and experience for adult social care users</b>	BP17	Adult social care service users and carers reported quality of life	Above London average	64% (carers) 75% (service users)	Data availability	City completes the Adult Social Care Survey (ASCS) and the Survey of Adult Carers in England (SACE) returns biannually. The 2018/19 returns will provide figures and commentary for these KPIs. Figures provided are taken from returns for the 2016/17 reporting period. In this period, 64% of carers and 75% of service users reported positive quality of life during 2016/17, and 75% of service users reported feeling safe and secure.
	BP18	Proportion of adult social care service users who say services have made them feel safe and secure	Above London average	75% (service users)	Data availability	

Safeguarding children and young people at risk	BP19a	<b>Reduced Duration of Children in Need and Child Protection Plans</b>				
		Overall target: Increase % at lower rates of duration / be below the Inner London rate for two years or more				
		<b>KPI</b>	<b>Target</b>	<b>Performance</b>		<b>Commentary</b>
		Reduced duration of Children in Need (CIN) - those on a CIN Plan at quarter/year end (methodology period since date of plan).	<b>Inner London rate for all those open to Children's Services at 31/03/2018</b>		G	<i>DATA CAVEAT: the published benchmark rate includes all those open to CSC at 31/03/2018 including Children in Care (CIC) and Child Protection (CP) Plans, whereas this indicator looks at those on a CIN Plan only.</i>
		3 months or less	25.2%	3 (33.3%)	G	Nine children were on CIN Plans at 30 September, including three siblings who had commenced plans after their CP Plans had ended. Of the nine, one young person had been on a CIN Plan for over two years (28 months). This young person is on an Education, Health and Care (EHC) Plan, has been subject to several fixed-term exclusions from school since Spring 2016, and has transferred to specialist education provision.
		More than 3 months but less than or equal to 6 months	12.6%	1 (11.1%)		
		More than 6 months but less than 1 year	16.1%	4 (44.4%)		
		1 year but less than 2 years	16.6%	0.0%		
		2 years	29.8%	1 (11.1%)		

		KPI	Target	Performance		Commentary
Safeguarding children and young people at risk	BP19b	Reduced duration CP Plans	Inner London rate for 31/03/2018			Six CP Plans that were opened in Q1 were closed during Q2. Another child who had become subject of a plan in Q4 2017/18 also ended their plan in Q2, having been taken into care for a period. Three siblings were transferred in during Q2 (emotional abuse). This was the second time that all three had been on a CP Plan in the City. Therefore, at 30 September 2018, six children were on CP Plans, of which three had only just begun their plans at City; one child had been on a plan for exactly six months, and two other children (siblings) had been on plans for just over a year. As no child had been on a plan for over two years, and there is weighting towards plans under one year, performance is good against the recently published 2018 Inner London average rates.
		3 months or less – number (%)	29.7%	3 (50%)	G	
		More than 3 months but less than or equal to 6 months	24.8%	1 (16.7%)		
		More than 6 months but less than 1 year	26.7%	0.0%		
		1 year but less than 2 years	16.9%	2 (33.3%)		
		2 years	2.0%	0.0%		
	BP20	Percentage of assessments for children’s social care carried out within 45 working days of referral	Above the Inner London average (2018) – 77.9%	100%	G	Seven Child and Family Assessments were completed during Q2, three relating to Q1 referrals. Six were completed within 45 working days of referral; the seventh was a subsequent assessment on an open CP case and was completed within two working days of a contact on the open case.



		KPI	Target	Performance		Commentary
<b>Safeguarding adults at risk (e.g. of abuse or neglect)</b>	BP21	Number and % of adults referred for safeguarding whose expressed outcomes are fully or partly met	Below the 2017/18 London average	71%	G	The two people who did not meet this KPI were regarded as 'not applicable' because no outcomes were identified with them in the first place, although they were asked about outcomes.

		KPI	Target	Performance		Commentary
<b>Delivering and enhancing 'accommodation pathways' and health services for rough sleepers</b>	BP22	Increased proportion of new rough sleepers who sleep out just once	76%	59%	R	The number of new rough sleepers eligible for No Second Night Out fell from 29 to 22. The number of these who spent a second night on the street was the same as last quarter at seven, although two proceeded to the Living on the Street (LOS) cohort.
	BP23	Reduced number of people deemed 'living on the streets'	Less than 46	30	G	This is the third successive quarter where we have seen a reduction in LOS and the fourth where we have seen no rise in the number. One factor is the increase in the capacity of the outreach team supported by a larger budget and Rough Sleepers Initiative (RSI) grant funding. Another is the continued good performance of the assessment hub.




























		KPIs	Target	Performance		Commentary
<b>Delivering a programme of major works to maintain and improve our existing homes</b>	BP24	Increase in average energy efficiency rating for our housing stock	69	69	G	This coincides with the 2018/19 target.
	BP25	Proportion of City housing stock meeting 'decent homes' standard	89% (2016/17 London average)		Annual	This is a year-end target and will be populated in Q4.
	BP26	Annual fire risk assessments	100%		Annual	This is a year-end target and will be populated in Q4.

		KPIs	Target	Performance		Commentary
<b>Supporting City businesses and the Corporation to improve their employees' health and wellbeing and participation in health and wellbeing activities</b>	BP27	Participation in Business Healthy programme	1,400 newsletter subscribers and 1,200 individual organisations by December 2018	1,053 newsletter subscribers (1-10) and 797 individual organisations	A	The number of members and newsletter subscribers have been negatively impacted by the introduction of the GDPR, and work is now being done to address this by alternative methods. There has been a significant increase in the number of individual organisations registered with Business Healthy. Growth is still ongoing, but at a significantly slower rate. Financial target has been met and significantly exceeded.
	BP28	Worker take-up of City smoking cessation programmes	TBC	77 workers	Target TBC	77 of 91 people who set quit dates in Q2 were in employment.


Supporting the development of skills and learning for all ages in the community through a range of activities, resources and support, and enhance the art and culture offer in the City		KPI	Target	Performance		Commentary
	BP29a	Percentage of children achieving a good level of development in foundation stage profile (FSP)	% above London rate: Pan London average 2018 73.8%	81.3%	G	Note: the COL 2018 rate includes some children (summer-born children) from two independent schools, as well as all Early Years FSP pupils at Sir John Cass's Foundation Primary. <i>The national average rate achieving GDS (greater than the expected standard) in 2018 was 71.5%</i>
	BP29b	Percentage inequality gap in achievement across all the Early Learning goals	% below London rate: Pan London average 2018 31.4%	29.40%	G	See note above regarding the children included in the data. <i>The national average percentage inequality gap in 2018 was 31.8%</i>
	BP30	Percentage of primary school offers meeting first choice	% above Pan London rate		Annual	This is annual data, and will be presented in Q4.


Promote and champion inclusion, diversity, accessibility and social mobility for all the communities we support		KPI	Target	Performance		Commentary
	BP31	The library's services and activities have a positive impact on my family's health and wellbeing	86%	96% (75 of 78 respondents)	G	The number of responses received have more than doubled from 32 in Q1. The number of those who agree that the library services have a positive impact on their family's health and wellbeing is up by 2% from the first quarter to 96%. Overall, the target was exceeded by 10%.
	BP32	Take-up of services matches make up of community	Consideration is being given to how this KPI can be measured		Target TBC	
	BP33	Percentage involved in community activities and volunteering reporting an improved quality of life	60%	N/A	Annual	This data depends on an Annual Survey.
	BP34	Proportion of residents involved in community activities who are new to volunteering	30%	46%	G	This data can now be calculated quarterly. Q2 showed that 24 of 49 respondents were new to volunteering, giving a cumulative total to date of 29 new volunteers (46%).
	BP35	Percentage of Portsoken Pavilion Café employees from the local community	25%	37%	G	There are currently four full-time and four part-time staff, primarily based at Kahaila Aldgate. One full-time and two part-time members of staff live in Tower Hamlets, two of them within a 10-minute walk of the café.

## Appendix 2 – Q2 Departmental Risk Register Summary

Risk Code	Title	Current Risk Rating	Risk Score	Actions Assessment	Target Date	Risk Trend
DCCS ED 002	Failure of the City of London Academies to meet the high performance and financial expectations of the City of London	A 	12		01/09/19	
DCCS HS 003	Lone Working	A 	12		30/06/18	
CR17	Safeguarding	A 	8		31/03/19	
DCCS 001	Departmental Emergency Response	A 	8		31/03/19	
DCCS HS 002	Failure to carry out and review effective fire risk assessments for residential and commercial accommodation	A 	8		31/03/19	
DCCS ED 001	Failure to deliver City of London Academy expansion programme	A 	8		01/04/20	
DCCS CL 001	Loss of IT systems at public-facing sites	G 	6		31/03/19	
DCCS HS 004	Housing Finance Changes	G 	4		31/03/19	
DCCS HS 001	Health and Safety Procedures	G 	4		31/03/19	

### Actions Assessment:

 Actions to mitigate the risk are in place and are being delivered to anticipated timescales

 : Risk trend unchanged since last report

### Risk Score Key:

		Impact			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	Likely (4)	4	8	16	32
	Possible (3)	3	6	12	24
	Unlikely (2)	2	4	8	16
	Rare (1)	1	2	4	8

Red (Severe)
Amber (Significant)
Green (Manageable)

Urgent action required to reduce rating

Action required to maintain or reduce rating






Action required to maintain rating

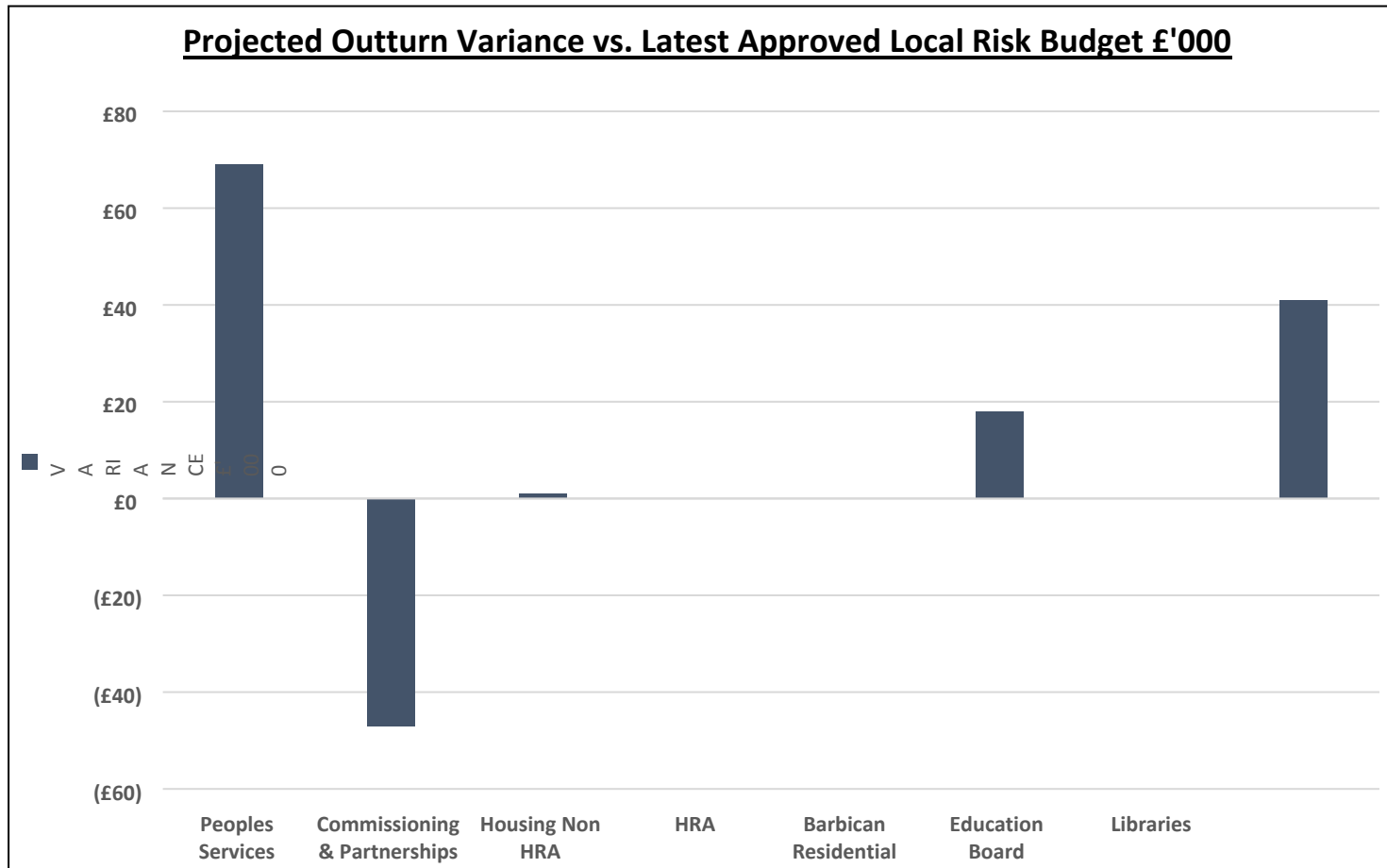
## Appendix 3 – 2018/19 Q2 Key Budget Information

### Financial Table

	<b>DCCS Budget Monitoring period 6</b>					
<b>Local risk</b>	<b>Budget 2018/19</b>	<b>YTD Budget</b>	<b>Actual to date</b>	<b>Projected outturn</b>	<b>Variance</b>	<b>Notes</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Peoples Services	7,534	3,143	2,477	7,465	(69)	1
Commissioning & Partnerships	2,384	666	434	2,431	47	
Housing Non HRA	886	432	433	885	(1)	
HRA Gross Income	(15,705)	(7,799)	(8,105)	(15,705)	0	
HRA Gross Expenditure	11,228	5,958	5,848	11,228	0	
HRA transfers to/from reserves	2,778	-	-	2,778	0	
Barbican Residential	(1,983)	(1,523)	(3,776)	(1,983)	0	
Education Board	613	428	159	595	(18)	
Libraries	2,402	1,309	1,268	2,402	0	
	10,137	2,614	(1,262)	10,096	(41)	
<b>Central Risk</b>	<b>Budget 2018/19</b>	<b>YTD Budget</b>	<b>Actual to date</b>	<b>Projected outturn</b>	<b>Variance</b>	
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Peoples Services	569	470	433	609	40	
Commissioning & Partnerships	161	171	(5)	156	(5)	
Housing Non HRA	67	(209)	156	287	220	2
HRA	(250)	(61)	(91)	(250)	0	
Barbican Residential	(1,035)	(169)	(149)	(1,035)	0	
Education Board	1,792	1,200	1,495	1,792	0	
Libraries	293	87	6	293	0	3
	1597	1,489	1,845	1,852	255	
Notes						
Brackets indicate income or a favourable variance						
1 - A number of clients have passed away resulting in savings due to decreased care costs however this area is very volatile and any changes in circumstances can have a major impact on the outturn						
2 - Housing benefit payments are anticipated to be higher than budgeted. Again this is a volatile area and any changes in circums						
3 - Year to date variance relates to the Show Lane rates bill which is yet to be paid.						

## Out-turn Compared to Budget

Projected Outturn Variance vs. Latest Approved Local Risk 	Latest Approved Budget for Year £'000 	Forecast for Year £'000 	Variance B/(W) £'000 
Peoples Services	£7,534	£7,465	£69
Commissioning & Partnerships	£2,384	£2,431	(£47)
Housing Non HRA	£886	£885	£1
HRA	(£1,699)	(£1,699)	£0
Barbican Residential	(£1,983)	(£1,983)	£0
Education Board	£613	£595	£18
Libraries	2,402	2,402	0
<b>Total</b>	<b>10,137</b>	<b>10,096</b> 	<b>£41</b>





<b>Committee:</b>	<b>Dated:</b>
Community and Children's Services	11/01/2019
<b>Subject:</b> Revenue and Capital Budgets – 2019/20	<b>Public</b>
<b>Report of:</b> Director of Community and Children's Services The Chamberlain	<b>For Decision</b>
<b>Report Author:</b> Louise Said and Mark Jarvis, Chamberlain's Department	

## Summary

This report is the annual submission of the revenue and capital budgets overseen by your Committee. In particular, it seeks approval to the provisional revenue budget for 2019/20, for subsequent submission to the Finance Committee. Details of the Committee's draft capital budget are also provided. The local risk budgets have been prepared within the resources allocated to the Director.

The provisional nature of the revenue budgets particularly recognises that further revisions may arise from the necessary realignment of funds resulting from corporate projects.

## Summary of Table 1

	<b>Original budget 2018/19 £'000</b>	<b>Original budget 2019/20 £'000</b>	<b>Movement original 2018/19 to original budget 2019/20 £'000</b>
Expenditure	(25,487)	(26,684)	(1,197)
Income	14,446	15,440	994
Support services and capital charges	(2,300)	(2,196)	104
Total net expenditure	(13,341)	(13,440)	(99)

Overall, the 2019/20 provisional revenue budget totals £13,440 million, an increase of £99,000 compared with the original budget for 2018/19. The main reasons for this net increase are:

- decrease in net expenditure of £214,000 due to the inclusion of 2% efficiency savings

- in January 2018, the Policy and Resources Committee agreed additional resources to meet pressures on Adult Social Care, and £135,000 has been added to the 2019/20 original budget
- 2019/20 budgets have been uplifted for inflation totalling £408,000
- the Surveyor's repairs and maintenance budgets have decreased by £95,000
- capital budgets have decreased by £159,000
- the gross expenditure and income position has increased by £1,197,000 and £994,000 respectively, mainly as a result of additional spending power gained from increased government grants, including the Better Care Fund, Education and Skills Funding Agency, and Unaccompanied Asylum Seekers grant.

## **Recommendations**

Members are asked to:

- review the provisional 2019/20 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee
- review and approve the draft capital budget
- authorise the Chamberlain to revise these budgets to allow for further implications arising from departmental reorganisations and other reviews, corporate projects and changes to the Additional Works Programme
- delegate to the Chamberlain any minor budget changes for 2018/19 and 2019/20 as a result of the completion of the asset verification exercise.

