



Community & Children's Services Committee

Date: FRIDAY, 13 DECEMBER 2019
Time: 11.00 am
Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

Members:

Randall Anderson (Chairman)	Angus Knowles-Cutler
Ruby Sayed (Deputy Chairman)	Natasha Maria Cabrera Lloyd-Owen
George Abrahams	Deputy Catherine McGuinness
Munsur Ali	Benjamin Murphy
Rehana Ameer	Deputy Joyce Nash
Matthew Bell	Barbara Newman
Peter Bennett	Dhruv Patel
Mary Durcan	Susan Pearson
John Fletcher	William Pimlott
Marianne Fredericks	Matt Piper - Co-optee
Alderman John Garbutt	Henrika Priest
Alderman Prem Goyal	Jason Pritchard
Alderman David Graves	James de Sausmarez
Caroline Haines	Deputy Philip Woodhouse
Deputy the Revd Stephen Haines	
Graeme Harrower	
Laura Jørgensen – Co-optee	

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Lunch will be served in Guildhall Club at 1PM
NB: Part of this meeting could be the subject of audio or video 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 approve the public minutes and non-public summary of the meeting held on 7th November 2019.
For Decision
(Pages 1 - 8)
4. **OUTSTANDING ACTIONS**
Members are asked to note the Committee's Outstanding Actions List.
For Information
(Pages 9 - 10)
5. **TO CONFIRM THE APPOINTMENT OF TWO NEW MEMBERS TO THE SAFEGUARDING SUB COMMITTEE**
Town Clerk to be heard.
For Decision
6. **THE CITY OF LONDON CORPORATION'S DRAFT SPORT AND PHYSICAL ACTIVITY STRATEGY FOR 2020-25**
Report of the Head of Corporate Strategy and Performance.
For Information
(Pages 11 - 34)
7. **COMMISSIONING UPDATE**
Report of the Director of Community and Children's Services.
For Information
(Pages 35 - 44)
8. **FREE SCHOOL MEALS FOR ALL CHILDREN ATTENDING SIR JOHN CASS'S FOUNDATION PRIMARY SCHOOL - UPDATE**
Report of the Director of Community and Children's Services.
For Decision
(Pages 45 - 50)
9. **REVISED ELIGIBILITY CRITERIA FOR THE CITY OF LONDON CORPORATION COMBINED EDUCATION CHARITY AND THE CITY EDUCATIONAL TRUST FUND**
Report of the Chief Grants Officer (CGO) and the Director of City Bridge Trust.
For Decision
(Pages 51 - 60)
10. **LETTINGS/SALES POLICIES FOR NEW DEVELOPMENTS**
Report of the Director of Community and Children's Services.
For Decision
(Pages 61 - 78)

11. **AWARD OF SECTION 202 HOUSING ACT 1996 REVIEWS CONTRACT**
Report of the Director of Community and Children's Services.
For Decision
(Pages 79 - 82)
 12. **GOLDEN LANE COMMUNITY CENTRE REFURBISHMENT - GATEWAY 6 - OUTCOME REPORT**
Report of the Director of Community and Children's Services.
For Decision
(Pages 83 - 98)
 13. **FIRE DOOR REPLACEMENT PROGRAMME - GATEWAY 1-4 - PROJECT PROPOSAL**
Report of the Director of Community and Children's Services.
For Decision
(Pages 99 - 128)
 14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
 15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
 16. **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**
17. **NON-PUBLIC MINUTES**
To approve the non-public minutes of meeting held on 7th November 2019.
For Decision
(Pages 129 - 132)
 18. **ROUGH SLEEPING OUTREACH SERVICE PROCUREMENT STAGE 1 STRATEGY REPORT**
Report of the Chamberlain.
For Decision
(Pages 133 - 138)
 19. **ROUGH SLEEPING OPTIONS APPRAISAL - NEW INTERVENTION PROPOSALS**
Report of the Director of Community and Children's Services.
For Information
(Pages 139 - 234)
 20. **WAIVER REPORT: MINISTRY OF HOUSING, COMMUNITIES AND LOCAL GOVERNMENT (MHCLG) GRANT-FUNDED ROUGH SLEEPING SUPPORT WORKER**
Report of the Director of Communities and Children's Services.
For Decision
(Pages 235 - 240)

21. **PROGRESS REPORT OF THE PROVISION OF ADDITIONAL PRIMARY SCHOOL PLACES AND SOCIAL HOUSING ON THE FORMER RICHARD CLOUDESLEY SCHOOL SITE**
Report of the Director of Community and Children's Services.
For Decision
(Pages 241 - 250)
22. **HOUSING DELIVERY PROGRAMME - PROGRESS REPORT**
Report of the Director of Community and Children's Services.
For Information
(Pages 251 - 262)
23. **ISLEDEN HOUSE INFILL PROJECT - GATEWAY 4 - ISSUES REPORT**
Report of the Director of Community and Children's Services.
For Decision
(Pages 263 - 272)
24. **TENANTED PROPERTIES ELECTRICAL TESTING AND SMOKE DETECTOR INSTALLATION - PHASE 3 - GATEWAY 5 - ISSUES REPORT**
Report of the Director of Community and Children's Services.
For Decision
(Pages 273 - 280)
25. **GOLDEN LANE LEISURE CENTRE - GATEWAY 6- OUTCOME REPORT**
Report of the City Surveyor.
For Decision
(Pages 281 - 284)
26. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
27. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Confidential Agenda

28. **PUBLIC HEALTH SHARED SERVICES**
Report of the Director of Public Health.
For Decision

COMMUNITY & CHILDREN'S SERVICES COMMITTEE

Thursday, 7 November 2019

Minutes of the meeting held at Guildhall at 11.15 am

Present

Members:

Randall Anderson (Chairman)
Ruby Sayed (Deputy Chairman)
Munsur Ali
Peter Bennett
Mary Durcan
Marianne Fredericks
Alderman John Garbutt
Alderman Prem Goyal
Alderman David Graves
Deputy the Revd Stephen Haines
Graeme Harrower

Natasha Maria Cabrera Lloyd-Owen
Deputy Catherine McGuinness
Barbara Newman
Susan Pearson
Jason Pritchard

Officers:

Mark Jarvis	- Chamberlain's
Julie Mayer	- Town Clerk's, Members' Services
Sufina Ahmed	- Town Clerk's, Corporate Strategy
Jack Joslin	- Town Clerk's, Central Grants Unit
Chandni Tanna	- Town Clerk's, Media Team
Andrew Carter	- Director of Community & Children's Services
Pat Dixon	- Community & Children's Services
Ellie Ward	- Community & Children's Services
Chris Pelham	- Community & Children's Services
Simon Cribbens	- Community & Children's Services
Gerald Mehrtens	- Community & Children's Services
Paul Murtagh	- Community & Children's Services

In attendance:

Sandra Husbands	Director of Public Health
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1. APOLOGIES

Apologies were received from George Abrahams, Rehana Ameer Matthew Bell, John Fletcher, Caroline Haines, Laura Jorgensen, Deputy Joyce Nash, Dhruv Patel, William Pimlott, James de Sausmarez and Philip Woodhouse.

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

Mr Munsur Ali declared a general, non-pecuniary interest in respect an item on the outstanding actions list (a report scheduled for the December Committee on the Sir John Cass Foundation Primary School) as his son is a pupil at the Sir John Cass Nursery School.

3. **MINUTES**

RESOLVED, That – the public minutes and non-public summary of the meeting held on 9th October 2019 be approved.

4. **OUTSTANDING ACTIONS**

Members noted the Committee's Outstanding Actions list and those items which either appeared on today's agenda or had been scheduled for future meetings.

5. **LOCAL AUTHORITY DESIGNATED OFFICER (LADO) ANNUAL REPORT**

Members received a report of the Director of Community and Children's Services which provided an overview of the Local Authorities Designated officer (LADO) activity which had taken place between April 2018 to the end of March 2019. Members noted that the report had also been considered by the Safeguarding Sub Committee on 3rd October 2019.

In response to questions, Members noted that the rise in allegations in the past year was most likely due to raised awareness and there had been a slight increase across London generally. The report explained how levels had been scrutinised back to 2012/13 and Members also noted the spike in 2015/16 following the 'Notice the Signs' campaign.

RESOLVED, that – the report be noted.

6. **ACTION FOR CHILDREN ANNUAL SURVEY**

Members received a report of the Director of Community and Children's Services in respect of the Action for Children Annual Survey, which had been completed between April and July 2019. Members noted that the report had also been considered by the Safeguarding Sub Committee on 3rd October 2019. The Survey had identified that, overall, children and families were happy with the service they received and looked after young people and care leavers had good relationships with their social workers.

In response to questions, the following points were noted:

- Some misunderstanding of the terminologies for Independent Reviewing Officer (IRO) and Virtual Teacher had been clarified.
- Personal safety awareness is included in Service Development Plans and social workers worked with young people individually about staying safe. However, some looked after children (LACs) and unaccompanied asylum seeking children (UASC) were not used to living in a City, which could contribute to their feeling unsettled.

- Survey Monkey had been unpopular, so alternatives were being considered and the timing of surveys was also an important factor. Members noted that face-to-face was preferred but not always possible and it was important for surveys to be independent of social care providers.
- There wasn't an explicit policy in respect of providing accommodation above ground level, which was generally considered safer in City areas. However, accommodation options were considered on a case by case basis and officers agreed to ensure this issue would be considered when carrying out placement finding. Members were reassured that, whilst finding good quality placements could be challenging, placement quality was subject to monitoring by the Commissioning and Safeguarding and Quality Assurance Services as well as the social workers themselves.
- The LAC Welcome Bags contained the 'City's Pledge' and the Care Leaver Policy (which sets out the entitlement and care leaver offer) was also available in an easy read format on the Internet. The Commissioning Service also set out requirements for the provider agencies to ensure all key documentation, required to support planning for the young people, is held by the agencies.
- Officers confirmed that all semi-independent living providers were checked and quality assured to ensure that, amongst a range of services, support was provided for young people in registering with GP services.

RESOLVED, That – the report be noted.

7. **INDEPENDENT REVIEWING OFFICER (IRO) - ANNUAL REPORT - 2018-19**
Members received a report of the Director of Community and Children's Services which provided an overview of the Independent Reviewing Service in the City of London, covered by the IRO Annual Report for 2018-2019. Members noted that the report had also been considered by the Safeguarding Sub Committee on 3rd October 2019.

RESOLVED, That – the report be noted.

8. **CITY OF LONDON CORPORATION SUFFICIENCY STRATEGY**
Members received a report of the Director of Community and Children's Services which presented the City of London Corporation Sufficiency Strategy.

During the discussion on this report, the following points were noted:

- Officers agreed to explore how foster caring opportunities could be promoted to City residents, given the CoL does not provide a fostering service.

- Officers confirmed that the majority of Unaccompanied Asylum Seeking Children presented at Bishopsgate Police Station and would then be assessed and supported by CoLP and Children Social Care . Members noted that the numbers of UASC had increased significantly. Officers confirmed that this was due to the National Transfer Scheme not being able to support the timely and safe moving of UASC to other Local Authorities outside of London. The City had increased from 8 to 29 UASC in a relatively short period of 18 months and whilst there had been an increase generally across London, the City's proportion was significant due to its low number of residents. Members noted that additional social work support had been made available to meet this increase in demand.
- Members were informed that whilst Government funding for under 18's had increased recently, this had not been the case for over 18's care leavers which placed a significant financial burden on the Central Risk budget as the care leaver costs were being absorbed by the CoLC. This was being monitored closely by the Chamberlain.

RESOLVED, that – the report be noted.

9. STRONGER COMMUNITIES AND SMALL GRANTS PROGRAMME

Members considered a report of the Director of Community and Children's Services in respect of the Stronger Communities and Small Grants Programme, which would be established on a rolling basis to ensure consistent access to the community. Members would receive their next update in January 2020.

RESOLVED, That:

1. The new Small Grants process be approved.
2. Authority be delegated to the Director of Community and Children's Services in respect of all small grant applications.
3. The revision to the criteria for the Stronger Communities Programme be noted.

10. DIGITAL SKILLS STRATEGY, 2018-23 - ANNUAL REPORT

Members received a joint report of the Director of Innovation and Growth and the Director of Community and Children's Services, which presented the first annual report for the City of London Corporation's Digital Skills Strategy for 2018-23, which was approved by the Policy and Resources Committee in September 2018. Members noted that whilst predominantly aimed at officers and elected Members, the detail in the report could be used for external facing communications. Following consultation with various City Corporation Committees, the Policy and Resources Committee would take a final decision on the report on 21 November 2019.

RESOLVED, that – the report be noted.

11. SOCIAL MOBILITY STRATEGY, 2018-28 - ANNUAL REPORT

Members received a report of the Director of the City Bridge Trust and Chief Grants Officer which presented the first annual report for the City of London Corporation's Social Mobility Strategy for 2018-23, which was approved by the Policy and Resources Committee in September 2018. Members noted that whilst predominantly aimed at officers and elected Members, the detail in the report could be used for external facing communications. Following consultation with various City Corporation Committees, the Policy and Resources Committee would take a final decision on the report on 21 November 2019. Members noted that the City's Corporate Parenting Role was highlighted in the report.

RESOLVED, that – the report be noted.

12. HOUSING MANAGEMENT UPDATE - MISCELLANEOUS PROJECTS

Members received a report of the Director of Community and Children's Services in response to several matters raised during a recent presentation on social isolation on the City's housing estates. The report provided an update on the various projects currently underway and sought to provide reassurance that the areas of concern identified in the presentation were either being addressed, or due to be addressed soon, within existing budgets. Members noted that the Housing Revenue Account was outside of the City Corporation's Fundamental Review and acknowledged how social cohesion projects saved money in the longer term.

In response to questions about the condition of some of the City estate playgrounds, Members noted that it was sometimes necessary to close playgrounds for short periods if several items of equipment required repair. Where this had been done; i.e. – at Windsor House and Avondale, alternative facilities were available close by. The Assistant Director advised that a project was underway to bring all playgrounds up to standard, replacing equipment that might be up to 50 years old with more modern and inclusive designs. Members were reassured that the estate teams inspected equipment daily and reported faults. It was also a legal requirement for all playgrounds to be independently Inspected once a year. Officers agreed to consider expanding the offer to external gym equipment, which was already provided by some Local Authorities.

In response to a further question about the Golden Lane Community Centre, Members noted that this was starting to generate income and, as of the last monthly monitoring report, the cost to the HRA this year had been £40,000. Members noted that the Advisory Board monitored the budget and had recently reviewed charges. Officers were confident that it would break even and be cost neutral to the HRA by the end of this financial year.

RESOLVED, that – the report be noted.

13. **PRIMARY CARE NETWORKS AND THE NEIGHBOURHOOD MODEL**

Members received a report of the Director of Community and Children's Services in respect of the role of the Neighbourhood Model and its strategic fit within the City of London Corporation. Members noted that the key aspiration for the model was to improve access to better quality health and social care for residents and create a sustainable economy. The Chairman reminded Members that the City's residents were served by two clinical commissioning groups (CCGs). Only the City and Hackney CCG was formally involved in Integrated Commissioning with the City. The City is working to enhance coordination with the Tower Hamlets CCG.

Members discussed the ongoing issues with space at the Neaman Practice and noted that a satellite surgery had been considered. The Director reminded Members of increasing alternative methods for consulting GP's, such as on-line consultations, which would need to be taken into consideration. Officers explained how Primary Care Networks would bring various health services closer to practices but not all services would be available within all practices.

RESOLVED, that – the report be noted.

14. **COLPAI - INTEGRATION OF HOUSING ONTO GOLDEN LANE ESTATE**

The Director was heard in respect of use of Golden Lane Estate land for the new school and housing. Members noted that a similar question had been raised on behalf of Leaseholders a year ago. The advice then was that, whilst it was not possible for the City to take land away and give it to another organisation, it was open to housing services, through the Community and Children's Services Committee, to resolve that the land was no longer required for housing purposes and was therefore surplus. This action was taken in June 2018 and the land was appropriated for planning purposes, subject to the swap with former education land at Richard Cloudesly being taken into the HRA for the purpose of new social housing. The Director understood that all necessary consultation had been carried out and no further consultation was needed under S.105 of the Housing Act 1985.

Consequently, there was no need to specifically vary each lease (amend the terms of all the leases on Golden Lane Estate) nor was there any statutory power to do so. The Director had checked with Comptrollers and City Solicitors and the previous advice had not changed. Members noted that it was intended for the CoLPAI housing development to be managed alongside Golden Lane, in order to achieve economies of scale and a reduction in estate wide charges for Golden Lane lessees.

15. **RESOLUTION FROM THE STREETS AND WALKWAYS SUB COMMITTEE**

Members received a resolution from the Barbican Residential Committee in respect of the public realm in and around the Barbican Estate. Members noted that, 10 years ago, a budget of £50,000 was transferred to the Director of Community and Children's Services but this was rapidly subsumed into the landlord account and had not been uplifted since. Furthermore, a project to resurface the podium had been put on hold due to the City Corporation's Fundamental Review.

There was some discussion as to whether the Barbican Centre, Culture Mile Project and the Girls School should form a collective bid to address deferred maintenance and, therefore, the resolution should be referred to the Corporate Asset Sub Committee, to consider adding it to the Cyclical Works Programme. Members also noted that the forthcoming Governance Review might seek to redress this. Whilst accepting that there had been some historic deficit in respect of budgetary provision for maintenance works, Members also noted that the Barbican Estate was 50 years old and there had been issues with the structure in recent years.

RESOLVED, that – the Barbican Residential Committee note Members' comments as set out above and suggestions as to their next options.

16. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

17. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items.

18. EXCLUSION OF THE PUBLIC

RESOLVED, 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 Part 1 (Schedule 12A) of the Local Government Act.

Item nos	para no
19-25	3

19. NON-PUBLIC MINUTES

RESOLVED, that – the non-public minutes of the meeting held on 9th October be approved.

20. ISLEDEN HOUSE INFILL DEVELOPMENT PROJECT - ISSUE RE EXPENDITURE

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

21. POLICE ACCOMMODATION STRATEGY - DECANT CAR PARKING - MIDDLESEX STREET CAR PARK - GATEWAY 5

Members considered a report of the City Surveyor.

22. AVONDALE SQUARE ESTATE, GEORGE ELLISON AND ERIC WILKINS HOUSES - ROOFS AND WINDOWS

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

23. REPORT OF ACTION TAKEN

Members received a report of the Town Clerk in respect of the following reports, which had been approved under urgency:

1. Isleden House Infill Project – Gateway 5 – Issues Report.
2. Housing Delivery Programme – Provision of social housing on the Sydenham Hill Estate, Lewisham, SE26 6ND - Gateway 4: Detailed Options Appraisal.

24. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There was one question whilst the public were excluded.

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

The Chairman agreed to admit a report of the Director of Community and Children's Services in respect of the City Mental Health Centre.

The meeting ended at 1.15 pm

Chairman

**Contact Officer: Julie Mayer tel. no. 020 7332 1410
julie.mayer@cityoflondon.gov.uk**

**COMMUNITY AND CHILDREN'S SERVICES COMMITTEE (CCS)
OUTSTANDING ACTIONS LIST - NOVEMBER/DECEMBER 2019 UPDATE**

Date added	Title	Action	Responsible Officer and target date
08-06-19	DRAFT ALCOHOL STRATEGY – Business Engagement	Director and Chairmen of Community and Children's Services and the Health and Wellbeing Board have discussed content and will arrange a date for a Members' Breakfast Briefing.	<i>Director of Community and Children's Services and Chairman of Health and Wellbeing Board.</i> Completed
9-10-19	FIRE DOOR TESTING	Members will receive a comprehensive report covering fire safety, clearly setting out the 'up to 60 minutes' position.	<i>Assistant Director, Barbican and Property Services/Town Clerk</i> To be covered in Fire Testing report to Committee in February.
9-10-19	CITY & HACKNEY SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2018/19	Challenges nationally re transitions from child to adult safeguarding - as they have different approaches. The effort to assess outcomes with those who had experienced safeguarding services had not been successful - as former clients often found great difficulty in relating painful past experiences.	<i>Independent Chair of the City and Hackney Safeguarding Adults Board.</i> A new approach will be considered with a follow up in early 2020.
7-11-19	CITY OF LONDON CORPORATION SUFFICIENCY STRATEGY	Officers to explore how foster caring opportunities could be promoted to City residents, given that the City Corporation does not provide a fostering service.	<i>Assistant Director, People/Service Manager – Children and Families</i> Message on City Corporation's Children and Families web page.

**COMMUNITY AND CHILDREN'S SERVICES COMMITTEE (CCS)
OUTSTANDING ACTIONS LIST - NOVEMBER/DECEMBER 2019 UPDATE**

7-11-19	MISCELLANEOUS PROJECTS – PLAYGROUND EQUIPMENT	Officers agreed to consider expanding the offer to external gym equipment, which was already provided by some Local Authorities.	<i>Assistant Director, Barbican and Property Services/Head of Housing Management</i> This has been included in the brief for consultation
7-11-19	RIGHT TO LIGHT CLAIMS – GOLDEN LANE	Once the Director had completed the investigation, Members would receive an update in the public part of the meeting	<i>Director of Community and Children's Services</i>

Committees	Date
Public Relations and Economic Development Sub-Committee (for information)	5 November 2019
Planning and Transportation Committee (for information)	5 November 2019
Culture Heritage and Libraries Committee (for information)	11 November 2019
Hampstead Heath, Highgate Wood and Queens Park Committee (for information)	13 November 2019
Education Board (for information)	14 November 2019
Epping Forrest and Commons Committee (for information)	18 November 2019
Hospitality Working Party of the Policy and Resources Committee (for information)	20 November
Health and Wellbeing Board (for information)	22 November 2019
Streets and Walkways Sub (Planning and Transportation) Committee (for information)	3 December 2019
Open Spaces and City Gardens Committee (for information)	9 December 2019
Community and Children's Services Committee (for information)	13 December 2019
Hampstead Heath Consultative Committee (for information)	27 January 2020
Subject The City of London Corporation's DRAFT Sport and Physical Activity Strategy for 2020-25	
Report of Kate Smith – Head of Corporate Strategy and Performance	Public
Report Author Sufina Ahmad – Corporate Strategy Manager	For information

Summary

The Corporate Strategy and Performance Team (CSPT) was asked to develop a Sport and Physical Activity Strategy for the City of London Corporation following a decision in December 2018 at Policy and Resources Committee to invest in sport engagement work. Elected Members reviewed a previous version of the Sport and Physical Activity strategy for 2019-23 at nine Committees and a Members' Breakfast Briefing held between April 2019 and July 2019. Members provided extensive comments, including raising a motion at Court (included at Appendix One), and asked that a new draft be shared at Committees and at a Members' Breakfast for their feedback, and hopefully, endorsement. The new draft, which incorporates all the comments raised, can be found at Appendix Two.

The vision for the strategy is: *To champion and maximise the social, economic and health benefits of sport and physical activity to individuals, communities, businesses and public bodies we work with across the Square Mile, London and beyond.* The key outcomes and activities include the City Corporation working with others to

deliver successful major sporting events for London and the UK, sport engagement activities that strengthen community cohesion, and work that ensures people have access to and participate in sport and physical activity. The strategy aligns to our Corporate Plan for 2018-23, specifically outcomes 2, 3, 4, 7 and 10. Once the strategy has been shared with all of the Committees listed on page one for their feedback and comments, these will be incorporated in to a proposed final version, which will be presented to Policy and Resources Committee in February 2020 for their approval.

Recommendations

This Committee is asked to:

- i. Review the draft version of the Sport and Physical Activity Strategy – and provide their feedback on it which officers will then incorporate as directed.
- ii. Consider whether or not they will endorse the strategy, subject to the changes requested being made.
- iii. Consider and advise if a budget should be set aside and a brief agreed for an expert to review the commercial prospects of existing assets and how best to promote participation and access.

