



## Community & Children's Services Committee

**Date:** FRIDAY, 17 DECEMBER 2021

**Time:** 11.00 am

**Members:**

Ruby Sayed (Chairman)	Deputy Henry Jones
Randall Anderson (Deputy Chairman)	Jørgensen
Deputy John Absalom, Farringdon Without North Side	Alderman Alastair King
Rehana Ameer	Natasha Maria Cabrera Lloyd-Owen
Randall Anderson (Deputy Chairman)	Alderman Bronek Masojada, Billingsgate
Matthew Bell	Deputy Catherine McGuinness
Peter Bennett	Benjamin Murphy
Nicholas Bensted-Smith	Dhruv Patel, Aldgate
Deputy Keith Bottomley	Susan Pearson, Cripplegate
Mary Durcan, Cripplegate	William Pimlott, Cripplegate
Alderman Professor Emma Edhem	Piper
Helen Fentimen	Jason Pritchard
John Fletcher	Deputy Elizabeth Rogula
Marianne Fredericks	Ruby Sayed (Chairman)
Caroline Haines, Queenhithe	Sir Michael Snyder
The Revd Stephen Haines	Mark Wheatley
Graeme Harrower	Deputy Philip Woodhouse
Christopher Hayward	Dawn Wright
Deputy Jamie Ingham Clark	
Alderman Gregory Jones QC	

**Members of the public can observe the public part of this meeting at:**

<https://youtu.be/CoBJusrUIkM>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year.

**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 8<sup>th</sup> November 2021.

**For Decision**  
(Pages 7 - 16)

4. **OUTSTANDING ACTIONS**

Members are asked to note the outstanding actions list.

**For Information**  
(Pages 17 - 20)

5. **COVID 19 - COMMUNICATIONS TO RESIDENTS**

Report of the Director of Communications.

**For Discussion**  
(Pages 21 - 26)

6. **COVID UPDATE**

Director of Public Health to be heard.

**For Information**

7. **THE PAN-LONDON HOMELESS TESTING AND CONTACT TRACING 2022/23 - CITY OF LONDON'S ROLE IN THE SUPPORTING OF FINANCIAL COORDINATION OF THE PROJECT ON BEHALF OF LONDON BOROUGH**

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

**For Decision**  
(Pages 27 - 30)

8. **DEPARTMENTAL BUDGET ESTIMATES - EXCLUDING THE HOUSING REVENUE ACCOUNT (HRA)**

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

**For Decision**  
(Pages 31 - 46)

9. **HOUSING REVENUE ACCOUNT (HRA) AND CAPITAL BUDGETS 2022/23**

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

**For Decision**  
(Pages 47 - 54)

10. **GREEN BOX (PORTSOKEN HEALTH AND COMMUNITY CENTRE) OPTIONS**

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

**For Decision**  
(Pages 55 - 60)

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

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

13. **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**

14. **NON-PUBLIC MINUTES**

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

**For Decision**  
(Pages 61 - 66)

15. **OUTSTANDING ACTIONS - NON-PUBLIC ITEMS**

Members are asked to note the non-public outstanding actions list.

**For Information**  
(Pages 67 - 68)

16. **AVONDALE SQUARE RE-DEVELOPMENT OF COMMUNITY CENTRE PROJECT - GATEWAY 6 - OUTCOME REPORT**

Report of the City Surveyor.

**For Information**  
(Pages 69 - 78)

17. **PORTSOKEN PAVILLION UPDATE**

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

**For Decision**  
(Pages 79 - 84)

18. **AGREEMENT FOR LEASE AND LEASE OF 1A AND 1B, SNOW HILL COURT, LONDON EC1: TO PROVIDE AN ASSESSMENT HUB AND SHORT-TERM ACCOMMODATION FOR ROUGH SLEEPERS**

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

**For Decision**  
(Pages 85 - 90)

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

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

21. **REPORTS FOR INFORMATION ONLY**

These reports are circulated to Members, for information, and do not form part of the main agenda.

**For Information**

- a) Business Plan Quarter 2 - 2021/22 (Pages 91 - 108)
- b) Bumping Spaces (Pages 109 - 170)
- c) Commissioning Update (Pages 171 - 182)
- d) HRA Five Year Plan (Pages 183 - 194)





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## COMMUNITY & CHILDREN'S SERVICES COMMITTEE

Monday, 8 November 2021

Minutes of the meeting held at 1.45 pm

A recording of the public part of this meeting will be available at the following link for 1 year from the date of the meeting: [https://youtu.be/BN2\\_H6bikjl](https://youtu.be/BN2_H6bikjl)

### Present

#### Members:

Randall Anderson (Deputy Chair)  
Deputy John Absalom  
Peter Bennett  
Deputy Keith Bottomley  
Mary Durcan  
Alderman Professor Emma Edhem  
Helen Fentimen  
John Fletcher  
Marianne Fredericks  
Caroline Haines