## **Main Report**

### **Introduction**

1. The Community and Children's Services Committee oversees three main service areas:
  - People Services – which includes Adult Services, and Children and Families Services
  - Commissioning and Partnerships – which includes Commissioned Services
  - Housing Services – including the Housing Revenue Account (HRA).
2. This report sets out the proposed revenue budget and capital budgets for 2019/20. The revenue budget management arrangements are to:

- provide a clear distinction between local risk, central risk and recharge budgets
  - place responsibility for budgetary control on departmental chief officers
  - apply a cash limit policy to chief officers' budgets.
3. The budget has been analysed by service expenditure and compared with the latest approved budget for the current year.
  4. The report also compares the current year's budget with the forecast out-turn.

### **Business Planning Priorities 2017–2022**

5. The Departmental Business Plan for 2017–2022 was agreed by the Committee in May 2017. The five strategic priorities in the Business Plan are:
  - **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 can achieve their ambitions through education, training and lifelong learning
  - **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 health and wellbeing
  - **Community** – People of all ages feel part of, engaged with and able to shape their community.

### **Proposed Revenue Budget for 2019/20**

6. The proposed Revenue Budget for 2019/20 is shown in Table 1 analysed between:
  - Local Risk budgets – these are budgets deemed to be largely within the Chief Officer's control.
  - Central Risk budgets – these are budgets comprising specific items where a chief officer manages the underlying service, but where the eventual financial out-turn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (such as interest on balances and rent incomes from investment properties).
  - Support Services and Capital Charges – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.
7. The provisional 2019/20 budgets, under the control of the Director of Community and Children's Services being presented to your Committee, have been prepared

in accordance with guidelines agreed by the Policy and Resources and Finance Committees. These include continuing the implementation of the required budget reductions across local risk, as well as the proper control of transfers of non-staffing budget to staffing budgets. The budget has currently been prepared within the resources allocated to the Chief Officer.

**Table 1: Community and Children's Services Summary – City Fund**

Analysis of Service Expenditure	Local or Central Risk	Actual 2017/18 £'000	Original Budget 2018/19 £'000	Latest Approved Budget 2018/19 £'000	Original Budget 2019/20 £'000	Movement 2018-19 to 2019/20 £'000	Para ref
<b>EXPENDITURE</b>							
Employees	L	(5,876)	(5,708)	(6,406)	(5,979)	(271)	11
Employees – mainly social workers dealing with Asylum Seekers and staff paid by Dedicated Schools Grant (DSG)	C	(337)	(373)	(561)	(444)	(71)	11
Premises Related Expenses (see note i)	L	(267)	(278)	(272)	(277)	1	
Premises Related Expenses (SRP: Islington Arts Factory)	C	(87)	0	0	(35)	(35)	
City Surveyor – Repairs and Maintenance	L	(25)	(113)	(18)	(19)	94	
City Surveyor – Cleaning	L	(3)	(9)	(8)	(8)	0	
Transport-related Expenses	L	(15)	(24)	(25)	(24)	0	
Home to School Transport (met from DSG)	C	(80)	(72)	(72)	(72)	0	
Supplies and Services (mainly professional fees which are largely met from grant income plus expenses relating to contracts such as Broadway)	L	(4,055)	(3,729)	(4,533)	(3,700)	29	
Supplies and Services (mainly costs of our private, voluntary and independent childcare providers which are met from DSG)	C	(299)	(214)	(537)	(238)	(24)	
Third Party Payments (mainly social care clients plus contract costs such as Toynbee Hall Advice and providers of adult learning)	L	(5,164)	(5,117)	(5,584)	(5,525)	(408)	12
Third Party Payments (mainly agency costs relating to asylum seekers plus costs that are met from DSG)	C	(3,584)	(3,434)	(3,864)	(3,944)	(510)	13
Transfer Payments (mainly payment to Fusion Lifestyle funded by income from London Marathon Charitable Trust)	L	(230)	(244)	(244)	(247)	(3)	
Rent allowances – funded by Department for Work and Pensions (DWP) rent benefit rebates)	C	(4,857)	(6,172)	(6,172)	(6,172)	0	
Capital charges	C	(419)	0	0	0	0	
<b>Total Expenditure</b>		<b>(25,298)</b>	<b>(25,487)</b>	<b>(28,296)</b>	<b>(26,684)</b>	<b>(1,197)</b>	
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Analysis of Service Expenditure							
	Local or Central Risk	Actual  2017/18 £'000	Original Budget 2018/19 £'000	Latest Approved Budget 2018/19 £'000	Original Budget 2019/20 £'000	Movement 2018-19 to 2019/20 £'000	Para ref
<b>INCOME</b>							
Government Grants (mainly Public Health and Skills Funding Agency grant income)	L	3,545	2,788	4,052	3,055	267	14
Government Grants (mainly DSG, DWP rent benefit rebates, Home Office funding)	C	8,088	9,077	9,635	9,696	619	15
other grants, reimbursements and contributions (mainly B&B rent allowances, S256 Monies and London Marathon Charitable Trust)	L	742	645	990	635	(10)	
other grants, reimbursements and contributions (City's Cash contributions towards Toynbee Hall contract and Strings project at Sir John Cass's Foundation Primary School)	C	174	184	184	184	0	
Customer, client receipts (mainly fee income and client contributions towards their social care packages)	L	1,046	1,048	1,088	1,068	20	
Customer, client receipts	C	0	0	0	35	35	
Transfers from Public Health Reserve	L	42	130	130	196	66	
Transfer from Parking Meter Reserves (in relation to concessionary fares and taxi cards)	C	971	574	574	571	(3)	
<b>Total Income</b>		<b>14,608</b>	<b>14,446</b>	<b>16,653</b>	<b>15,440</b>	<b>994</b>	
<b>TOTAL EXPENDITURE BEFORE SUPPORT SERVICES AND CAPITAL CHARGES</b>		<b>(10,690)</b>	<b>(11,041)</b>	<b>(11,643)</b>	<b>(11,244)</b>	<b>(203)</b>	
<b>SUPPORT SERVICES AND CAPITAL CHARGES</b>							
Central Support Services and Capital Charges		(2,742)	(3,012)	(2,874)	(2,824)	188	App 2
Recharges within Fund		661	712	631	628	(84)	
<b>Total Support Services and Capital Charges</b>		<b>(2,081)</b>	<b>(2,300)</b>	<b>(2,243)</b>	<b>(2,196)</b>	<b>104</b>	
<b>TOTAL NET (EXPENDITURE) / INCOME</b>		<b>(12,765)</b>	<b>(13,341)</b>	<b>(13,886)</b>	<b>(13,440)</b>	<b>(99)</b>	

Notes – Examples of types of service expenditure:

- (i) Premises Related Expenses – includes repairs and maintenance, energy costs, rates, and water services.

8. Expenditure and unfavourable variances are presented in brackets. An analysis of this Revenue Expenditure by Service Managed is provided in Appendix 1. Only significant variances (generally those greater than £100,000) have been commented on in the following paragraphs.
9. Overall, there is an increase of £99,000 in the budget between the 2018/19 original budget and the 2018/19 original budget. This movement is explained in the following paragraphs.

10. Analysis of the movement in total manpower and related staff costs are shown in Table 2.

**Table 2: Manpower Statement**

	Original Budget 2018/19		Latest Approved Budget 2018/19		Original Budget 2019/20	
	Manpower Full-time equivalent	Estimated cost £000	Manpower Full-time equivalent	Estimated cost £000	Manpower Full-time equivalent	Estimated cost £000
People Services	59	(3,261)	65	(3,629)	58	(3,333)
Partnership Services (including Central Directorate)	35	(2,041)	40	(2,490)	38	(2,293)
Housing Services	16	(778)	17	(848)	16	(797)
<b>TOTAL COMMUNITY AND CHILDREN'S SERVICES</b>	<b>110</b>	<b>(6,080)</b>	<b>122</b>	<b>(6,967)</b>	<b>112</b>	<b>(6,423)</b>

11. The 2018/19 Latest Approved budget includes additional staff employed in relation to the expanded programme of homeless prevention, including the No First Night Out and Rough Sleepers initiatives. The Latest Approved budget also includes staff on fixed term contracts which come to an end this year. These are met from the government grant and will not impact on the Director's local risk.
12. The increase in Local Risk Third Party Payments is largely due to additional pressures within the Older People and Adult Social Care budgets due to an uplift in residential and supported living costs. In addition, there will be more spend on apprenticeships which will be offset by additional income from the Education and Skills Funding Agency.
13. The amount of budget delegated to our maintained school, Sir John Cass's Foundation Primary, has increased in line with higher grant income, along with an increase in Early Years funding due to additional money for 30 hours free education for 3- and 4-year-olds.
14. The City's Improved Better Care Fund allocation has increased by £126,000 along with an increase in grant from the Education and Skills Funding Agency for adult and community learning.
15. The 2019/20 budget reflects the most recent grant allocations. The City is now able to claim for any new Unaccompanied Asylum Seekers who turn 18. This has led to an increase in funding.
16. The 2018/19 Latest Approved Budget reflects the re-allocation of the full 2018/19 Additional Works Programme to reflect the expenditure that is anticipated will be incurred in the year. Please see the detailed breakdown in Table 3.

**Table 3: City Surveyor Local Risk**

<b>Repairs and Maintenance</b>	<b>Original Budget 2018/19 £'000</b>	<b>Latest Approved Budget 2018/19 £'000</b>	<b>Original Budget 2019/20 £'000</b>
<b>Additional Works Programme</b>	<b>(100)</b>	<b>0</b>	<b>0</b>
<b>Minor Improvements</b>			
Community Education Centre	(14)	(15)	(16)
Cass Child and Family Centre	(8)	(11)	(11)
<b>Total City Surveyor</b>	<b>(122)</b>	<b>(26)</b>	<b>(27)</b>

17. An asset verification exercise has now been completed across the operational estate; it has identified an additional 8% of assets to be maintained that are not covered by the current contract, including those in new buildings.
18. The outcome of this exercise has been reported to the relevant Corporation Committee and additional budgetary provision has been sought. Once this is agreed, we intend to adjust the relevant budget shown in this report as appropriate, and Members are asked to agree a delegation to the Chamberlain to make these minor budgetary changes for both 2018/19 and 2019/20.

### **Potential Further Budget Developments**

19. The provisional nature of the 2019/20 revenue budget recognises that further revisions may be required, including in relation to:
- budget reductions to capture savings arising from the ongoing reviews
  - budget adjustments relating to the implementation of the City Procurement Service
  - decisions on funding of the Additional Works Programme by the Resource Allocation Committee
  - budget adjustments relating to the Surveyors Repairs and Maintenance projects.

### **Revenue Budget 2018/19**

20. The current forecast out-turn for 2018/19 is expected to be within budget. Appendix 3 shows the movement between the Original Budget 2018/19 and the Latest Approved Budget 2018/19.

### **Draft Capital and Supplementary Revenue Budgets**

21. The latest estimated costs for the Committee's current capital and supplementary revenue projects are summarised in Table 4.

**Table 4:**

<b>Service Managed</b>	<b>Project</b>	<b>Exp. Pre 01/04/18 £'000</b>	<b>2018/19 £'000</b>	<b>2019/20 £'000</b>	<b>Later Years £'000</b>	<b>Total £'000</b>
<u>Pre-implementation</u>						
Public Health	City Mental Health Centre Renovation works	0	13	15		28
	<u>Authority to start work granted</u>					
Community Development	Golden Lane Playground	254	75			329
	Aldgate Pavilion	4,554	67			4,621
Information Technology	Electronic Social Care/Case Management	124	45			169
	Health & Social Care System	41	85			126
Services to Adults	Adult Skills & Education Services relocation to Guildhall Business Library	287	12			299
<b>TOTAL COMMUNITY AND CHILDREN'S SERVICES, EXCLUDING HRA</b>		<b>5,260</b>	<b>297</b>	<b>15</b>	<b>0</b>	<b>5,572</b>

22. Pre-implementation costs comprise feasibility and option appraisal expenditure that has been approved in accordance with the project procedure. It should be noted that the above figures exclude the implementation costs of schemes which have yet to receive authority to start work.

23. The City Mental Health Centre renovation works will be funded from the Community Infrastructure Levy.



24. The remaining schemes are in progress, with completion expected by the end of the current financial year.
25. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2019.

## **Appendices**

- Appendix 1: Revenue Expenditure by Service Managed
- Appendix 2: Support Service and Capital Charges from/to Community and Children's Services Committee
- Appendix 3: Movement between 2018/19 Original Book Budget and 2018/19 Latest Approved Budget

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## Appendix 1: Revenue Expenditure by Service Managed

Analysis by Service Managed	Actual 2017/18 £'000	Original Budget 2018/19 £'000	Latest Approved Budget 2018/19 £'000	Original Budget 2019/20 £'000	Movement 2018/19 to 2019/20 £'000	Para Ref
<b>CITY FUND</b>						
Services to Adults	(2,873)	(2,991)	(2,966)	(2,956)	35	
Services to Older People	(1,975)	(2,082)	(2,115)	(2,221)	(139)	12
Children and Family Services	(1,477)	(1,468)	(1,530)	(1,414)	54	
Early Years and Childcare	(1,521)	(1,597)	(1,668)	(1,649)	(52)	13
Sir John Cass's Foundation	0	0	0	0	0	
Primary School Delegated Budget	(160)	(83)	(20)	(9)	74	13
Other Schools Related Activities						
Homelessness	(885)	(1,202)	(1,199)	(1,193)	9	
Service Strategy – Adult Services	(83)	(85)	(138)	(141)	(56)	
Strategic Management – Family and Young People	(156)	(170)	(215)	(195)	(25)	
Asylum Seekers	(507)	(544)	(554)	(553)	9	
Commissioning	(945)	(909)	(1,094)	(879)	30	
Public Health	0	0	(22)	(9)	(9)	
Adult and Community Learning	(562)	(588)	(616)	(586)	2	
Recreation Facilities and Sports Development	(149)	(104)	(167)	(159)	(55)	
Youth Service	(210)	(234)	(236)	(236)	(2)	
Other Housing Services	(104)	(58)	(68)	(77)	(19)	
Benefits Administration	(187)	(251)	(293)	(253)	(2)	
Supporting Housing	(862)	(904)	(889)	(826)	78	
Service Strategy – Housing Services	(109)	(71)	(96)	(84)	(13)	
<b>TOTAL</b>	<b>(12,765)</b>	<b>(13,341)</b>	<b>(13,886)</b>	<b>(13,440)</b>	<b>(99)</b>	

### Services to Adults (including Learning Disabilities, Mental Health, Physical Disabilities)

The Adult Social Care team provides care and services to all those aged over 18 years who live in the City and are in need of services because of their vulnerability, physical or learning disability, carer status, homelessness, dependence on drugs or alcohol, or mental illness. Services are provided following a face-to-face assessment with the person concerned. This forms the basis of the resulting Person-Centred Care Plan, which gives details of the services that will be provided. These may include an individual budget or direct payment, a programme of home care visits, day activities, counselling, assistance with finances and home management, permanent or temporary residential care, mental health services and making contact with relevant outside agencies or providers.

### Services to Older People

As with other Adult Social Care services, the emphasis for older people is on supporting them for as long as possible in their own homes. For a small number, care in a residential or nursing home is the best option.

### **Children and Family Services**

The Children's Social Care Service is responsible for ensuring that resident children and young people accessing services in the City are safeguarded. The main strategic objective for Children and Families Services is to ensure that children and families are free from harm and are able to live in a safe environment that supports emotional, physical and learning development. A key strand of the work is to provide preventive intervention at an early stage to support City families, and to avoid family breakdown and disruption. While it is rare for children in the City to be subject to formal child protection procedures or to be looked after, for a very small number, placements with foster carers are necessary.

### **Early Years and Childcare**

This area includes the Cass Child and Family Centre, Family and Young People's Information Service, provision and maintenance of extended services at the Sir John Cass's Foundation Primary School, support to private, voluntary and independent providers of nursery services for children aged under 5 years, and promoting access to affordable childcare for City parents.

### **Sir John Cass's Foundation Primary School Delegated Budget**

This is the proportion of funding received by the City of London through the Dedicated Schools Grant (DSG) given directly to the Governors of the Sir John Cass's Foundation Primary School. It is then the responsibility of the school governors to spend the budget share on their school.

### **Other Schools Related Activities**

This includes the local authority's duties to support and co-ordinate school admissions for local parents, the assessment and support of pupils with special educational needs and home to school transport, which are mainly funded through government grants with additional contribution from the City Fund.

### **Homelessness**

The Department of Community and Children's Services provides advice for homeless and potentially homeless people. The department assesses applicants for assistance against statutory criteria, arranges temporary accommodation where necessary, and oversees the commissioning of the Outreach contract with our rough sleepers provider.

### **Asylum Seekers**

The City has a statutory responsibility for housing and supporting unaccompanied asylum-seeking minors arriving in the City as their first point of contact in the UK. The majority of children looked after by the City are unaccompanied asylum seekers.

### **Commissioning**

About 90 organisations annually receive payments, all commissions via contract, to provide services to residents, workers and homeless people in the City. These

include: services for information and advice (Toynbee Hall); volunteering; Telecare (Millbrook Healthcare); community equipment; organisations working with rough sleepers (Broadway, St Mungo's, Providence Row, and others); playgroups (Barbican); agencies providing day care for older people; advice and counselling services; victim support; and support for people who have HIV or AIDS and others. Most of the services are a statutory requirement. They support and assist in the delivery of community care and education for adults, children and young people. They also promote the welfare of the vulnerable and dependent elderly, the very young and people who are ill or disabled. Other major items within this section are expenditure relating to concessionary travel arrangements through Taxicards and Freedom Passes, and expenditure on various government initiatives associated with government grant income.

### **Public Health**

The City's public health function is responsible for local aspects of protecting and enhancing health and improving health services. This is achieved through intelligence gathering and analysis, including the statutory Joint Strategic Needs Assessment, and formulating strategy, including the statutory Joint Health and Wellbeing Strategy, to address local health needs.

Public health services are provided to our populations through commissioning – for example, healthy behaviours including smoking cessation, dealing with substance misuse and NHS health checks, working in partnership with other organisations, such as the NHS clinical commissioning groups and the London Borough of Hackney. Public health services also conduct and commission research to evaluate effectiveness, and to tackle gaps in intelligence.