Main Report

Background

1. In December 2018, Policy and Resources Committee approved a paper setting out a strategic approach to sport engagement activities by the City Corporation, which included the decision to invest in a Sports Engagement Manager, based in the Corporate Affairs Team. Consequently, it was felt that the City Corporation would benefit from a strategy document on sport and physical activity. The CSPT was asked to develop this strategy, which it did through desk-based research and meetings with the following internal and external colleagues:
 - a) Sam Hutchings – Town Clerk's
 - b) Eugenie de Naurois – Town Clerk's
 - c) Nick Bodger – Town Clerk's
 - d) Paul Double – Remembrancer's
 - e) Daniel McGrady – Community and Children's Services
 - f) Andrea Laurice – Built Environment
 - g) Gerry Kiefer – Open Spaces
 - h) Xenia Koumi – Community and Children's Services
 - i) Sam Bedford – Community and Children's Services
 - j) Simon Cribbens – Community and Children's Services
 - k) Greg Knight – Community and Children's Services
 - l) Steve Garrett – Sport England
 - m) Emily Neilan – London Sport.

Current Position

2. The strategy was shared with elected Members at the following Committees for comment:

- Health and Wellbeing Board (HWB), April 2019
- Hampstead Heath Consultative Committee (HHCC), April 2019
- Community and Children's Services (CCS) Committee, May 2019
- Epping Forest and Commons Committee (EF&C), May 2019
- Education Board (EB), May 2019
- Planning and Transportation Committee (P&T) (via email to chairman and deputy chairman), May 2019
- Streets and Walkways (Planning and Transportation) Sub-Committee (S&WSC), May 2019
- Hampstead Heath, Highgate Wood and Queen's Park (HHHWQP) Committee, June 2019
- Public Relations and Economic Development (PRED) Sub-Committee, to take place on 2 July 2019.

Two additional informal opportunities to comment were requested and arranged:

- A meeting with Richard Sumray, a co-opted Member of HHCC and chair of the Sports Advisory Group, the chairman of HHCC and of HHHWQP and the chairman of EF&C, June 2019; and
- Informal Members' Breakfast Briefing, on 28 June 2019, for which this pack has been produced so that comments to date and officers' resultant proposals can be viewed in the round for further comment.

3. Members made substantial comments and have asked that it be presented to all Committees again. A motion was also raised at the Court of Common Council in September 2019. This can be found at Appendix One.
4. The new version incorporates all of the changes and additions suggested and is presented in this paper at Appendix Two, as well as incorporating feedback shared at a Members' Breakfast Briefing held on 18 October 2019. The main changes to the draft relate to the vision and outcomes and the period of the strategy (2020-25). Information on the sport and physical activity related assets owned and operated by the City Corporation has also been included in the draft, as well as adding in information on the oversight and responsibility for the strategy.
5. For the purpose of this strategy, the City Corporation has defined sport and physical activity as follows:
Sport relates to any and all individual or team sports and physical activity is any bodily movement that requires the expenditure of low, moderate or high levels of energy. This can include activities such as walking, dancing, playing and other recreational pursuits. Exercise is a sub-category of physical activity, and it is defined as something that is planned, structured and repetitive, and aims to improve or maintain one or more components of physical fitness.
6. The City Corporation's vision for the strategy is: *To champion and maximise the social, economic and health benefits of sport and physical activity to individuals, communities, businesses and public bodies we work with across the Square Mile, London and beyond.* The City Corporation will work with relevant local, regional and central governments, infrastructure bodies including Sport England and

London and Partners, national governing bodies for sport, businesses, civil society organisations, including charities, and individuals and communities directly to deliver the work outlined in the strategy.

7. The three key outcomes the City Corporation aims to achieve are:
 - a) People enjoy good health and wellbeing through participating in accessible and high-quality sport and physical activity.
 - b) High profile and inclusive mass participation events strengthen community bonds and encourage more sport and physical activity.
 - c) London and the UK's economy and attractiveness as a place to live, work and visit is boosted through major sporting events.
8. The City Corporation will achieve these outcomes by building on our existing work and supporting the development and delivery of bids for major sporting events that benefit communities and the economy in London and the UK, alongside events, campaigns and activities that encourage individuals and communities to access and participate in sport and physical activities, including those activities that bring communities together positively.

Governance and implementation

9. Members have asked that a Sport and Physical Activity Working Party made up of elected Members is set up to oversee the successful implementation of this strategy. The Working Party would be supplied with information on progress against the strategy from relevant officers within the organisation. It is suggested that elected Members from the following Committees are represented on the Working Party:
 - Community and Children's Services Committee
 - Culture, Heritage and Libraries Committee
 - Epping Forest and Commons Committee
 - Education Board
 - Hampstead Heath Consultative Committee
 - Hampstead Heath, Highgate Wood and Queen's Park Committee
 - Health and Wellbeing Board
 - Hospitality Working Party of the Policy and Resources Committee
 - Planning and Transportation Committee
 - Policy and Resources Committee
 - Public Relations and Economic Development Sub-Committee
 - Streets and Walkways (Planning and Transportation) Sub-Committee.
10. The discussions of the Working Party could include, but not be limited to: approving the action plan for the strategy; ensuring that the strategy is reflected within the relevant departmental business plans and management plans; reviewing the effectiveness and impact of existing and planned activities and linking these to qualitative and quantitative success measures for each activity; investigating the best possible activities and use of assets and resources in pursuit of the outcomes in this strategy; and ensuring activities are delivered

within the resources available – monitoring impact and spend to inform resource allocation.

11. This strategy will be delivered through the following departments:

- **Town Clerk's Department** – Corporate Affairs, Media, Committee and Member Services, Cultural Services and Events teams.
- **Department of Community and Children's Services** – Strategic Education, Skills and Cultural Learning Unit, Commissioning, Public Health and Community Engagement teams.
- **Remembrancer's Department** – Events Team.
- **Department of Built Environment** – Strategic Transportation team.
- **Open Spaces Department** – Central Management and site-specific teams.

Corporate and Strategic Implications

12. Corporate and Strategic Implications:

This strategy will support the following outcomes and associated high-level activities within the City Corporation's Corporate Plan for 2018-23:

Outcome 2: People enjoy good health and wellbeing

Outcome 3: People have equal opportunities to enrich their lives and reach their full potential.

Outcome 4: Communities are cohesive and have the facilities they need.

Outcome 7: We are a global hub for innovation in financial and professional services, commerce and culture.

Outcome 10: We inspire enterprise, excellence, creativity and collaboration.

This strategy also supports the work outlined in the following corporate strategies: Joint Health and Wellbeing, Social Wellbeing, Mental Health, Education, Visitor Destination, Corporate Volunteering and Transport.

13. Security Implications: The City Corporation will ensure that security needs are met when delivering major sporting events, involving Health and Safety, Security and City of London Police colleagues as needed.

14. Financial and Resourcing Implications: Existing officer resource and budgets, including the Hospitality Working Group budget, will be used to deliver the activities outlined in this strategy, including the maintenance of our facilities and the level to which the organisation expects to maintain this. However, decisions need to be made on how funding and resourcing will be prioritised, including if an existing or a new budget should be set aside and a brief agreed for an expert to review the commercial prospects of existing assets and how best to promote participation and access

15. Equalities Implications: All activities will need to comply with the priorities set out in the City Corporation's Equalities and Inclusion Action Plan, ensuring that the diverse needs of individuals and communities this work is aimed at are met.

16. Legal Implications: Any legal agreements or partnerships that the City Corporation considers or enters in to, particularly as part of major sporting

events, will need to be signed off by the Comptroller and City Solicitor's department – ensuring that early steer and sign off is sought wherever possible.

Conclusion

17. This Committee is asked to review the Sport and Physical Activity Strategy for 2020-25 and provide their comments and feedback. It is also hoped that this committee will endorse the strategy, subject to the specified changes being made. Please note that once the draft strategy has been reviewed by all of the committees listed on page one, and the relevant changes incorporated, a new proposed final version of the strategy will be shared with Policy and Resources Committee in February 2020 for their approval.

Appendices

Appendix One – Motion raised at the Court of Common Council

Appendix Two – Proposed Final Draft Version of Sport and Physical Activity Strategy, 2019-23.

Sufina Ahmad

Corporate Strategy Manager

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Motion –
by Dominic Christian

To be presented on Thursday, 12th September 2019

To the Right Honourable The Lord Mayor, Aldermen and Commons

of the City of London in Common Council assembled.

Motion:-

That this Honourable Court welcomes the development of a Sport & Physical Activity Strategy for the City of London Corporation which will enhance the City's contribution to London's cultural and community life; build on the existing work of our open spaces, schools, and academies; and support our commitment to the health and wellbeing of City residents, workers, and visitors.

In guiding Officers as they draft the Corporation's strategic vision for sport and physical activity, the Court believes that:

- Sport inspires competitors to achieve the best they can, and celebrates both winning and taking part;
- Sport and physical activity enables participants of all ages to live healthier more active lives;
- Sport unifies society: it is the ultimate social inclusion with participants and spectators drawn together from all backgrounds, helping to develop more cohesive communities;
- Sport produces significant social return, for example by improving mental health and reducing crime, including diverting young people away from gang and knife crime;
- Sport teaches fusion skills which enhance employability, such as teamwork and resilience;
- Sport contributes to London's global brand in offering a comprehensive attractive package to businesses and their staff in a way few other cities can;
- Sport enhances the Corporation's convening power by providing networking opportunities to bring people together informally.

Moreover, this Court notes the wide engagement of the City's business community in sport as commercial partners, as well as supporting staff and community sport activities, using both to strengthen brand and build bridges with domestic and international customers and stakeholders.

It further notes the importance that the Mayor of London and agencies such as London & Partners place on sport, both in growing participation and in bringing more elite competitions to the capital.

This Court therefore commits the Corporation to develop a comprehensive and unified Sport & Physical Activity Strategy which:

- a) supports the development and improvement of our existing sport and physical activity facilities, including those in our open spaces, and their use for both widening participation and hosting elite competitions;
- b) fully involves the City's schools and academies as part of their educational and co-curricular provision;
- c) supports London bids for international elite sport tournaments in accordance with Government, UK Sport and the Mayor of London's priorities, including provision of facilities and hospitality both during bids and once an event has been successfully secured;
- d) as part of our regional strategy, provides appropriate support for hosting bids submitted by other parts of the United Kingdom (where they are not in competition with London);
- e) engages City residents and workers, as well as students in our schools and academies and residents in Corporation housing, in sport and physical activity programmes and events designed to increase participation and improve health and wellbeing;
- f) promotes diversity and inclusion in sport, including women and girls, disability, BAME and LGBTQ+ involvement; and
- g) works alongside the Department for Digital, Culture, Media, & Sport; UK Sport; Sport England; the Sport & Recreation Alliance; London Sport; the Greater London Authority; London Councils; international and national sport federations; and local professional and amateur sports clubs.

In developing the new Strategy, this Court also requests:

- i. the Policy and Resources Committee to put in place:
 - (a) appropriate Member-level governance arrangements for strategic oversight of the Corporation's sport activities and sport engagement; and,
 - (b) being mindful of the ongoing Fundamental Review, appropriate resource allocation for sport, including drawing together existing resources into one identifiable budget;
- ii. the Establishment Committee to ensure that adequate management and operational structures are in place to oversee the delivery of the Strategy.

Signatories to the Motion, pursuant to Standing Order 12(3):-

*Dominic Christian
Caroline Addy
Rehana Ameer
Alexander Barr
Deputy Keith Bottomley
Karina Dostalova
Christopher Hayward*

*Alderwoman Susan Langley
Munsur Ali
Randall Anderson
Nicholas Bensted-Smith
Graeme Doshi-Smith
Deputy Kevin Everett
Sophie Fernandes*

Deputy Jamie Ingham Clark
Deputy Edward Lord
Andrew McMurtrie
Alderman William Russell

Alderman Gregory Jones
James de Sausmarez
Jeremy Simons
Deputy Philip Woodhouse

Appendix Two:
Draft Version of Sport and Physical Activity Strategy, 2020-25
Strategy Author: Sufina Ahmad, Corporate Strategy Manager

Sport and Physical Activity Strategy, 2020-25
For a healthy, active and thriving London

Foreword by the Chair of Policy and Resources and Town Clerk

To be added, post approval at officer and Member Committees.

Deputy Catherine McGuinness
Chair of Policy and Resources
Committee

John Barradell
Town Clerk and Chief Executive

January 2020

Sport and Physical Activity Strategy, 2020-25 – For a healthy, active and thriving London

Executive Summary

Our definition of sport and physical activity, based on those used by Sport England and the World Health Organisation

Sport refers to activities that require physical exertion and involve individuals or teams, and physical activity is any bodily movement that requires the expenditure of low, moderate to high levels of energy, e.g. walking or dancing. Exercise is a sub-category of physical activity.

Why sport and physical activity matters to us

The City Corporation aims to contribute to a flourishing society, support a thriving economy and shape outstanding environments, as set out in our Corporate Plan (CP). We want to raise London and the UK's profile globally: driving and inspiring engagement with and participation in sport and physical activity and contributing to London and the UK's attractiveness for individuals, communities and business. This drives improvements in physical and mental health, including tackling health inequalities, individual development, social and community development, including social isolation, and economic development.

Who we will work with

We will work with relevant local, regional and central governments, sport infrastructure bodies, businesses, civil society organisations, including charities, national governing bodies of sport and individuals and communities to deliver the work outlined in this strategy. We want this strategy to support London as a whole, including our residents, our students, the visitors to our Open Spaces and the businesses and workers we support in the Square Mile.

Our Vision

To champion and maximise the social, economic and health benefits of sport and physical activity to individuals, communities, businesses and public bodies we work with across the Square Mile, London and beyond.

Our Outcomes

People enjoy good health and wellbeing through participating in accessible and high-quality sport and physical activity.

Links to CP Outcomes 2 and 3

High profile and inclusive mass participation events strengthen community bonds and encourage more sport and physical activity.

Links to CP Outcomes 3 and 4

London and the UK's economy and attractiveness as a place to live, work and visit is boosted through major sporting events.

Links to CP outcomes 7 and 10

Our Activities

- Promote active travel in the Square Mile.
- Commission sport and physical activity services that individuals and communities in the Square Mile want and need.
- Work with Public Health to encourage sport and physical activity in the Square Mile.
- Use our assets to encourage accessible and inclusive sport and physical activity.
- Raise awareness of the benefits of sport and physical activity across our programmes, services, schools and Open Spaces.

- Host, and where needed, co-design inclusive mass participation events for local communities.
- Champion community-led ideas that encourage sport and physical activity and community cohesion.
- Engage businesses, including those in the Square Mile, in mass participation events.
- Work with sport infrastructure bodies, national governing bodies of sport and civil society to drive up sport and physical activity levels.

- Proactively and strategically support the development and delivery of bids and cross-sectoral partnerships for major sporting events.
- Deliver events and activities to celebrate and promote major sporting events.
- Offer a range of relevant services and support to visitors, event organisers, volunteers etc.
- Promote London and the UK's major sporting events offer, including the benefits, nationally and internationally to different audience

Our Success Measures

This strategy will deliver an increased number of high-quality major sporting and mass participation events in London and the UK, ensuring that the City Corporation is recognised as a key partner within these, as well as a diverse and inclusive sport and physical activity offer that aims to support increased activity levels and improves wellbeing for our residents and workers, our students and those visiting our Open Spaces.

Introduction and vision

The City of London Corporation (City Corporation) is the governing body for the Square Mile, dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK. This strategy outlines our vision, approach and commitment to sport and physical activity until 2025. It is an externally-focussed strategy that complements the strategic priorities set out in Central Government's '*Sporting Future*' Strategy; Sport England's '*Towards an Active Nation*' Strategy; Public Health England's '*Everybody Active, Every Day*' Briefing; and the Greater London Authority's (GLA) '*Sport for All of Us*' Strategy.

Definitions

Our definition of **sport and physical activity** is based on the definitions used by Sport England and the World Health Organisation¹. Sport relates to any and all individual or team sports and physical activity is any bodily movement that requires the expenditure of low, moderate or high levels of energy. This can include activities such as walking, dancing, playing and other recreational pursuits. Exercise is a sub-category of physical activity, and it is defined as something that is planned, structured and repetitive, and aims to improve or maintain one or more components of physical fitness.

We are keen for this strategy to encourage and inspire individuals from all backgrounds and abilities to be active every day, as per the UK Chief Medical Officer's recommendations. We are defining an **inactive person** as someone who has done less than 30 minutes of moderate intensity activity per week – which is the definition used by Sport England in its '*Active Lives Survey*'². The Chief Medical Officer's definition of an **'active' person** is someone who is physically active for more than 150 minutes a week, in sessions of at least 10 minutes.

Why sport and physical activity matters

According to 2017/18 figures published by the Department for Digital, Culture, Media and Sport on physical activity among the UK's population, 25% of people aged 16 years and over in England are categorised as physically inactive³. Specific groups are more likely to be physically inactive compared with the wider population, including women and people from black, Asian and minority ethnic (BAME) backgrounds⁴.

Investing in sport and physical activity is very much aligned to our own strategic aims set out in our Corporate Plan for 2018-23, to contribute to a flourishing society, to support a thriving economy and to shape outstanding environments. Like Central Government, we agree that sport and physical activity brings significant benefits and improvements to individuals and communities in the UK in the outcome areas listed on the following page:

¹ <https://www.who.int/dietphysicalactivity/pa/en/>

² <https://www.sportengland.org/research/active-lives-survey/>

³ <https://www.ethnicity-facts-figures.service.gov.uk/health/exercise-and-activity/physical-inactivity/latest>

⁴ <https://www.ethnicity-facts-figures.service.gov.uk/health/exercise-and-activity/physical-inactivity/latest>

1. Physical health –

Sport and physical activity help people of all ages and backgrounds – including children and young people – to live healthier and more active lives. It can reduce the risks associated with a range of common health conditions, including musculoskeletal disorders (MSDs), cancer, dementia, strokes, heart disease and diabetes. Sport and physical activity can also offer meaningful opportunities to address and tackle health inequalities. In addition to the health benefits, regular physical activity can help to alleviate the symptoms associated with common physical and mental health conditions, which in turn helps to reduce costs to businesses associated with sickness absence among the workforce.

2. Mental health –

Sport, exercise and physical activity can increase self-confidence and contribute to the reduction of symptoms relating to a range of mental health conditions, such as stress, anxiety and depression. This applies in a range of settings, including in public and open spaces, such as parks.

3. Individual development –

Sport and physical activity can positively contribute to improving educational attainment and students' behaviours and attitudes, offering them fusion skills (a combination of creative, technical, cognitive and emotional skills), as well as support the development of characteristics and skills that enhance an individual's employability and wellbeing, such as team working, communication, resilience and problem solving.

4. Social and community development –

Sport and physical activity can bring people together, often from different backgrounds, highlighting the positive aspects of their community and the place where they live, work or study, resulting in greater levels of community cohesion and reducing social isolation. This is often due to the values that sports instil such as respect, friendship, excellence, inspiration, equality, courage and many more.

5. Economic development –

Sport and physical activity create jobs, promote growth, enhance the attractiveness of a place, drive exports and increase levels of inward investment. The sport sector contributes £39 billion to the UK's Gross Domestic Product and it plays a significant role in supporting the UK Government's the GREAT Campaign, which promotes the UK abroad in a number of areas including our tourism offer. Indeed, sport is seen as an increasingly important political influencing and policymaking tool, as evidenced by the Department for Digital, Culture, Media and Sport, the Foreign and Commonwealth Office, the Cabinet Office and others considering this as part of the British Foreign Policy Group – a group that the City Corporation's Remembrancer is a member also. Ultimately, major sporting events hosted in London and the UK, alongside London and the UK's sport and physical activity offer, contribute to London's global brand by offering a comprehensive and attractive package to businesses and their workers in a way that few other places can.

Why sport and physical activity matters to us

In addition to all of the above reasons, we are committed to the GLA, Sport England and London Sport's ambitions to make London ***the most physically active city in the world***. As part of this, they are committed to the following two major priority areas, which, given the breadth and quality of our assets, we feel our organisation can contribute to positively:

1. Major Sporting Events

London is globally recognised for its ability to host inspiring major sporting events, resulting in increased levels of positive social and community development, as well as improvements in the local, regional and national economy – especially through increased levels of inward investment and increased numbers of visitors.

2. Increased levels of sport and physical activity

All Londoners, including those with visual impairments, physical disabilities, or those who are elderly, can access and participate in sport and physical activity, resulting in improvements in their physical and mental health, individual development and community cohesion.

Additionally, it is our belief that investing in sport and physical activity is essential right now, in the face of:

- Higher prevalence of mental and physical health conditions for people that are inactive, as evidenced by Public Health England and Sport England.
- An ageing population and the health and social risks that this brings, including increasing levels of loneliness and isolation, as evidenced by Public Health England and Sport England. Social isolation can be experienced by people of all ages and backgrounds, including young adults.
- Challenges to community cohesion – as evidenced in strategies and research by the GLA, often citing how this issue is exacerbated in London due to the levels of transience across different population demographics and the lack of positive diversions for people, such as young people who are at higher risk of being negatively impacted by knife crime in London.
- Reductions in public sector spending on sport and physical activity.
- Economic uncertainty alongside cost of living increases.
- Changing perceptions of London as a welcoming and attractive place to be for residents, workers, visitors and businesses, as highlighted through London's ranking in the Global Brand Index.
- Political uncertainty relating to UK trade agreements and our ability to develop partnerships abroad.

Going forward, **our vision** is:

To champion and maximise the social, economic and health benefits of sport and physical activity to individuals, communities, businesses and public bodies we work with across the Square Mile, London and beyond.

What we will do

Our outcomes and high-level activities

In order to build upon our experience, and fulfil our strategic vision, we have identified the following three outcomes and associated high-level activities –

Outcome 1: People enjoy good health and wellbeing through participating in accessible and high-quality sport and physical activity.

This means that we will prioritise the following types of activities:

- a) Promote and support active travel, i.e. cycling and walking, for all abilities throughout the Square Mile.
- b) Adopt an evidence-based commissioning approach to the services we commission, using feedback from residents and insights collected through the Sport England ‘Active Lives Survey’. This will include incorporating elements of behavioural science, where relevant and feasible.
- c) Deliver public health-led campaigns for residents and workers in the Square Mile that result in increased access to and safer and healthier participation in sport and physical activity and improved health outcomes.
- d) Use City Corporation-owned assets, such as our cultural venues, our estates, our schools and our Open Spaces to encourage sport, physical activity and recreational activities that are accessible and inclusive for residents, workers, visitors and students – ensuring that they have the facilities that they need.
- e) Continue to remove barriers to engaging in outdoor recreation activities, such as walking, cycling and running across City Corporation-owned Open Spaces, and make efforts to ensure that those in the Square Mile are aware of our Open Spaces and feel encouraged to access them.
- f) Raise awareness of the importance of sport and physical activity across our various activities, institutions, including our schools, and assets, including the importance to do this without resorting to performance enhancing substances.

Who we will work with:

To deliver this outcome, we will work in partnership with our residents and workers in the Square Mile and across our family of schools, as well as the volunteers at and

visitors to our Open Spaces and the relevant local government bodies in these areas. This outcome seeks to support mainly:

- Residents, workers and students that are completing less than 30 minutes of moderate intensity activity per week and are therefore considered 'inactive'.
- Residents, workers, visitors and students that are less likely or able to engage with sport and physical activity, e.g. disabled people, older people, those with caring responsibilities etc.

This outcome area will be led on by colleagues in the Community and Children's Services, Built Environment, Town Clerk's – Cultural Services and Open Spaces departments primarily.

Outcome 2: High profile and inclusive mass participations events strengthen community bonds and encourage more sport and physical activity.

This means that we will prioritise the following types of activities:

- a) Host and, where needed, co-design mass participation events across our Open Spaces and in the Square Mile that are inclusive and positively engage and benefit local communities, including our residents, workers and local schools, including the City family of schools. Examples of this include Cross Country competitions, Yard Yoga etc.
- b) Champion resident, volunteer and worker-led ideas in the Square Mile, as well as ideas from other local communities we work with, e.g. through our Open Spaces, which encourage sport and physical activity and community cohesion.
- c) Engage businesses in the Square Mile and the areas surrounding our Open Spaces in mass participation events as supporters and contributors, e.g. through funding, volunteers etc., as well as providing opportunities for their workforce to be more physically active.
- d) Continue to develop relationships with national governing bodies of sport, sport infrastructure bodies and civil society organisations to encourage more people to engage positively with sport and physical activity.

Who we will work with:

To deliver this outcome, we will work in partnership with local communities, our residents in the Square Mile, event organisers and visitors to our Open Spaces. This work will particularly seek to target:

- Individuals and communities that are completing less than 30 minutes of moderate intensity activity per week, who are therefore considered 'inactive'.
- Communities in London that are less likely or able to engage with sport and physical activity, e.g. disabled people, older people etc.
- Universally targeted interventions that engage the people we work with in the Square Mile and beyond to increase their level of physical activity and

participation in sport. These will also support efforts to engage specific communities and improve health-related outcomes, as outlined above.

This outcome area will be led on internally by colleagues in the Town Clerk's, Community and Children's Services, Built Environment and Open Spaces departments primarily.

Outcome 3: London and the UK's economy and attractiveness as a place to live, work and visit is boosted through major sporting events.

This means that we will prioritise the following types of activities:

- a) Contribute proactively and strategically to all stages of bid development and delivery for London and the UK to host major sporting events.
- b) Facilitate the development of cross-sectoral partnerships, collaborations and promotional materials to support with bids for major sporting events. These should align with – and seek to support where possible – existing strategic goals and aspirations set out in our Corporate Plan, including for example our commitments to responsible business practices, health and wellbeing, the promotion of sugar reduction and healthier eating and ensuring the City remains a global destination for financial and professional services, commerce and culture.
- c) Deliver exceptional events and activities for major sporting events and sports people in our iconic venues, through welcome receptions and dinners, celebrations with athletes, Freedom of the City ceremonies etc.
- d) Provide support to others in delivering outdoor major sporting events, including route decision-making, road closures, traffic diversions, parking enforcement etc.
- e) Facilitate and/or support volunteer training programmes during major sporting events, including major tournaments.
- f) Offer signposting and information services to visitors at major sporting events.
- g) Promote London and the UK's major sporting events offer during international and national trade visits undertaken by our staff, the Chair of Policy and Resources and the Lord Mayor.
- h) Promote the positive benefits of London and the UK's major sporting events to the media at a local, national and international level and to local communities to drive up their engagement with sport and physical activity.

Who we will work with:

To deliver this outcome, we will work in partnership with the relevant local, regional and central governments, infrastructure bodies, such as Sport England and London and Partners, businesses, national governing bodies and civil society organisations involved in the major sporting event that is being bid for.

This outcome area will be led on internally by colleagues in the Town Clerk's, Remembrancer's and Built Environment departments primarily, with support from Open Spaces as required.

Our sport and physical activity related experience

The outcomes and activities that we have identified for this strategy are based on our existing expertise and work in this space, which relates to co-designing and co-delivering major sporting events and mass participation sporting events; encouraging recreation and physical and sporting activities across our 11,000 acres of Open Spaces and in our City family of schools⁵; and designing and delivering commissioned and public-health led activities for residents and workers in the Square Mile. Activities relating to these areas or work include, but are not limited to:

1. **Promoting sport and physical activity:** including campaigns and activities to encourage sport and physical activity among the City's worker and resident populations, such as those delivered through the Business Healthy programme and the Active City Network; running an extensive sport and physical activity offer across our 11,000 acres of Open Spaces, including hosting sporting events at our sites; and ensuring sport and physical activity is prioritised and encouraged for our students across the City family of schools.
2. **Physical recreation:** including encouraging recreational activities to our residents and ensuring our Open Spaces are designed and maintained to encourage positive physical recreation for all.
3. **Commissioned services:** including services and facilities to encourage physical activity and sport engagement among those living or working in the Square Mile, such as exercise on referral and sports development services.
4. **Support for events:** including volunteer training, running information centres, road closures and route planning, delivering cultural events that complement and celebrate sport, and an extensive hospitality offer.

Our staffing for this strategy

To deliver this strategy, we are delighted that we have much in terms of staffing expertise and assets to build upon. Officers that will be involved in delivering this strategy are based in the following departments:

- **Town Clerk's Department** – Corporate Affairs, Media, Committee and Member Services, Cultural Services and Events teams.
- **Department of Community and Children's Services** – Strategic Education, Skills and Cultural Learning Unit, Commissioning, Public Health and Community Engagement teams.
- **Remembrancer's Department** – Events Team.
- **Department of Built Environment** – Strategic Transportation team.

⁵ See page 6 of [City of London Corporation Education Strategy, 2019-23](#)

- **Open Spaces Department** – Central Management and site-specific teams.

Where necessary, officer support can be sought from colleagues within the Innovation and Growth department and the Lord Mayor's Office as well.

Our assets for this strategy

A full mapping exercise of our sport and physical activity related assets across all our sites, including our family of schools, is underway and due to be completed in 2020. Key assets and activities identified to-date are included at **Appendix One**, but we recognise that more exist across the City of London family of schools.

Our funding for this strategy

It is only through continued investment in our sport and physical activity related work that we can ensure the successful delivery of this strategy. The funding of sport and physical activity comes from departmental budgets which provide revenue to cover the costs relating to the staffing for this strategy highlighted above, the activities, including commissioned activities, they deliver and the running costs of the assets. It is important to ensure that this work is sustainable and attractive in relation to neighbouring providers. However, we understand that this has to be considered alongside our ambition to offer a diverse sport and physical activity offer for our residents, students, workers and visitors in the Square Mile and beyond to benefit from, as this ensures that all, regardless of their socio-economic background, can be supported by us to engage in sport and physical activity. Consequently, targeted interventions may be introduced to tackle health inequalities and barriers to being active.

Where additional funding is required to extend services to deliver the strategy and support the delivery of these duties, then this can be sought from internal funding streams and grant pots that exist, for example funding for events can be sought from the Hospitality Working Party of the Policy and Resources Committee. Furthermore, from time to time, and where appropriate, activities and events may be sponsored by external stakeholders such as City businesses.

In terms of maintenance of our physical assets, this can be funded in three ways mainly: departmental budgets, internal and/or external fundraising and the Cyclical Works Programme (CWP) if it forms part of the asset management plan. The CWP relates to the entirety of our assets, not just those used for sports and physical activity. It aims to ensure that our assets are maintained and do not fall into disrepair or unplanned disuse, however it does not guarantee that the facilities are brought up to or above changing modern day standards or requirements. The CWP is funded through a central budget and managed by the City Surveyors department. The CWP outlines on an annual basis the work that needs to happen across all sites. The list is compiled and prioritised based on the health and safety, security, equality duties, income stream maintenance, reputational risk and customer/client feedback received for each project listed. If the nature of the work requires capital expenditure, then funding can be applied for through the annual capital bidding process.

The departments which commit finances towards sport and physical activity are Community and Children's Services (circa £75k per annum), Open Spaces (circa £1.7m, based on 2015 data), Built Environment (TBC) and Remembrancer's (TBC).

Oversight and responsibility for this strategy:

Given the way in which this strategy cuts across many different areas of our work, it is recommended that a Sport and Physical Activity Working Party made up of elected Members is set up to oversee the successful implementation of this strategy. The Working Party would be supplied with information on progress against the strategy from relevant officers within the organisation. It is suggested that elected Members from the following Committees are represented on the Working Party:

1. Community and Children's Services Committee
2. Culture, Heritage and Libraries Committee
3. Epping Forest and Commons Committee
4. Education Board
5. Hampstead Heath Consultative Committee
6. Hampstead Heath, Highgate Wood and Queen's Park Committee
7. Health and Wellbeing Board
8. Hospitality Working Party of the Policy and Resources Committee
9. Planning and Transportation Committee
10. Policy and Resources Committee
11. Public Relations and Economic Development Sub-Committee
12. Streets and Walkways (Planning and Transportation) Sub-Committee

The discussions of the Working Party could include, but are not limited to, the following:

1. Approving the action plan for the strategy, ensuring that all identified activities align to at least one of the three identified outcome areas, as well as ensuring that the strategic outcomes outlined above are reflected within the relevant departmental business plans and management plans.
2. Reviewing the effectiveness and impact of existing and planned activities and linking these to qualitative and quantitative success measures for each activity, which are part of the strategy's overarching performance and impact framework and can be tracked as part of the Corporate Performance Framework.
3. Investigating the best possible activities and use of assets and resources in pursuit of the outcomes in this strategy, including whether they should continue as they are or be stopped or repurposed .
4. Ensuring activities are delivered within the resources available – monitoring impact and spend to inform resource allocation.

If delivered successfully, this strategy should result in:

1. A diverse and inclusive sport and physical activity offer that reduces inactivity levels and improves the physical and mental health of our residents and workers in the Square Mile, our students and those that access our Open Spaces.
2. An increased number of high-quality major sporting and mass participation events in London and the UK that offer economic, social and/or health benefits for individuals and communities.
3. The City Corporation being recognised as a key partner within bids for and the delivery of major sporting events in London and the UK.

Links to our Corporate Plan

Our vision as the governing body of the Square Mile, as set out in our Corporate Plan for 2018-23, is a *'vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK'*. We aim to do this by *contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments*. This strategy will support the following outcomes and associated high-level activities within the Corporate Plan (CP):

- **CP Outcome 2:** People enjoy good health and wellbeing
We will:
 - Promote equality and inclusion in health through outreach to our working, learning and residential communities and better service design and delivery.
 - Raise awareness of factors affecting mental and physical health.
 - Provide advice and signposting to activities and services.
 - Provide inclusive access to facilities for physical activity and recreation.
- **CP Outcome 3:** People have equal opportunities to enrich their lives and reach their full potential.
We will:
 - Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
 - Cultivate excellence in academia, sport and creative and performing arts.
- **CP Outcome 4:** Communities are cohesive and have the facilities they need.
We will:
 - Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance.
 - Support access to suitable community facilities, workspaces and visitor accommodation.
- **CP Outcome 7:** We are a global hub for innovation in financial and professional services, commerce and culture.
We will:
 - Strengthen local, regional, national and international relationships to secure new opportunities for business, collaboration and innovation.

- Promote London for its creative energy and competitive strengths.
- **CP Outcome 10:** We inspire enterprise, excellence, creativity and collaboration. We will:
 - Create and transform buildings, streets and public spaces for people to admire and enjoy.
 - Protect, curate and promote world-class heritage assets, cultural experiences and events.

This strategy also supports the work outlined in the following corporate strategies: Joint Health and Wellbeing, Corporate Volunteering, Social Wellbeing, Mental Health, Education, Visitor Destination and Transport and as such, joint action planning will take place wherever possible. All work delivered through this strategy will also comply with the priorities set out in our Equalities and Inclusion Action Plan.

Conclusion

We are pleased to commend the many and diverse benefits of sport and physical activity through this strategy. We feel that this strategy will contribute positively to London's cultural and community life, build on the existing work of our Open Spaces and schools, and support the delivery of our statutory duties to protect and improve the health and wellbeing of our residents, workers and students, and to promote the value of sport and physical activity to our visitors.

Ultimately, sport and physical activity delivers positive social, economic and health benefits for all. However, as in our own individual lives, there are both challenges and opportunities when it comes to ensuring sport and physical activity is prioritised, and so we know that we must collaborate with others and commit to learning from our work in this space.

Appendix One – Our assets for this strategy

A full mapping exercise of our sport and physical activity related assets across all our sites, including our family of schools, is underway and due to be completed in 2020. Key assets and activities identified to-date are included at Appendix One, but we recognise that more exist across the City of London family of schools, for example:

Within the Square Mile –

1. **Golden Lane Sport and Fitness Centre** – which we have commissioned Fusion Lifestyle to run.
2. **Outdoor Gym** – located between Lower Thames Street and the Thames riverside, between London Bridge and Old Billingsgate, made up of benches with instructions for completing different exercises.
3. **Guildhall Yard** – available to host sport and physical activity events, including Yard Yoga, Police tug of war, Fletcher's archery etc.

4. **Square Mile Streetscape** – available for use in mass participation sporting events, such as London Landmarks Half Marathon, Square Mile relay etc.

Outside of the Square Mile

Open Spaces –

1. Hampstead Heath:

- Cricket facilities: two cricket nets, one cricket square
- Football facilities: two pitches
- Rugby: six grids
- Tennis facilities: 10 hard courts
- Swimming facilities: one lido, three ponds
- Athletics facilities: one full track, one cross country club
- Other facilities: one bowls and croquet club lawn, one outdoor gym, one orienteering course, one outdoor table tennis table, one soft ball pitch and one rounders pitch (marked and used when required), five angling ponds.

2. Golders Hill:

- Rugby: two grids
- Tennis facilities: two grass courts, four hard courts
- Other facilities: two croquet half-size practice lawns, one junior orienteering course, two outdoor table tennis tables.

3. Hampstead Extension:

- Cricket facilities: two cricket nets, two cricket squares
- Football facilities: three pitches
- Rugby: three rugby pitches
- Athletics facilities: 70 m and 100m marked for local schools, one junior cross-country club
- Other facilities: marked horse-riding bridle routes.

4. Queens Park:

- Tennis facilities: six hard courts
- Golfing: one nine-hole pitch and putt
- Other facilities: four trim trail items, two tag rugby team areas from April to August.

5. Highgate Wood:

- Cricket facilities: two cricket nets, one cricket square
- Football facilities: two pitches
- Athletics facilities: 70 m and 100m marked for local schools
- Other facilities: one trim trail.

6. West Ham Park:

- Cricket facilities: three cricket nets, two cricket squares
- Football facilities: one adult pitch, two junior training pitches, three junior artificial pitches.
- Tennis facilities: 12 hard courts

- Athletics facilities: 400m and 100m running track marked for school sports days
- Other facilities: one outdoor gym, and up to three rounders pitches (marked and used when required).

7. The Commons:

- Football facilities: one grass pitch leased to Caterham Pumas on Couldson Common.

8. Wanstead Flats:

- Football facilities: 44 pitches in operation, but potential for 60.

9. Epping Forest:

- Cricket facilities: two leased cricket grounds.
- Athletics: host several cross-country clubs and Orion Hammers is a running club based in the Forest
- Golf facilities: three leased courses (two are nine hole and one is 18 hole)
- Other facilities: orienteering course, 25 angling lakes, open to horse riding in summer and marked horse riding bridle routes, able to host school sports days.

10. Chingford:

- Golfing facilities: one golf course.

It should also be noted that the Open Spaces listed above can and are used regularly for a variety of mass participation events, and in some cases, as part of major sporting events.

End of strategy.

Agenda Item 7

Committee:	Dated:
Community and Children's Services	13/12/2019
Subject: Commissioning Update	Public
Report of: Andrew Carter, Director of Community and Children's Services	For Information
Report author: Monica Patel, Senior Commissioning Manager, Commissioning and Partnerships	

Summary

The Department of Community and Children's Services (DCCS) Commissioning team leads on the commissioning and procurement for most contracts within the DCCS. This report provides Members with an update since the last report, (which was May 2019), and a summary of current activity, issues and priorities.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

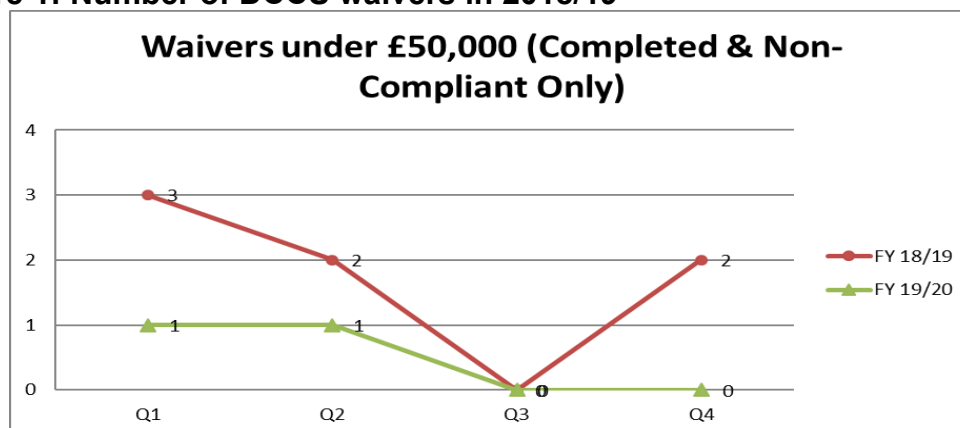
1. The DCCS's dedicated Commissioning team was formalised in 2016. The team leads on the key functions of the commissioning cycle (analyse, plan, do, review) and procurement functions for most contracts within the DCCS. The team produces a contract register and commissioning timelines that scope out the commissioning activity required for each of the service areas. In doing so, it seeks to secure both effective services and cost efficiency for the City Corporation and those who use and receive its services.
2. There is a Service Level Agreement in place between the Commissioning team and City Procurement. The Commissioning team leads on procurement activity under £100,000. City Procurement leads on tenders over this threshold.
3. The Commissioning team report on tenders over a value of £100,000 to the DCCS Category Board.

Waivers

4. The Commissioning team have been supporting the City Procurement campaign to reduce the number of non-compliant waivers across the Corporation.

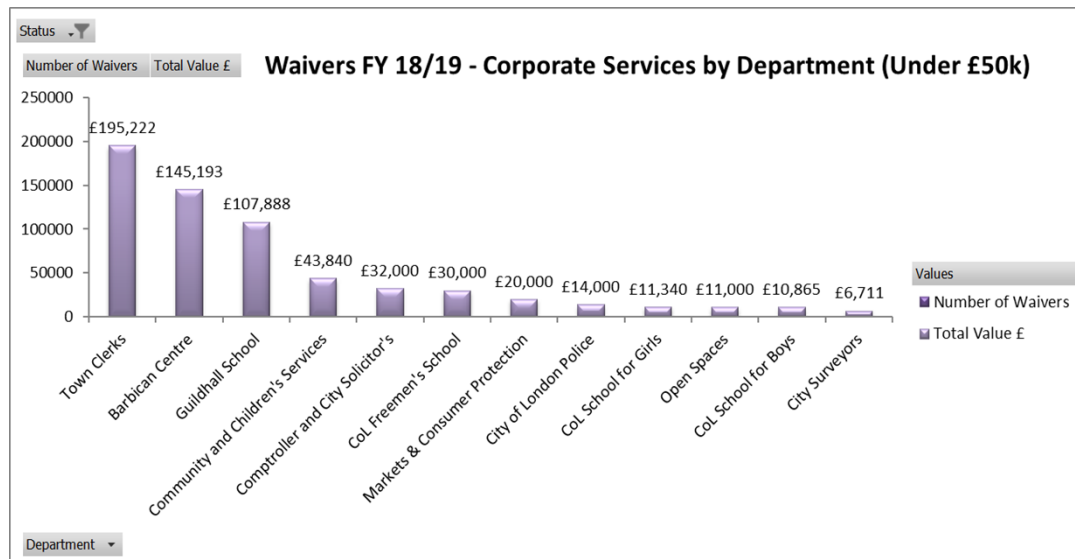
5. Since May 2019, there have been a total of 10 waivers for contracts under the £50,000 threshold: six were sole supplier waivers, two were procurement breach waivers; and two were for extension beyond expiry date waivers.
6. Figure 1 shows the reduction in the number of DCCS waivers from 2018/19 to this financial year thus far.

Figure 1: Number of DCCS waivers in 2018/19



7. Figure 2 shows how the DCCS compares to other departments for waivers under £50,000.

Figure 2: DCCS waivers for 2018/19 by department



8. For contracts over the £50,000 threshold, there have been six waivers since May 2019. These included one procurement breach waiver, three sole supplier waivers and two extension beyond expiry date waivers.
9. The Corporation target for compliant invoices is 97%. The reporting pack for October 2019 shows that the DCCS is currently exceeding the target and has 99% compliant invoices.

Commissioned Services

Children's Placements

10. Significant work has been carried out to secure high-quality and best value accommodation for looked-after children. A new accredited list of semi-independent providers has been developed. Joint visits are conducted between the Commissioning team and Quality Assurance to each provider. Comprehensive reports on each provider are shared with the Children's Social Care team.
11. Annual reviews are conducted on all placements. Following feedback from social workers or young people about safeguarding concerns, a provider can be removed from the accredited list.
12. The Commissioning team has established a new children's placement panel. The panel supports the commissioning process and allows commissioners and social workers to share information and feedback on individual placements.
13. The team is currently working with Communications to produce a City newsletter that will be distributed to all Children's Social Care providers.
14. Benchmarking of the costs of placements shows that the Corporation does not pay more than the average weekly cost compared to other London local authorities.
15. The Commissioning team continues to explore all options to ensure that the Corporation has access to a variety of accommodation that best suits the needs of the child. For example, the Corporation joined the North East London Consortium of local authorities to successfully procure a block contract for residential placements.

Adoption

16. National policy requires all local authorities to operate their adoption services within a Regional Adoption Agency by 2020. Earlier this year, the Corporation joined the London Boroughs of Harrow and Redbridge to form London's first Regional Adoption Agency. Officers worked in partnership with other local authorities to procure adoption services and secure a six-year contract.

Special Educational Needs and Disability (SEND) School Transport

17. The Commissioning team jointly commissioned a transportation service with the London Boroughs of Camden and Islington. A framework of providers is now available for the department to procure transportation to and from school for children with SEND.

Youth Services

18. The Commissioning team gave a presentation on youth services to a

working group of DCCS Committee Members in June 2019. Since then, the team have also been working with the Lead Member for Young People to explore opportunities to enhance the City's Youth Offer.

19. Weekly youth sessions are delivered across the City's estates including; Golden Lane, Mansell Street and Middlesex Street. There is also an information, advice and guidance service and the co-ordination of the City Youth Forum. Information on all youth services and activities are advertised on the department's Family and Young People's Information (FYI) Service website.
20. All youth contracts now include delivery of holiday provision, with the exception of Christmas holidays.
21. The Commissioning team has been supporting the Task and Finish Working Group on the design of the new Portsoken Community Centre to ensure that the voice of young people has been incorporated in the design and helps to inform future commissioning of youth services.

Adult Placements

22. The Commissioning team presented to the Adults Safeguarding Sub-Committee in October 2019. The commissioning paper included detail on the type, quantity and quality of placements. The paper outlined how the team reviews quality, and addresses any safeguarding concerns or poor performance issues.

Falls Prevention Service

23. A new service is being commissioned for vulnerable adults who have had a fall, or are predicted to fall. The procurement of the service is being led by the London Borough of Hackney. Tender evaluation is due to take place in December to enable falls prevention classes for City residents to be available from April 2020.

The Approved Mental Health Professional Daytime Service

24. Approved mental health professionals (AMHPs) work on behalf of local authorities to carry out a variety of functions under the Mental Health Act. It is a statutory requirement for every local authority to ensure that an AMHPs service is always provided. The service provides assessments for individuals with mental health conditions.
25. The Corporation's AMHPs service is currently delivered in-house. Further to a commissioning process, DCCS Committee approval was granted for the service to be outsourced to the East London Foundation Trust. A new service will commence in April 2020.

Early Intervention and Prevention (EIP) Services

26. A new standalone information City Connections website – <https://cityconnections.org.uk> – is being developed to:

- promote forums, events and activities for informal carers
- link communities together and provide access to self-care and advice
- help people connect with each other and with services. A software development partner will help link the signposting to services.

27. The software behind the City Connections website provides analytics on the number of residents and City workers seeking advice and guidance, and provides information about all the services available for individuals to be signposted to. The specialist software also records the outcomes that residents and City workers want to achieve on joining the services and the outcomes at regular intervals while being supported by the City Connections project.

28. Specified contract performance data from the EIP services are reported to the lead provider (Age UK East London), who in turn presents the information to the DCCS Quarterly Outcomes Delivery Board. This Board is responsible for monitoring outcomes against the outcomes framework and progress towards the achievement of corporate and departmental objectives.

Rough Sleeping Outreach Service

29. The Rough Sleeping Outreach Service is the Corporation's primary response to rough sleeping and aims to meet the needs of those engaged in the associated street culture, as identified within the City's Homelessness strategy 2019–2023. The current service, delivered by St Mungo's, is due to expire on 31 March 2020. Commissioners have begun activities for the service to be recommissioned.

30. Recommissioning activities for the new Outreach Service include the development of a service specification that best meets the identified aims, and that is attractive to potential bidders. The commissioning approach will include both stakeholder and market engagement. Insight from these activities will ensure that the specification is market tested and deemed suitable, feasible and achievable. This will increase the likelihood of implementing a successful service that achieves value for money.

Substance Misuse (Square Mile Health)

31. The recommissioning of the new substance misuse service is in progress in partnership with Hackney Council. The new specification was developed following stakeholder, provider and user consultation. Commissioners are evaluating tender submissions in November 2019 with a view to appoint a new provider by February 2020, and for the service to begin in October 2020. A report will be presented to Community and Children's Services Committee with details of the new provider and service once the procurement has been completed.