The Public Health team supports the City's Health and Wellbeing Board, which is a statutory committee within the City. The committee has strong links with the Public Health team in Hackney, including a shared Director of Public Health and shared public health consultants, who provide clinical and professional governance to the team.

The City of London's Public Health team also oversees the governance of the Sexual Health London programme, which includes managing the London-wide sexual health e-service for online sexually transmitted infection (STI) testing, on behalf of participating London boroughs.

### **Adult Skills and Community Learning**

This covers the direct provision of all adult learning services by the City of London. The service works with its internal and external partners to annually deliver more than 110 vocational courses to more than 3,000 City and City Fringe learners. In addition, more than 100 young adults have engaged with the apprenticeship programme – more than 90% have successfully completed their apprenticeship training, with 82% securing permanent employment. There are currently 50 employers who are engaged with the programme, supporting our apprentices through training, qualification and active work experience.

### **Recreation Facilities and Sports Development**

This comprises the Golden Lane Sport & Fitness Centre and a wide range of sporting opportunities for all sections of the community now provided under contract by Fusion Lifestyle. Activities such as swimming, tennis, badminton, pilates, zumba and weight-training courses are all provided at the Golden Lane Sport & Fitness Centre. The Sports Development team offers a varied programme of activities that provides opportunities for participation in active recreation for residents and workers. Programmes such as City of Sport and Young at Heart are designed to make people more active and improve their health and wellbeing by helping them to reduce blood pressure and lose weight. The Sports Development team are also involved in the organisation of various sporting events, such as the world-famous London Marathon and the London Youth Games.

### **Youth Service**

City Gateway is commissioned to provide three contract strands to young people aged 10 to 19 years (or to 25 years for those with special needs) resident in the City.

The three strands are:

- targeted youth provision incorporating: one-to-one support when required; themed workshops, for example, in partnership with our Substance Misuse Team; and a weekly Girls' Group
- universal provision incorporating weekly open access youth clubs at the Artizan Street Library and Community Centre and GreenBox, and holiday activities
- youth participation, incorporating rolling out the new Youth Participation Strategy, engaging young people to establish a new youth forum and to take part in elections for the Young Mayor.

Prospects Limited are commissioned to provide information, advice and guidance on options for City residents aged between 14 and 19 years (including looked-after children and care leavers) with the aim of supporting young people to meet the raising of the participation age requirements (RPA) and to be in Education, Employment or Training.

15Billion EBP provide our Information Advice and Guidance and Youth Activities database (Integrated Youth Support Service) and thereby provide the City's data links that meet Department for Education requirements.

### **Other Housing Services**

The Department of Community and Children's Services provides advice for homeless and potentially homeless people. The department assesses applicants for assistance against statutory criteria and arranges temporary accommodation where necessary. The costs of the temporary accommodation are included within the 'Other Homeless Persons' division of service. This is a statutory service. In addition the department co-ordinates and directs the work of agencies dealing with rough sleeping in the City. The costs are met primarily through a government grant. This area also includes Spitalfields Residential (there are 32 properties that were not built under Housing Act powers and have not been appropriated to the HRA), enabling activities and general housing advice. In 2006, the City of London agreed an Affordable Housing Strategy. The City has agreed that 30% of future Planning Gain agreements will be

allocated towards providing additional off-site affordable housing. The Department of Community and Children's Services is exploring ways to facilitate the provision of additional affordable housing and has a programme of development opportunities on existing estates which is currently being prioritised.

### **Benefits Administration**

The administration of all benefits is undertaken by the Department of Community and Children's Services. This incorporates rent allowances, council tax benefit, and rent rebate 'payments' in respect of HRA dwellings, together with the associated government subsidy. The service also administers council tax and housing benefits for eligible private sector tenancies.

### **Supported Housing**

The Supported Housing service includes funding for three sheltered housing schemes: one in the City and the two sheltered schemes the City provides in Southwark and Islington. The funding covers the cost of services which are provided specifically to support elderly and vulnerable residents and are over and above the normal landlord services. In addition, a floating Tenancy Support team helps vulnerable tenants to sustain their tenancies, both within the City and on our housing estates in other boroughs. Community engagement work is undertaken on and around our estates to encourage and sustain safe, friendly communities.

## Appendix 2: Support Service and Capital Charges from/to Community and Children's Services Committee

Support Service and Capital Charges	Actual 2017/18 £000	Original Budget 2018/19 £000	Latest Approved Budget 2018/19 £000	Original Budget 2019/20 £000
Administrative Buildings	(217)	(237)	(223)	(239)
City Surveyor's Employee Recharge	(12)	(13)	(13)	(13)
Insurance	(43)	(50)	(43)	(45)
IS Recharges – Chamberlain	(729)	(688)	(735)	(685)
Capital Charges	(349)	(634)	(493)	(475)
Support Services –				
Chamberlain	(445)	(381)	(408)	(415)
Comptroller and City Solicitor	(446)	(464)	(441)	(429)
Town Clerk	(314)	(304)	(321)	(327)
City Surveyor	(59)	(130)	(61)	(60)
CPS	(128)	(111)	(136)	(136)
<b>Total Support Services and Capital Charges</b>	<b>(2,742)</b>	<b>(3,012)</b>	<b>(2,874)</b>	<b>(2,824)</b>
<b>Recharges Within Funds</b>				
Corporate and Democratic Core – Finance Committee	32	32	32	32
HRA	583	637	556	553
Barbican Residential Committee	46	43	43	43
<b>Total Support Service and Capital Charges</b>	<b>(2,081)</b>	<b>(2,300)</b>	<b>(2,243)</b>	<b>(2,196)</b>

### Appendix 3: Movement between 2018/19 Original Book Budget and 2018/19 Latest Approved Budget

	£'000
Original Budget 2018/19 (Excluding support service and capital charges)	(11,041)
Local risk carry forward from Director's underspend in 2017/18	(32)
Increase in Local risk base budget due to inflation	(194)
Increase in Central risk base budget due to successful bids from the Priorities Investment Pot	(410)
Net increase due to minor changes	(62)
Decrease in Surveyors repairs and maintenance charge	96
<b>Latest Approved Budget (excluding support services and capital charges)</b>	<b>(11,643)</b>



<b>Committee:</b>	<b>Dated:</b>
Community and Children's Services	11 January 2019
<b>Subject:</b> HOUSING REVENUE ACCOUNT (HRA) AND CAPITAL BUDGETS 2019/20	<b>Public</b>
<b>Report of:</b> The Chamberlain The Director of Community & Children's Services	<b>For Decision</b>

## Summary

1. This report is the annual submission of the revenue and capital budgets overseen by your Committee. In particular it seeks approval for the provisional revenue budget for 2019/20, for subsequent submission to the Finance Committee. Details of the HRA draft capital budget are also provided.
2. The provisional nature of the revenue budgets particularly recognises that further revisions might arise from the necessary budget adjustments resulting from corporate projects.
3. There is a significant increase in the capital programme which is to be funded from use of balances held in reserves for this purpose and a City Fund Loan.
4. A number of development opportunities and major projects will require considerable resource input but will result in increased social housing capacity and improvements to our properties, particularly in terms of energy efficiency
5. The General Housing Revenue Reserve position is summarised below:-

Table 1 General Housing Revenue Reserve	<i>Original Budget 2018/19</i> £000	Original Budget 2019/20 £000	Movement 2018-19 to 2019/20 £000
Service Expenditure	(14,160)	(11,373)	2,787
Service Income	14,992	14,348	(644)
Other Movements	(100)	(100)	0
Transfer to Major Repairs Reserve	(6,000)	(3,682)	2,318
Deficit in year	(5,268)	(807)	4,461
Balance brought forward	5,295	1,419	(3,876)
Balance carried forward	27	612	585

6. Overall, the 2019/20 provisional budget indicates a deficit for the year of £807k a decrease of £4,461k over the 2018/19 budget. The decrease is due to a reduction in major revenue repairs costs and reduced capital charges. Revenue Reserves at 31 March 2020 are now expected to be £612,000.
7. The overall Major Repairs Reserve (MRR) position is summarised below:-

Table 2 Major Repairs Reserve	<i>Original Budget 2018/19</i>	Original Budget 2019/20	Movement 2018-19 to 2019/20
	£000	£000	£000
Transfer from General Housing Revenue Reserve (see contra Table 1)	6,000	3,682	2,318
Net capital expenditure	(6,974)	(3,500)	3,474
Movement in MRR in year	(974)	182	1,156
Balance brought forward	1,181	0	(1,181)
Balance carried forward	207	182	25

- The planned reduction in the Major Repairs Reserve reflects the very significant investment in the capital programme for works across the 5-year asset management plan, including the decent homes program, window renewal, roof replacements and fire doors.

### Recommendations

8. The Committee is requested to:
- review the provisional 2019/20 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the proposed budget for submission to the Finance Committee.
  - review and approve the draft capital budget;
  - authorise the Chamberlain to revise these budgets to allow for further implications arising from departmental reorganisations and other reviews.

## **Main Report**

### **Management of the Housing Revenue Account**

9. The HRA is ring-fenced by legislation which means that the account must be financially self-supporting. To enable this, a 30-year plan has been produced. The budgets in this report are included as the first years element of the plan. Although the “capital account” is not ring fenced by law, the respective financial positions of the HRA and the City Fund have meant that capital expenditure is financed without placing a burden on the use of City Fund resources. HRA related capital expenditure continues to be funded from the HRA, including the Major Repairs Reserve and certain capital receipts from sales of HRA assets, with homeowners making their appropriate contributions. In practice, therefore, the capital account is also ring-fenced.

### **Business Planning Priorities**

10. A number of development opportunities and major projects will require considerable resource input but will result in increased social housing capacity and improvements to our properties, particularly in terms of energy efficiency.

### **Proposed Budget Position 2018/19 and 2019/20**

11. The detailed budgets are set out in table 3 over the page.

Actual 2017-18 £000	Table 3 - HOUSING REVENUE ACCOUNT	Original Budget 2018-19 £000	Latest Budget 2018/19 £000	Original Budget 2019-20 £000	Movement 2018-19 to 2019-20 £000	Paragraph Ref
	<b>LOCAL RISK</b>					
	<b>Expenditure</b>					
(4,218)	Repairs, Maintenance & Improvements	(3,481)	(3,493)	(2,793)	688	Appendix 1
(518)	Major Repairs - Supplementary Revenue Budgets	(2,048)	(2,045)	(973)	1,075	13
(1,152)	Technical Services and City Surveyor's Costs	(762)	(760)	(760)	2	
(3,317)	Employee Cost	(3,593)	(3,754)	(3,744)	(151)	14
(1,851)	Premises & Other Support Cost	(1,707)	(932)	(486)	1,221	15
(2,428)	Specialised Support Services	(2,569)	(2,637)	(2,617)	(48)	16
<b>(13,484)</b>	<b>TOTAL Expenditure</b>	<b>(14,160)</b>	<b>(13,621)</b>	<b>(11,373)</b>	<b>2,787</b>	
	<b>Income</b>					
	Rent					
11,010	Dwellings	10,559	10,531	10,418	(141)	17
473	Car Parking	526	493	631	105	18
129	Baggage Stores	129	128	128	(1)	
1,214	Commercial	1,276	1,249	1,503	227	19
	Charges for Services & Facilities					
97	Community Facilities	91	97	118	27	
1,782	Service Charges	2,359	1,479	1,497	(862)	20
38	Other	52	53	53	1	
<b>14,743</b>	<b>TOTAL Income</b>	<b>14,992</b>	<b>14,030</b>	<b>14,348</b>	<b>(644)</b>	
1,259	<b>NET INCOME FROM SERVICES</b>	832	409	2,975	2,143	
0	Loan Charges – Interest	(200)	(200)	(200)	0	
70	Interest Receivable	100	100	100	0	
<b>1,329</b>	<b>NET OPERATING INCOME</b>	<b>732</b>	<b>309</b>	<b>2,875</b>	<b>2,143</b>	
(5,000)	Transfer to Major Repairs Reserve	(6,000)	(3,358)	(3,682)	2,318	
<b>(3,671)</b>	<b>(Surplus) / deficit FOR THE YEAR</b>	<b>(5,268)</b>	<b>(3,049)</b>	<b>(807)</b>	<b>4,461</b>	
8,139	Surplus brought forward	5,295	4,468	1,419	(3,876)	
<b>4,468</b>	<b>SURPLUS CARRIED FORWARD</b>	<b>27</b>	<b>1,419</b>	<b>612</b>	<b>585</b>	

12. Expenditure and unfavourable variances are presented in brackets. Only significant variances (generally those greater than £50,000) have been commented on in the following paragraphs.
13. The variance in the Supplementary Revenue Property Projects cost is due to the majority of major works been classified as capital rather than revenue projects in 2019/20.
14. An increase of £151,000 in the Employee Cost this is due to annual salary increment and pay awards for 2019/20.
15. Premises & Other Support Cost have decreased due to Thames Water now directly billing tenants rather than billing the City and the City reclaiming monies via the service charge (£585,000). There is also a decrease in capital and recharges within the fund of £636,000.
16. An increase of £48,000 in the Specialised Support Services is due to an increment charge for Caretaking and Cleaning services.
17. A decrease of £141,000 in tenant rental income mainly resulting from the 1% annual rent reduction as directed by Central Government.
18. The increased income of £105,000 in Car Parking is the additional income for 2019/20 from the COL Police to utilise spare car park spaces on Middlesex St.
19. The increased income off £227,000 for Commercial properties is based on latest Estimated Rental Values (ERV) provided by our external agent following a rent review.
20. A decrease of £862,000 in the estimated service charge income is due to Thames Water now billing tenants directly (£585,000) and the correction of an over estimate of cost recovery in the original budget.
21. The Major Repairs Reserves is expected to have a small final balance of £182,000 after the receipt of £12,985 city fund loan in 2019/20.

Actual 2017- 18 £000	Table 4 - HOUSING REVENUE ACCOUNT	Original Budget 2018-19 £000	Latest Budget 2018/19 £000	Original Budget 2019-20 £000	Movement 2018-19 to 2019-20 £000	Paragraph Ref
	<b>MAJOR REPAIRS RESERVE (MRR)</b>					
5,000	Transfer from HRA	6,000	3,358	3,682	(2,318)	
(6,974)	Capital Expenditure	(31,971)	(28,131)	(49,117)	(17,146)	
1,517	Section 106 / Grants	9,112	5,690	26,912	17,800	
1,522	Reimbursements from homeowners	4,224	3,013	4,906	682	
546	RTB Receipts	2,161	2,424	814	(1,347)	
407	Community Infrastructure Levy	0	225	0	0	
0	City Fund Loan	9,500	4,906	12,985	3,485	
2,018	<b>Transfer from/(to) reserve for year</b>	(974)	(8,515)	182	1,156	
6,497	Balance Brought Forward	1,181	8,515	0	(1,181)	
<b>8,515</b>	<b>MRR BALANCE CARRIED FORWARD</b>	<b>207</b>	<b>0</b>	<b>182</b>	<b>25</b>	21

22. Analysis of the movement in manpower and related staff costs are shown in Table 5 below. These costs are spread across Direct Employee Cost, Repairs Maintenance and Improvements, Specialised Support Services.

Table 5  Manpower statement	Original Budget 2018/19		Original Budget 2019/20	
	Manpower	Estimated	Manpower	Estimated
	Full-time equivalent	cost £000	Full-time equivalent	cost £000
Supervision and Management	33	(1,753)	37	(1,876)
Estate Officers	12	(432)	13	(497)
Porter/Cleaners	25	(842)	23	(817)
Gardeners	3	(105)	4	(125)
Wardens	2	(67)	0	(18)
Technical Services ( Revenue and Capital )	34	(1,840)	40	(2,338)
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>109</b>	<b>(5,039)</b>	<b>117</b>	<b>(5,671)</b>

### Potential Further Budget Developments

23. The provisional nature of the 2017/18 revenue budget recognises that further revisions may be required, including in relation to:

### Revenue Budget 2018/19

24. The forecast outturn for the current year is in line with the Latest Approved Budget.

## Draft Capital and Supplementary Revenue Budgets

Estate	Project	Exp. Pre 01/04/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Later Years £'000	Total £'000
<u>Pre-implementation</u>									
Multiple Estates:	Windows renewals feasibility	48	127						175
	CCTV	30	16						46
	Gullies & drainage clearing	13	25						38
	600 units on housing estates	188	123						311
	Door entry systems - William Blake & Dron House	1	38	18					57
	Heating & hot water - York Way & Middlesex St Estates	29	6						35
	Water system testing	6							6
Avondale Square Estate:	Windows	3	3						6
	Decent Homes - Harman Close		16						16
Dron House:	Windows		23	23	12	12			70
Golden Lane Estate:	Lighting feasibility	5	13						18
	Fire safety doors - Great Arthur House		7	32					39
	Heating & Hot Water - Crescent / Cullum Welxh	14	7	7					28
	Windows		112	112	112	112			448
	4 new flats - Great Arthur House	8	12						20
Holloway Estate	Windows replacement		43	43	23	23			132
Isleden House	Social housing	38	22						60
Middlesex St Estate	Lift refurbishment	1	16						17
	Fire safety doors - Petticoat Tower		12	1					13
	Stairwells - Petticoat Tower	7	4	19					30
Southwark Estate	Windows		81	81	43	43			248
	Sumner Buildings proposals		18	41					59
Sydenham Hill Estate:	Provision of Social Housing	115	1,401	34					1,550
	Windows		11	11	6	6			34
William Blake Estate	Blake House roof coverings		11						11
	Windows		27	27	14	14			82
Windsor House	Windows		22	22	12	12			68
Other areas:	Islington Art Centre S.106	225	5						230
	Sheltered Units future use & refurbishment feasibility		10						10