Golden Lane Sport and Fitness Centre (Fusion)

32. Use of the Golden Lane Sport and Fitness Centre has increased during quarter two of 2019, in comparison to the same quarter in 2018. Total participation is up by 5,000 visits year on year, with an additional 93 members. Resident participation is up by 3,000 visits, and there are 38 more resident members.
33. While customer satisfaction is down by 0.2% and complaints have increased slightly since the May 2019 commissioning update, commissioners are confident that Fusion has implemented processes to improve the service. Repairs to the Golden Lane Sport and Fitness Centre roof and reception floor have been completed, along with drainage surveys.
34. With the recommissioning of the leisure service due to commence next year, the long-standing issues and lifecycle maintenance requirements of the building will need to be explored further.

Healthwatch

35. Section 130 of the Health and Social Care Act 2012 requires each local authority to have a local Healthwatch. The Healthwatch service must be run by an independent social enterprise and work with communities to influence commissioners to design and provide better health and social care services.
36. Following a tender process in early 2018, the delivery of Healthwatch in the City of London was awarded to Healthwatch Hackney. However, earlier this year both Healthwatch City of London and Healthwatch Hackney Boards concluded that, while there were many benefits to working together, Hackney and City residents, workers and patients would be better served through Healthwatch delivery that could focus on the key priorities within each local area. Both parties amicably terminated the contract at the end of May 2019.
37. Commissioners have worked with the Healthwatch City of London Board to develop a way forward, and Healthwatch City of London have now become a Charitable Incorporated Organisation (CIO). The Board has taken over the three-year contract to deliver Healthwatch activities in the City. New staff have been in post since September 2019 and are embarking on a series of events and familiarisation meetings in their set-up phase. The first newsletter will be circulated before Christmas and the official launch will take place on 23 January 2020 at Portsoken Community Centre.

City Advice Service

38. The City Advice Service is for all residents, workers and students within the Square Mile and tenants on City of London Housing Estates. The service offers advice on issues such as welfare benefits, debt, housing, employment rights, consumer rights and family issues. Since October 2015, Toynbee Hall has provided the service, with support from the Royal Courts of Justice, at a cost of £200,000 per year. The contract cost is jointly funded by the DCCS and Town Clerks. Recommissioning activity has commenced to shape the service in preparation for the expiry of the current contract, which will end in October 2020.

City Living Wise

39. The Integrated NHS Health Checks, Weight Management and Physical Activity Service, City Living Wise, has been replaced by three separate contracts, resulting in a significant financial saving:

- The exercise on referral service is now delivered by Fusion Lifestyle from Golden Lane Sport and Fitness Centre and provides personalised exercise support to inactive residents who are at risk of ill health.
- The weight management service is continuing to be delivered by Weight Watchers and is available to eligible City residents and workers looking to make positive behaviour change with health eating.
- The NHS Health Checks, designed to spot early signs of stroke, kidney disease, heart disease, type two diabetes or dementia, continue to be available to City residents over 40 years old at the Neaman Practice GP surgery.

40. All the new services have been mobilised and are operating. Service quality and key performance indicators will continue to be monitored by the Commissioning team.

Apprenticeship Providers

41. A new area of procurement for the team has been supporting the Adult Education and Skills team with the procurement of training providers.

Workforce Development

42. Another new area for the team this year has been the commissioning of training providers to support the workforce development training programme for the People's Directorate.

Partnership Working

43. Partnership working with other local authorities has included joint commissioning and procurement of services such as:

- joint commissioning of Short Breaks provision, with the London Borough of Hackney leading on procurement
- City Corporation forming a regional adoption agency with the London Boroughs of Harrow and Redbridge for the procurement of a new adoption contract
- joint commissioning of SEND transportation with the London Boroughs of Camden and Islington for the procurement of school transportation
- an employment support service for adults with SEND, commissioned for delivery by Surrey County Council.

44. The Commissioning team also works in partnership with other local authorities that deliver services on behalf of the Corporation. These include: out-of-hours service for Children's and Adults by London Borough of Hackney; Youth services and Youth Justice provision by London

Borough of Tower Hamlets; and Schools Admissions services by London Borough of Islington.

45. The Commissioning team recently led on the procurement of the London Children in Care Council provision on behalf of the Association of London Directors of Children's Services. The Commissioning team will be leading on the monitoring of this service.
46. The team also work with colleagues in other departments to enhance the service offer for residents. During the summer, the team worked with officers from Built Environment to offer Bikeability sessions that were funded by Transport for London. The team also works with the City of London Police in relation to youth offending services and appropriate adults safeguarding provision in the justice system.
47. At a strategic level, the team is working with colleagues in the City and Hackney Clinical Commissioning Group and London Borough of Hackney to inform the development of the commissioning plans and approaches of the Integrated Commissioning Board.

Co-production

48. In support of the department's co-production agenda, all opportunities to involve service users in any part of the commissioning process is explored. Examples of co-production of services this year include:
- facilitation of a site visit and consultation with young people for the new Portsoken Community Centre
 - involvement of a SEND parent on the evaluation of short breaks
 - a Survey Monkey questionnaire on youth services and feedback sessions with young people
 - regular consultation at community activities, such as Golden Lane Memory Group and Artizan Street Library Group
 - participation in a SEND co-production workshop
 - stakeholder involvement in the development of the children centre database.
49. The team is also planning future co-production activities with the City's Children in Care Council.

Inspection and Audits

Adults Commissioning Peer Review

50. Following the Adults Peer Review, conducted in March 2019, the Commissioning team has developed an action plan to implement key recommendations. Progress to date includes the commissioning of an additional domiciliary care provider (in response to contingency risks to previously having only one main domiciliary care provider); and the development of a placement function within the Commissioning team.

Children's Inspections

51. The Commissioning team has conducted a variety of exercises that aim to prepare the department for inspections and achieve excellence within the department. The team has contributed to mock inspections covering SEND and Children's Social Care.

Asylum Seekers Audit

52. An internal audit was conducted into the procurement of placements made for unaccompanied asylum-seeking children. The team has implemented all of the recommendations from the audit, including a review of all contracts, the development of the placements process and the creation of an accredited list of providers.

Corporate & Strategic Implications

53. Outcomes-based specifications and key performance indicators are developed to meet the outcomes and priorities stated in the Corporate Plan and DCCS Business Plan (2017–2022), as well as the department's outcomes framework and Children and Young People's Plan 2018–21.
54. The Corporation's 2% efficiency savings target is considered in all procurement and service re-commissioning.
55. Commissioning intentions for public health and adult social care services are being developed with consideration of the Integrated Commissioning agenda. The DCCS has representation on the five Integrated Commissioning work streams and holds internal Integrated Commissioning group meetings.

Conclusion

56. The department's Commissioning team continues to develop a more strategic approach to commissioning and effective partnership working. It is also managing a wide range of contracts and robustly tackling poor performance. The team remains committed to securing more integrated, effective and efficient service delivery.

Appendices

None

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Committee:	Dated:
Community and Children's Services Committee	13/12/2019
Subject: Free school meals for all children attending Sir John Cass's Foundation Primary School – Update	Public
Report of: Andrew Carter, Director of Community and Children's Services	For decision
Report author: Theresa Shortland, Head of Service – Education and Early Years	

Summary

This report updates Members on the impact of the pilot project to provide all pupils receiving free school meals at Sir John Cass's Foundation Primary School. From the spring term 2018, the offer of a free school meal was extended to all pupils attending Sir John Cass's Foundation Primary School in years 3, 4, 5 and 6.

The impact of all pupils receiving free school meals outlined in this report has been positive and met the aims of the pilot. The aims were to enhance academic attainment, encourage positive attitudes to healthy eating, and to help low-income families.

Recommendation

Members are asked to:

1. Note the impact of the pilot project and agree to continue to fund the free school meals for all children attending Sir John Cass's Foundation Primary School. The funding will be sourced from the Education & Early Years' Service budget, subject to annual review.

Main Report

Background

2. All Government-funded schools must offer free school meals to every pupil in reception, years 1 and 2. All pupils entitled to pupil premium funding are also entitled to free school meals. The universal infant free school meals are funded by the Government and allocated to schools via local authorities. The total allocation for each school is based on the average number of pupils they record in their school census each term.
3. The statutory school food standards apply to schools maintained by local authorities in England. These school food standards are to ensure that food provided to pupils in school is nutritious and of high quality. The standards also

promote good nutritional health for all pupils and protect those who are nutritionally vulnerable by promoting good eating behaviour.

4. In May 2018, a report outlining the proposals to introduce the offer of free school meals to all pupils attending Sir John Cass's Foundation Primary School was agreed by this Committee. Funding of £73,000 for the financial year 2018/19 was secured from the City of London 'Priority Investment Pot' to undertake a pilot in support of this proposal. From the spring term 2018 to summer term 2019 (four school terms) all children have been offered a healthy balanced meal at lunchtime at school at no cost to the pupil.

Current Position

5. The offer of free school meals was extended in the spring term 2018 to all pupils attending Sir John Cass's Foundation Primary School in years 3, 4, 5 and 6. The take-up of the offer is currently 99.7%. The proportion of pupils eligible for free school meals in academic year 2017/18 was 17.5%.
6. The aims of the pilot were to enhance academic attainment, encourage positive attitudes to healthy eating, and to help low-income families. Sir John Cass's Foundation Primary School has evaluated the impact of all pupils receiving free school meals in the summer term 2019. (Appendix 1)
7. In terms of academic progress, the educational outcomes for the school in 2018/19 were excellent and an improvement on previous years. The school recognises that these outcomes are not solely associated with free meals, but staff have noticed that, through having a healthy and balanced lunch, the children were able to focus and concentrate better in lessons during the afternoon.
8. The main impact has been on the increased and high take-up of the offer at 99.7%. The evaluation has identified that the offer has eased the poverty gap within the school. This has also enabled children to develop an interest in food and food waste over the last year. The report identified that 87% of children now claim that the school encourages them to eat, drink and exercise properly. Through daily hot lunches in school, the children are also developing their cutlery skills.
9. Pupils at the school have also been interested in supporting local homeless people. The children invited staff from the City of London Homeless team to visit the school and talk about homelessness and ways they could support homeless people locally. An outcome was that the children have chosen St Mungo's as one of the class charities; they have also collected food for the local food bank.
10. A further outcome has been the reduction of staff time for administrative duties such as the collection of dinner monies and chasing of debts.

11. The original proposal for the pilot suggested that if the pilot was a success following the evaluation from Sir John Cass's Foundation Primary School a decision would be made on the sustained funding for this proposal.
12. From September 2019 we have continued to fund a free school meal for all pupils at the school with funding from the DCCS budget. Based on the success of the pilot members are asked to agree to continue to fund the free school meals for all children attending Sir John Cass's Foundation Primary School. The funding will be sourced from the City local risk budget and subject to annual review.

Conclusion

13. The report identifies outcomes that have met the original aims of the pilot. The aims were to enhance academic attainment, encourage positive attitudes to healthy eating, and to help low-income families by offering a free school meal to all pupils at John Cass's Foundation Primary School.

Corporate & Strategic Implications

14. This initiative fits in with one of the City of London's key strategic aims of 'Enabling children, young people and adults to learn, thrive and achieve their full potential'.

Appendices

- **Appendix 1** – Report from the Head Teacher at Sir John Cass's Foundation Primary School on the impact of all pupils receiving free school meals (summer term 2019).

Background Papers

- Community and Children's Services Committee, 08/06/2018 – Free school meals for all children attending Sir John Cass's Foundation Primary School.

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Appendix 1.

Sir John Cass's Foundation Primary School Free school meals evaluation report

Proportion of pupils eligible for free school meals in academic year 2017/18: 17.5%

Take up of the City's offer of Free School Lunches: 99.7%

Why falling numbers of pupil premium children does not mean that our children are less in need of free school lunches than other children:

Pupils are eligible for free school meals if they are in Key Stage 2 and qualify for the pupil premium. In order to qualify for the pupil premium, the stipulation is that a family's net income is less than £7,400. This figure was introduced in April 2018. Prior to 2018, families who received one of a number of benefits and had an annual gross income of up to £16,190 were eligible.

The Pupil Premium purely takes family income into account. It does not take the number of members within the family into account – a one-child family and a five-child family would be treated the same way. Similarly, it does not take the number of occupants in the household into account.

Our school community is one of large and extended families living together, with just one earner. For example, an overcrowded flat of seven, with one employed adult on a low income would have great difficulties in providing substantial meals daily and paying for a school meal or providing a healthy packed lunch. For this reason, the City's provision of free school lunches has been invaluable to our students and their families.

Impact of all children eating a school hot meal at lunch times:

- In terms of academic progress, we have just experienced the best pupil outcomes in many years. Whilst it is impossible to link the outcomes purely with free meals, we can definitively say that through having a healthy and balanced lunch, the children were able to focus and concentrate better in lessons during the afternoon.
- Children's engagement in afternoon learning is high. Children are able to participate fully in their learning and staff are not constrained by having to put maths and English lessons in the mornings. This allows for the profile of all other curriculum subjects to be raised.
- We can ensure that all children have a balanced meal at least once per day.
- The children have developed a real interest in food and food waste over the last year:
 - They have been keen to collect food for the local food bank and have suggested doing it on a more regular basis.
 - They have chosen St Mungo's as one of the class charities to support this year, making sure the local homeless community are well looked after and have food to eat.
 - A number of our children and families have also become actively involved with OLIO, the food-sharing app and now collect leftover food from local shops to share with homeless people and others who need food.
- 87% of children now claim that the school encourages them to eat, drink and exercise properly.
- Through daily hot lunches in school, our children are developing social skills they may not otherwise have, due to the reduction in the number of families who eat around a table together.



Children are also developing their cutlery skills, something that an increasing number of children are entering school without.

- Reduction in administrative duties for office staff – such as collection of dinner monies and chasing of debts.
- School meals are funded, and all school funds can be allocated directly to teaching and learning rather than supporting families who cannot provide their children with healthy lunches.

School children's comments on the City's provision of free lunches:

"Please keep our school lunches free. It helps my parents because they found it hard to afford before." Y6.

"I try different foods that I don't get at home." Y2.

"Thank you for our lunches." Y3.

"I like being able to eat with my friends." Y3.

"It would be really good if we could keep the school lunches free because some of the children don't get any other hot meals." Y6.

"School dinners give me more energy." Y5.



"It's good how we all eat together; even the teachers. The TAs make sure we eat a healthy meal." Y4.

"I eat peas now. I didn't before." Y1.

"The yoghurt and fruit pudding is really good." Y4.

"My class like the chicken pie. I think it's good because we are all warm when we go to the playground and it's cold." Y5.

Staff comments on the City's provision of free lunches:

"Children are really aware of which food groups they need to eat."

"Children like the puddings but know that having cake every day isn't good for them. They help to create the menus."

"Children have the confidence to tell adults off if they don't have enough vegetables or salad on their plate."

"Some of our children with dietary needs who always had packed lunches are eating the school lunches some days. They want to be like their friends."

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Committees:	Dated:
Community and Children's Services Committee Education Board	13/12/2019 & 16/01/2020
Subject: Revised eligibility criteria for the City of London Corporation Combined Education Charity and the City Educational Trust Fund	Public
Report of: Chief Grants Officer (CGO) and Director of City Bridge Trust	For Decision
Report author: Jack Joslin, Head of Central Grants Programme	

Summary

The Education Charity Sub-Committee has reviewed the eligibility criteria for the City of London Corporation Combined Education Charity (charity number 312836) and the City Educational Trust Fund (charity number 290840) (the Charities). The revised eligibility criteria for the Charities are attached at Appendix 1 for consideration by the Community and Children's Services Committee and for approval by the Education Board, consistent with the City Corporation's charity trustee obligations to keep the relevant charity's governance under review to ensure that the charity continues to operate effectively and achieve the purposes for which it was established.

Recommendations

Members of the Community and Children's Services Committee are asked to:

- consider the amended eligibility criteria for the Charities.

Members of the Education Board are asked to:

- approve the amended eligibility criteria for the Charities
- approve the dates for the next deadline of the Education and Employment theme of the Central Grants Programme.

Main Report

Background

1. At the Education Charity Sub-Committee meeting on 3 July 2019, Members met to make decisions on applications received by the City of London Corporation Combined Education Charity and the City Educational Trust Fund. At the meeting it was resolved that proposed amendments to the eligibility criteria for the Charities be recommended to the Education Board and Community and Children's Services Committee for consideration and approval.
2. The amended eligibility criteria for the City of London Combined Education Charity under its grant-giving policy aims to maximise expenditure of funds to further the purposes for which the charity was established by widening the

meaning of a qualifying connection to London for potential student beneficiaries, which is one of the existing eligibility criteria requirements under the charity's grant-giving policy and consistent with its charitable objects. The amended eligibility criteria for the City Educational Trust Fund extends the period a successful grant applicant must take before re-applying for any further funding from the charity (after a maximum of two years' consecutive funding) from one year to two years to manage the risk of dependency on this charity's grants.

3. These revised criteria are now attached at **Appendix 1** for consideration of the Community and Children's Services Committee and for approval by the Education Board.

Proposal

4. The revised eligibility criteria for the Education and Employment programme of the Central Grants Programme are recommended to the Community and Children's Services Committee to consider, and to the Education Board to approve, subject to any amendments that might be proposed by the Community and Children's Services Committee.
5. It is recommended that the Education Board approve the opening of a new grant round for both Charities under the Education and Employment programme, with a deadline of April 2020.

Legal and Strategic implications

6. As charity trustee of the charity, the City Corporation (acting by the relevant Common Council Committees with delegated authority to exercise the trustee functions and discharge the relevant duties) must ensure that it takes active steps to comply with the relevant charity's governing document and to administer the charity effectively so that it achieves the purposes for which the charity was established. Therefore, in adopting any policy to help direct the application of a charity's funds to further its objects, the policy must operate effectively and should not be overly restrictive. It should also be kept under review.
7. Therefore, once new eligibility criteria are in place, it will be important to review how effectively they operate for each charity, and assess whether savings are being made in administration and management of the grants such that as much of the charity's available funds as possible are directed to charitable activities.
8. The criteria will be reviewed after one full round of grant-making and on a regular basis thereafter.

Conclusion

9. This report asks that Members of the Community and Children's Services Committee consider this report, and for Members of the Education Board to approve the revised eligibility criteria for the City of London Corporation Combined Education Charity and the City Educational Trust Fund attached at **Appendix 1**. These revised eligibility criteria aim in each case to maximise expenditure of the City of London Corporation Combined Education Charity's funds to further the charity's aims and to manage the risk of dependency on grants from the City Educational Trust Fund.

Appendices

- Appendix 1 – Recommended eligibility criteria for the City of London Corporation Combined Education Charity and the City Educational Trust Fund

Background Papers

- Education Charity Sub-Committee Minutes: 3 July 2019

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The City of London Corporation Combined Education Charity (312836)

Grants Policy and Funding Eligibility Criteria

Charitable objects

The objects of the Charity are for the public benefit:

1. To further the education of persons (including persons born or resident in the City of London and those attending educational institutions in the City of London or the other London Boroughs) attending or proposing to attend secondary, further or higher educational institutions by the provision of grants or financial assistance and by arranging or supporting education and training to extend or complement courses provided by such institutions.
2. To provide grants for staff at maintained schools and Academies in the City of London and the other boroughs of London to undertake studies either at educational institutions or at other establishments provided that such study furthers their development as teachers.

The City of London Corporation Combined Education Charity is a small charity and operates by making grants. In normal years approximately £30,000 is available for distribution. Grants will be made twice a year. The charity makes grants ranging between £5,000 and £10,000 per grant as per the following criteria:

Smaller grants (of around £5,000) will need to be spent within 1 year of being awarded. Larger grants (of around £10,000) will need to be spent within 2 years of being awarded.

Eligibility

Grants will be given to organisations. Grants may also be awarded to individuals in exceptional circumstances.

Organisations include, but are not limited to, the following:

- Education Charity
- Education Establishment

Beneficiaries must be (1) resident in the City of London or London Boroughs and studying or proposing to study at secondary, further or higher educational institutions OR studying or proposing to study at secondary, further or higher educational institutions in the City of London or London Boroughs or (2) teaching in the City of London or London Boroughs.

Grants will be primarily given to organisations, and organisations applying on behalf of individuals or groups of individuals. Applicants will need to provide proof of financial need, and to demonstrate how the grant, if awarded, will achieve the desired educational outcomes for the beneficiary/ies.

In exceptional circumstances applications from individuals may also be considered at the trustee's discretion and such applications should be supported by proof that the individual applicant has unsuccessfully made determined efforts to access sufficient funds from elsewhere to enable them to attend or continue to attend secondary, further or higher educational institutions to further their education.

Applications that benefit groups of individuals will be given priority over applications that benefit one individual.

The trustee always retains the discretion to award funding outside the policy criteria in accordance with the charity's objects where it is considered to be in the best interests of the charity.

Funded activities

The Charity will fund:

- Applications that deliver education in Cultural Arts and Science and Technology subjects to the first group of beneficiaries or enable the first group of beneficiaries to access education and training opportunities in cultural arts and Science and Technology subjects which extend or complement courses provided by secondary, further or higher educational institutions. This may include course costs and necessary expenses such as travel, equipment, material and maintenance costs.
- Applications for courses and study for the purposes of professional development of the second group of beneficiaries.

Application Guidelines

1. How do you apply for a grant?

To apply for a City of London Corporation ("CoLC") grant, applicants need to complete an online application form by the corresponding deadline and submit this electronically with supporting documents to the Central Grants Unit. Applications should be sent to the Central Grants unit ahead of the stated deadline to allow applications to be processed in time. Only one application from an organisation or individual (in exceptional circumstances) will be considered at any one time. All application forms should be completed through the online CoLC Grants web portal. Application forms in large print, Braille or audio tape are available to applicants by special request.

2. How are applications assessed?

All completed applications will be assessed by one of the CoLC's Grant Officers. As part of this process, applicants may be contacted for more information. Receipt of applications will be acknowledged within 10 working days of it being received. Incomplete applications will be returned, and applicants will have a further 10 working days to send the missing information to the CoLC. After being assessed, applications are referred to the decision-making



Committee. The timescale to process applications will vary; however, The CoLC endeavours to ensure applications are assessed within 12 weeks of the closing date.

3. How do we monitor and evaluate grant recipients once an award has been made?

Grant recipients will be requested to complete an end of grant online monitoring report to confirm how the grant has been spent and what was achieved. Please make sure receipts are kept for all the items or services bought with the grant as we may ask for them to be provided. Please keep The CoLC up to date if contact details change at any stage during the period of the grant.

4. If your grant application is successful

Successful applicants will be sent an initial offer letter detailing the level of grant awarded. This may contain special conditions relating to the grant award or pre-agreement grant conditions. Grant acceptance terms and conditions will be subsequently issued which should be signed and returned within 20 working days. Once all documentation has been received and approved you would be asked to formally request payment of your grant award.

5. If your grant application is unsuccessful

Unfortunately, due to the limited budget available and the number of applications for funding we receive, the CoLC cannot provide funding to every applicant that applies for a grant and no further correspondence will be entered into in respect of unsuccessful grants. Grants are therefore awarded on a discretionary basis, there is no appeal process and the decision of the CoLC is final.

6. Support with your application

We urge all applicants that are unsure about whether to submit an application to read all available eligibility criteria on the CoLC website and attend one of our Grant Officer led workshops, dates for which will be publicised on our website throughout the year. If you have an enquiry that is not covered within the online guidance, please contact the Grants Unit directly, who will be able provide answers to general queries regarding the application process.

7. Can you reapply for funding?

Individuals who are awarded a grant from the Charity (which may be directly or through an organisation) will not be eligible for further funding within 5 (five) years of the decision to award the grant. Organisations applying on behalf of groups, individuals and groups of individuals are not subject to this restriction, although these organisations should note that the individuals benefiting from the grant are.

8. Further information

If you have questions about how to apply or about the status of an application, you can contact us on 020 7332 3712, email us at grants@cityoflondon.gov.uk, or visit our website www.cityoflondon.gov.uk/centralgrantsprogramme to find out more.



The City of London Corporation City Educational Trust Fund (290840)

Charitable Purposes

The purposes of the charity are for the advancement of education for the public benefit by:

1. The advancement of the objects of The City University or for other educational purposes connected with or related to the University; and
2. The advancement of: -
 - (i) education in science and technology, business management and commerce by the promotion of research, study, teaching and training in any of them; or
 - (ii) the study and teaching of biology and ecology; or
 - (iii) research, study and teaching in the cultural arts.

The City Educational Trust Fund is a small charity and operates by making grants. In normal years approximately £130,000 is available for distribution. Grants will be made twice a year. The charity makes grants up to £25,000 per grant which must be spent within 2 years of the grant being awarded.

Eligibility

Grants will be given to organisations rather than individuals (however, please note organisations can apply on behalf of individuals, or groups of individuals).

Organisations include, but are not limited to, the following:

- Educational Charities
- Educational Establishments

Beneficiaries must be resident and studying in the City of London or London Boroughs.

Applicants will need to provide proof of financial need, and to demonstrate how the grant, if awarded, will achieve the desired educational outcomes for the beneficiary/ies.

Applications that benefit groups of individuals will be given priority over applications that benefit one individual.

The trustee always retains the discretion to award funding outside the policy criteria in accordance with the charity's objects where it is considered to be in the best interests of the charity.

Funded activities

The Charity will fund:



Applications that advance education in the cultural arts or Science and Technology subjects. This may include course costs and necessary expenses such as travel, equipment, material and maintenance costs.

Application Guidelines

1. How do you apply for a grant?

To apply for a City of London Corporation ("CoLC") grant, applicants need to complete an online application form by the corresponding deadline and submit this electronically with supporting documents to the Central Grants Unit. Applications should be sent to the Central Grants Unit ahead of the stated deadline to allow applications to be processed in time. Only one application from an organisation or individual (in exceptional circumstances will be considered at any one time. All application forms should be completed through the online CoLC Grants web portal. Application forms in large print, Braille or audio tape are available to applicants by special request.

2. How are applications assessed?

All completed applications will be assessed by one of the CoLC's Grant Officers. As part of this process, applicants may be contacted for more information. Receipt of applications will be acknowledged within 10 working days of it being received. Incomplete applications will be returned, and applicants will have a further 10 working days to send the missing information to the CoLC. After being assessed, applications are referred to the decision-making Committee. The timescale to process applications will vary; however, The CoLC endeavours to ensure applications are assessed within 12 weeks of the closing date.

3. How do we monitor and evaluate grant recipients once an award has been made?

Grant recipients will be requested to complete an end of grant monitoring report to confirm how the grant has been spent and what was achieved. Please make sure receipts are kept for all the items or services bought with the grant as we may ask for them to be provided. Please keep The CoLC up to date if contact details change at any stage during the period of the grant.

4. If your grant application is successful

Successful applicants will be sent an initial offer letter detailing the level of grant awarded. This may contain special conditions relating to the grant award or pre-agreement grant conditions. Grant acceptance terms and conditions will be subsequently issued which should be signed and returned within 20 working days. Once all documentation has been received and approved you would be asked to formally request payment of your grant award.

5. If your grant application is unsuccessful

Unfortunately, due to the limited budget available and the number of applications for funding we receive, the CoLC cannot provide funding to every applicant that applies for a grant and no further correspondence will be entered into in respect of unsuccessful grants. Grants are therefore awarded on a discretionary basis, there is no appeal process and the decision of the CoLC is final.

6. Support with your application

We urge all applicants that are unsure about whether to submit an application to read all available eligibility criteria on the CoLC website and attend one of our Grant Officer led workshops; dates for which will be publicised on our website throughout the year. If you have an enquiry that is not covered within the online guidance, please contact the Grants Unit directly, who will be able provide answers to general queries regarding the application process.

7. Can you reapply for funding?

Those who are awarded a grant from the Charity will be required to take a two-year break after a maximum two years of consecutive funding. Further applications for support will be considered after two years from the date the Trust receives a satisfactory monitoring form.

Further information

If you have questions about how to apply or about the status of an application, you can contact us on 020 7332 3712, email us at grants@cityoflondon.gov.uk, or visit our website www.cityoflondon.gov.uk/centralgrantsprogramme to find out more.

Committees:	Dates:
Housing Management and Alms-houses Sub-Committee – For decision	20/11/2019
Community and Children’s Services Committee – For decision	13/12/2019
Subject: Lettings/Sales policies for new developments	Public
Report of: Andrew Carter Director of Community & Children's Services	For Decision
Report author: Michael Kettle Senior Housing and Commercial Development Manager	

Summary

On 16 September 2019, the Housing Management and Alms-houses Sub-Committee confirmed the adoption of a Local Lettings Plan and Tenants’ Charter for new developments on our estates. It was also agreed that long leaseholders who occupy their flat as their only or principal home would be offered a new flat if their existing flat was subject to demolition, on terms to be agreed. Members also requested that a further report be brought to Committee to agree a policy for absentee long leaseholders and the purchase of leasehold properties.

This report summarises the context for the consideration of leaseholder arrangements, by advising on the legal framework for securing vacant possession of leasehold properties where this is required to enable estate regeneration. The report recommends an appropriate approach that balances the need to minimise disruption and act fairly with maximising the affordable housing provided by regeneration proposals. This report is also being referred to the Grand Committee because the issues involve estate regeneration policies and arrangements as well as housing management matters.

Recommendations

Members are asked to agree the following:

Leaseholders:

- Long leaseholders who occupy their flat as their only or principal home, and who wish to remain on the estate will, if their existing flat is subject to demolition, be offered a new shared-equity flat.
- Any long leaseholder taking up a shared-equity offer will be expected to use funds available from the purchase of their old property, a proportion of any Home Loss payment (plus a potential voluntary contribution from savings). Any value gap will be met by the City, retaining an equity share in the property.
- The shared-equity terms will not require the leaseholder to pay rental on the part that they do not own, but they will be liable for 100% service charge.
- The shared-equity opportunity will not be available to long leaseholders who do not occupy their flat as their only or principal home. They will be offered market value plus compensation if their flat is subject to demolition as part of the new development.

Secure Tenants:

- Reaffirm that secure tenants must be offered alternative accommodation and that the adopted Local Lettings Plan confirms that, if their flat is subject to demolition, they will be offered a new flat within the new development and will only need to move once.

Windsor House

- The long leaseholder policy proposed above will be communicated to long leaseholders in an information bulletin.
- Long leaseholders will be asked to register interest in the shared-equity opportunity, so that an assessment of likely project viability can be undertaken.

Main Report

Background

1. New housing developments are being proposed at Sydenham Hill, Avondale Square, Sumner Buildings, York Way and Windsor House. The developments would be mainly infill without the need for any demolition, but proposals for Avondale Square and Windsor House could involve some demolition of existing units. During initial liaison with Windsor House stakeholders, it has become clear that affected leaseholders are concerned to understand the likely compensation or rehousing package available to them before they reach a view on the proposals. The City also needs to assess the likely interest in shared-equity opportunities in order to assess the viability of proposals.

2. Where dwellings held under leaseholds need to be demolished, it will be necessary to obtain vacant possession of the leasehold interest. Unless agreement is reached with the leaseholder, vacant possession can only be obtained under a Compulsory Purchase Order (CPO) made by the local authority in whose area the estate is located. Whether or not a CPO can be justified in any particular case is a matter for that local authority, having regard to the legal criteria, including whether the interference with private rights is proportionate in the wider public interest. A CPO must also be confirmed by the Secretary of State. It is impossible to prejudge the decision of any local authority and Secretary of State on a CPO. However, estate regeneration proposals would always be undertaken in close liaison with the host authority and would only be embarked on where there was an agreed public interest. It is therefore likely that estate regeneration proposals, particularly when aimed at providing additional affordable homes, would justify a CPO being made, if necessary.
3. Where vacant possession is obtained under a CPO, the leaseholder is entitled to compensation based on the market value of the leasehold interest and other statutory compensation entitlements (reasonable professional fees, home loss and disturbance). If there is no suitable alternative accommodation available to displaced leaseholders on reasonable terms, the local authority in which the dwellings are located becomes responsible for rehousing them. This is potentially an issue where the leaseholder wishes to remain in the local area but all other properties in the area have higher values than the leasehold dwelling. Where leaseholders are not in occupation, they may have tenants who may also have housing needs if they are displaced by the regeneration proposals.
4. It is in the interests of all parties to try to reach agreed terms for vacant possession without the need for a CPO. This can help mitigate the stress and uncertainty suffered by local stakeholders and, if all negotiations are successful, can save the cost and delay of a CPO process.
5. The Sub-Committee sought a further paper on the purchase of leaseholds and in relation to offering shared-equity terms. This will provide information for leaseholders to help them respond to consultation on regeneration proposals.
6. The terms on which leaseholds should be purchased, and the basis on which any offers of alternative accommodation should be made to leaseholders, should be considered in the context of the leaseholder's compensation entitlement in the event of a CPO. The broad purpose of the compensation rules is to ensure that the displaced owner is no worse off as a result of compulsory acquisition.
7. Some Members at the last meeting were concerned that not offering leaseholders a new property within the new development would not be fair or appropriate and could result in a negative ballot for a regeneration proposal.
8. It was also suggested that consideration be given to practice in other authorities. We spoke to the London Borough of Hackney, which has carried out regeneration on some of their own estates. They adopt a different policy for

leaseholders, depending on whether they reside in their flat as their only or principal home. Leaseholders who do not reside in their property as their principal home and sublet their flats are subject to CPO. The London Boroughs of Southwark and Islington also offer similar policies for their leaseholders. The London Borough of Southwark, for example, offers its secure leaseholders a new flat on a shared-equity basis if the value of their new flat is more than their existing property. However, they do not pay rental on the part they do not own, but they do pay a full-service charge.

Leaseholder Proposals

9. It is proposed that leaseholder owner-occupiers who wish to remain in the local area will be offered a new flat in the development on a shared-equity basis.
10. If they are able to purchase 100% of the equity, it will be open to them to do so.
11. If the compensation/market value of the leaseholder's old property leaves a value gap, this will be met by the City retaining an equity share in the property (equivalent to the value gap, after any voluntary application of savings by the leaseholder). The leaseholder will not have to pay rental on the equity share retained by the City but will be liable for the full-service charge.
12. Thus, if their existing flat was valued at £300,000 and their new flat was valued at £600,000, they would own a 50% share of their new flat, with no rental being payable, but they would be liable for 100% of the service charge. This would be personal to them and so, on resale of the property, the City would recover its 50% equity share from the sale proceeds. Respective shares safeguards would be put in place in the legal documents to protect the City's equity share and ensure that the resale would be at full market value.
13. This equity share opportunity would only be available to leasehold owner-occupiers.
14. It is justifiable to adopt different terms for leaseholders because absentee leaseholders are not in housing need for a property on the estate. Provision of equity share properties to absentee leaseholders would be likely to prejudice the City's ability to offer housing to those in need.

Windsor House

15. Due to the advanced stage of residential consultation at Windsor House, if agreed, leaseholders should be urgently informed of the recommended equity-share opportunity to assist them in responding to the consultation. If the recommendations are agreed, these will be contained in an information bulletin to be provided to leaseholders as soon as possible.
16. Windsor House consists of 104 flats, of which 32 are held on long leases, and of these, 16 are absentee landlords. A summary of the consultation is attached in Appendix A, and from this you will note that three options were considered for this estate, namely: do nothing; partial infill (add approximately 30 units);

and full regeneration – demolish the existing estate in a phased process over 10 years and replace with 220 new units.

17. The consultation, though inconclusive, does indicate that there is some desire for a regeneration of this estate. This would replace a tired estate (which was built in 1927) with new fit-for-purpose properties that meet modern day space standards.
18. The City must agree on its policy for sold flats if there is major regeneration resulting in the demolition of some blocks. Obviously, any major regeneration involving Greater London Authority (GLA) grant funding would be subject to a resident's ballot. Our consultation with the Windsor House residents is currently on hold until our policy is formalised. The next stage in the process would be to submit an outline options appraisal report to decide on the appropriate way to proceed, and to approve funding for consultants if it is agreed to carry out some development on the estate.
19. It is anticipated that the total cost of purchasing all 32 leaseholders at full market value would be in the region of £13 million, assuming an average sale price of £400,000, with a further £2 million being payable in compensation. The cost to the City of the forfeited rental on the equity share properties provided to displaced owner-occupiers would also need to be calculated before proceeding, to establish whether the scheme remained viable.
20. If agreed, leaseholders should be urgently informed of the recommended equity-share opportunity to assist them in responding to the consultation. If the recommendations are agreed, these will be contained in an information bulletin to be provided to leaseholders as soon as possible. Long leaseholders will be asked to register interest in the shared-equity opportunity, so that an assessment of likely project viability can be undertaken.
21. The information bulletin will confirm that, if regeneration was carried out, it would be over a long period of time, up to 10 years. Therefore, it is not the City's intention to embark on repurchasing or providing new accommodation for leaseholders at this stage, but to simply assess the impact that a full regeneration programme will have, and whether it would be financially viable.

Equality Impact Assessment

22. An Equality Impact Assessment will be carried out to ascertain how the proposed regeneration would affect residents. It is hoped that it would have a possible impact with fit-for-purpose dwellings being provided for residents with mobility problems and other issues.

Conclusion

23. The adoption of a Local Lettings Plan and a Tenants' Charter has provided information to tenants to assist their participation in the consultation process at Windsor House to date.
24. However, those documents do not address proposed arrangements for compensation and rehousing of leaseholders. The consultation process at Windsor House has stalled pending information on those arrangements being provided to leaseholders. The policies recommended in this report are fair and equitable. It is proposed that they be contained in an information bulletin provided to leaseholders in order to continue discussions with Windsor House residents. Further reports regarding the potential dialogue with host boroughs in relation to CPOs will be reported to this Committee.

Appendices

Appendix A – Consultation Summary

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Windsor House Consultation

Open Day Summary
September 2019



Overview

There were three open days for residents of Windsor House over August to September. The aim of the open days was to share more details of each of the three options with the residents so that they are able to begin to form opinions on their preference for the future of the estate. The options being; (1) the estate staying the same with window and paintwork improvements, (2) additional housing being added to the existing estate, and (3) regeneration of the estate.

Residents were encouraged to share their feedback on each of the options via feedback forms, which were then databased and summarised in this report. Comments from conversations with residents have also been included.

Overall, the responses were largely mixed, and due to this and to the fact that only 24 people completed feedback forms, there is no clear collective preference for a particular option at this point.

There are still some concerns relating to each option, and questions that residents wanted answered before they make up their mind. However this process shows that currently the least favoured option by a vast majority was the option of infill housing (option 2), as residents either do not want the green space built on, or prefer full regeneration.

Key figures

The open days took place on the 17th and 21st August, and the 11th September.

43 residents attended in total, all of whom were invited by a flyer through their doors, and some also via email and telephone (if they had signed up for this). 24 people completed feedback forms with a breakdown as follows:

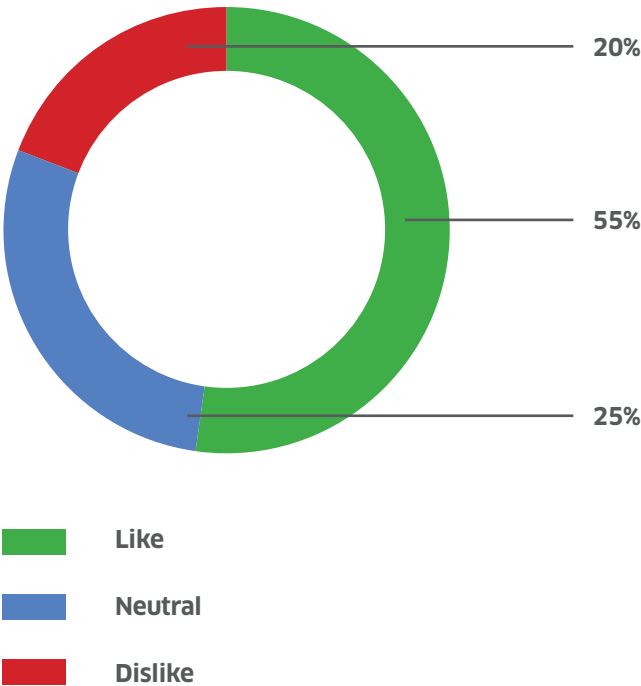
Secure tenants: 17
Resident leaseholders: 4
Non resident leaseholders: 3



Option 1 - The estate stays as it is with maintenance and repairs

Overall, the majority of residents who completed feedback forms liked this option, with many also neutral about this option. Three residents said they did not like this option.

The graph below shows a breakdown of the feedback on this option.



THE ESTATE SHOULD STAY THE SAME BECAUSE...

1. Maintenance and repairs is enough

- A significant number of residents stated that maintenance and repairs are the most crucial changes that are needed, and once these have been done there will be no need for regeneration.

2. The character of the building is important

- Many residents stated that the current character (look and feel) of the estate is important both to the community and beyond, and that the estate is an important part of the history of social housing. They feel that regeneration would destroy this, and replace it with a lesser quality building with no character (as they have seen on other London developments).

3. Building work will be disruptive

- Building works were a big concern for those who want the estate to remain as it is. Residents were concerned that building works would cause major disruption over a long period of time.

QUESTIONS TO ANSWER ABOUT THIS OPTION

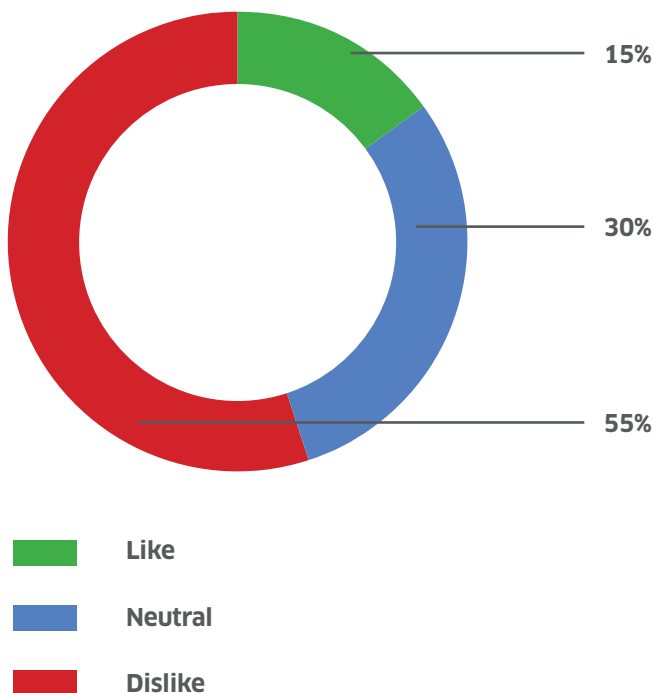
- Why is major refurbishment not a possibility? How is the Housing Revenue Account money currently being spent – could they see a breakdown?
- What other means of funding for refurbishment are there?
- If this option is chosen, could the gardens be relandscaped and reopened for everyone who lives on the estate to use?
- Would there still be a caretaker living on site when the current caretaker leaves?
- Can lifts still be added without redevelopment?
- Can the roof be reopened if new safety measures are put in place?
- What is the garden consultation going to be on, how much funding is available to invest in the gardens If we decide that the estate should remain the same?
- Has the possibility to apply for a listed heritage status and protect the building and get extra funding to refurbish it been considered?
- Residents really want their windows re-done but are unsure about the prospect of aluminium. Are they able to state a preference for PVC windows that are easier to clean?



Option 2 - The estate grows with additional housing

This was the least popular option amongst residents, with only 18% of residents saying they liked this option, and 35% being neutral. This was because those who prefer no regeneration found that this option still had a negative impact on the current estate (through loss of light, green space and building work. Those who DO want regeneration found that this option did not go far enough in improving the housing and quality of life of all residents on the estate, not just those with specific needs.

The graph below shows a breakdown of the feedback on this option.



RESIDENTS WHO SUPPORT THIS OPTION SAID

1. It would provide for those who need it

- Residents are aware that there is a need for housing for residents with specific needs and a general need for additional housing for people on the waiting list, and agree that this should be provided. However, they argue that there must be strict criteria in place to ensure that it is only those with needs on the estate who benefit.

2. It would allow residents to stay put

- For those residents who do not want regeneration, this option would still mean they could stay in their current flats whilst much needed housing is still built. Although they did not prefer this option, they said it is better than the regeneration option.

CONCERNS ABOUT ADDITIONAL HOUSING

- Many residents commented with concerns around loss of green space with this option
- Residents are concerned about loss of light for current flats with this option
- Residents are concerned around noise and disruption from construction
- High levels of concern from some residents about loss of caretaker on estate across all options
- Issues regarding privacy if new housing was built with views into existing homes

QUESTIONS TO ANSWER ABOUT THIS OPTION

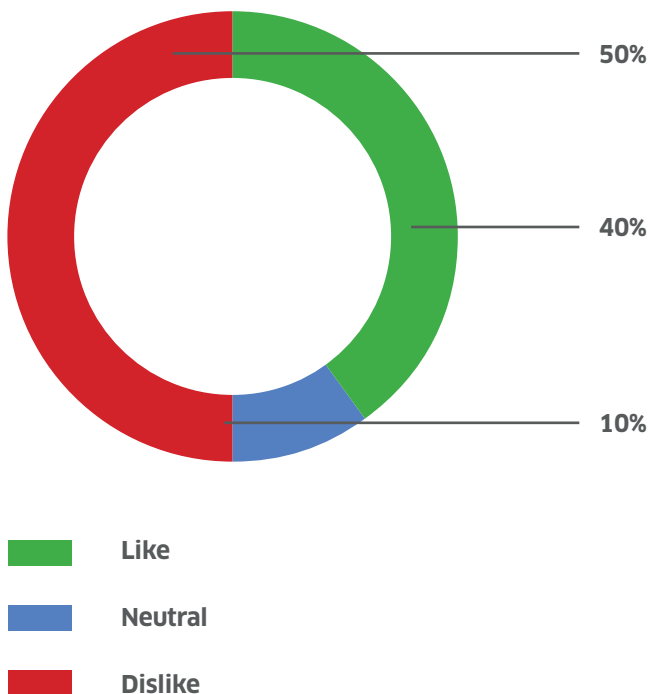
- Can we confirm that additional housing would be built to specific legal requirements to house people from the estate with specific needs?
- How will those specific needs be classified, who will get priority and what would the process be?
- If this option is chosen, would security be improved for the whole estate?
- Would existing green space be improved and for all residents to access easily?
- Could funding from additional housing be spent on adding lifts to the current building?
- Would the community centre be re-provided to a higher standard?
- Can residents be involved in the design process throughout?
- Would there still be a caretaker living on site when Geoff leaves?
- Can we ensure that the space for fire emergency access in the central area of the estate, around the garden is maintained if this option is taken forwards?
- What would the maximum heights be on a new building?
- How long would construction work be going on for and how would residents be impacted?



Option 3 - The estate is demolished and rebuilt

Half of respondees disliked this option, and many also liked this option, suggesting that the primary two options are now regeneration or no regeneration, and that residents are divided between the two. The majority of residents who liked the proposals for regeneration are interested in improved security, larger flats and better accessibility (i.e. lifts). Some residents also highlighted the improvements to the green spaces as a priority for this option, however were divided on which layout option for new homes would be preferred and require more detail on each.

The graph below shows a breakdown of the feedback on this option.



THE ESTATE SHOULD BE REDEVELOPED BECAUSE

1. Bigger homes

- For some residents, larger homes is a priority

2. Better quality homes

- Some residents would like new homes of a better and 'more modern' standard than currently, with measures to address noise pollution from neighbouring flats, poor quality kitchens and bathrooms, plumbing and waste disposal in particular.

3. Better security

- For many residents, security is an ongoing concern, and the regeneration of the estate would improve this with fob access and other security measures. Residents stated that this would go a long way to improving antisocial behaviour on the estate.

4. Improved accessibility

- Accessibility is a priority for many residents, and this option would improve this for all, not just those with specific housing needs as per option 2.

5. Keeping up with the area

- Many commented that the neighbourhood has been modernised, with many new buildings and public spaces built and it would be nice to see the estate 'fit' better as part of the uplifted area.

6. Future generations

- Particularly for young parents with children, regeneration was a good option as their priority was better conditions in the longer term for their children.