Estate	Project	Exp. Pre 01/04/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Later Years £'000	Total £'000
<u>Authority to start work granted</u>									
Multiple Estates:	Decent Homes	110	240	226					576
	Tenants & Landlord Electricity	10	550						560
	Adaptions, redecorations	408	282	154					844
Avondale Square Estate:	George Elliston / Eric Wilkins new flats	155	615	2,943					3,713
	Community Centre	6,990	155						7,145
	Redecorations	7		668					675
	Decent Homes	3,611	641	40					4,292
Dron House:	Decent Homes	2	22						24
Golden Lane Estate:	Great Arthur House windows / cladding	8,649	1,759						10,408
	Community Centre	834	1,037						1,871
	Concrete testing/repair - Cullum Welch	81	23	542					646
	Concrete testing/repair - Other blocks	289	698	10					997
	Decent Homes	2	593						595
	Redecorations - external & common parts		306						306
	Lifts	1,036	366						1,402
	Heating/hot water	198	174						372
Holloway Estate	Electrical rewiring	210	405	19					634
Middlesex St Estate:	Concrete Testing & Repairs	35	123	1					159
	Windows/doors - Petticoat Tower	1	377						378
	Shop conversions	85	778	751					1,614
	Redecorations - external & common parts		241						241
Southwark Estate	Door entry systems - Pakeman House	23	30						53
	Door entry systems - Sumner Buildings	8	52						60
	Decent Homes	2	1,205						1,207
Sydenham Hill Estate	Decent Homes	2	164						166
Windsor House	Decent Homes	20	458						478
York Way Estate	Decent Homes	390	194						584
	Redecorations - external & common parts		594						594
Other areas:	Horace Jones House	4,480	2						4,482
	COLPAI (Housing)	1,695	1,019	12,354	18,350	7			33,425
<b>Sub-total excluding indicative costs of schemes awaiting further approval</b>		30,064	15,314	18,179	18,572	229	-	-	82,358



Indicative implementation costs for schemes which have not yet received authority to start work:									
Estate	Project	Exp. Pre 01/04/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Later Years £'000	Total £'000
	Sprinklers in social housing tower blocks		40	3,160					3,200
Multiple Estates:	CCTV		194	254					448
	Tenants & Landlord Electricity		300	538	322				1,160
	Heating & hot water - York Way & Middlesex St Estates		2,634	2,600					5,234
	Water system testing		563						563
	Fire door replacements		4,000						4,000
	Roof replacements		2,000	2,667	2,667	2,666			10,000
Avondale Square Estate:	Windows		137	137					274
	Decent Homes - Harman Close		495	512					1,007
Dron House	Windows			880					880
Golden Lane Estate:	Fire safety doors - Great Arthur House			318	318				636
	Heating/hot water Crescent/Cullum Welch Houses			4,308					4,308
	Windows replacement			1,968	1,968	1,968	1,968		7,872
Holloway Estate	Windows replacement			1,626					1,626
Isleden House	Social housing		816						816
Middlesex St Estate	Stairwells - Petticoat Tower		404						404
	Fire safety doors - Petticoat Tower		92	92					184
	Windows / doors - Petticoat Tower		411						411
	Lift refurbishment		500	900					1,400
Southwark Estate	Windows				3,060				3,060
Sydenham Hill Estate:	Provision of Social Housing		99	8,789	19,467	6,550	1,000		35,905
	Windows					429			429
Windsor House	Windows						820		820
William Blake Estate	Windows						1,010		1,010
	Blake House roof coverings		96	234					330
Other areas:	Islington Arts Factory		3,300	3,375					6,675
<b>Total indicative implementation costs</b>			16,081	32,358	27,802	11,613	4,798	-	92,652

		Exp. Pre 01/04/18	2018/19	2019/20	2020/21	2021/22	2022/23	Later Years	Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>TOTAL COMMUNITY &amp; CHILDREN'S SERVICES - HRA</b>		30,064	31,395	50,537	46,374	11,842	4,798	-	175,010
Of this,	Capital	28,076	28,131	49,117	46,374	11,842	4,798	-	168,338
	Supplementary Revenue	1,988	3,264	1,420	-	-	-	-	6,672
		30,064	31,395	50,537	46,374	11,842	4,798	-	175,010

Funded by	Long Lessee contributions	4,051	5,308	3,144	2,212	1,701	-
	External contributions (S106, grants)	5,871	26,957	37,817	6,557	1,000	-
	CIL	225	-	-	-	-	-
	Borrowing	3,906	12,985	731	-	-	-
	Right to Buy Receipts	2,424	814	-	-	-	-
	HRA balances	2,045	973	-	-	-	-
	Major Repairs Reserve	12,873	3,500	4,682	3,073	2,097	-
		31,395	50,537	46,374	11,842	4,798	-

25. The latest estimated costs for the Committee's draft capital and supplementary revenue projects are summarised in the tables above.

26. Pre-implementation costs comprise feasibility and option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work.

27. The indicative costs of implementing these schemes are shown in the relevant section of the above table.

28. The anticipated funding of this significant programme is indicated above, with the 2018/19 and 2019/20 financial impact on HRA resources being reflected in the revenue estimates figures included elsewhere in this report.

29. The latest Capital and Supplementary Revenue Project budgets will be presented to the Court of Common Council for formal approval in March 2019.

**Appendices:**

Appendix A: Schedule of Repairs, Maintenance and Improvements.

**Dr Peter Kane  
Chamberlains**

**Andrew Carter  
Director of Community & Children Services**

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## Appendix A

REPAIRS, MAINTENANCE AND IMPROVEMENTS				
Responsible Officer is the Director of Community and Children's Services			<b>Original Budget 2018/19 £000</b>	<b>Revised Budget 2018/19 £000</b>
				<b>Original Budget 2019/20 £000</b>
<b>GENERAL</b>				
BREAKDOWN AND EMERGENCY REPAIRS				
Building	E	(1,407)	(1,407)	(1,107)
Electrical	E	(285)	(285)	(185)
Lifts	E	(20)	(20)	(20)
Heating and Ventilation	E	(218)	(218)	(118)
Recharge and Insurance Claims	E	(50)	(50)	(50)
		<b>(1,980)</b>	<b>(1,980)</b>	<b>(1,480)</b>
CONTRACT SERVICING				
Building	E	(72)	(70)	(72)
Electrical	E	(235)	(235)	(235)
Lifts	E	(144)	(144)	(144)
Boilers	E	(100)	(100)	(100)
Heating	E	(500)	(500)	(400)
		<b>(1,051)</b>	<b>(1,051)</b>	<b>(951)</b>
CYCLICAL WORK AND MINOR IMPROVEMENTS				
Elderly/Disabled - Internal Redecorations	E	0	(12)	(12)
- Decoration Allowance	E	0	0	0
Portable Appliance Testing	E	(2)	(2)	(2)
Asbestos Management Contingency	E	(250)	(250)	(150)
Fees for Feasibility Studies	A	(40)	(40)	(40)
Energy Performance Certification Work	E	(15)	(15)	(15)
Health and Safety Contingency	E	(30)	(30)	(30)
Water supply works	E	(88)	(88)	(88)
Asset Management plan	A	(25)	(25)	(25)
		<b>(450)</b>	<b>(462)</b>	<b>(362)</b>
<b>TOTAL GENERAL</b>		<b>(3,481)</b>	<b>(3,493)</b>	<b>(2,793)</b>

<b>Committee:</b>	<b>Dated:</b>
Community and Children's Services Committee	11/01/2019
<b>Subject:</b>	<b>Public</b>
Children's Centre Services – Review 2018	
<b>Report of:</b>	<b>For Information</b>
Andrew Carter, Director of Community and Children's Services	
<b>Report author:</b>	
Theresa Shortland, Head of Service, Education & Early Years Services	

## Summary

This report provides a further update on behalf of the Children's Centre Services Review Board (CCSRB) on the progress of the review of the City of London Children's Centre Services.

Children's Centre Services in the City of London are commissioned and delivered by a range of partner organisations. The CCSRБ has representation from all relevant partners and a high level of engagement from both a commissioner and provider perspective.

In January 2018, Members received an initial report outlining plans to review the City of London Children's Centre Services. This report also presented the wider context of the review, which is being driven by the work of the Children, Young People and Maternity Services (CYPMS) work stream that is a working group of the City and Hackney Transformation Board. Many of the contracts for health services, including maternity and health visiting, are part of the work stream programme. These will continue to be monitored regularly through the existing health commissioning framework and processes.

In September 2018, Members received a report on the Childcare Sufficiency Assessment (CSA) of existing childcare provision in the City. This included an analysis of Childcare and Early Education provision, which are core children's centre services. The CSA captured current information on availability of childcare, childcare fees, access to the free universal entitlement for three- and four-year-olds, the extended hours for working parents and the entitlement for two-year-olds in the City of London.

This report provides an update of the progress to date, the reviewed timeline, and information on the next stage of the review.

## Recommendation

Members are asked to:

- Note the report.

## **Main Report**

### **Background and Context**

1. Children's Centres bring together services for young children from birth to five years and their families in a multi-profession way. Children's Centre Services aim to improve outcomes in the early years for young children and their families, with a focus to achieve this for the most disadvantaged children.
2. The overarching aim of the Children's Centre Services Review in the City of London is to assess and evaluate the provision of current services. The CCSRB was established in September 2018. It has representatives from all partner organisations (see Appendix 1: Terms of Reference). In the context of the review, the CCSRB will develop a proposal to optimise and transform the future delivery of the Children's Centre offer across the City of London local area.
3. In January 2018, Members received an initial report outlining plans to review the City of London Children's Centre Services. One of the key drivers behind this review was the work of the CYPMS work stream of the Integrated Commissioning programme which works as a partnership across City and Hackney Clinical Commissioning Group (CCG), London Borough of Hackney, Hackney Learning Trust and the City of London. The overarching aim of this work is to co-ordinate, optimise and transform the delivery of the children's health system across City and Hackney.
4. The Cass Child and Family Centre (CCFC) is the one designated Children's Centre in the City of London local authority area. It is located within Sir John Cass's Foundation Primary School. Current services provided at the CCFC include: early education, childcare, early help, parenting, adult learning, outreach, family support, and support for children with additional needs and special educational needs and disability (SEND).
5. In September 2018, Members received a report on the CSA that included an audit and analysis of existing childcare provision in the City. Childcare and early education are core Children's Centre services. The CSA recorded current information on availability of childcare, childcare fees, access to the free universal entitlement for three- and four-year-olds, the extended hours for working parents, and the entitlement for two-year-olds in the City of London.

### **Current Position**

6. From October to December 2018, the CCSRB reviewed the full range of Children's Centre Services available in the City of London. Information and data on current Children's Centre Services have been collated and considered by the CCSRB. This has provided a comprehensive overview of current services. The board will use this information and data to develop a proposal for taking forward a delivery model across the City local area.
7. The timeline of the review of Children's Centre Services in the City of London was reviewed in September 2018 and re-aligned to the CYPMS work stream. Many of the contracts for health services, including maternity and health visiting, are part of the work stream programme. These will continue to be monitored regularly through the existing health commissioning framework and processes.

8. The next stage of the review is to develop an integrated framework for the delivery of Children's Centre Services in the City local area and develop a proposal for the delivery model going forward. The Healthy Child Programme is an evidence-based framework for the delivery of health services to families with children aged 0 to five years. This programme provides a good structure for the provision and delivery of services. The review will consider how we can use this programme as a central framework to develop the new delivery model for local services commissioned by the City of London. It is envisaged that this proposal will be reported to the Community and Children's Services Committee in June 2019.

### **Corporate & Strategic Implications**

9. Children's Centre Services are a core part of the Community and Children's Services Early Years Strategy, itself linked to the Children and Young People's Plan and the Corporate Plan.
10. Children's Centre Services also align with the Education, Culture and Skills Strategy.

### **Financial Implications**

11. While the review is not explicitly seeking to make savings, the financial structuring of these services will be part of the review and the wider integrated commissioning work. This may, in turn, indicate that there is a need to redirect and reprioritise funding to deliver the most effective services going forward. In the meantime, the existing services remain in place and operational.
12. This work will also identify the funding and resources from other partners that benefit children and families in the City local area.

### **Conclusion**

13. The aim of the review is to ensure that Children's Centre Services in the City of London are co-ordinated, relevant and effective in supporting the needs of our residents. Good progress is being made, and feedback from the initial review indicates that these services are good quality and popular with children and families who live and come into the City.

### **Appendices**

- Appendix 1 – Terms of Reference July 2018, the Children's Centre Services Review Board
- Appendix 2 – Timeline of the review of Children's Centre Services in the City of London

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## Appendix 1

### Terms of reference July 2018 Children's Centre Services Review Board

#### Purpose of the board

- The board is a task and finish group that will meet once a month from October 2018 to April 2019.
- To provide leadership and strategic direction for the review of Children's Centre Services in the City of London, directing the priorities for the project so an Early Years and Childcare strategy can be established for the future.
- To constructively challenge information about Children's Centre Services from a stakeholder perspective, considering their priorities against the City Corporation's services.
- Ensure that the project board has information to take effective decisions to review the current data, finances and the range of Children's Centre Services.
- Be committed to developing the best quality services for young children and families in the City and to ensure that the review actively engages the right people.
- To manage the flow of information and communications relating to the project internally and externally.
- The board will make recommendations for the future development of Children's Centre Services in the City of London and consider the options for the culture commissioning of these services within the budget limitations for the delivery of these services.
- To establish the future governance and partnership arrangements for the Children's Centre Services in the City of London.

**Membership:** Membership of the board consists of the strategic managers and partner representatives for the Children's Centre Services.

Chris Pelham  
Alexandra Allen

Assistant Director People – Chair  
Head Teacher – Sir John Cass's  
Foundation Primary School, & Cass  
Child and Family Centre

Pauline Frost

Interim Programme Director Women &  
Children – City & Hackney Clinical  
Commissioning Group

Kerry Littleford

Public Health Strategist – London  
Borough of Hackney

Elizabeth Malton

Performance Analyst

Shaista Afzal

Team Manager, Children's Social Care

Carol Boswarthack

Head of Barbican and Community  
Libraries

Sarah Townsend

Children's Services Librarian

Anne Bamford	Strategic Director of Education and Culture
Elizabeth Begley	Senior Nurse, Health Visiting and Early Years
Jacqui Frisby	Early Help Co-ordinator
Monica Patel	Senior Commissioning Manager
Jackie Merrifield	Commissioning & Contracts Officer
Ruth Kossoff	Consultant Clinical Psychologist, Joint Head Community Child and Adolescent Mental Health Services (CAMHS), Clinical Lead First Steps
Isabelle Britten-Dennie	Lead Early Years Manager
Theresa Shortland	Head of Service – Education & Early Years

### **The primary activities of the project board:**

- The board will meet once a month from 2019.
- Meetings will be held in the Guildhall and will be organised by Theresa Shortland.
- The meetings will be chaired by Chris Pelham.
- Non-members of the board will be invited to meetings as and when any specialist updates are required.
- Board members should give notice if they cannot attend meetings, and should send a representative in their place.
- Information, sensitive and confidential data will be considered by the board, so all data protocols should be followed.

### **The purpose of Children's Centre Services Review**

The purpose of Children's Centre Services Review is to improve outcomes in the early years for young children and their families, with a focus on achieving this for the most disadvantaged children.

These services are provided by a range of partners and organisations in the City of London, including:

- Sir John Cass's Foundation Primary School
- Cass Child and Family Centre (CCFC)
- City of London Libraries Services
- City and Hackney Clinical Commissioning Group
- Public Health commissioned services
- Health Visitor Services
- Other locally commissioned services.

The aim of the review is to ensure that Children's Centre Services in the City of London are co-ordinated and effective in supporting our residents. We need to ensure that services are good quality and accessible to our children and families within their own community.

One of the key drivers behind this review is the work of the Children, Young People and Maternity Services work stream of the Integrated Commissioning programme which works as a partnership across City

and Hackney Clinical Commissioning Group, London Borough of Hackney, Hackney Learning Trust and the City of London. The overarching aim is to co-ordinate, optimise and transform the delivery of the children's health system across City and Hackney.

It is recognised that the representatives of the board may, at times, have a conflict of interest as all partner organisations are engaged in the review. All board members are requested to declare their interests and will not partake in any decision-making processes to award contracts and funding to their advantage.

A proposal will be developed with a clear vision of how the City of London will provide Children's Centre Services in the future. This will consider the governance, commissioning arrangements, performance management and budgets required to develop co-ordinated services locally and an integrated commissioning framework aligned to the proposals of the Children's, Young People and Maternity Services work stream of the wider joint commissioning work stream.

The scope of the review is City-wide and is initially to undertake an assessment of the impact and quality of current Children's Centre Services for City residents. A paper was brought to the Community and Children's Services Committee in January 2018 with outline proposals for the review and development of future services. The Childcare Sufficiency Assessment was completed between April and July 2018.

A further paper will be presented to the Committee with a proposal for the future delivery model with the view to fully implementing the outcomes from the review by September 2019.

The scope of the review will consider the current commissioning and delivery model of Children's Centre Services across the whole of the City of London. In this respect, CCFC will not be the only provider to be in the scope of the review. While the review is not explicitly seeking to make savings, the financial structuring of these services will be part of the review. This may, in turn, indicate that there is a need to redirect and reprioritise funding to deliver the most effective services going forward.

In the meantime, the existing services will remain in place and operational.

## Appendix 2

### Timeline of the review of Children's Centre Services in the City of London

January 2018	Purpose and review outline report to Community and Children's Services (C&CS) Committee	Reported to January 2018 C&CS Committee
February – April 2018	Consultation on the quality of the current offer undertaken with the following: <ul style="list-style-type: none"> <li>Libraries</li> <li>Early Years providers</li> </ul>	
April – June 2018	Childcare sufficiency Assessment	Reported to C&CS Committee September 2018
August – September 2018	Recruitment of interim Children's Centre Manager	Two advertisements and interview boards – unable to appoint
July – September 2018	Establish Children's Centre Review Board: <ul style="list-style-type: none"> <li>Terms of Reference (ToR) approved</li> <li>Monthly meetings scheduled from October to April 2019</li> </ul>	July – initial meeting to plan and agree ToR  First meeting October 2018
September – November 2018	Consultation on the quality of the current offer undertaken with the following: <ul style="list-style-type: none"> <li>Cass Child and Family Centre (CCFC) – staff</li> <li>Parents</li> </ul>	Includes parents at CCFC and all library sessions
October 2018	Children's Centre Services Review Board (CCSRB) October meeting – Updates on current provision: <ul style="list-style-type: none"> <li>Libraries</li> <li>First Steps</li> <li>CCFC</li> <li>Early Years Foundation Stage Profile</li> <li>Dolly Parton's Imagination Library</li> </ul>	
November 2018	CCSRB November meeting – Updates on current provision: <ul style="list-style-type: none"> <li>Early Help</li> <li>Childcare Affordability Scheme</li> <li>CCFC</li> <li>Admissions and Fees Policy</li> </ul>	

	<ul style="list-style-type: none"> <li>• CCFC Service Level Agreement</li> <li>• IT – Data Performance &amp; Recording System</li> <li>• Children’s Centre Advisory Board</li> <li>• Commissioning options</li> </ul>	
December 2018	<p>CCSRB December meeting – Updates on current provision:</p> <ul style="list-style-type: none"> <li>• City and Hackney Clinical Commissioning Group (CCG) &amp; Public Health contracts</li> <li>• Culture</li> </ul>	
January 2019	<p>Commissioning options appraisal with City of London, CCG and Public Health commissioners.</p> <p>Commissioning priorities and considerations</p> <p>Finance and performance management</p>	Update report to C&CS Committee
February – March 2019	First draft of the proposed model for commissioning Children’s Centre Services drafted	Proposed model to be signed off by the CCSRB
April – May 2019	Formal consultation on the commissioning model for both universal and targeted services with stakeholders	
May 2019	Review consultation and draft final proposed model	Final draft to be signed off by CCSRB; Children’s Partnership Board
June 2019	Proposed model presented to C&CS Committee	
June – September 2019	Transformation plan Implementation of proposed model	

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<b>Committee</b>	<b>Dated:</b>
Community and Children Services Safeguarding Sub Committee Audit and Risk	11/01/2019 05/02/2019 12/03/2019
<b>Subject:</b> Ofsted Focused Visit on Care Leavers	<b>Public</b>
<b>Report of:</b> Andrew Carter, Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b> Chris Pelham, Assistant Director People	

## Summary

This report provides Members with an update on the outcome of the Ofsted focused visit undertaken in October 2018, which looked at City of London's offer for care leavers.

This visit was conducted under the new Ofsted Inspections of Local Authority Children's Services (ILACS) framework. Notice of the visit was given on 17 October 2018. Two inspectors were on-site on 24 October 2018, and provided feedback on 25 October 2018.

The visit generated a letter setting out the findings of the visit and recommendations for improvement. The visit does not generate a graded judgement of effectiveness – this is given during standard (two-week) or short (one-week) inspections.

The findings of the focused visit are set out in the Ofsted Letter (Appendix 1). The visit found much evidence demonstrating a strong offer for our care leavers, including:

- Care leavers in the City of London benefit from a strong service that ensures they are very well supported. They receive effective help which enables most to achieve good outcomes.
- Skilled, determined social workers are persistent in engaging effectively with care leavers.
- The accommodation needs of young people are being met effectively and all are in suitable accommodation.
- The emotional and physical health needs of care leavers are well considered and well met.
- Senior leaders and managers are making efforts to ensure that care leavers' views and experiences are being used to help inform service improvements.

Inspectors identified three areas for improvement:

- Risk assessments should more clearly articulate measures to address and minimise risk.

- The demonstration of young people's involvement in preparing their pathway plans should be more explicit and consistent.
- Social workers should receive consistently reflective, analytical supervision and clear management oversight.

There were no priority actions identified.

These findings have been built into our Service Improvement Plan. One key area of work that addresses the improvement recommendations involves the Children's Social Care workforce engaging in a system-wide development programme with the College of Social Work Systemic Practice. This issue was already in development prior to the focused visit. This 12-month programme will commence in April 2019. It will involve all qualified social workers up to assistant director level who are engaged in theory and practice-based learning that supports the implementation of the systemic model of social work practice in the City of London. This, in turn, will assist in further improving the quality of assessment, supervision and recording.

### **Recommendation**

Members are asked to:

- Note the report.

### **Main Report**

#### **Background**

1. In 2018, Ofsted introduced a new ILACS framework. This replaced the previous Single Inspection Framework and introduced a risk-based approach to determine the type and frequency of inspections that local authorities would receive.
2. This framework includes:
  - local authorities sharing an annual self-evaluation of the quality and impact of social work practice with Ofsted
  - an annual engagement meeting between Ofsted regional representatives and the local authority to review the self-evaluation and to reflect on what is happening in the local authority
  - Ofsted analysing their local authority intelligence system which compiles data and information into a single record
  - undertaking focused visits that look at a specific area of service or cohort of children
  - undertaking standard inspections (usually for local authorities judged 'requires improvement to be good') and short inspections (for local authorities judged 'good' or 'outstanding')
  - joint targeted area inspections carried out by Ofsted, Care Quality Commission, and Her Majesty's Inspectorate of Constabulary.



3. Focused visits evaluate an aspect of service, a theme or the experiences of a cohort of children – in this case care leavers. The visits happen between standard and short inspections. Following five days' notice, two inspectors are on-site for up to two days in one week. Focused visits include some or all of the same inspection activity as a standard or short inspection.
4. Each focused visit will cover part of the scope of standard and short inspections. Leadership is a feature of all focused visits, principally through the lens of the impact of leaders on practice with children and families.
5. In carrying out a focused visit on care leavers, Ofsted inspected:
  - looked-after children aged 16 and 17
  - care leavers aged 18 to 25
  - accommodation
  - employment, education and training
  - transition to adulthood
  - staying close and in touch.
6. During the focused visit, inspectors evaluate the effectiveness of:
  - performance management
  - management oversight
  - supervision
  - quality assurance
  - continuous professional development of the workforce.
7. Inspectors do not make graded judgements at the outcome of a focused visit. Nor will they indicate what the grade may have been if the visit had been a short or standard inspection. The outcome will include findings about strengths and areas for improvement, reported in a published letter (see Appendix 1).
8. Where inspectors find serious weaknesses, they will identify areas for priority action. An area for priority action is either:
  - an area of serious weakness that is placing children at risk of inadequate protection and significant harm; or
  - unnecessary delay in identifying permanent solutions for children in care that results in their welfare not being safeguarded and promoted.
9. Priority actions may result from particular or localised failings to protect or care for children, as well as from systemic failures or deficits.
10. Inspectors will use findings from focused visits when planning their next short or standard inspection. The evidence from a focused visit will not be used as

primary evidence but may enable inspectors to target their evidence gathering more effectively.

### **Current Position**

11. In September 2018, Ofsted held the annual engagement meeting with the Director of Community and Children's Services, the Independent Chair of the City and Hackney Safeguarding Children Board and senior managers from Community and Children's Services. This meeting noted that City of London had a good self-evaluation that was clear and well evidenced.
12. On 17 October 2018, City of London received notice of a focused visit in respect of care leavers. The visit took place on 24 October 2018, with feedback on 25 October 2018.
13. The focused visit involved meeting with social workers, partners, young people, managers and the Chairman of Community and Children's Services in their capacity as Lead Member for Children's Services.
14. The findings from the visit are detailed in the letter at Appendix 1. The letter highlighted the following good practice areas:
  - Care leavers in the City of London benefit from a strong service that ensures that they are very well supported. They receive effective help which enables most to achieve good outcomes. There is a determined and appropriately ambitious political and corporate focus to sustain and improve outcomes for care leavers. The service knows itself well and is aware of areas where further improvement is required.
  - Skilled, determined social workers are persistent in engaging effectively with care leavers. All care leavers are in suitable, safe accommodation and 'staying put' arrangements are actively promoted. There is a strong and consistent determination to ensure that care leavers access education, employment and training. Care leavers receive effective help in developing the necessary skills to live independently.
  - Social workers are consistently tenacious in their efforts to stay in touch with young people who leave care. The local authority has meaningful contact with all its care leavers. Young people who had been spoken to by inspectors reported that they felt safe where they lived.
  - The accommodation needs of young people are being met effectively and all are in suitable accommodation. The different levels of support needed by young people are well understood, including the need for staying put arrangements where this is indicated by the level of need.
  - Care leavers who are unaccompanied asylum seekers or refugees receive good support from their social workers. This includes help with understanding how to progress their application to stay in the UK.

- The emotional and physical health needs of care leavers are well considered and well met. Health assessments are conducted regularly and are of good quality. Care leavers consistently receive their health histories in a written form and meet with the designated nurse for children in care.
- The Independent Reviewing Officer is effective in improving planning for young people aged between 16 and 17 years.
- Senior leaders and managers are making efforts to ensure that care leavers' views and experiences are being used to help inform service improvements.

15. The report also identified areas for further development:

- Risk assessments to more clearly articulate measures to address and minimise risk.
- More explicit and consistent demonstration of young people's involvement in preparing their pathway plans.
- Supervision of social workers to consistently demonstrate reflective, analytical supervision and clear management oversight.

16. These development areas have been built into the Service Improvement Plan to ensure that sustained practice improvement is evident. This will be subject to review by the Service Improvement Board and the Safeguarding Sub Committee.

17. System-wide training will be undertaken from April 2019 with all qualified social workers, practice managers and leaders engaged in systemic social work training. This will support improvement in the quality of supervision and case oversight.

### **Corporate Plan**

18. The provision of services for care leavers sits within the Corporate Plan priorities of 'People are safe and feel safe'; 'People enjoy good health and wellbeing'; and 'People have equal opportunities to enrich their lives and reach their full potential'.

### **Conclusion**

19. This report provides Members with the details of the outcome of the Ofsted focused visit inspection of care leavers services in October 2018.

20. The visit noted the good service delivered across a range of areas, including education, accommodation and social work engagement and leadership.

21. There were no priority action areas identified.

22. Three areas were identified for improvement work, which will be built into the Service Improvement Plan.

## **Appendices**

- Appendix 1 – Ofsted Letter

### **Chris Pelham**

Assistant Director People

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16 November 2018

Andrew Carter  
City of London Children's Services  
City of London North Wing, Guildhall  
PO BOX 270  
London  
EC2P 2EJ

Dear Andrew,

### **Focused visit to City of London local authority children's services**

This letter summarises the findings of a focused visit to City of London local authority children's services on 24 October 2018. The inspectors were Andy Whippey, Her Majesty's Inspector, and Kate Malleson, Her Majesty's Inspector.

Inspectors considered the local authority's arrangements for care leavers. They considered a range of evidence, including case discussions with care leavers, partner agencies, social workers and managers. They also considered the local authority performance management information, quality assurance information and young people's records.

### **Overview**

Care leavers in the City of London benefit from a strong service that ensures that they are very well supported. They receive effective help which enables most to achieve good outcomes. There is a determined and appropriately ambitious political and corporate focus to sustain and improve outcomes for care leavers. The service knows itself well and is aware of the areas in which further improvement is required.

Skilled, determined social workers are persistent in engaging effectively with care leavers. All care leavers are in suitable safe accommodation and 'staying put' arrangements are actively promoted. There is a strong and consistent determination to ensure that care leavers access education, employment and training (EET), and care leavers receive effective help in developing the necessary skills to live

independently. Most of the care leavers in the City of London are unaccompanied asylum-seeking young people. For these young people, there is proactive and sensitive consideration of their needs.

### **What needs to improve in this area of social work practice**

- Risk assessments to more clearly articulate measures to address and minimise risk.
- The more explicit and consistent demonstration of young people's involvement in preparing their pathway plans.
- The supervision of social workers to consistently demonstrate reflective, analytical supervision and clear management oversight.

### **Findings**

- Individual risks to care leavers, including those at risk of going missing and sexual exploitation, are clearly understood, and the necessary support is provided to reduce risks. Risk assessments are routinely undertaken and add real value in terms of the understanding of any actual or potential risks to young people. They are consistently reviewed to consider any changes in young people's circumstances. Good support is offered when young people experience day-to-day difficulties. Focused work by social workers enables care leavers to make informed decisions and choices to keep them safe. While risks are well understood in a minority of risk assessments, there is insufficient clarity about the risk minimisation measures that are necessary to reduce risk.
- Social workers are consistently tenacious in their efforts to stay in touch with young people who leave care. The local authority has meaningful contact with all its care leavers. Social workers use a broad range of ways of staying in touch that are proportionate to the needs of each young person. Social workers work hard to build rapport, and several young people reported positively about the quality of support and advice offered to them. Young people were appreciative that social workers were strong advocates for them.
- Visits to young people are mostly well recorded, with their wishes and feelings clearly evident. A minority, however, would benefit from clarity relating to the outcome of the visit in terms of determining any future actions or changes in care planning. While work is being undertaken with young people to understand their histories and to ensure identity needs are met, this is not always well evidenced on case records.
- The accommodation needs of young people are being met effectively and all are in suitable accommodation. The different levels of support needed by young people are well understood, including the need for staying put arrangements where this is indicated by the level of need. Commissioning arrangements are effective in ensuring that there are appropriate accommodation options. For this

reason, care leavers live in accommodation where they feel supported and with a level of support consistent with their need. Young people spoken to by inspectors reported that they felt safe where they lived.

- Effective tenancy support enables young people to sustain their tenancies when they are ready to move into independent accommodation. There have been no tenancy breakdowns in the past year. Tenancy support has an appropriate focus on any emotional health support needs. Any risks which threaten the stability of care leavers' living arrangements are quickly identified and support is put in place. While there is clear consideration given to changes in the level of support to young people in supported accommodation, the rationale and decision-making for such change is not always clear on young people's records in order to evidence the rationale for such changes.
- Care leavers receive good support to help them build their skills to live independently. Effective support is provided by social workers, commissioning arrangements and tenancy support. This has a focus on developing the skills that care leavers need, such as learning to save money, budget and cook for themselves.
- Care leavers who are unaccompanied asylum seekers or refugees receive good support from their social workers, including help with understanding how to progress their application to stay in the United Kingdom. These young people are in suitable accommodation and are supported to access education. Sensitive consideration is given to their histories and they are supported to access help for their emotional and mental health needs.
- There is a clear, determined focus on ensuring that care leavers are engaged in EET activity. Inspectors found positive examples of sustained help that enabled young people to engage in college/education or work opportunities, including attending interviews and information sessions with them. Positive support is provided by the virtual school and social workers, and the information, advice guidance and resilience practitioner helps to sustain opportunities for care leavers.
- The emotional and physical health needs of care leavers are well considered and well met. Health assessments are conducted regularly and are of good quality. Care leavers consistently receive their health histories in a written form and meet with the designated nurse for children in care. This helps young people to understand their histories and enables them to make informed decisions about their future healthcare. The availability of the designated nurse for advice and consultation after they reach 18 years old enhances the health provision on offer.
- Pathway plans are mostly comprehensive with a clear focus on the needs of care leavers. However, the records indicate variability in young people's involvement in preparing them. In a minority of plans, the voice of the young person and their contribution to the plan is insufficiently clear. Pathway plans are not always being consistently reviewed when young people's circumstances change, for example a

change in their living arrangements. It is not always clear from records if young people have had an opportunity to contribute or comment on them or suggest any alterations or amendments.

- The independent reviewing officer (IRO) is effective in improving planning for young people between 16 and 17 years. Effective midpoint reviews and consistent communication with young people ensure that care planning is focused on improving outcomes. Reviews of plans undertaken by the IRO are written to the young person and are of good quality.
- Senior leaders and managers are making efforts to ensure that care leavers' views and experiences are being used to help to inform service improvements. Care leavers are involved in determining the local offer required by recent legislation. The local authority is aware of the need to strengthen the voice of care leavers on the local authority's safeguarding subcommittee, which fulfils the role of the corporate parenting board.
- Care leavers highly value the opportunities to meet each other, and the professionals who help them, at regular children in care council meetings. Care leavers benefit from discussing relevant and important topics in these meetings, such as the issue of consent in relationships. The celebration of achievements, participation in a range of activities, visits and holidays are enjoyed by young people.
- Social workers reported that they enjoy working for the local authority and find their managers to be visible and supportive. Caseloads are manageable, and this enables direct work to take place with young people. Social workers benefit from access to a wide range of training opportunities applicable to the needs of care leavers.
- There is some variability in the quality of management oversight and supervision. Inspectors did not always see consistent examples of good quality, reflective, analytical supervision and management oversight. Some supervision records do not provide sufficient clarity as to the specific actions they need to complete and by when in order to improve outcomes for young people.
- Audit arrangements for the provision of services to care leavers are good. Audits are effective tools in identifying the difference that practice has made to improve outcomes for young people. They are qualitatively focused as well as compliance focused, and the outcomes of audits are evident in the local authority's self-improvement plan.

Yours sincerely

Andy Whippey  
**Her Majesty's Inspector**



<b>Committees:</b>		<b>Dates:</b>	
Community and Children's Services Committee		11/01/2019	
Projects Sub Committee		18/01/2019	
<b>Subject:</b> Crescent House/Cullum Welch House Heating Replacement		<b>Gateway 3/4 Options Appraisal (Regular)</b>	<b>Public</b>
<b>Report of: Andrew Carter</b> Director of Community & Children's Services			<b>For Decision</b>
<b>Report Author:</b> Jason Crawford, Asset Programme Manager			
<b>Recommendations</b>			
Members are asked to:			
<ul style="list-style-type: none"><li>• note the contents of this report</li><li>• approve option 2 for communal heating</li><li>• note the total estimated cost of £3,146,321 (including expenditure to date)</li><li>• note the expenditure to date of £18,207 (+VAT)</li><li>• approve the additional budget of £132,000 needed to reach Gateway 5</li><li>• note the costed risk of £215,000. This is not included in the total estimated cost but is intended as a contingency and will only be drawn down if required.</li></ul>			
<b>Summary</b>			
<b>Dashboard:</b>			
Project status		Green	
Timeline		<ul style="list-style-type: none"><li>• Gateway 3/4 approvals – Jan 2019</li><li>• Appoint consultant to manage the employer's requirements – Jan/Feb 2019</li><li>• Invitation to tender (works) – Mar 2019</li><li>• Tenders received and analysed – Mar/Apr 2019</li><li>• Gateway 5 – May 2019</li><li>• Start on site – Jun 2019</li></ul>	
Programme status		Regular	
Latest estimated total costs (including fees)		£3,146,321	
Expenditure to date		£18,207 (+VAT)	
<b>Progress to Date:</b>			
1. The original Gateway 3/4 report was submitted to the Committee in July 2015 and a number of options were put forward. The recommended option to replace boilers on a like-for-like basis was approved.			