CONCERNS ABOUT REDEVELOPMENT

Costs

- Residents are concerned that regeneration will lead to rent increases

Building work

- Concerns about ongoing noise and disruption during demolition and construction, and uncertainty about when this would begin and how long it would last for

Building design and quality

- Concerns about the quality of building materials – all residents who mentioned building materials and design would prefer solid brick building
- Concern about height and density - most residents do not want the building to be too tall and dense and do not want to live in high level flats
- Concern about loss of daylight and sunlight into flats
- Concern about loss of privacy with new design layouts
- What would be the maximum heights of any new buildings in case of complete redevelopment?

Green space

- Concerns about loss of green space and planting
- Those who don't want regeneration said that they would want balconies and maximum green communal space with lower rise blocks if it is regenerated

Existing community

- If the estate is regenerated or housing is added, residents must be involved in all key design decisions, from materials, layout of building and flats, colours of the carpets and everything
- To redevelop the estate would tear apart the community

QUESTIONS TO ANSWER ABOUT THIS OPTION

Replacement flats

- Would all residents be provided a like for like flat?
- Will residents be told what building materials will be used before voting? Many who like this option would only vote for it if brick building materials to replicate the existing design of the estate were guaranteed
- Will residents be involved in the design process throughout - through to the design of each flat, choice of work surface etc?
- Would residents be able to choose their own flats in the new building - particularly leaseholders?
- If shared equity or shared ownership are the options, what would be the conditions for these, and how exactly would they work?

Buy-back and valuation (leaseholders)

- At what point in the process would City of London be valuing and buying out leaseholders?
- Would City of London consider a buy back option for the flats at this stage? What is the earliest they would be able to do buy back?
- How and when would the valuation carried out, and who by (of both the current and the new homes)?
- What would the valuation conditions be and how do they know it will be fair?
- Will refurbishments done privately in the flats be taken into account during valuation?

Selling privately

- If someone is looking to sell their home, how will this consultation process impact them?

Option 3 - The estate is demolished and rebuilt

QUESTIONS TO ANSWER ABOUT THIS OPTION

General costs (Leaseholders)

- Will moving and home loss payment costs be covered?
- What would be the change in service charges in case of regeneration?
- What costs will leaseholders incur with each of the three options?
- Why do they have to pay for replacement windows when they would potentially have to sell the property for demolition?
- What happens if a leaseholder cannot afford the £9k for the windows upgrade?
- If they are just selling and don't want a replacement flat, would they get any payment to cover the costs of buying a new flat? (stamp duty, moving costs, solicitors)

Other general regeneration questions

- Would the community centre be re-provided to a higher standard?
- Could residents have a more specific timescale for what will happen if estate is regenerated before the next vote?
- Is there any assurance that City of London can give that the estate will be well maintained over time – particularly as concerns were raised about the quality of new builds and short term issues?
- Clarity around how a 4-bed flat is determined, i.e. is it actually classified as a 3 bed with a separate dining room?

CoL Tenant questions

- Concerns about the re-provision of social housing – could they have figures for this and how many market sale homes might be needed for this option?
- Where could any temporary move be to if a resident chooses to move away from the estate when it is regenerated
- Where could a permanent move be to if a resident chooses to move away from the estate when it is regenerated?
- What would be the impact on the rents? (at least approximate increase in percentage)
- Any moving costs and home loss payment?
- Any additional support offered for the construction and move?

Breakdown of feedback per tenure type

Below is a breakdown of preferred options of each tenure type. Please take into account that these views do not represent the views of all residents within the estate as 24 residents completed forms.

Overview:

- All resident leaseholders who gave feedback would like the estate to remain as it is
- All resident leaseholders who gave feedback are against regeneration
- Both resident leaseholders and secure tenants that fed back both do not want infill housing
- An equal number of secure tenants who fed back would like the estate to remain as is as would like regeneration, however some were neutral

Breakdown:

Resident leaseholders (4)

Option 1 – all like

Option 2 – two dislike, one neutral, one like

Option 3 – all dislike

Non resident leaseholders (3)

Option 1 – two like, one neutral

Option 2 – two like, one neutral

Option 3 – two dislike, one like

Secure tenants (15)

Option 1 – seven like, five neutral, three dislike

Option 2 – eleven dislike, four neutral

Option 3 – seven like, six dislike, two neutral

All three options must now go into further detail and all questions raised must be answered in order to understand whether there may be a option with majority favour.





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Committee:	Dated:
Department for Community and Children's Services	13/12/2019
Subject: Award of Section 202 Housing Act 1996 Reviews Contract	Public
Report of: Andrew Carter, Director, Department of Community and Children's Services	For Decision
Report authors: Will Norman, Head of Homelessness Prevention and Rough Sleeping, Department of Community and Children's Services Frank Marchione, Chief Lawyer (Litigation, Prosecutions and Licensing), Comptroller and City Solicitor's Department	

Summary

This report seeks approval for contracting out Section 202 Housing Act Reviews (s.202 reviews) to a third-party organisation.

S.202 of the Housing Act 1996 includes provision for applicants to request a review of a decision taken by the housing authority, but under the local authorities (Contracting Out of Allocation of Housing and Homelessness Functions) Order 1996, the local authority in question must authorise the contracting out and, if not, any decision taken will not be legally valid. Therefore, formal authority is being requested from this Committee.

Recommendations

Members are asked to:

- authorise (retrospectively if necessary) for a period not exceeding 10 years from 01/01/2019 the exercising of the statutory homelessness review function (under Section 202 of the Housing Act 1996) by persons or employees of those persons whose details have been notified to this Committee (by or on behalf of the Director of Community and Children's Services) as having entered into agreements to provide the exercising of the statutory homelessness review function on behalf of the Common Council of the City of London
- authorise the Director of Community and Children's Services to enter into agreements (in accordance with the above authorisation with persons to provide for the exercising of the statutory homelessness review function on behalf of the Common Council of the City of London by those persons and/or employees of those persons

- note that Housing Reviews Limited has entered into an agreement to provide the exercising of the statutory homelessness review function up to 31/12/2019.

Main Report

Background

1. Under Part VII of the Housing Act 1996, persons presenting as homeless who are in priority need and are not intentionally homeless are entitled to substantive assistance under the provisions of that Part of the Act. Any applicant who receives an adverse decision is entitled to a review of their decision and, if they remain dissatisfied with the decision on review, they are entitled to pursue a statutory appeal to the County Courts. Both types of decision are administrative decisions, not discretionary.
2. Regulation 5 of the Allocation of Housing and Homelessness (Review Procedures) Regulations 1999 requires the Council to notify the applicant in writing within 56 days of the outcome of the review decision. With the introduction of the Homelessness Reduction Act 2017, the opportunities for applicants to request a review have increased significantly with the increase in legal notification letters and Personal Housing Plans. The impact of these increased review points has not yet been seen London-wide or nationally, however, it is expected to significantly increase as the new procedures introduced by the Act become more established, and we require a robust procedure to manage this demand.

Current Position

3. The introduction of the Homelessness Reduction Act 2017 has succeeded in creating more access points for individuals intending to present as homeless, with free advice and information through self-referrals, and the Duty to Refer. We have seen a significant (77.5%) increase in approaches compared with before the Homelessness Reduction Act came into effect.
4. The delegation of responsibility to our current provider is currently covered by a delegation document. This was drafted at the recommendation of legal counsel instructed to advise us in relation to a specific case in 2018, as insufficient evidence of formal delegation has been found to be a legal point on which a Council's decision can be overturned in court.
5. Our current provider is Housing Reviews Limited.

Options

6. The scale of demand for homelessness applications to the City of London, while consistent, is of a size where employing a dedicated officer for the role is unnecessary.
7. Another local authority could be contracted to undertake s.202 reviews under a Service Level Agreement. This brings the added risk that the Homelessness Reduction Act 2017 is still less than two years old and demand for s.202 reviews

is steadily increasing. In-house review officers are often in demand and working under pressure: it might therefore be assumed that a partner local authority will prioritise its own case load, causing delays to City of London reviews.

Proposals

8. Our preferred approach is to seek delegation through DCCS Grand Committee, further strengthening our position in the event that our s.202 decisions are challenged.
9. Contracting a third party brings efficiencies and performance management expectations that will, in turn, improve the quality and accuracy of our service delivery to applicants.
10. A number of qualified organisations are operating in this sector and it is reasonable to assume that the City of London may wish to change providers at some point in the future.
11. In the event that a future provider fails to meet its contracted obligations, the City of London would need to procure an alternative solution. This could cause some delay in the administration of case work but is not considered a significant risk.

Corporate & Strategic Implications

12. The options reviewed and subsequent proposals meet the following Corporate Plan outcomes:

- Contribute to a flourishing society:
 - People are safe and feel safe
 - People enjoy good health and wellbeing
 - People have equal opportunities to enrich their lives and reach their full potential.

13. The options reviewed and subsequent proposals meet the following Homelessness Strategy outcomes:

- Homelessness is prevented
- Everyone has a route away from the streets
- The impact of homelessness is reduced
- Nobody needs to return to homelessness.

Implications

14. The contract value will afford the City of London ample flexibility should demand continue to increase.
15. The costs will be fully budgeted for and taken from Homelessness and Rough Sleeping budget. No additional funding is being sought.
16. Reviews, and other related tasks such as independent medical advice, will be charged at a fixed rate.
17. Risk associated with contracting to a third party is assessed as low. Providers will be expected to be able to demonstrate suitable sector experience.

Conclusion

18. The delegation of this function to a third-party provider represents good value for money and a low-risk solution to a statutory requirement.
19. There are clear disadvantages to resolving the need to review decision-making capacity within the City of London, and to delegating this to another local authority.

Appendices

- None

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Committees: Corporate Projects Board – For information Projects Sub-Committee – For decision Community and Children’s Services – For decision	Dates: 29/10/2019 19/11/2019 13/12/2019
Subject: Golden Lane Community Centre Refurbishment Unique Project Identifier: 11957	Gateway 6: Outcome Report Regular
Report of: Director of Community & Children's Services Report Author: James Illsley – Project Manager, Major Works, Housing Property Services	For Decision Public

Summary

1. Status Update	Project Description: Refurbishment of the Grade II listed Golden Lane Community Centre on Golden Lane Estate including: stripping the building back to the structure; changes to internal layout; full electrical rewire; new kitchen; new toilets; double-glazing upgrade; photovoltaic (PV) panels on the roof; new heating and comfort cooling system; new flooring; new disabled access lift; new access control systems and CCTV; and upgrades to data systems throughout and full redecoration. RAG Status: Amber (Green at last Committee) Risk Status: Low (Low at last Committee) Costed Risk Provision Utilised: £94,843.86 Final Outturn Cost: £1,195,652.00
2. Next Steps and Requested Decisions	Requested Decisions: <u>Corporate Projects Board, Projects Sub-Committee and Community and Children’s Services Committee</u> 1. To note the content of this report 2. To note the lessons learnt <u>Projects Sub-Committee and Community and Children’s Services Committee</u>

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	3. To authorise closure of this project.
3. Key Conclusions	<ul style="list-style-type: none"> • The Golden Lane Community Centre has undergone a comprehensive refurbishment and upgrade, having not benefitted from any major improvement works for over 30 years. • The original driver for the project, as defined in the Gateway 2 report, was the relocation of Adult Skills and Education Services (ASES) from 99 Golden Lane to facilitate the City of London Primary Academy Islington (COLPAI) development project. ASES have now successfully occupied the Community Centre and have been delivering their full range of courses and classes for almost 12 months. • The building has reopened and has become a hub for the community once again. • Energy-efficient enhancements have been incorporated in the building, including double-glazing throughout, PV panels on the roof, and an efficient heating and comfort cooling air-conditioning system. • The defects liability period has closed, and all defects have been addressed. • The original completion date was 20 March 2018; this was revised, and practical completion occurred on 6 July 2018, representing an approximate 15-week delay on the original programme. • There was also a decrease in the final out-turn cost, with the original project budget of £1,278,625 (including risk provision) decreasing to £1,195,652.00 (including risk provision utilised and issues report additional funding). • While we encountered design changes, planning and building control changes, and inclement weather which impacted on the programme and budget, the impacts were managed within the previously agreed risk provision and issues report. • Due to the nature of the issues identified on-site, the risk register couldn't be matched directly against all budget increases. The issues report therefore covered this additional funding required, however, it didn't result in the original project budget being exceeded.

Main Report

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Design and Delivery Review

4. Design into Delivery	<p>The detailed design plans and specifications produced by our architects, Studio Partington, were successfully delivered on-site, creating a far more functional building with a design more sympathetic with the wider Golden Lane Estate. Prior to starting on-site, surveys and property condition reports were completed, however, they didn't identify 100% of the issues with the existing building. This resulted in design changes and a portion of the costed risk provision having to be accessed, as well as an issues report having to be submitted to cover the cost of risks not covered by the risk register. This did not increase the overall project budget but did result in a delay to the project achieving practical completion by approximately 15 weeks.</p> <p>During the internal demolition and strip out at the beginning of the construction works, several challenges were discovered, and it became clear that further amendments would need to be made to the detailed designs. Please see Section 11. Risks and Issues for more information. In addition to these discoveries during construction, liaison with the City of London's Planning, Heritage and Building Control officers resulted in amendments to the detailed designs, with project cost and time implications.</p> <p>The City of London Housing Property Services team worked closely with the architects, monitoring and evaluation (M&E) consultants and contractors to manage these design changes as they arose to mitigate delays to the programme and manage the project budget.</p>
5. Options Appraisal	<p>Original options from the Gateway 3 report included:</p> <ul style="list-style-type: none">- Whether or not to combine the refurbishment of the community centre with the conversion of the ground floor of Great Arthur House to residential accommodation into one project.- If the relocation of the Golden Lane Estate office should be included as part of the delivery of the project to refurbish the community centre. <p>The option chosen was to separate the two projects and pursue the conversion of the ground floor of Great Arthur House to residential accommodation as a separate project. It was also decided to not include the relocation of the Golden Lane Estate office within this project.</p> <p>We consider the options chosen to be correct as there is a consultation process still taking place regarding the proposed residential accommodation to the ground floor of Great Arthur House and the relocation of the Golden Lane Estate office. If the refurbishment of the community centre had been combined with</p>

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	<p>these two other projects, the refurbishment would have been delayed.</p> <p>There were changes to the scope during delivery due to design issues identified on-site. The design and delivery teams worked hard to mitigate the impact of these issues.</p>
6. Procurement Route	<p>The works contract was successfully procured via open tender. Procurement Reference: itt_COL_6200</p> <p>The procurement process worked well, and the tender closed with responses from five reputable contractors. The evaluation resulted in a contractor being chosen who scored highly in the technical evaluation and offered a competitive price below our quantity surveyors' estimate.</p>
7. Skills Base	<p>The City of London Housing Property Services team had the required skills and experience to deliver the project. An external architect and M&E consultant were employed to develop the detailed design plans and specifications, and provide project support during delivery.</p> <p>A sustainability engineer, property condition surveyor, drainage surveyor and planning consultant were employed during the design stages to assist in producing the tender package.</p> <p>A quantity surveyor was employed to verify contractor valuations and to aid in ensuring rigorous cost control. The quantity surveyor performed well for the duration of the contract and was essential in assisting in negotiations over the final account for the project. Our architect also performed very well for the duration of the contract. They worked well with the contractor and were willing to offer advice, assistance and clarification with virtually no delays.</p>
8. Stakeholders	<p>A resident-led steering group was established to inform the design process and ensure that local residents were involved in the project brief and development. The steering group was involved closely with the sustainability improvements included in the refurbishment such as the upgrade to double-glazing to all the windows and PV solar panels on the roof.</p> <p>We had positive monthly progress meetings with the steering group and incorporated their design suggestions where possible. The pressure from the steering group to improve the sustainability credentials of the building was instrumental in us requesting the funding for these elements through the gateway process. In the future, the process would perhaps benefit from a wider cross-</p>

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	section of the community being involved, as the steering group was quite small.
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Variation Review

9. Assessment of Project Against Key Milestones	<ul style="list-style-type: none"> - Gateway 1–2 completion date estimate: May 2017 - Gateway 3–4 approved: February 2017 - Planning permission granted: February 2017 - Gateway 5 approved: July 2017 - Gateway 5 start date: September 2017 - Actual start date: September 2017 - Gateway 5 estimated completion date: March 2018 - Actual practical completion date: 6 July 2018 <p>The project progressed as expected throughout the design and tender period, with the contractor starting on-site in September 2017 as anticipated. The completion on-site, however, was delayed by 15 weeks due to design changes during construction, inclement weather, and delays in securing building control sign-off.</p>
10. Assessment of Project Against Scope	<p>The original scope at Gateway 2 included a ‘light touch’ refurbishment, including redecoration, new WCs, conversion of existing spaces into classrooms and office space to accommodate ASES. The scope at Gateway 5 expanded on the original scope to include a more substantial refurbishment, including taking the building back to the original structure, internal layout reconfiguration, new heating and cooling system, double-glazing throughout, and a full rewire and replumb of the centre. This expansion of the original scope was the reason for the increase in cost from the original estimate at Gateway 2 of £500,000.</p> <p>The scope of the project during delivery remained largely unchanged as it was a detailed design contract. There were, however, several design changes (largely to the internal services and structure which are not visible to the users of the building) due to discoveries made on-site during the initial strip out and demolition stage of the project.</p> <p>The design and delivery teams worked hard to minimise the cost and time implications of these discoveries.</p>
11. Risks and Issues	<p>Due to the design changes and delivery delays encountered on-site, £94,843.86 of the costed risk register was required to complete the works, representing 48% of the costed risk register. In addition, a further £65,952.60 was required to complete the works, which was not covered by the costed risk register. This total</p>

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	<p>additional funding requirement of £160,796.46 was approved via an issues report in March 2018.</p> <p>A property condition report was produced ahead of the contractor tender being released, however, some of the risks identified could have been mitigated further with a more intrusive property condition survey. This might have identified some of the risks which materialised, including the damp to the lower ground floor, and structure dimensions which impacted on the delivery designs. However, to complete a survey of this nature would have involved significant demolition to the internal structure, a difficult task to complete as the building was still in use, and a costly exercise for a project of this scale. With a listed historical building of this nature, it is very difficult to establish exactly what is hidden behind the entire fabric ahead of starting the refurbishment.</p> <p>The process of accessing the risk register was straightforward, however, receiving approval for the issues report was protracted. The issues report was submitted in February 2018; however, the additional funding was not approved until June 2018. This delay resulted in the late payment of an invoice to the contractor who threatened the corporation with legal action.</p> <p>The design changes and additional works that were required during delivery were related to the condition, dimensions and structure of the building, which became fully apparent during the strip out and demolition at the start of the building works. In January and February 2018, inclement weather also slowed down works on-site, and achieving sign-off from building control delayed progress.</p>
12. Transition to Business as Usual (BAU)	<p>The defects liability period has now finished, and the contractor has returned to address a few minor issues. The maintenance of the building moving forward will now be the responsibility of the City of London's Repairs and Maintenance team.</p>

Value Review

13. Budget

*Estimated
Outturn Cost (G2)*

Estimated cost (excluding risk):
£500,000

Risk provision was not included at
Gateway 2

The increase in cost from Gateway 2 (estimated £500,000) to Gateway 5 (estimated £1 million) can be directly attributed to the increase in the scale of the refurbishment. The proposal at Gateway 2 was for a 'light touch' refurbishment of the existing community centre. This was changed at Gateway 3–4 to include a major internal reconfiguration and upgrades to the heating system, plumbing, wiring, data services, building fabric and fire/alarm systems.

Cost summary:

	Gateway 5 Authority to Start work	G5 Issues Report £160,797 increase in works	Final out- turn cost	Variation (out-turn vs issue)
Construction costs	£849,625	£1,010,422	£1,010,422	-
Staff costs	£43,000	£43,000	£43,000	-
Quantity surveyor	£15,000	£15,000	£9,900	£-5,100
Clerk of works	£15,000	£15,000	£15,000	-
Community Infrastructure Levy	£10,000	£10,000	-	£-10,000
Other fees & surveys	£120,000	£120,000	£94,690	£-25,310
Furniture	£30,000	£30,000	£22,640	£-7,360
Project Sum (excluding risk)	£1,082,625	£1,243,422	£1,195,652	£-47,770
Costed Risk (unfunded)	£196,000	£101,156		£-101,156
	£1,278,625	£1,344,578	£1,195,652	£-148,926

Funding summary:

Community Services CIL	£632,625	£632,625	£632,625	-
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	S106 Affordable Housing	£450,000	£450,000	£402,230	-£47,770
	HRA		£160,797	£160,797	-
		£1,082,625	£1,243,422	£1,195,652	-£47,770
	<p>Please confirm whether or not the final account for this project has been verified.*</p> <p>Not Verified</p> <p>Verification by Chamberlains not required as project does not exceed risk or budgetary thresholds.</p>				
14. Investment	N/A				
15. Assessment of Project Against SMART Objectives	<ol style="list-style-type: none"> <i>The completion of works before the closure of COLCEC (City of London Community Education Centre) (G2):</i> The Gateway 2 report focused on the relocation of the ASES centre into the refurbished Golden Lane Community Centre to facilitate the start of the COLPAI development project. The works were completed within the timeframe for the closure of COLSEC, and the officers and delivery of classes are now being successfully delivered in the new community centre. <i>Provision of suitable space and installation of working facilities to accommodate several activities (G2):</i> The centre has been fully refurbished and now includes a number of flexible spaces for a multitude of uses. It has a new modern classroom, a large main hall with new flooring and audiovisual equipment, and a lower hall with a moveable partition for flexible use. <i>Delivery of a new fit-for-purpose Community Centre (G5):</i> With the centre now finished, we have delivered a community centre that exceeds the needs of the community and is now hosting over 40 hours of classes per week and over 40 hours of private hire events. The centre boasts a new kitchen, bathroom, disabled access and audiovisual and IT facilities throughout. 				
16. Key Benefits Realised	<ol style="list-style-type: none"> We have delivered a community centre refurbished to a high standard, which is fit for purpose. It is a focal point for the estate, providing flexible accommodation and modern services while retaining sensitive design features in keeping with the listed nature of the surrounding estate. Energy-efficiency improvements delivered include double-glazing throughout and PV panels on the roof. The PV panels have a payback period of only seven years. These upgrades will reduce 				

	<p>the centre's running costs, but, as the works have only been completed in the last 12 months, comprehensive figures are not yet available.</p> <p>3. As per the Gateway 2 objectives, ASES have been successfully relocated into the community centre and are now delivering a huge variety of popular classes and training daily. Between 16 July 2018 to the end of August 2019 there have been 1,077 private hire bookings, generating an income of £48,738.12 (ex VAT). ASES deliver an average of 49 hours of classes per week during term time, and private hirers deliver an average of 41 hours per week of sessions/classes.</p> <p>4. Prior to commencing on-site, an Equality Impact Assessment was carried out, including consultation with the City of London's access officer. Recommendations from these assessments were incorporated into the new centre, including an internal disabled access lift, fully accessible WCs on both floors with baby change facilities, WiFi throughout, level access on each floor, disabled access ramps to the fire exits on the ground and lower ground floors, way finding and site signage to comply with site design guides and in braille, and a contrasting colour scheme used to benefit those with visual impairment.</p>
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Lessons Learnt and Recommendations

17. Positive Reflections	<p>The original community centre was in a poor state of repair and only being used sporadically by the local residents.</p> <p>Works were delivered to a high standard and the building has experienced minimal defects during the 12-month defect liability period.</p> <p>The contractor performed well, with most of the challenges faced on-site with minimal disagreement. They were committed to delivering a high-quality finish and would like to work with the City of London in the future.</p> <p>The costed risk provision was essential in allowing us to complete the works and mitigate the cost increases encountered on-site. With the refurbishment of a historic building, it is essential to have the capacity to manage design changes, given how difficult it is to predict exactly what you are going to uncover on-site when you start the works.</p> <p>ASES have successfully relocated to the building (as per the original Gateway 2 objective) and are delivering a large</p>
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	<p>variety of classes and training daily. Local residents are also renting the centre regularly for their own events. The building has become a focal point again for the estate and wider community.</p> <p>A flexible space was designed by our architects, with a movable wall on the lower ground floor, a modern classroom for training, and integrated audio and data services throughout the building. Our architects and design team performed excellently on this project, with swift responses to any queries, and a positive attitude.</p> <p>The relationships between the City of London Housing Property Services team, the steering group, the design team and the contractors were positive and complementary. There was a real sense of a shared ambition, and this has continued with the design team and contractor being appointed for other projects.</p> <p>Energy-efficiency upgrades were part of the works, including double-glazed windows throughout, PV panels on the roof, and an efficient comfort cooling air-conditioning system.</p>
<p>18. Improvement Reflections</p>	<p>During the strip out and demolition phase at the start of construction, several challenges were identified which impacted on the detailed designs. This resulted in amendments being required, attracting cost and time increases. More intrusive surveys of the building prior to construction may have identified some of these issues and mitigated the cost increases. There was a limit to how intrusive a survey we could conduct prior to tender as the building was occupied. In addition, this would have required additional survey spend prior to construction. With the refurbishment of a historic building like this, it is virtually impossible to know exactly what you are going to encounter ahead of strip out and demolition.</p> <p>There were a couple of issues with the contractor, the first relating to delays in receiving their estimates for the cost variations encountered during delivery. This delay reduced the time City of London had to assess the variation claim and led to a protraction in the time taken to assess the final account. To mitigate this in future we would put greater pressure on the contractor to provide their variation cost estimates quickly during construction.</p>

	<p>The second issue related to negotiations between the contractor and the City of London building control department. The contractor debated at length with building control regarding several specifications to achieve sign-off and what was required. The certifications provided by the contractor for several of the fire safety upgrades and plumbing fixtures were not considered sufficient by building control, which led to a dispute. Resolving this dispute delayed the programme until the contractor was able to provide the appropriate documentation. Building control have the decision regarding final specifications and this debate led to delays in achieving practical completion.</p> <p>To mitigate this in future, we would highlight the contractor's responsibility to achieve building control sign-off, ensure that the specifications for high-risk items are confirmed at the earliest stage of the project, and emphasise to the contractor that building control have the final decision regarding specifications.</p>
19. Sharing Best Practice	<p>1. Dissemination of key information through team and project staff briefings.</p> <p>2. Lessons learnt logged and recorded on departmental SharePoint.</p>
20. Any Other Business	N/A

Appendices

- Appendix 1 – Changes in project lifecycle
- Appendix 2 – 'Before and after' photographs

Contact

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Appendix 1 – Gateway 6
Golden Lane Community Centre refurbishment
Changes in project lifecycle

Gateway 1-2

- Project was a combination of refurbishing the Exchange in the Guildhall City Business library and the Golden Lane community centre.
- Total estimated cost for refurbishment was £500,000 to be split equally between the two sites.
- Limited detail in the report as to what the refurbishment would entail for the Golden Lane community centre

Gateway 3-4

- Project separated from works to refurbish the Exchange in the Guildhall City Business library
- Total estimated cost to refurbish the Golden Lane community centre £1,000,000
- The scope includes the refurbishment and reconfiguration of the Golden Lane community centre to accommodate the Adult Skills Education Service and also the Golden Lane estate office
- The project to convert the ground floor of Great Arthur House to residential accommodation is to be treated as a separate project

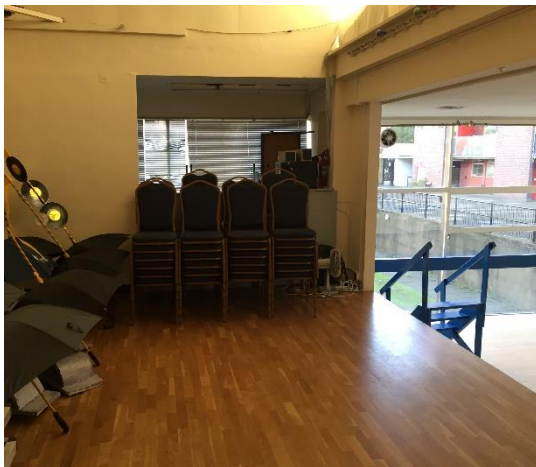
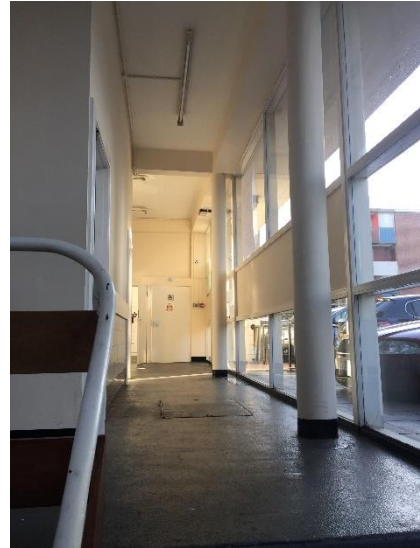
Gateway 5

- Seeking authority to appoint the contractor Quinn to complete the refurbishment works at a total cost of £1,278,625 (including risk, fees and staff costs)
- Scope the same as Gateway 3-4

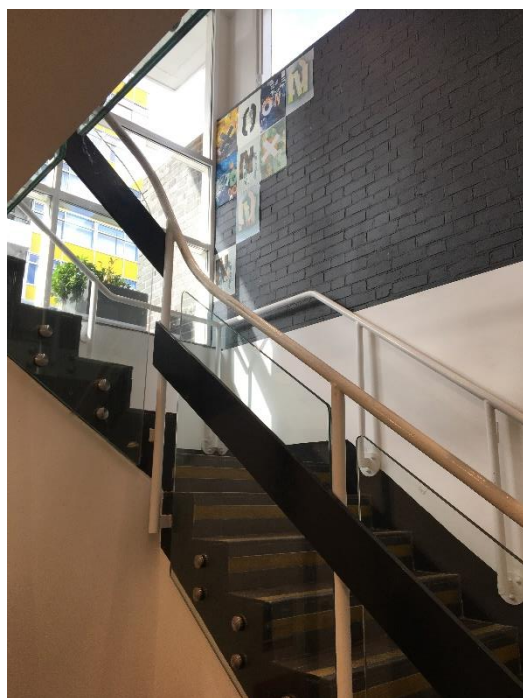
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Appendix 2 – Gateway 6
Golden Lane Community Centre refurbishment
Before & After Photos

Pre-refurbishment



Post – refurbishment



Committees:	Dates:
Corporate Projects Board – For decision Community & Children’s Services – For decision Projects Sub-Committee – For decision	25/11/2019 13/12/2019 16/12/2019
Subject: Fire Door Replacement Programme Unique Project Identifier: 12196	Public Gateway 1–4 Project Proposal & Options Appraisal Regular
Report of: Director of Community & Children's Services Report Author: David Downing, Asset Programme Manager, DCCS	For Decision

Recommendations

<p>1. Approval track, next steps and requested decisions</p>	<p>Project Description: This project proposes a programme of works to replace all front entrance doors (including any associated panel surrounds and fanlight windows) within City of London Housing managed residential blocks of flats – excluding those covered by existing programmes).</p> <p>The project will also include the replacement of any communal corridor fire doors, any fire escape doors from flats, and also any doors to electrical intake cupboards that need to be fire rated. Replacement doors are to give up to 60 minutes fire resistance (30 minutes as an absolute minimum where 60 minutes is not achievable or appropriate).</p> <p>Next Gateway: Gateway 5 (Multiple Gateway 5 reports on an Estate by Estate basis to be submitted.)</p> <p>Next Steps:</p> <ol style="list-style-type: none"> 1. Draft tender documents 2. Procurement 3. Gateway 5 (Multiple reports on an estate-by-estate basis to be submitted) 4. Progress to be reported monthly to the Housing Programme Board. <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That budget of £150,000 is approved for internal staff costs and professional fees to reach the next Gateway 2. Note the project budget of £150,000 (excluding risk) 3. Note the total estimated cost of the project at £9,100,000 (excluding risk)
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	4. That Option 2 to procure contracts to replace fire doors on an estate-by-estate basis is approved with each procured contract to be authorised by a separate Gateway 5 on the regular approval track.																
2. Resource requirements to reach next Gateway	<p>For recommended Option 2 (Procure contracts on an estate-by-estate basis):</p> <table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td>Internal Staff Costs</td><td>Project management; procurement</td><td>Housing Revenue Account</td><td>£30,000</td></tr><tr><td>Architectural/ Heritage Consultant</td><td>Detailed design & listed building consent for heritage sites</td><td>Housing Revenue Account</td><td>£120,000</td></tr><tr><td>Total</td><td></td><td></td><td>£150,000</td></tr></table>	Item	Reason	Funds/ Source of Funding	Cost (£)	Internal Staff Costs	Project management; procurement	Housing Revenue Account	£30,000	Architectural/ Heritage Consultant	Detailed design & listed building consent for heritage sites	Housing Revenue Account	£120,000	Total			£150,000
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Total			£150,000														
3. Governance arrangements	<ul style="list-style-type: none">• Service Committee: Community and Children’s Services• Senior Responsible Officer: Paul Murtagh, Assistant Director Barbican and Property Services, DCCS• The project will be monitored by the Housing Programme Board.																

Project Summary

4. Context	<p>Random sample testing of several front entrance doors to individual flats within residential blocks has been carried out. This destructive testing indicated an average fire resistance of 16 minutes. Although this is in line with what was predicted for doors in their original state, it gives serious cause for concern when set against recommendations from many of the 2018 Fire Risk Assessments. Furthermore, post Grenfell Tower, the City has made public commitments to embark on an enhanced front door replacement programme to bring all front doors up to a 60-minute fire resistance standard where possible. It should also be noted that the vast majority of front entrance doors in our residential blocks are as originally installed and have reached the end of their useful life; the expected lifespan of a</p>
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	<p>timber main entrance door is between 20 and 30 years, which has (in the main) been comfortably exceeded.</p> <p>With the City's public commitment to upgrade the doors in place, sample testing already complete and the safety critical nature of this work in mind this project can be expedited through the Gateway process with a combined Gateway 1-4 report to ensure no undue delay in delivering the works.</p>
5. Brief description of project	<p>Appoint a contractor or contractors to replace all front entrance doors to City of London residential flats (excluding those covered by existing programmes or new installations which meet the relevant standards), and also replace any communal corridor fire doors, fire escape doors from flats and doors to electrical intake cupboards, with fire doors that give up to 60-minutes fire resistance (30 minutes as an absolute minimum where 60 minutes is not achievable or appropriate).</p>
6. Consequences if project not approved	<p>The City has a statutory duty to keep its residential properties in good repair and meet the requirements for fire safety in Social Housing as laid out in Part B of the Buildings Regulations 2010.</p> <p>If the project is not approved, there are several potential consequences including:</p> <ul style="list-style-type: none"> • risk to the safety of residents in the event of a fire • risk of damage to the buildings in the event of a fire • potential reputational risks of not implementing further fire safety improvement measures agreed by Committee • resident dissatisfaction. <p>The City has also made public commitments to embark on an enhanced fire door replacement programme to bring all front doors up to a 60-minute fire resistance standard where possible.</p>
7. SMART project objectives	<ul style="list-style-type: none"> • All replacement doors to have expected lifespan of 30 years. • All replacement doors to meet statutory and City standards • Improved security for residents and improved thermal performance.
8. Key benefits	<ul style="list-style-type: none"> • Enhanced level of protection for residents in the event of a fire. • Enhanced level of protection for the building fabric and structure in the event of a fire. • Compliance with building and fire safety regulations. • Preservation of the City of London Corporation's reputation.

9. Project category	7a. Asset enhancement/improvement (capital)
10. Project priority	A. Essential
11. Notable exclusions	The project will exclude new build blocks (Horace Jones House, Twelve Acres House), the City's stock of residential houses, and blocks where front entrance doors have been recently upgraded (Petticoat Square) or where projects to upgrade front entrance doors to an appropriate standard are already well advanced (Petticoat Tower, Great Arthur House).

Options Appraisal

12. Overview of options	<p>1. Procure a single contractor to complete the fire door replacement programme via an Official Journal of the European Union (OJEU) compliant open tender process.</p> <p>2. Procure multiple contracts on an estate-by-estate basis to complete the fire door replacement programme via a compliant open tender process with separate Gateway 5 reports to be submitted for each estate following successful procurement (mirroring the approach taken for the Window Replacement Programme). This is the recommended option, as it will provide the quickest route to getting the fire doors up to standard at multiple sites simultaneously. The cost differences between the two options are believed to be negligible at this stage.</p> <p>Doing nothing is not a valid option as these works are considered statutory. Furthermore, the City has made public commitments to upgrade all front doors up to a 60-minute fire resistance standard where possible.</p>
13. Risk	<p>Overall project risk: Low</p> <p>Further information available within the Risk Register (Appendix 3) and Options Appraisal.</p> <p>Key risks:</p> <ul style="list-style-type: none"> • Securing heritage approvals may cause delays to the entire delivery programme. This is to be mitigated by procuring contracts on an estate-by-estate basis. • Lead-in time for manufacture of fire doors may be greater than anticipated due to demand pressures on manufacturers.

Resource Implications

14. Total estimated cost	For recommended option, £8,100,000 (works) + £1,000,000 (fees and staff costs) Total estimated cost (excluding risk): £9,100,000 Total estimated cost (including risk): N/A																																																																																			
15. Funding strategy	Is funding confirmed: Partial funding confirmed	Who is providing funding: Internal - Funded wholly by City's own resource																																																																																		
<p><i>Recommended option</i></p> <p>Front Entrance Doors to Flats (estimated unit cost £2,500 for full door including door furniture, surrounds and installation):</p> <table border="1"> <thead> <tr> <th rowspan="2">Estate</th><th colspan="2">Front Doors to Flats</th></tr> <tr> <th>No. of Doors</th><th>Estimated Cost</th></tr> </thead> <tbody> <tr><td>Avondale Square</td><td>643</td><td>£1,607,500</td></tr> <tr><td>Dron House</td><td>80</td><td>£200,000</td></tr> <tr><td>Golden Lane Estate</td><td>443</td><td>£1,107,500</td></tr> <tr><td>Holloway Estate</td><td>184</td><td>£460,000</td></tr> <tr><td>Isleden House</td><td>77</td><td>£192,500</td></tr> <tr><td>Southwark Estate</td><td>368</td><td>£920,000</td></tr> <tr><td>Sydenham Hill Estate</td><td>60</td><td>£150,000</td></tr> <tr><td>William Blake Estate</td><td>114</td><td>£285,000</td></tr> <tr><td>Windsor House</td><td>104</td><td>£260,000</td></tr> <tr><td>York Way Estate</td><td>275</td><td>£687,500</td></tr> <tr><td>Spitalfields</td><td>32</td><td>£80,000</td></tr> <tr> <td>TOTAL</td><td>2,380</td><td>£5,950,000</td></tr> </tbody> </table> <p>Communal Fire Doors & Electrical Intake Cupboards:</p> <table border="1"> <thead> <tr> <th rowspan="2">Estate</th><th colspan="2">Communal Fire Doors</th></tr> <tr> <th>No. of Doors</th><th>Estimated Cost</th></tr> </thead> <tbody> <tr><td>Avondale Square</td><td>488</td><td>£1,179,500</td></tr> <tr><td>Dron House</td><td>7</td><td>£17,500</td></tr> <tr><td>Golden Lane Estate</td><td>16</td><td>£50,000</td></tr> <tr><td>Holloway Estate</td><td>31</td><td>£77,500</td></tr> <tr><td>Isleden House</td><td>15</td><td>£37,500</td></tr> <tr><td>Southwark Estate</td><td>33</td><td>£93,500</td></tr> <tr><td>Sydenham Hill Estate</td><td>15</td><td>£42,500</td></tr> <tr><td>William Blake Estate</td><td>60</td><td>£156,000</td></tr> <tr><td>Windsor House</td><td>6</td><td>£15,000</td></tr> <tr><td>York Way Estate</td><td>149</td><td>£425,000</td></tr> <tr><td>Spitalfields</td><td>14</td><td>£56,000</td></tr> <tr> <td>TOTAL</td><td>834</td><td>£2,150,000</td></tr> </tbody> </table>			Estate	Front Doors to Flats		No. of Doors	Estimated Cost	Avondale Square	643	£1,607,500	Dron House	80	£200,000	Golden Lane Estate	443	£1,107,500	Holloway Estate	184	£460,000	Isleden House	77	£192,500	Southwark Estate	368	£920,000	Sydenham Hill Estate	60	£150,000	William Blake Estate	114	£285,000	Windsor House	104	£260,000	York Way Estate	275	£687,500	Spitalfields	32	£80,000	TOTAL	2,380	£5,950,000	Estate	Communal Fire Doors		No. of Doors	Estimated Cost	Avondale Square	488	£1,179,500	Dron House	7	£17,500	Golden Lane Estate	16	£50,000	Holloway Estate	31	£77,500	Isleden House	15	£37,500	Southwark Estate	33	£93,500	Sydenham Hill Estate	15	£42,500	William Blake Estate	60	£156,000	Windsor House	6	£15,000	York Way Estate	149	£425,000	Spitalfields	14	£56,000	TOTAL	834	£2,150,000
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Total Estimated Works Cost By Estate:

Estate	TOTAL	Source of Funding
Avondale Square	£2,787,000	Housing Revenue Account (HRA)
Dron House	£217,500	
Golden Lane Estate	£1,157,500	
Holloway Estate	£537,500	
Isleden House	£230,000	
Southwark Estate	£1,013,500	
Sydenham Hill Estate	£192,500	
William Blake Estate	£441,000	
Windsor House	£275,000	
York Way Estate	£1,112,500	
Spitalfields	£136,000	City Fund
WORKS TOTAL	£8,100,000	

Fees & Staff Costs	£990,000	HRA
Fees & Staff Costs	£10,000	City Fund
PROJECT TOTAL	£9,100,000	

HRA funding is confirmed, although a reprioritisation of other less safety critical works may be required to ensure sufficient resource is available when required. Funding for the City Fund aspect of the programme (covering flats at Spitalfields only – estimated at £136,000 plus £10,000 fees and staff costs) will be requested via the Capital Bids process.

The works will include the replacement of front doors to long leaseholders' flats, which is the City's responsibility. However, it has been determined that these are works of improvement rather than repair, and that there is therefore no scope for leaseholder recovery via service charge.

Estimated costs have doubled since the Project Briefing was drafted. The reasons for this are threefold.

1. The Project Briefing was based on pre-survey estimates. A full desktop survey of front entrance doors to flats and a physical survey of internal corridor doors has now been carried out. The number requiring upgrade was significantly underestimated prior to survey.
2. The project scope has expanded to include all doors to electrical intake cupboards and lift motor rooms which are required to be fire rated. This is essential in order to maximise protection to occupants and the building fabric.

	<p>3. Individual unit cost prices have been uplifted in line with recently tendered contracts that have included installation of similar doors. With the majority of responsible landlords across the UK currently also engaged in upgrading residential fire doors post the tragedy at Grenfell Tower, it should be noted that we are in a supplier's market.</p>
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Appendices

Appendix 1	Project Briefing
Appendix 2	PT4 Procurement Form
Appendix 3	Risk Register

Contact

Report Author	David Downing
Email Address	david.downing@cityoflondon.gov.uk
Telephone Number	0207 332 1645

Options appraisal table

	<i>Option 1</i>	<i>Option 2</i>
1. Brief description	Procure a single contractor to complete the fire door replacement programme via an OJEU-compliant open tender process. This is specialist work and therefore not suitable for procurement via a generalised framework.	Procure multiple contracts on an estate-by-estate basis to complete the fire door replacement programme via a compliant open tender or specialist framework process. Separate Gateway 5 reports to be submitted for each estate following successful procurement (mirroring the approach taken for the Window Replacement Programme). This is specialist work and therefore not suitable for procurement via a generalised framework.
2. Scope and exclusions	<p>Scope:</p> <p>This project proposes a programme of works to replace all front entrance doors (including any associated panel surrounds and fanlight windows) within City of London Housing managed residential blocks of flats (excluding those covered by existing programmes). The project will also include the replacement of any communal corridor fire doors, electrical intake cupboard doors, and any secondary fire escape doors from flats. Replacement doors are to give up to 60 minutes fire resistance (30 minutes as an absolute minimum where 60 minutes is not achievable or appropriate).</p> <p>Exclusions:</p> <p>The project will exclude new build blocks (Horace Jones House, Twelve Acres House), the City's stock of residential houses, and blocks where front entrance doors have been recently upgraded (Petticoat Square) or where projects to upgrade front entrance doors to an appropriate standard are already well advanced (Petticoat Tower, Great Arthur House).</p>	

	Option 1	Option 2
Project Planning		
3. Programme and key dates	<p>Gateway 4 approval – December 2019</p> <p>Procurement – May 2020</p> <p>Gateway 5 – October 2020</p> <p>Contractor Appointed – Winter 2020</p>	<p>Gateway 4 approval – December 2019</p> <p>Procurement – April 2020</p> <p>Gateway 5 – Multiple reports – from June 2020</p> <p>Contractor(s) Appointed – from July 2020</p>
4. Risk implications	<p>Low overall project risk.</p> <ul style="list-style-type: none"> • The works are carried out as required by a single contractor. Any delays delivering works to one estate could cause slippage to delivery timescales at other estates. • All replacement doors will be certified as compliant. • Any delay in obtaining heritage approvals for applicable sites could delay the whole programme. 	<p>Low overall project risk.</p> <ul style="list-style-type: none"> • The works are carried out to different estates concurrently by potentially a number of contractors, which would enable a quicker delivery programme and mitigate the risks of a single procurement failure. • All replacement doors will be certified as compliant.
5. Benefits	<ul style="list-style-type: none"> • Consistency of work throughout the contract. • One contractor to manage (although there is the potential for multiple subcontractors to be engaged). • Single procurement exercise. 	<ul style="list-style-type: none"> • Works to multiple sites will be able to proceed concurrently with programme duration not restricted by a single contractors delivery capacity. • Quickest route to getting fire doors up to standard at multiple sites simultaneously. Geographical spread of sites means that no savings are lost by having one contractor with one site set up.


	<i>Option 1</i>	<i>Option 2</i>
		<ul style="list-style-type: none"> • Shorter procurement timescales.
6. Disbenefits	<ul style="list-style-type: none"> • Delivery programme may be elongated depending on successful contractor's capacity. • Single large procurement will be complex and may limit field of potential bidders to large concerns only, with small and medium enterprises (SMEs) and smaller specialists unable to bid. • Extended OJEU tender period. • Any delay in obtaining heritage approvals for applicable sites could delay the whole programme. 	<ul style="list-style-type: none"> • Running multiple contracts may incur additional management costs. • Multiple contracts to be procured. • Different contractors could lead to inconsistencies in the works between estates if not well managed.
7. Stakeholders and consultees	<ul style="list-style-type: none"> • Members and Ward Members • Officers including City Surveyors, Chamberlain's, Housing and Neighbourhood Management and Town Clerk's • Residents of the relevant properties. 	
Resource Implications		
8. Total estimated cost	£9,100,000	£9,100,000
9. Funding strategy	98.32% of works will be funded by the Housing Revenue Account (HRA). The remaining 1.38% covering the work to the residential flats at Spitalfields will be funded by City Fund.	

	<i>Option 1</i>	<i>Option 2</i>
	In line with legal advice received, it is not intended that any of the project costs will be recovered from long leaseholders.	
10. Estimated capital value/return	N/A	
11. Ongoing revenue implications	<p>The responsive repairs and maintenance budget will resume responsibility for these assets following the completion of the works and lapsing of the guarantee period. The responsive repairs budget will benefit from savings, as fewer repairs will be required to the replaced installations.</p> <p>Proportional future maintenance costs will be recovered from long leaseholders.</p>	
12. Investment appraisal	The option is costed and provided for within the Department's five-year Major Works Programme, its Asset Management Plan, and the 30-year Business Plan for the HRA.	
13. Affordability	The option is costed and provided for within the Department's five-year Major Works Programme, its Asset Management Plan, and the 30-year Business Plan for the HRA.	
14. Procurement strategy/Route to market	City Procurement is being consulted on the best option for a route to market that will ensure the timely delivery of the project as well as quality and value for money. This may be through a specialist framework or through an open competitive tendering process.	City Procurement is being consulted on the best option for a route to market that will ensure the timely delivery of the project as well as quality and value for money. This may be through a specialist framework or through an open competitive tendering process.
15. Legal implications	Works will ensure statutory compliance with Building Regulations Approved Document B Fire Safety.	
16. Corporate property implications	It is important that the City's assets remain in good, safe and statutory compliant condition. Therefore, all necessary action should be taken to ensure that assets are kept as such throughout the assets' lifetime.	