2. However, due to the listed status of Crescent House and Cullum Welch House, and the complexities around planning and legislative requirements for flues, it soon became apparent that we couldn't proceed on a like-for-like basis, and this was holding up the works across the wider estate. Consequently an issues report was submitted and approved at Committee in 2016, allowing us to separate these two blocks from the original heating replacement programme while we investigated alternative solutions.
3. We initially engaged with a consultant to explore the viability of renewable technologies such as ground source or air source heat pumps. We considered the practicalities of both systems and it quickly became apparent that, while we may be able to overcome planning and legislative requirements around the flue issue, these systems would not be practical for a number of wider reasons.
4. First, the air source heat pump option would require fitting the heat pump units to the rooftops of the buildings and it was considered that this would not meet planning approval. Second, the ground source heat pumps would require drilling boreholes and the only suitable site was the tennis courts at Fusion Lifestyle Centre at Golden Lane Sport & Fitness. Due to the disruptive nature of these works, and the uncertainty about their viability, a decision was taken not to further explore these options.
5. We then engaged with a ventilation consultant to explore options around communal flues. However, it became apparent that this would not be a viable option either, as it would involve situating chimney stacks in the communal areas (such as the light wells in Crescent House). It was considered that this would not be an option that would meet planning requirements and would in fact be detrimental to the appearance and character of the building and local surrounds.
6. Having discounted these options, we engaged Phoenix Compliancy Management (PCM) to provide an updated feasibility report. PCM were instructed to focus solely on Crescent House and Cullum Welch House and to make recommendations on replacement or upgrading the existing equipment and services.
7. The premise was to examine capital costs, maintenance and running costs of a considered life cycle for each option. Therefore, short-term capital costs are considered, along with long-term running costs and maintenance costs, including carbon emissions and sustainability.

#### **Overview of Options:**

8. The options are considered from a technical nature in terms of feasibility, practicality, functionality and end users.
9. In terms of regulatory considerations, the options account for the requirement that the heat source cannot be served from a worse fuel source than is already installed without written consent (that is, where

systems are installed that use electricity as the primary heat source, they can be upgraded to a gas or communal-based system; whereas a system that uses gas as the primary heat source generally cannot be changed to electricity as the primary fuel, but can be replaced to be served by a communal system).

10. Bearing in mind that some options had already been considered and discounted, there was a limited number of remaining options. While PCM did include sub-options around renewable technologies – such as ground source and air source heat pumps – we will not be presenting these as options as they were not considered feasible during earlier investigations.

### ***Option 1 – Individual Systems (not recommended)***

11. The information detailed in this option allows for the requirements of Building Regulations Part L1B (Conservation of fuel and power in existing dwellings) regarding switching fuels, ensuring that carbon emissions are improved, and the listed building requirements to remove boiler flues from the external façade of the building.
12. In principle, it is not allowable to switch from a gas-fired system to an electric on-peak/off-peak system. However, where existing gas boilers are to be removed due to the flue not being allowed, the regulations do allow for the use of an electric flow boiler.
13. The majority of the existing properties in Crescent House and Cullum Welch House have either gas-fired or electric type heating. Option 1 would involve replacing like-for-like; where the flat's location does not allow for a gas boiler, and the existing system is water based, the use of an electric flow boiler could be considered. This would mean that residents would at least be familiar with the similar operation of the system. The heating system in the flat would also be replaced or updated in line with Building Regulations requirements.
14. While the provision of combination boilers may be the obvious choice, it should be noted that installing combination type boilers would possibly mean upgrading the gas mains network to meet the required boiler operating pressure and peak demand.
15. The installation of individual systems within the properties as outlined will not cause much of a change from the current levels of CO<sub>2</sub> emissions. Due to the increased efficiency created by modern plant and building regulation requirements, less fuel would be consumed. This is likely to be a reduction in order of 5% to 10%.

### ***Option 2 – Communal Heating (recommended)***

16. Although communal heating was considered in the original Gateway 3/4 report in 2015, and discounted on the basis of cost, we consider that this option is now a much more viable solution. This is due to the cost and also because we can potentially connect to the Citigen power supply at a later

date, once connections are in place to the City of London Primary Academy Islington (COLPAI) and The Denizen (formerly known as Bernard Morgan House) sites.

17. The major benefit is that all associated carbon emissions can be reduced to only one source. Also, once the infrastructure is in place to connect to a heat network (such as Citigen), we can achieve lower overall consumption costs and higher system efficiencies.
18. The connection to a communal system does not reduce the level of control that individual property owners/occupiers would have. The intention is to install individual heat metering to each property. While it is not a new technology, heat metering, has recently become a popular method to meet changes in legislation associated with providing building occupants with the means to measure heat use and encourage energy savings.
19. The intended approach will be to install a shielded 'hard-wired' system, as this does not suffer from the connectivity problems sometimes associated with systems that use telephone networks, where signal strength in certain blocks may be weak. A hard-wired system is therefore more suited to this type of building. Heat metering equipment installed in the heating flow and return branches to each flat can be wired back to a central monitoring station. This can be monitored either physically or remotely by landline telephone.
20. The hard-wired method is the preferred means of reading the meter at a central point. However, the final metering strategy will be part of the brief to the specialist meter-reading organisation. We are currently consulting with Switch2 who are the appointed managing agents for a similar system based at the Twelve Acres development at Avondale Estate to assess which metering system would be best to use.
21. New boiler plant could be located in the old empty oil storage area in the lower ground area of Great Arthur House (adjacent to the existing Great Arthur House boiler room). Alternatively, it could be situated in the existing plant room, as there is adequate space. Equipment will need to be separated from the existing plant for Fusion Lifestyle, the Leisure centre located on Golden Lane Estate.
22. The plant would consist of high-efficiency gas-fired boilers, interconnecting pipework, heating system pressurisation plant, buffer vessel and pumps. From the plant room distribution, pipework would extend through communal areas connecting to each dwelling. At each dwelling, an interface between the internal dwelling system and the main distribution network would be installed. The interface between the two would act as a hydraulic break and as a means to control the amount of heat supplied through a heat meter.

23. Within each dwelling, the system would operate and be controlled in the same way as an individual system with programmers, room thermostat and/or thermostatic radiator valves. The interface unit would also contain any heat metering equipment to enable individual billing of each dwelling, and all systems and pipework would be installed in accordance with any listed building consent and building regulation requirements.
24. Estimating any carbon emission savings from a communal system is always difficult at feasibility stage, given that the heat generation mix has not been selected, and other factors not currently considered (i.e. potential use of renewable energy from ground or air sourced heat pumps, and efficiencies of the boilers in general, as well as heat loss through the system) might have significant bearing. However, what can be indicated is that the larger the system, the greater the carbon reduction estimate will be. This is due to the level of diversity that can be applied to a communal system when selecting the capacity of the heat generating plant.
25. It can be shown that the capacity of a boiler provided to an individual gas-fired system that has a cylinder would be around 11kW (for example, heating load of around 8kW and hot water load of 3kW). In a gas-fired system using a combination boiler, the boiler output would be around 24kW to achieve a satisfactory hot water supply. However, in the same property connected to a communal system of around 218 properties, the diversity factor is 0.1 – that is, a 90% reduction.

### **Proposed Way Forward**

26. Option 2 is recommended.
27. The estimated values in Appendix 2 show that the initial cost of an individual system installation is the least cost. However, when factoring in running and replacement costs over a 35- year period, it becomes more expensive than the communal system. Option 1 is also the least secure when considering fuel security and its cost.
28. While the communal system is not initially the least expensive, it is more cost-effective over the 35-year life cycle, as shown in Appendix 2.
29. It should also be noted that the installation of the communal plant will facilitate connection of the remaining blocks across the estate, should this become a requirement in future. Furthermore, once the infrastructure is in place, we may have the option to connect to Citigen. By doing so, it is anticipated that we can further reduce overall running costs and carbon emissions, as well as provide the benefits of lower running costs to our residents.
30. We will be allowing leaseholders at Crescent House and Cullum Welch House the option to 'buy in' to the communal system. If we connect other blocks at a future date, this will be extended to leaseholders in those blocks. We have undertaken an initial consultation with residents and,

while turnout was relatively low, the feedback was very positive. Early indications from the leaseholders present would suggest that some would want to buy in to the system.

### **Procurement Approach**

31. The preferred approach is a tailored procurement process, in conjunction with City Procurement, to ensure that value can be achieved from specialist suppliers.

### **Financial Implications**

<b>Estimated works cost</b>	<b>Consultancy fees &amp; staff costs 12.5%</b>	<b>Total (incl. expenditure to date)</b>	<b>Estimated service charge contribution*</b>	<b>Estimated Housing Revenue Account (HRA) contribution</b>
£ 2,780,546	£ 347,568	£ 3,146,321	£ Nil	£ 3,146,321

\* Leaseholders will be given the opportunity to buy in, but there is no obligation. Leaseholders who do buy in would pay a contribution to future maintenance going forward.

**Options Appraisal Matrix** – See attached.

### **Appendices**

- Appendix 1 – PT 4 Procurement Form
- Appendix 2 – Whole Life Costing
- Appendix 3 – Costed Risk

### **Jason Crawford**

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## Options Appraisal Matrix

	<i>Option 1 – Individual Systems</i>	<i>Option 2 – Communal System</i>
<b>1. Brief description</b>	Replacement system using individual heating systems.	Replacement system using gas-powered communal heating system.
<b>2. Scope and exclusions</b>	<p>Scope: All residents (tenants) at Crescent House and Cullum Welch House</p> <p>Exclusions: Leaseholders</p>	<p>Scope: All residents (tenants) at Crescent House and Cullum Welch House. Leaseholders will be given the option to 'buy in'.</p> <p>Exclusions: Wider Estate (although infrastructure will be in place to allow other blocks to connect in future)</p>
<b><i>Project Planning</i></b>		
<b>3. Programme and key dates</b>	<ul style="list-style-type: none"> <li>• Gateway 3/4 approvals – Jan 2019</li> <li>• Appoint consultant to manage the employer's requirements – Jan/Feb 2019</li> <li>• Invitation to tender (works) – Mar 2019</li> <li>• Tenders received and analysed – Mar/Apr 2019</li> <li>• Gateway 5 – May 2019</li> <li>• Start on site – Jun 2019</li> </ul>	
<b>4. Risk implications</b>	Difficulties arranging access to individual properties could delay the project.	Difficulties arranging access to individual properties could delay the project. However, this is mitigated by the fact that most of the infrastructure can be installed up to the point of access to the property.

	<i><b>Option 1 – Individual Systems</b></i>	<i><b>Option 2 – Communal System</b></i>
	<p>An approach cannot be agreed with Planning regarding some boiler flues and outlet pipes, meaning that this option cannot be fully implemented.</p> <p>There is a potential additional cost for cold-water booster pumps which may be required for these blocks, as modern ‘combination’ boilers draw immediately from the water supply rather than the tanks. The electrical risers may also need to be upgraded to accommodate the use of modern boilers.</p> <p>There could be objections from residents who may be forced to convert to electric boilers as a result of Planning and legal requirements.</p>	<p>Residents might object to not being able to choose their own suppliers and tariffs. However, this can be offset through the potential savings negotiated by City of London with utility providers on a corporate contract.</p> <p>An approach cannot be agreed with Planning for the communal pipework/infrastructure. However, options to use exiting conduits have been considered as a viable option and detailed involvement with Planning will be undertaken.</p>
<b>5. Benefits and disbenefits</b>	<p>Benefits:</p> <ul style="list-style-type: none"> <li>• Where gas boilers are acceptable, they are replaced, meaning the majority of residents keep the same service.</li> <li>• Where gas boilers are unacceptable, a viable alternative is provided, such as electric boilers.</li> <li>• Improved energy efficiency can be achieved by installing modern individual gas boilers (however, not nearly as much as through a communal system).</li> <li>• The majority, if not all, are individual systems that allow residents to remain independent.</li> </ul>	<p>Benefits:</p> <ul style="list-style-type: none"> <li>• A new communal system would offer a solution to the planning concern regarding individual flues and outlet pipework.</li> <li>• This will have a positive impact on the future windows replacement programme.</li> <li>• The environmental impact (carbon emissions) is much lower through a communal system.</li> <li>• Potential for lower operating costs and fuel consumption for residents.</li> <li>• Positive effect in reducing fuel poverty through lower consumption and fuel costs.</li> </ul>



	<b><i>Option 1 – Individual Systems</i></b>	<b><i>Option 2 – Communal System</i></b>
	<ul style="list-style-type: none"> <li>Replacing traditional system boilers with ‘combi’ (combination) boilers will enable the removal of hot water storage tanks, releasing space for resident storage.</li> </ul> <p>Disbenefits:</p> <ul style="list-style-type: none"> <li>Electric boilers have lower levels of energy efficiency and they are more expensive for residents to run. The installation of electrical boilers will be kept to a minimum.</li> <li>Where residents refuse electric boilers, we may have to take enforcement action or seal windows if they do not meet the required distance from the flues.</li> <li>The current configurations mean that some venting is through the glazed windowpanes, and this will have a direct impact on future window replacement.</li> <li>The electrical mains in the building may need to be upgraded to accommodate the additional demand.</li> <li>Over the 35-year life cycle, we may need to replace individual boilers at least twice. Accounting for the energy consumption, this works out to be approximately £24,000 more expensive per property.</li> </ul>	<ul style="list-style-type: none"> <li>Individual billing can still be achieved through use of heat metering.</li> <li>Across the 35-year life cycle (accounting for costs of energy consumption), when compared to the costs of installing new individual boilers during the same period (they may need to be replaced at least twice) the communal system works out approximately £24,000 cheaper per property.</li> </ul> <p>Disbenefits:</p> <ul style="list-style-type: none"> <li>While there are challenges in installing a distribution network owing to the decay of previous routes, we anticipate that much of the pipework can be accommodated within existing conduits.</li> <li>Planning – gaining Listed Building Consent would be challenging for major changes to the appearance of the building in both internal and external areas of the blocks. However, the use of existing conduits will mitigate this and minimise visual changes.</li> <li>Tenants may also object to the change of service. However, this equally applies to option 1, where some residents may be forced to convert to electric boilers.</li> </ul>

	<i><b>Option 1 – Individual Systems</b></i>	<i><b>Option 2 – Communal System</b></i>
<b>6. Stakeholders and consultees</b>	<ul style="list-style-type: none"> <li>• Members</li> <li>• Ward Members</li> <li>• Residents</li> <li>• Town Clerk</li> <li>• City Surveyor</li> <li>• Chamberlain</li> <li>• City of London Procurement Service (CLPS).</li> </ul> <p>The Planning team in the Department of the Built Environment will be a key consultee; they may in turn consult with English Heritage and other organisations as required.</p> <p>Residents of the affected blocks will be advised about potential works.</p>	
<b><i>Resource Implications</i></b>		
<b>7. Total estimated cost</b>	<p>£2,045,939 (including consultancy fees and staff costs)</p> <p>For ease of comparison, this is based on full replacement of all boilers in both blocks.</p>	<p>£3,146,321 (including consultancy fees and staff costs)</p> <p>For ease of comparison, this is based on communal heating based on full take-up.</p>
<b>8. Funding strategy</b>	<p>HRA – The works solely apply to tenants’ homes, therefore there is no financial recovery from leaseholders. However, should leaseholders elect to opt-in to a communal system, they would be charged for connection, and would have an obligation to contribute towards future maintenance costs. The anticipated unit price is £14,000.</p>	
<b>9. Estimated capital value/return</b>	N/A	

	<i>Option 1 – Individual Systems</i>	<i>Option 2 – Communal System</i>
<b>10. Ongoing revenue implications</b>	<p>As per existing equipment – circa £120 per gas boiler for the annual CP12 safety checks.</p> <p>Where electric systems are the only option, there may still be an obligation to undertake the safety checks if tenants have a gas cooker.</p> <p>Operating costs are the sole responsibility of the resident.</p>	<p>The rate at which heating and hot water provision is made to the Golden Lane Estate would be variable, dependent on the contract with the supplier of the communal system.</p> <p>The operating costs for the system would be funded by the City of London Corporation. However, if leaseholders opt in, they will have an obligation to contribute to future maintenance. The level of contributions would be purely dependant on how many people decide to opt in.</p> <p>Appendix 2 has whole life cost estimates and a comparison of costs for both systems.</p> <p>Residents would be billed individually for their energy use through individual heat metering. While the billing administration is not currently a City of London liability, we are engaging with Housing Management to establish if a management company might be appointed under a service contract, or whether an existing contract (such as the one at Twelve Acres with Switch2) can be amended to accommodate the two blocks at Golden Lane.</p> <p>Note: residents would no longer have the option of switching utility suppliers for gas to achieve a better deal. However, contract negotiations with suppliers</p>

	<i>Option 1 – Individual Systems</i>	<i>Option 2 – Communal System</i>
		enable bulk buying of energy and the potential of achieving lower unit costs.
<b>11. Investment appraisal</b>	<p>The works are a necessary replacement of existing facilities.</p> <p>Mixed approach of gas and electric boilers. Approximately half of the properties in Crescent House would be forced to revert to electric boilers.</p> <p>Costs can be stated with a good level of certainty owing to the fact that works of this type are frequently carried out, both as planned projects and reactive repairs.</p> <p>Service life: A gas boiler has a service life of 15 to 20 years, so a similar project will be required in 2030–2035</p>	<p>The works are a necessary replacement of existing facilities.</p> <p>Uniform approach across both blocks. All tenanted properties served from one source and leaseholders will be encouraged to buy in.</p> <p>There is a likelihood of variation in the cost estimates, as these have been based on visual appraisal and desktop feasibility assessment rather than detailed structural survey and analysis.</p> <p>Service life: The length of contract for district heating supply will be negotiated. Pipework has a service life of 40 years and Heat Interface Units (HIUs) – where the communal system is connected to the property and metered – have a service life of 15 years.</p>
<b>12. Affordability</b>	<p>Individual gas boilers offer the least expensive installation option and the least expensive running costs of the individual systems.</p> <p>Installing electric boilers is a low-cost option; however, they have higher operating costs. Therefore, careful consideration around fuel poverty should be given to the installation of electric boilers.</p>	<p>Installing a communal heating system has a greater cost uncertainty.</p> <p>Although the communal system has a higher initial cost outlay, over the 35-year life expectancy, this is the more cost effective option. When compared to the individual installations, the cost difference is in the region of £5 million.</p>

	<b><i>Option 1 – Individual Systems</i></b>	<b><i>Option 2 – Communal System</i></b>
	Initial outlay cost is lower but, when compared to the 35-year life expectancy of a communal system, the whole life cost is more expensive.	Contract negotiations with utilities providers can provide greater economies of scale, which can benefit residents and assist in alleviating fuel poverty.
<b>13. Legal implications</b>	There are currently interrelated legal implications of breaches of safety and planning consent regarding the existing gas-fired boilers in Crescent House and Cullum Welch House.	Contracts would need to be agreed with district heating, hot water and/or utilities suppliers to power a communal system.  This project will resolve the issues around the siting of flues and secure a solution for future installations.
<b>14. Corporate property implications</b>	It is important that the City's assets remain in a good, safe and statutory compliant condition. Therefore, all necessary action should be taken to ensure that assets are kept as such throughout their lifetime.	
<b>15. Traffic implications</b>	Any necessary traffic arrangements for contractors' vehicles will be made locally on site.	
<b>16. Sustainability and energy implications</b>	Due to the increased efficiency of modern plant and building regulation requirements, less fuel would be consumed. This is likely to be a reduction in the order of 5% to 10%.	Connection of 218 properties to a communal system would be expected to achieve a 90% reduction.
<b>17. IT implications</b>	N/A	The communal system will be monitored using Building Management IT systems.

	<i><b>Option 1 – Individual Systems</b></i>	<i><b>Option 2 – Communal System</b></i>
<b>18. Equality Impact Assessment</b>	The City of London Corporation has a duty of care towards residents, particularly those who are vulnerable, such as the elderly and those with children. This project will assist in combating fuel poverty by providing modern, more efficient equipment to enable them to keep their homes warm.	
<b>19. Recommendation</b>	Not recommended	Recommended
<b>20. Next Gateway</b>	Gateway 5 - Authority to Start Work	Gateway 5 - Authority to Start Work

	Option 1 – Individual Systems	Option 2 – Communal System	
21. Resource requirements to reach the next Gateway			
	Item	Reason	Cost (£)
	Staff time	Managing the design, procurement and contract-letting process	£20,000
	Architect	Listed Building Certificate application	£10,000
	Design consultant	Help develop employees’ requirements and system design	£85,000
	Principle designer	Satisfy the legal requirements of the Construction (Design and Management) Regulations 2015	£10,000
	Pre-planning fees	City of London building regulations application	£7,000
		TOTAL	£132,000
	Funding source	HRA (including proportional recovery from long leaseholders)	

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# Project Coversheet

## [1] Ownership

**Unique Project Identifier:** 11762      **Report Date:** 11 December 2018  
**Core Project Name:** Crescent House/Cullum Welch House Heating Replacement  
**Programme Affiliation** (if applicable):  
**Project Manager:** Jason Crawford  
**Next Gateway to be passed:** 3/4

## [2] Project Brief

**Project Mission statement:** Replacement of individual boilers to tenanted properties at Crescent & Cullum Welch House with a solution that meets planning and legislative requirements around ventilation and fluing.

**Definition of need:** To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes.

### Key measures of success:

- 1) To provide modern compliant heating and hot water to tenanted homes.
- 2) To provide a system that is energy efficient and can reduce carbon footprint.
- 3) To meet legislative requirements in regard to fluing & ventilation.

## [3] Highlights

### Finance:

**Total anticipated cost to deliver [£]:** 3,150,000

**Total potential project liability (cost) [£]:** £215,000 (costed risk)

**Total anticipated on-going commitment post-delivery [£]:** Ongoing future maintenance costs

**Programme Affiliation [£]:** 3,150,000

**Do not use ranges in this table. Either Highest range value or best estimate at this time.**

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)
£534,281	£132,000	£3,146,321
[D] Previous Total Estimated Cost of Project	[E] New Total Estimated Cost of Project	[F] Variance in Total Estimated Cost of Project (since last report)
£534,281	£150,2017 (Spend to Date + Resources required to reach next Gateway)	£2,612,040
[G] Spend to Date	[H] Anticipated future budget requests	
£18,207	£0	

### Headline Financial changes:

**Since 'Project Proposal' (G2) report:**

▲◀▶▼ At G2 the budget that was approved was £26,260 for the purposes of undertaking a feasibility study.

**Since 'Options Appraisal and Design' (G3-4) report:**

▲◀▶▼ G3/4 (agreed at Project Sub 21 July 2015) the approved budget for all blocks was £1,279,688. Issues report (approved 11 October 2016) separated Cres/Cullum Welch and apportioned £534,281 from the total £1,279,688. At the time the issues report was submitted we were still working on the original assumption that we could do like for like replacement at all blocks, but this is no longer deemed feasible for Crescent/Cullum Welch so we are now recommending Communal Heating for all tenanted properties (not just those where individual boilers are nearing the end of their useable life).

**Since 'Authority to start Work' (G5) report:**

▲◀▶▼ N/A

**Project Status:**

**Overall RAG rating:** Green

**Previous RAG rating:** Green

**[4] Member Decisions and Delegated Authority**

N/A

**[5] Narrative and change****Date and type of last report:**

Issues report agreed at project Sub 11 Oct 2016

**Key headline updates and change since last report.**

Having explored like-for-like replacements, mixed approach (gas/electric), use of renewable technologies as well as communal venting it is apparent that communal heating is the only viable option that will allow us to meet legal requirements whilst at the same time as meeting planning requirements relating to the listed building status.

**Headline Scope/Design changes, reasons why, impact of change:****Since 'Project Proposal' (G2) report:**

The Gateway 2 report mentioned a number of separate workstreams which have been addressed as separate stand-alone projects.

**Since 'Options Appraisal and Design' (G3-4 report):**

At Gateway 3/4 approval was agreed for a like-for-like approach to replacement of boilers that were nearing the end of their usable lifecycle. Due to the difficulties of meeting planning as well as legal requirements an issues report was submitted so that the programme could proceed across the estate while different options were explored for Crescent House & Cullum Welch House.

**Since 'Authority to Start Work' (G5) report:**

N/A

**Timetable and Milestones:**

**Expected timeframe for the project delivery:** if the current recommendation are approved we expect to commence works July 2019. Works are estimated to take approximately 12 months

**Milestones:** <Top 3 delivery and planning milestones (upcoming) >

1) Gateway 3/4 approval January 2018

2) Gateway 5 May 2019

3) Contract Award June 2019

**Are we on track for this stage of the project against the plan/major milestones?** Y

**Are we on track for completing the project against the expected timeframe for project delivery?** Y

**Risks and Issues****Top 3 risks:** <things that have not come to pass>

<i>Risk description</i>	<i>Delay to works completion leads to project overrunning</i>
<i>Risk description</i>	<i>Works fail to deliver necessary improvements.</i>
<i>Risk description</i>	<i>Recommendations not approved</i>

See 'risk register template' for full explanation.

**Top 3 issues realised** <risks which have come to pass:>

<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
Unable to meet planning/legal requirements around fluing & ventilation	Cannot proceed on a like for like individual replacement of gas boilers – new G3/4 submitted recommending Communal Heating	£3,150,000

**Has this project generated public or media impact and response which the City of London has needed to manage or is managing?**

Not that I am aware of.

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**Appendix 2 - Crescent House & Cullum Welch House Whole Life Costing Matrix**

Option	Description	Costs	Initial Outlay	Ongoing maintenance Cost		Estimated Gas/Electric Consumption Costs		Whole Life Cost (inc Year 0 fees & staff costs) 35 Years	Whole Life Cost (excl fees & staff costs) 35 years
			Year 0 (Y0)	Year 1-15	Year 15-35	Year 1-15	Year 15-35		
Option A	New individual systems to all properties in Yr1 with only replacement works to tenanted properties in following years includes full fuel & electric costs to all properties in all years (estimated). Maintenance based on 3 star gas service maintenance costs. Maintenance and services costs based on 2.7% inflation. Fuel costs on 5% inflation per annum.	Works Fees @ 10% Staff Costs @ 2.5% Exp to date Total	£1,818,613 £181,861 £45,465 £18,207 £2,064,146	£702,937	£2,143,370	£3,758,833	£11,974,324	£20,643,609	£20,398,076
Option B	Communal system to all properties, with replacement and maintenance cost shared with all properties in all years includes fuel and electric costs to plantroom area. Maintenance based on a contract shared equally among all. Maintenance, service and replacement costs based on 2.7% inflation. Fuel costs on 5% inflation per annum.	Works Fees @ 10% Staff Costs @ 2.5% Exp to date Total	£2,780,546 £278,055 £69,514 £18,207 £3,146,321	£1,189,883	£3,540,912	£1,646,285	£5,774,307	£15,297,706	£14,931,931
Option B1	Communal system to all properties with Ground Source Heat Pumps as main heat source, with replacement and maintenance cost shared with all properties in all years. Includes fuel & electric costs. Maintenance based on contract to GSHP shared between all properties. Maintenance, service and replacement costs based on 2.7% inflation. Fuel costs on 5% inflation per annum.	Works Fees @ 10% Staff Costs @ 2.5% Total	£3,527,033 £352,703 £88,176 £3,967,913	£1,189,883	£3,540,912	£4,889,940	£15,577,635	£29,166,282	£28,725,403
Option B2	Communal system to all properties with CHP unit as lead with Gold star service to CHP to maintain operation. Replacement and maintenance cost shared between all properties in all years. Maintenance service and replacement costs based on 2.7% inflation. Fuel costs on 5% inflation per annum.	Works Fees @ 10% Staff Costs @ 2.5% Total	£2,930,546 £293,055 £73,264 £3,296,864	£1,546,795	£4,358,770	£3,187,773	£10,155,128	£22,545,330	£22,179,012
Option C	Communal system using connection to Citigen system. Have included a provisional sum of £500,000.00 toward cost of bringing Citigen mains onto estate. Maintenance, Service and replacement costs based costs based on 2.7% inflation. Fuel costs part of heat metering from Citigen (assumed rate 6.9 p/kWh) which also includes plant maintenance costs.	Works Fees @ 10% Staff Costs @ 2.5% Total	£3,105,546 £310,555 £77,639 £3,493,739	£407,366	£814,864	£4,412,800	£14,057,636	£23,186,405	£22,798,212

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## City of London Gateway – Project Risk Register

**Project Name** Golden Lane Heating (Crescent House & Cullum Welch)

**Gateway Stage** Gateway 3/4

**Estimated Capital Cost** £2,800,000 mil (works)

**Risk Rating**

Low

Medium

High

Key Risks	Description / Impact	£ Loss Before Mitigation	Mitigation	£ Loss After Mitigation	Risk Rating	Risk Owner
<b>Works Cost</b>						
1.1 M&E Cost inflation	<ul style="list-style-type: none"> <li>M&amp;E Cost inflation: The market for M&amp;E services and materials is highly volatile due to economic and political pressures.</li> </ul>	£220,000	<ul style="list-style-type: none"> <li>Market vigorously monitored, and decisions made swiftly to take advantage of cost savings and lock in prices</li> </ul>	£100,000	M	
1.2 Construction inflation	<ul style="list-style-type: none"> <li>Construction inflation: the construction market is highly volatile at present due to economic and political pressures.</li> </ul>	£100,000	<ul style="list-style-type: none"> <li>Programme vigorously monitored and strong relationship developed with contractor to lock in costs</li> </ul>	£30,000	M	
1.3 Potential for asbestos	<ul style="list-style-type: none"> <li>Surveys have not been carried out to all properties however contractors will be required to price</li> </ul>	£75,000	<ul style="list-style-type: none"> <li>Complete R &amp; D surveys to a selection of properties to assess the likelihood of occurrence</li> </ul>	£30,000	M	
1.4 Delay in construction due to residents refusing access	<ul style="list-style-type: none"> <li>As the project will involve work to individual flats, access to site restricted/prevented could cause work to be delayed.</li> </ul>	£40,000	<ul style="list-style-type: none"> <li>System to be designed so that installation is not reliant on accessing properties to proceed.</li> </ul>	£5,000	L	
1.5 Increase in prelims costs	<ul style="list-style-type: none"> <li>Returned prices could exceed our expectations</li> </ul>	£50,000	<ul style="list-style-type: none"> <li>Tender returns scrutinised and work closely with QS to analyse cost element of tender returns</li> </ul>	£20,000	L	
1.6 Challenge to tender awarding process	<ul style="list-style-type: none"> <li>Any challenge to the tender process could result in delays and affect pricing</li> </ul>	£15,000	<ul style="list-style-type: none"> <li>Ensure the tender process is followed and documented to avoid time delays</li> <li>Request tender validity period of minimum 6 months</li> </ul>	£5,000	L	
1.7 Significant change in sustainability sector	<ul style="list-style-type: none"> <li>Significant changes to sustainability policy may lead to out of date installation being put in</li> </ul>	£10,000	<ul style="list-style-type: none"> <li>External experts have assessed the most appropriate system for Estate however this should be reviewed prior to commitment</li> </ul>	£5,000	L	
1.8 Increase in cost due to unforeseen issues	<ul style="list-style-type: none"> <li>Latent conditions - Issues not identified in surveys such as relocation of services</li> </ul>	£30,000	<ul style="list-style-type: none"> <li>Investigate all typical layouts and work with consultants to ensure a</li> </ul>	£15,000		

identified during construction			range of flats are considered during the design stage			
1.9 Section 20 Challenges	<ul style="list-style-type: none"> <li>Leaseholder(s) may challenge the Section 20 process or appointment of contractor</li> </ul>	£15,000	<ul style="list-style-type: none"> <li>Ensure a competitive tender is held and appropriate procedures are followed and documented</li> </ul>	£nil	L	
1.10 Weather Delays	<ul style="list-style-type: none"> <li>Inclement weather could prevent progress</li> </ul>	£30,000	<ul style="list-style-type: none"> <li>Ensure the programme has taken inclement weather into consideration and allow for EOT with no cost.</li> </ul>	£5,000	L	
<b>Total estimated risk against estimated Capital spend</b>		<b>£585,000</b>		<b>£215,000</b>		



<b>Committees:</b>	<b>Dates:</b>	
Choose an item. Corporate Projects Board Community and Children's Services Project Sub	<b>Under Urgency – December 2018</b> <b>11 January 2019</b> <b>18 January 2019.</b>	
<b>Subject:</b> Avondale Square Windows Overhaul (project ID 11549)	<b>Gateway 5 and Issues report</b> <b>Authority to Start Work</b> <b>Regular</b>	<b>Public</b>
<b>Report of:</b> <b>Director of Community &amp; Children's Services</b> <b>Report Author:</b> Lochlan MacDonald		<b>For Decision</b>

## Summary

### Recommendations

1. Note the reasons for the increase in estimated project costs from £161,437.50 to £279,840
2. Note the increased works cost of £110,900 from the original works estimate of £143,500 to £254,400
3. Approve the increased total project cost from £161,437.50 to £279,840
4. Approve the costed risk figure of £110,900 and risk register
5. Approve the appointment of Metwin Limited to carry out the window overhaul works at Avondale Square Estate.

### Dashboard

Project Status	Red
Projected Time Line	January 2019 – Approval to appoint contractor January 2019 – Appoint Contractor, Let Contract January 2019 – Start works on site August 2019 – Complete Works
Programme status	Pending Approval of Gateway 5 to appoint contractor
Approved budget	£3000 staff fees
Latest estimated costs	<ul style="list-style-type: none"> <li>• Works - £254,400</li> <li>• Staff Fees £25,440 (10%)</li> <li>• <b>Total Estimated expenditure £279,840</b></li> <li>• <b>Previously Estimated Costs (gateway 4)</b></li> <li>• Works £143,500</li> <li>• Staff Costs: £17,937.50.</li> <li>• <b>Total Previously Estimated Costs: £161,437.50</b></li> </ul>

Expenditure to date	Staff costs: £0 Fees: £0 Total: £0

### **Progress to date.**

In 2016, approval was given for a tender based on a schedule of rates for minor repairs and overhauling of windows to be undertaken. This was favoured over the previously agreed approach of appointing a consultant to carry out a detailed survey and establish the exact scope of works required. However, as this would have been more expensive and disruptive to residents, it was rejected in favour of the schedule of rates approach.

For the initial tender exercise, only one response was received. A second exercise was then carried out, and again, only one response was received. Leaseholders were concerned at the potential costs of the works and asked the City to look at this again.

Pellings Ltd were subsequently appointed to carry out an inspection of the windows across the estate, and extrapolate an estimated cost for carrying out window repairs. Pellings reported an estimated cost of £212,000 for overhauling works. Pellings also estimated a cost of £9.2m for window replacement at all affected dwellings

A meeting was held and the leaseholders who attended this were advised of the above. They indicated a desire to proceed with the window overhaul works and asked that only firms approved by Crittal Windows should be invited to tender. City Procurement undertook the tender based on this criteria and only one firm responded.

### **Proposed Way Forward.**

That Metwin Limited are appointed and, based on their priced schedule of rates, carry out the window overhaul works at Avondale Square Estate. Whilst exact costs cannot be known at present a budget of £254,400 is sought to carry out the works, plus staff costs as detailed below.