	<i>Option 1</i>	<i>Option 2</i>
17. Traffic implications	Any local traffic implications will be discussed and addressed prior to commencement of the works.	
18. Sustainability and energy implications	The works should help to improve the energy efficiency of the dwellings and should help residents reduce their own domestic fuel costs.	
19. IS implications	None	
20. Equality Impact Assessment	The proposed works will not have an impact on equality or protected characteristics. The design or dimensions of doors will not change and therefore there is no negative impact on accessibility. We are looking to replicate the existing design, using materials that will enable full compliance with Building Regulations Approved Document B, at the same time improving security (secure by design), thermal comfort and acoustics impacts.	
21. Data Protection Impact Assessment	The risk to personal data is less than high or not applicable, and a data protection impact assessment will not be undertaken.	
22. Recommendation	Not recommended	Recommended

Project Briefing

Project identifier			
[1a] Unique Project Identifier	TBC	[1b] Departmental Reference Number	TBC
[2] Core Project Name	Fire Door Replacement Programme		
[3] Programme Affiliation (if applicable)	N/A		

Ownership	
[4] Chief Officer has signed off on this document	 12/6/19
[5] Senior Responsible Officer	Paul Murtagh
[6] Project Manager	David Downing

Description and purpose
<p>[7] Project Description</p> <p>This project proposes a programme of works to replace all front entrance doors within City of London Housing managed residential blocks of flats, the replacement of any communal corridor fire doors and fire escape doors from flats with fire doors that give up to 60 minutes fire resistance (30 minutes as an absolute minimum where 60 minutes is not achievable). The project will exclude new build blocks (Horace Jones House, Twelve Acres House), the City's stock of residential houses, and blocks where front entrance doors have been recently upgraded (Petticoat Square) or where projects to upgrade front entrance doors to an appropriate standard are already well advanced (Petticoat Tower, Great Arthur House).</p>
<p>[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?</p> <p>The City has a statutory duty to keep its residential properties in good repair and meet the requirements for fire safety in Social Housing as laid out in Part B of the Buildings Regulations 2010. Random sample testing of several front entrance doors to individual flats within residential blocks has been carried out. This destructive testing indicated an average fire resistance of 16 minutes. Although this is in line with what was predicted for doors in their original state, it gives serious cause for concern when set against recommendations from many of the 2018 Fire Risk Assessments. Furthermore, post Grenfell Tower, the City has made public commitments to embark on an enhanced front door replacement programme to bring all front doors up to a 60 minute fire resistance standard where possible. It should also be noted that the vast majority of front entrance doors in our residential blocks are as originally installed and have reached the end of their useful life; the expected life-span of a timber main entrance door is between 20-30 years which has in the main been comfortably exceeded.</p>
<p>[9] What is the link to the City of London Corporate plan outcomes?</p> <p>[1] People are safe and feel safe. [4] Communities are cohesive and have suitable housing and facilities. [9] Our spaces are secure, resilient and well-maintained.</p>
<p>[10] What is the link to the departmental business plan objectives?</p> <p>Tenants and leaseholders live in well maintained and managed homes and estates.</p>

[11] Note all which apply:					
Officer: Project developed from Officer initiation	Y	Member: Project developed from Member initiation	N	Corporate: Project developed as a large scale Corporate initiative	N
Mandatory: Compliance with legislation, policy and audit	Y	Sustainability: Essential for business continuity	N	Improvement: New opportunity/ Idea that leads to improvement	N

Project Benchmarking:
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?
1) Completion of all required works to meet statutory and City standards.
2) Achievement of expected lifespan of 30 years for new installations.
3) Improved security and thermal performance.
[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)
N/A
[14] What is the expected delivery cost of this project (range values)(£)?
Lower Range estimate: £4,000,000
Upper Range estimate: £4,750,000
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)(£):
N/A
[16] What are the expected sources of funding for this project?
Housing Revenue Account, with a proportion recoverable by way of service charges from long leaseholders (to be calculated when detailed estimates are prepared at subsequent Gateways).
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
Lower Range estimate: Autumn 2019 – Autumn 2021
Upper Range estimate: Winter 2019 – Winter 2021

Project Impact:	
[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?	
No.	
[19] Who has been actively consulted to develop this project to this stage?	
Project Board:	Housing Programme Board
Chamberlains:	Officer Name: Mark Jarvis
Finance	
Chamberlains:	Officer Name: Michael Harrington
Procurement	
IT	Officer Name: N/A

HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A
DCCS Property Services	Officer Name: Paul Murtagh, Jason Hayes, Mike Saunders
Estate Management	Officer Name: Liam Gillespie
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: Please note the Client supplier departments. Who will be the Officer responsible for the designing of the project? If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	
Client	Department: N/A
Supplier	Department: N/A
Supplier	Department: N/A
Project Design Manager	Department: N/A
Design/Delivery handover to Supplier	Gateway stage: N/A

PT4 - Committee Procurement Report

This document is to be used to identify the Procurement Strategy and Purchasing Routes associated with a project and only considers the option recommended on the associated Gateway report.

Introduction

City Procurement Project Reference:	19/336/PS		
Project / Contract Title:	Fire Doors Replacement Programme		
Project Lead & Contract Manager:	David Downing	Lead Department:	Department of Community & Children's Services
Category Manager:	Hirdial Rai	Other Contact:	Michael Harrington
Total Contract Value (excluding VAT and inc. extension options):	£8.1m	Contract Duration (inc. extension options):	12 months
Budget approved Capital/Revenue:	No Capital	Capital Project reference (if applicable):	
Gateway Approval Process <ul style="list-style-type: none"> - Is this project subject to the Gateway process? Yes - If so, what was the last Gateway report, and date of approval, and what is the next Gateway report and scheduled date for recommendation for approval? <ul style="list-style-type: none"> • Gateway 1 – 4 report to be submitted along with this PT4 document December 2019 			
Opportunity for Inter-City Collaboration (is there another site/department that could benefit from this project)? N/A			

Procurement Strategy Recommendation

City Procurement team recommended option
Framework-Fusion21, New Framework, Improvements Framework – Lot 3 from Fusion21 (Fusion21 we have used several times). Improvements Works Framework Lot 3 – Fire Doors the suppliers specialise in this area of work.

Route to Market Recommendation

City Procurement team recommended option
Fusion21 - Improvements Framework – Lot 3 fire doors.

Specification and Evaluation Overview

Summary of the main requirements: This project proposes a programme of works to appoint a contractor to replace all front entrance doors (including any associated panel surrounds and fanlight windows) within City of London Housing managed residential blocks of flats (excluding those covered by existing programmes). The project will also include the replacement of any communal corridor fire doors, any fire escape doors from flats and also any doors to electrical intake cupboards that need to be fire rated. Replacement doors are to give up to 60 minutes fire resistance (30 minutes as an absolute minimum where 60 minutes is not achievable or appropriate).
Technical and Pricing evaluation ratio 60% (Technical) / 40% (Price) TBC
Overview of the key Evaluation areas (if known at this stage):
Does contract delivery involve a higher than usual level of Health & Safety, Insurance, or Business risk to be allowed in the procurement strategy? <ul style="list-style-type: none"> • No

Are there any accompanying documents with this report? <i>e.g. PTO/outlined project plan identifying roles and responsibilities as appropriate</i> If yes, please include information in the appendices section below.	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Will this project require the winning supplier(s) to process personal data on our behalf?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If yes, please make sure you've defined roles and responsibilities within your project specification. For more information visit Designing Specifications under GDPR . You may include your Privacy Impact Assessment or other relevant report as an appendix to this PT form when submitting to category board (for information).	
Evaluation Panel – Please enter Names and Departments below (if known)	
David Downing Jason Hayes	Dept of Community & Children's Services Dept of Community & Children's Services

Procurement Strategy Options *This could include inter-departmental usage, external collaborative opportunities, existing contracts integrated once expired or adding it to an existing contract. Options for Make (In-house delivery) versus Buy (Outsource) decision to be considered; also indicate any discarded or radical options.*

Option 1: Traditional – Client Led
Advantages to this Option: <ul style="list-style-type: none"> • Completed design to share with the Tenderers. • No additional design fees required. • The Supplier is aware of their requirement from the outset.
Disadvantages to this Option: <ul style="list-style-type: none"> • Contractor involvement in the design development is minimal
Please highlight any possible risks associated with this option: <ul style="list-style-type: none"> • Supplier may not have the capability to include design elements within their structure, if additional works require it.
Option 2: Design & Build
Advantages to this Option: <ul style="list-style-type: none"> • Design does not need to be complete prior to tendering • Two stage procurement strategy can be used to obtain early contractor ownership of design development • Design coordination is the responsibility of the contractor • Contractor is responsible for management of detailed design team • Single point of contact
Disadvantages to this Option: <ul style="list-style-type: none"> • Change can be costly once contract is awarded • Loss of control of the design team • Loss of control of quality • Loss of control over materials • Associated with longer tender duration
Please highlight any possible risks associated with this option:

Route to Market Options: *Route to market is the way in which the City will invite suppliers to bid for the procurement.*

Option 1: OJEU Restricted
Advantages to this Option: <ul style="list-style-type: none"> • Openly advertised including specialist contractors throughout the EU • Potential interest from a greater pool of varied suppliers in the market bidding for the contract • More likely to attract specialist contractors • Increased probability that that adequate competition will be realised
Disadvantages to this Option: <ul style="list-style-type: none"> • Higher level of resource required to deliver the procurement procedure • Possible large number of responses to evaluate at SQ Stage (or ITT Stage for an open procedure) • Longer procurement lead in time of 19 to 22 weeks for OJEU process

<p>Please highlight any possible risks associated with this option:</p> <ul style="list-style-type: none"> • A high level of interest at SQ stage may place significant demand on project resources
<p>Option 2: External Framework (Specialising in Fire Doors)</p> <p>Advantages to this Option:</p> <ul style="list-style-type: none"> • Instant route to bidding phase • Compliant with procurement law • Suppliers have been identified, vetted, and quality checked via a competitive EU procurement process • Overarching contractual terms agreed minimising clarifications and qualifications post-tender • Suppliers on this Lot are specialists in this category of work • Less exposure to risk of legal challenge <p>Disadvantages to this Option:</p> <ul style="list-style-type: none"> • Closed competition thus limited to the appointed suppliers under the Framework Agreement • There could be new suppliers and/or solutions within the market that were not included when the Framework Agreement was established originally • The bespoke needs of the Corporation might not be reflected, and the Framework Agreement will be limited in variation to any resultant call-off contract • Potential fee to utilise an established Framework Agreement <p>Please highlight any possible risks associated with this option:</p> <ul style="list-style-type: none"> • The suppliers may not have the capacity to deliver our requirement

Price Mechanism

<p>Option 1: Lump sum fixed price</p> <p>Advantages to this Option:</p> <ul style="list-style-type: none"> • Once price paid for the delivery of the specification and schedule. • A contractual arrangement where the fee is capped, and the supplier accepts the risk. • Gives a clear cost, which aids reporting and budget management. <p>Disadvantages to this Option:</p> <ul style="list-style-type: none"> • Their price may contain added on cost due to the risk. <p>Please highlight benefits and possible risks associated with this option relative to the specifics of the project:</p> <ul style="list-style-type: none"> • Variations to the amount of locations and requirements, maybe amended and would cause issues when variant the contract.
<p>Option 2: Fixed price - schedule of rates/bill of quantities</p> <p>Advantages to this Option:</p> <ul style="list-style-type: none"> • This give a more detail on each element, identifying how much each install is for a sized property. • It allows easier calculations for variation if additional properties require work or unforeseen requests. • Variations require less administration to action. <p>Disadvantages to this Option:</p> <ul style="list-style-type: none"> • Easier for the project team to become relied on the variations and add additional work to the contact. • Does not allow for works outside of the specification to be completed even in emergency situations.

Form of Contract

<p>Option 1: CoL Standard amendments to JCT (JCT Intermediate 2016) - Recommended</p> <p>Advantages to this Option:</p> <ul style="list-style-type: none"> • JCT is considered appropriate for this project, which also has Design approval stages • Tried and tested form of contract familiar to the City and its project consultants <p>Disadvantages to this Option:</p> <ul style="list-style-type: none"> • Can give rise to delayed settlement of claims and uncertainty timing and settlement of final account • Variations can be costly especially if they deviate from the client's initial requirements <p>Please highlight benefits and possible risks associated with this option relative to the specifics of the project :</p>

Option 2: [CoL Standard amendments to NEC4](#)**Advantages to this Option:**

- The City has increased the use of this form of contract
- Advantage of an 'Early Warning System' in place to avoid issues arising
- Any claims are addressed during the contract term as a 'Compensation Event' and is associated with providing improvement in timely settlement of final account without deferred settlement of claims
- Simpler to read, plain English and more use friendly
- Programme is a contractual document
- Z clauses can be inserted to amend the contract

Disadvantages to this Option:

- Management intensive contract to administer
- Contract will put high price on risk

Please highlight benefits and possible risks associated with this option relative to the specifics of the project:

Outline of appendices

- Please list appendices here or mark 'Not applicable' if there is none.
- Items to consider appending:
 - PTO (Project Plan with Roles and Responsibilities)
 - Data Protection Impact Assessment
 - **risk matrix here**

Report Sign-offs

Senior Category Manager Chamberlain's Department	Michael Harrington	Date: 22.11.19	Click here to enter a date.
Departmental Stakeholder Department	David Downing	Date: 22.11.19	Click here to enter a date.

City of London: Projects Procedure Corporate Risks Register

Project name: *Fire Door Replacement Programme*

Unique project identifier: *TBC*

Total est cost (exc risk) *£9100000*

Corporate Risk Matrix score table

PM's overall risk rating

Low

Avg risk pre-mitigation

4.3

Avg risk post-mitigation

2.5

Red risks (open)

0

Amber risks (open)

2

Green risks (open)

4

	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)

£0.00

0%

Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£0.00

0%

" "

Costed risk post-mitigation (open)

£0.00

0%

" "

Costed Risk Provision requested

£0.00

0%

CRP as % of total estimated cost of project

(1) Compliance/Regulatory

(2) Financial

(3) Reputation

(4) Contractual/Partnership

(5) H&S/Wellbeing

(6) Safeguarding

(7) Innovation

(8) Technology

(9) Environmental

(10) Physical

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
2	5.0	£0.00	0	1	1
3	4.0	£0.00	0	1	2
0	0.0	£0.00	0	0	0
1	4.0	£0.00	0	0	1
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
0	0.0	£0.00	0	0	0

Issues (open)

0

All Issues

0

Open Issues

0

All Issues

0

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

Cost to resolve all issues
(on completion)

£0.00

Total CRP used to date

£0.00

City of London: Projects Procedure Corporate Risks Register

Project Name: Fire Door Replacement Programme			PM's overall risk rating: Low		CRP requested this gateway		£ -		Average unmitigated risk		4.3		Open Risks		6									
Unique project identifier: TBC			Total estimated cost (exc risk): £ 9,100,000		Total CRP used to date		£ -		Average mitigated risk score		2.5		Closed Risks		0									
General risk classification											Mitigation actions													
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed Impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed Impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to issues	Comment(s)	
R1	4	(2) Financial	Lack of interest from contractors at tender stage.	Limited tender returns may not be value for money.	Possible	Minor	3	£0.00	N		Pre-tender contractor engagement	£0.00	Unlikely	Minor	£0.00	2	£0.00			15/11/19		David Downing		
R2	5	(2) Financial	Number of communal doors requiring upgrade may be greater than anticipated.	Budget may be exhausted before all works completed.	Possible	Minor	3	£0.00	N		Full survey of communal areas of estate carried out	£0.00	Rare	Minor	£0.00	1	£0.00			30/05/19		David Downing		
R3	5	(2) Financial	Contractors financial viability of a greater risk during times of economic uncertainty.	Impact of Brexit on sector financial viability is unknown.	Possible	Serious	6	£0.00	N		None at present	£0.00	Possible	Serious	£0.00	6	£0.00			30/05/19		David Downing		
R4	4	(1) Compliance/Regulatory	Challenge to tender awarding process.	An unsuccessful contractor may challenge the tender process.	Unlikely	Minor	2	£0.00	N		A robust tendering process will be put in place in conjunction with the CLPS. Should a challenge arise, advice will be sought from CLPS and legal services to ensure the dispute is resolved rapidly and successfully.	£0.00	Rare	Minor	£0.00	1	£0.00			15/11/19		David Downing		
R5	4	(1) Compliance/Regulatory	Delays in securing heritage approvals may delay entire delivery programme.	Delays at sites where LBC required risk holding back delivery of works at other estates.	Likely	Serious	8	£0.00	N		Options appraisal to recommend splitting procurements into estate by estate contracts removing risk of delay to all but the listed estates.	£0.00	Rare	Minor	£0.00	1	£0.00			15/11/19		David Downing		
R6	5	(4) Contractual/Partnership	Lead in time for manufacture of fire doors may be greater than anticipated.	High sector demand for fire doors is creating long lead in times for their manufacture.	Likely	Minor	4	£0.00	N		None at present	£0.00	Likely	Minor	£0.00	4	£0.00			15/11/19		David Downing		
R7								£0.00				£0.00			£0.00		£0.00							
R8								£0.00				£0.00			£0.00		£0.00							
R9								£0.00				£0.00			£0.00		£0.00							
R10								£0.00				£0.00			£0.00		£0.00							
R11								£0.00				£0.00			£0.00		£0.00							
R12								£0.00				£0.00			£0.00		£0.00							
R13								£0.00				£0.00			£0.00		£0.00							
R14								£0.00				£0.00			£0.00		£0.00							
R15								£0.00				£0.00			£0.00		£0.00							
R16								£0.00				£0.00			£0.00		£0.00							
R17								£0.00				£0.00			£0.00		£0.00							
R18								£0.00				£0.00			£0.00		£0.00							
R19								£0.00				£0.00			£0.00		£0.00							
R20								£0.00				£0.00			£0.00		£0.00							
R21								£0.00				£0.00			£0.00		£0.00							
R22								£0.00				£0.00			£0.00		£0.00							
R23								£0.00				£0.00			£0.00		£0.00							
R24								£0.00				£0.00			£0.00		£0.00							
R25								£0.00				£0.00			£0.00		£0.00							
R26								£0.00				£0.00			£0.00		£0.00							
R27								£0.00				£0.00			£0.00		£0.00							
R28								£0.00				£0.00			£0.00		£0.00							
R29								£0.00				£0.00			£0.00		£0.00							
R30								£0.00				£0.00			£0.00		£0.00							
R31								£0.00				£0.00			£0.00		£0.00							
R32								£0.00				£0.00			£0.00		£0.00							
R33								£0.00				£0.00			£0.00		£0.00							
R34								£0.00				£0.00			£0.00		£0.00							
R35								£0.00				£0.00			£0.00		£0.00							
R36								£0.00				£0.00			£0.00		£0.00							
R37								£0.00				£0.00			£0.00		£0.00							
R38								£0.00				£0.00			£0.00		£0.00							
R39								£0.00				£0.00			£0.00		£0.00							
R40								£0.00				£0.00			£0.00		£0.00							
R41								£0.00				£0.00			£0.00		£0.00							
R42								£0.00				£0.00			£0.00		£0.00							
R43								£0.00				£0.00			£0.00		£0.00							
R44								£0.00				£0.00			£0.00		£0.00							
R45								£0.00				£0.00			£0.00		£0.00							
R46								£0.00				£0.00			£0.00		£0.00							
R47								£0.00				£0.00			£0.00		£0.00							
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R49								£0.00				£0.00			£0.00		£0.00							
R50								£0.00				£0.00			£0.00		£0.00							
R51								£0.00				£0.00			£0.00		£0.00							
R52								£0.00				£0.00			£0.00		£0.00							
R53								£0.00				£0.00			£0.00		£0.00							
R54								£0.00				£0.00			£0.00		£0.00							
R55								£0.00				£0.00			£0.00		£0.00							
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R58								£0.00				£0.00			£0.00		£0.00							
R59								£0.00				£0.00			£0.00		£0.00							
R60								£0.00				£0.00			£0.00		£0.00							
R61								£0.00				£0.00			£0.00		£0.00							
R62								£0.00				£0.00			£0.00		£0.00							
R63								£0.00				£0.00			£0.00		£0.00							
R64								£0.00				£0.00			£0.00		£0.00							
R65								£0.00				£0.00			£0.00		£0.00							
R66								£0.00				£0.00			£0.00		£0.00							
R67								£0.00				£0.00			£0.00		£0.00							
R68								£0.00				£0.00			£0.00		£0.00							
R69								£0.00				£0.00			£0.00		£0.00							

City of London: Projects Procedure Corporate Issues Log

Project Name: Fire Door Replacement Programme

Unique project identifier: TBC

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		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.02		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.03		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.04		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.05		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.06		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.07		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.08		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.09		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.10		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.11		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.12		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.13		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.14		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.15		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.16		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.17		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.18		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.19		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									
I.20		(9) Environmental	(9) Environmental	(9) Environmental	(9) Environmental									

City of London: Projects Procedure Corporate Assumptions Log

Project Name: **Fire Door Replacement Program**

Unique project identifier: **TBC**

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

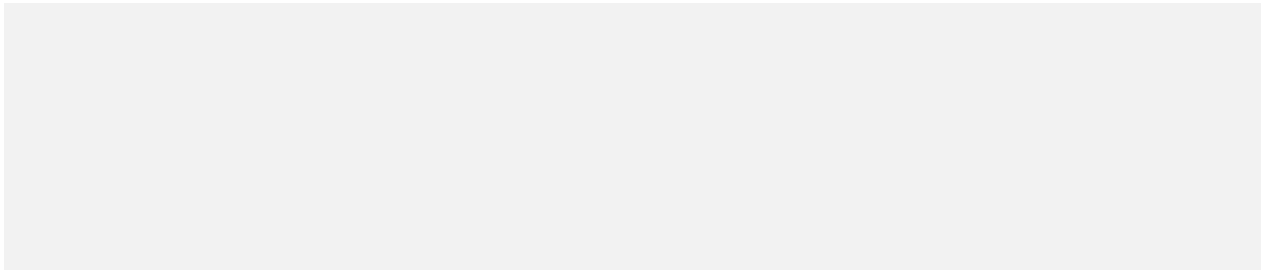
General assumption classification				
Assumption ID	Category	Description of the Assumption	Assumption Impact Description	Impact Classification
A.1				
A.2				
A.3				
A.4				
A.5				
A.6				
A.7				
A.8				
A.9				
A.10				
A.11				
A.12				
A.13				
A.14				
A.15				

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name

project.

Control actions	Response type	Confidence in the estimation	Date raised	Assumption owner (Named Officer or External Party)



Ownership & Action				
Assumption owner (Named Officer or External Party)	Action dependencies	Status	Date Closed	Comment(s)

City of London: Projects Procedure Corporate Dependencies

Project Name: **Fire Door Replacement Program**

Unique project identifier: **TBC**

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

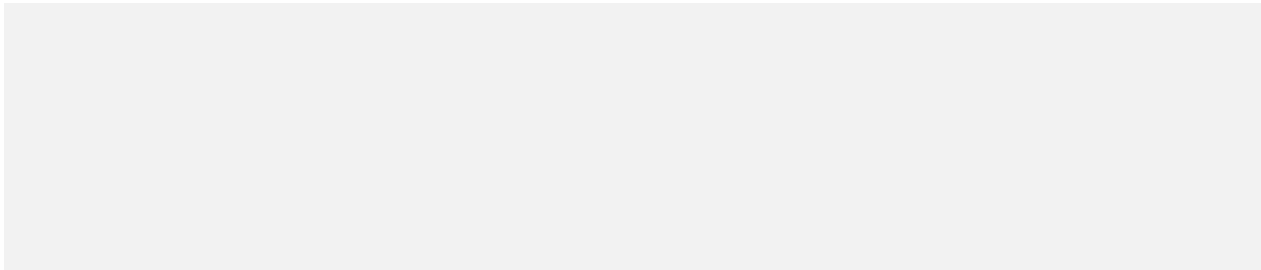
General dependency classification				
Dependency ID	Category	Description of the Dependency	Dependency Impact Description	Impact Classification
D.1				
D.2				
D.3				
D.4				
D.5				
D.6				
D.7				
D.8				
D.9				
D.10				
D.11				
D.12				
D.13				
D.14				
D.15				

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Control actions	Response type	Confidence in the estimation	Date raised	Dependency owner (Named Officer or External Party)



Ownership & Action				
Dependency owner (Named Officer or External Party)	Action dependencies	Status	Date Closed	Comment(s)

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