#### **Total Estimated Costs:**

- Works - £254,400
- Staff Costs: £25,440
- Total - £279,840

## **Main Report**

<b>1. Design summary</b>	To carry out basic window repairs and overhauling work in order to extend the life expectancy of the current windows.
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	<p>The works are necessary to improve the condition of the windows and resident comfort.</p> <p>Any major repairs not covered by the schedule of rates will be referred back to the Community and Children's Services Dept.</p>
<p><b>2. Issue – Estimated Cost Increase</b></p>	<p>At gateway 4, the estimated cost of works was noted as £143,500, based on a figure presented as part of the 5 year monitoring plan agreed by committee. Housing Management and Almshouses Committee approved the recommendation to seek tenders for a schedule of rates contractor to undertake the works.</p> <p>It was not possible to get a definitive cost of works, and at the post tender consultation, leaseholders raised concerns at:</p> <ul style="list-style-type: none"> <li>• The overall estimated cost and;</li> <li>• The fact that only one contractor had tendered for the works.</li> </ul> <p>In view of these concerns, the City appointed Pellings consultants to carry out a partial survey of the estate and use their findings to determine an estimated cost of works. Pellings subsequently reported an estimated budget of £212,000 would be required. Given a further review of the report, and accepting that costs could be higher or lower than Pellings estimates based on the actual number of repairs required, a budget of £254,400 is now estimated as required to carry out these works.</p> <p>The findings from Pellings represent a more realistic overview of the likely works but it is best to still ensure that the risk of finding more required works than expected, is anticipated and provision made for this eventuality. All spending will be carefully monitored and an in-house clerk of works will be checking the works on a frequent and regular basis to ensure quality and value.</p> <ul style="list-style-type: none"> <li>• The previously reported budget at G4 was £143,500</li> <li>• Following the inspections by Pellings, the works revised estimate was £212,000.</li> <li>• However, account for risks as outlined in the attached risk register, a further amount of £42,400 is requested.</li> <li>• Total estimated works costs is now £254,400</li> <li>• Estimated staff costs of £25,440 are also required to bring the project to completion.</li> </ul>
<p><b>3. Delivery team</b></p>	<ol style="list-style-type: none"> <li>1. The contractor Metwin Limited has submitted the only tender and, subject to approval, will be contracted to undertake the work.</li> <li>2. The contractor will undertake the duties of Principal Designer and Principal contractor (if triggered) under the Construction Design and Management (CDM) Regulations 2015). CDM 2015 will need to be carefully managed alongside other contracts currently in place.</li> </ol>

	<p><b>3.</b> The City's delivery team will be formed of a project manager and clerk of works from the DCCS New Developments and Major Projects team working closely with the local Estate Management teams.</p>
<b>4. Programme and key dates</b>	<p>January 2019 – Appoint Contractor, Let contract</p> <p>January 2019 – Start works</p> <p>August 2019 – Completion of works</p>
<b>5. Outstanding risks</b>	<p>Lack of access to residential Properties to carry out works – the contractor will have a robust procedure for accessing properties, and will make several attempts to gain access, survey and undertake works. Estate staff will also help to ensure as many properties are accessed.</p> <p>Unknown costs of works – Until flats are surveyed, the extent of works required is not known. The contractor is to keep a sheet of works done and the Clerk of works will check this and ensure financial probity.</p> <p>Repairs not covered by the schedule of rates – Any such repairs are to be reported to the Project Manager/Clerk of Works and separate orders raised to cover these.</p> <p>That the amount of scheduled repairs will be higher than expected -as the extent of works is not known, a risk management budget of 20% is sought on top of the revised estimate as per the attached risk register. Budget and expenditure will be monitored weekly so that any potential financial risks can be addressed.</p>
<b>6. Budget</b>	<p>At Gateway 3/4, the estimated costs of the works was £143,500 plus staff costs and fees of £17,937.50. This estimate was made in the 5 year management plan in 2013, and costs will have increased since.</p> <p>Furthermore, the Pellings report, details a cost of £212,000 based on what was found when a sample of properties was inspected. As noted above, a risk management cost has been added to this, that will only be spent if necessary and is approved.</p> <ul style="list-style-type: none"> <li>• Works and risk Management - £254,400</li> <li>• Staff Fees – £25,440</li> <li>• Total: £279,840</li> </ul>
<b>7. Success criteria</b>	<ul style="list-style-type: none"> <li>• All windows checked and overhauled as necessary to extend life expectancy.</li> <li>• Resident satisfaction with the works and improved comfort within homes, as measured by a post works survey.</li> <li>• Works monitored to ensure all works done are necessary and are charged for accordingly.</li> </ul>

<b>8. Progress reporting</b>	Progress will be monitored on a monthly basis by the Housing Programme Board.
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### **Appendices**

<b>Appendix 1</b>	Cover Sheet
<b>Appendix 2</b>	PT8 Tender Report
<b>Appendix 3</b>	Risk Register

### **Contact**

<b>Report Author</b>	Lochlan MacDonald
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<b>Telephone Number</b>	020 7332 3939

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# Project Coversheet

## [1] Ownership

**Unique Project Identifier:** 11549

**Report Date:** 20 December 2018.

**Core Project Name:** Avondale Square Estate Windows Overhaul

**Programme Affiliation** (if applicable): None

**Project Manager:** Lochlan MacDonald, Neil Clutterbuck

**Next Gateway to be passed:** Gateway 5.

## [2] Project Brief

**Project Mission statement:** To overhaul all identified windows on the Avondale Square Estate, to improve resident safety and comfort and extend the life of windows.

**Definition of need:** The windows at the estate are a variety of types, and need attention. This project will improve operability, identify any major repairs required and extend the life of City assets. This will also help delay the replacement of windows which would cost a lot more.

**Key measures of success:**

- 1) As many windows as possible overhauled and minor repairs carried out.
- 2) Resident satisfaction with the works.
- 3) Extended lives of assets.

## [3] Highlights

**Finance:**

**Total anticipated cost to deliver [£]:** Up to £279,840.

**Total potential project liability (cost) [£]:** up to £279,840

**Total anticipated on-going commitment post-delivery [£]:** Unquantifiable – response repairs as required.

**Programme Affiliation [£]:** £279,840

**Do not use ranges in this table. Either Highest range value or best estimate at this time.**

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)
£3000	£276,840	£279,840
[D] Previous Total Estimated Cost of Project	[E] New Total Estimated Cost of Project	[F] Variance in Total Estimated Cost of Project (since last report)
£161,437.50	£279,840	£118,402.50
[G] Spend to Date	[H] Anticipated future budget requests	
£0.000	£0.00	

**Headline Financial changes:**

**Since 'Project Proposal' (G2) report:**

Original estimate of £143,500 was shown to be too small following a condition survey exercise which estimated a cost of £212,000.

*To ensure that the risk of unexpected works may be covered, the consultants estimate requires an up lift of 20%, to an estimated works cost of £254,400. This money will only be expended if necessary and approved by project manager. Staff fees are required to get the project to completion raising the estimated total project cost to £279,840.*

**Since 'Options Appraisal and Design' (G3-4) report:**

The required budget has increased by £118,402.50 since Gateway 4, to accommodate the likely extra works required.

**Since 'Authority to start Work' (G5) report: N/A**

**Project Status:**

**Overall RAG rating:** Green

**Previous RAG rating:** Red

**[4] Member Decisions and Delegated Authority**

Appointment of Consultant to provide a more robust assertion of the likely repairs and quantity thereof.

**[5] Narrative and change**

**Date and type of last report:**

Gateway 3/4 January 2016

**Key headline updates and change since last report.**

Estimated quantity of necessary repairs has increased.

Estimated costs have risen to accommodate the above.

**Headline Scope/Design changes, reasons why, impact of change:**

**Since 'Project Proposal' (G2) report:**

Works separated out of larger redecoration project given specialist nature of the works.

**Since 'Options Appraisal and Design' (G3-4 report):**

Leaseholders concerns over potential costs, a consultant was appointed to carry out a partial survey and extrapolate results to give more robust justification of works.

**Since 'Authority to Start Work' (G5) report:**

None

**Timetable and Milestones:**

**Expected timeframe for the project delivery:** 8 - 10 months

**Milestones:**

1) Authority to start works (gateway 5) January 2019

2) Let Contract – January 2019

3) Start works – February 2019

**Are we on track for this stage of the project against the plan/major milestones?** No

Estimated costs have risen and authority for these is being sought.

**Are we on track for completing the project against the expected timeframe for project delivery?** Yes

**Risks and Issues**

**Top 3 risks:**

<i>Risk description</i>	<i>More repairs identified than anticipated</i>
<i>Risk description</i>	<i>Residents refusal to allow access</i>
<i>Risk description</i>	<i>Discovery of required repairs not covered by the contract.</i>

*See 'risk register template' for full explanation.*

**Top 3 issues realised <risks which have come to pass:>**

<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
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Leaseholder Concerns over estimated works costs	Consultant appointed to carry out partial survey and use this to extrapolate results to give a fuller picture of what is likely to be required and estimated costs.	£5,400 funded from local risk budget to expedite works

**Has this project generated public or media impact and response which the City of London has needed to manage or is managing?**

Residents expectations. The City has been keeping residents informed of the project

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## PT8 - Tender Award Report

This document is used to summarise the procurement process

<b>Report Title</b>	Avondale Square Estate – Window Overhaul (Project 11549)
<b>Report Author</b>	Michael Harrington
<b>Report Date</b>	28/11/2018
<b>Procurement Reference</b>	16/173aPS

### High Level Summary

This contract in the most part entails the replacement of the landlord's electrical distribution equipment to meet compliance and ensure residents' safety.

<b>Key Area</b>	<b>Outcome</b>
<b>Purpose of Report</b>	Authorisation to award tender
<b>Tender Process</b>	Sub OJEU – RfQ
<b>Proposed Provider</b>	Metwin Limited
<b>Cost (inc. VAT)</b>	<b>£254,400</b> <b>Pre-tender estimate - £143,500k</b>
<b>Potential Risks</b>	City Procurement see no foreseen risks in the tender process.  Value for Money – This was the third time that this tender has been let, and on each occasion, only one tender quotation has been received. The tender is based on a schedule of rates and the estimated cost calculated based on an exercise undertaken by a consultant to estimate the amount of repairs. The receipt of 1 quotation does not demonstrate value for money to the extent that might otherwise be expected by a competitive process required by City Procurement Rules. The department advises that the higher than expected cost remains within budget allocation and is considered acceptable. City Procurement accepts that the case to progress the work without delay can prevail, and that lessons learnt be noted for the future.

### Detailed Summary

#### 1. Summary

Details of what needs to be approved and a list of key areas covered by the report

The works contract will cover the basic repairs and overhaul of windows to most blocks at Avondale Square estate, to prolong their life and improve residents' safety and comfort.

#### 2. Recommendations

Details of who the contract is to be awarded to, proposed contract term, extensions and other relevant details

After a competitive tender process, Metwin Limited have been identified as able to deliver this project.

##### Overhaul and repair of windows:

- Remove existing faulty gasket and clear away.
- Thorough clean of window edges (Not Glazing) and internal parts window parts.
- Clean trickle vent and check to ensure operational.
- Supply and fit new gasket.
- Ease, oil and adjust pivot hinges to ensue correct operation. The programme for this project is to be identified by the Contractor after appointment.
- Check and tighten all fittings as required. ( Handles, Safety Catch and Storm Catch)
- Handle - Supply and fit new handle. Satin chrome finish
- Hinge and safety catch replacement.
- Test on completion and leave in good working order.

#### 3. Current Service Provision

Details of current supplier, contract arrangements, expiry dates and potential exit issues.

There is no current service provision.

#### 4. Evaluation Summary

Overview of the tender process including SQ and ITT outcomes; evaluation criteria and weighting, evaluation outcomes including overview of the top 3 ranked suppliers.

The tender was identified as a Below OJEU, restricted procedure inviting 3 suppliers to respond.

- Tender Publication Date 03/08/2018
- Tender Response Date 31/08/2018
- Tender Evaluation completed 12/11/2018
- Tender Recommendation 28/11/2018

#### 4.2 – Tender Results

One response received and was deemed appropriate and capable to deliver the project.

1. Rank 1: Metwin Limited

#### 5. Savings, efficiencies and benefits

Pricing overview, including cost type (fixed cost, schedule of rates etc) and cashable and non-cashable savings achieved.

This is a requirement as the works are required for Health and Safety reasons. Efficiencies will be obtained through prolonging the life of the windows.

As there was only one tender received, the ranking exercise was not undertaken.

As there was only one tender received there is no average price calculation available.

#### 6. Lessons Learnt

- The residents at the estate asked that Crittall Window accredited suppliers be invited to tender. This limited the invitation scope to three suppliers, two of whom did not return estimates.
- The department must ensure award of contract is not delayed due to management of compliance risk arising from a risk the Metwin are a capable organisation to deliver this project.

#### 7. Contract Management Plan

Details of persons managing the contract covering roles and responsibilities of individual staff.

Lochlan MacDonald and Neil Clutterbuck for DCCS Housing will be responsible for management of the works when the main contract is awarded. City Procurement retains an interest in the basis for a subsequent recommendation and award of a main contract in due course.

#### 8. Approval Sign Off

<b>Name of Approver</b>	Andrew Carter
<b>Position</b>	Director of Community and Children's Services
<b>Date approved</b>	28/11/2018
<b>Approver comments</b>	

## 9. Appendices

None

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City of London: Projects Procedure Corporate Risks Register

Project Name: Avondale Square Estate Window Overhaul

Unique project identifier: 11549

Total budget estimate: £279840

PM's Overall risk rating	Medium
Avg unmitigated risk score	0.0
Avg mitigated risk score	0.0
Red risks (open)	0
Amber risks (open)	0
Green risks (open)	0

Corporate Risk Matrix score table				
	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)	£110,900.00	40%	% risk total against budget estimate
Costed risk carried (Live)	£0.00	0%	" "
Costed mitigated risk carried (Live)	£0.00	0%	" "
Estimated risk exposure	£0.00	0%	Mathematical reduction of risk exposure based on likelihood
Estimated risk exposure (mitigated)	£0.00	0%	" "
Total potential value of risk provision	£0.00	0%	Unadjusted value of risk where costed risk provision requested
Costed Risk Provision requested	£110,900.00	40%	Value of the costed risk provision requested

- (1) Service Delivery/ Performance
- (2) Financial
- (3) Reputation
- (4) Legal/ Statutory
- (5) Safety/ Health
- (6) Objectives

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0

Issues (open)	0
All Issues	0

Open Issues

All Issues

Extreme	Major	Serious	Minor
0	0	0	0
0	0	0	0

Cost to resolve all issues (on completion)	£0.00
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City of London: Projects Procedure Corporate Risks Register

Project Name:	Avondale Square Estate Window Overhaul	PM's Overall risk rating:	Medium	Costed risk provision requested:	£ 110,900	Average unmitigated risk	0.0	Open Risks	0
Unique project identifier:	11549	Lifetime total budget estimate:	£ 279,840			Average mitigated risk score	0.0	Closed Risks	3

General risk classification										Mitigation actions					Ownership & Action				
Risk ID	Category	Description of the Risk	Risk Impact Description	Likelihood Classification	Impact Classification	Risk score	Costed Impact (£)	Contingency requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification after mitigation	Impact Classification after mitigation	Costed Impact after mitigation (£)	Mitigated Risk score	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues
R1	(2) Financial	More works required than allowed for in the original estimate.	The project could be delayed whilst financial approvals are obtained or may be more expensive if these are done outside the contract	Possible	Serious	6	£110,900.00	Y	B – Fairly Confident	All extra works required above the original estimated cost must be approved by the Project Manager and checked by the Clerk of Works	£25,440.00	Possible	Minor	£0.00	3	20/12/18	Lochlan MacDonald	None	31/01/19
R2	(1) Service Delivery/ Performance	Access issues into flats	Disruption of contractors programme, delays to works.	Likely	Serious	8	£0.00	N	B – Fairly Confident	Robust access procedure, multi visits, estate staff assistance	£0.00	Possible	Minor	£0.00	3	20/12/18	Lochlan MacDonald	Metwins	31/01/19
R3	(5) Safety/ Health	Discovery of required repairs not covered by the contract	Possible delay to contracted works, residents endangered	Possible	Major	12	£0.00	N	A – Very Confident	Clerk of works available to make decisions and to refer repairs to estate staff.	£0.00	Possible	Minor	£0.00	3	20/12/18	Lochlan MacDonald	Metwins	31/01/19
R4							£0.00				£0.00			£0.00					
R5							£0.00				£0.00			£0.00					
R6							£0.00				£0.00			£0.00					
R7							£0.00				£0.00			£0.00					
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R9							£0.00				£0.00			£0.00					
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R91							£0.00				£0.00			£0.00					
R92							£0.00				£0.00			£0.00					
R93							£0.00				£0.00			£0.00					
R94							£0.00				£0.00			£0.00					
R95							£0.00				£0.00			£0.00					
R96							£0.00				£0.00			£0.00					
R97																			



City of London: Projects Procedure Corporate Issues Log

Project Name: Avondale Square Estate Window Overhaul

Unique project identifier: 11549

General issue classification							Ownership & Action							
Issue ID	Risk ID (where previously identified)	Category	Description of the Issue	Issue Impact Description	Impact Classification	Control actions	Date raised	Named Departmental Issue Manager/Coordinator	Issue owner (Named Officer or External Party)	Dependencies	Status	Cost to resolve [£] on completion	Date Closed	Comment(s)
I.01														
I.02														
I.03														
I.04														
I.05														
I.06														
I.07														
I.08														
I.09														
I.10														
I.11														
I.12														
I.13														
I.14														
I.15														
I.16														
I.17														
I.18														
I.19														
I.20														

City of London: Projects Procedure Corporate Assumptions Log

Project Name:

Avondale Square Estate Window Overhaul

Unique project identifier:

11549

A list of any factors that you are assuming to be in place that will contribute to the successful result of your project.

General assumption classification								Ownership & Action						
Assumption ID	Category	Description of the Assumption	Assumption Impact Description	Impact Classification	Control actions	Response type	Confidence in the estimation	Date raised	Assumption owner (Named Officer or External Party)	Assumption owner (Named Officer or External Party)	Action dependencies	Status	Date Closed	Comment(s)
A.1														
A.2														
A.3														
A.4														
A.5														
A.6														
A.7														
A.8														
A.9														
A.10														
A.11														
A.12														
A.13														
A.14														
A.15														

City of London: Projects Procedure Corporate Dependencies Log

Project Name:

Avondale Square Estate Window Overhaul

Unique project identifier:

11549

A list of any event or work that are either dependent on the result of your project, or your project will depend on.

General dependency classification								Ownership & Action						
Dependency ID	Category	Description of the Dependency	Dependency Impact Description	Impact Classification	Control actions	Response type	Confidence in the estimation	Date raised	Dependency owner (Named Officer or External Party)	Dependency owner (Named Officer or External Party)	Action dependencies	Status	Date Closed	Comment(s)
D.1														
D.2														
D.3														
D.4														
D.5														
D.6														
D.7														
D.8														
D.9														
D.10														
D.11														
D.12														
D.13														
D.14														
D.15														

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