The Revd Stephen Haines  
Graeme Harrower  
Deputy Jamie Ingham Clark  
Deputy Henry Jones  
Alderman Bronek Masojada  
Deputy Catherine McGuinness  
Dhruv Patel  
Susan Pearson

#### Officers:

Andrew Carter	- Director of Community and Children's Services
Chris Lovitt	- Deputy Director of Public Health, City and Hackney
Simon Cribbens	- Community and Children's Services
Gerald Mehrtens	- Community and Children's Services
Paul Murtagh	- Community and Children's Services
Jason Hayes	- Community and Children's Services
Chris Pelham	- Community and Children's Services
Julie Fittock	- City Surveyor's Department
Mark Jarvis	- Chamberlain's Department
Julie Mayer	- Town Clerk's Department

In attendance for Item 3 (Presentation by First Love Foundation):

- Anike Olaitan-Omole
- Melanie Rochford

### 1. APOLOGIES

Apologies were received from Ruby Sayed (Chair) and the Deputy took the Chair, Rehana Ameer, Matthew Bell, Peter Bennett, Nicholas Bensted- Smith, Christopher Hayward, Natasha Lloyd Owen, Elizabeth Rogula, Sir Michael Snyder, Dawn Wright and Mark Wheatley.

The following Members had submitted apologies but joined the meeting remotely:

- Ruby Sayed (Chair)
- Deputy Elizabeth Rogula
- Sir Michael Snyder
- Mark Wheatley
- Dawn Wright

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

Susan Pearson declared an interest in respect of items 8 and 22, as she lives on the Golden Lane Estate. Ms Pearson advised that she has a general dispensation to speak but not vote on housing matters.

**3. FIRST LOVE FOUNDATION**

The Committee received a presentation from the First Love Foundation. During questions, the following points were noted:

1. First Love agreed to follow up on a Member's feedback about attempts to provide fresh goods to the food bank.
2. First Love has observed that some residents are more comfortable dealing with non-statutory organisations. In response First Love will be developing their community based outreach work and one-to-one meetings with clients, in order to carry out needs assessments and signposting to other service providers.
3. In Tower Hamlets, First Love has been successful in securing discretionary housing payment support for those in need and is keen to replicate that approach in the City.
4. Areas of successful work in the City include ensuring that residents are in receipt of their full benefit entitlements and reclaiming unpaid monies. Assistance with employability is also provided, and First Love work with a wide network of corporate supporters; providing paid internships and apprenticeships, and workshops which offer help with CVs, interview skills and mentoring.
5. First Love often discover increasing levels of complexities in families that can lead to appealing benefits decisions. The DWP process for appeals can take up to 20 weeks, which has a severe impact on families with low incomes. Whilst this delay is outside of their control, First Love continue to work with families by providing access to food and other support via signposting and referral, until the case is resolved.
6. Members asked if First Love could deliver across all the authorities in which the City has housing stock. The Director reminded Members of the work ongoing with adjacent Boroughs, where the City has housing stock, to put

people in touch with local services that are networked with council services in that area.

7. In response to comments about the communication of support and service offers by the Corporation, it was noted that the Director of Communications had agreed to attend a meeting of this Committee to hear Members' views about communications and messaging.

#### 4. **MINUTES**

RESOLVED, that – the public minutes and non-public summary of the meeting held on 24<sup>th</sup> September 2021 be approved.

##### **Matters arising**

1. A bid had been submitted for the first round of the Housing Net Zero Action Plan in respect of the window replacement scheme at Southwark and the William Blake Estate, and the outcome was expected by the end of 2021.
2. The report on the water charges refund was due to be submitted to the Policy and Resources Committee on 18th November and a public announcement would be made based on any final decisions. The Chair of Policy and Resources (also a Member of this Committee) advised that the Policy and Resources Committee were considering this report, as it had wider reaching reputational issues, but would give due regard to the decisions of the Housing Sub and Community and Children's Services Committees.

#### 5. **OUTSTANDING ACTIONS**

The Committee received the Outstanding Action list and noted the following:

1. The Head of Barbican and Community Libraries had reviewed the Strategy in terms of children and young people and confirmed that it includes a commitment to the 'Children's promise'.
2. The Policy and Resources Committee had supported signing-up to the Homelessness Link Pledge.
3. There had been some issues with the pop up vaccination centre. Despite extensive promotion, take-up was not as high as expected but 20 people had received vaccinations.
4. In respect of Right to Light, the Assistant Director advised that the City anticipates transferring funds to the resident's solicitors in December, who will arrange for the payments to residents.

#### 6. **OUTSTANDING ACTIONS (MAJOR WORKS PROGRAMME)**

The Assistant Director explained the difficulties in reflecting the net zero carbon action plan within the Housing Delivery Plan. Many projects are some way off being identified and funding for net zero carbon is a 10-year programme. Currently, the only funding certainty is for the current Major Works Programme,

which has been extended from 5 to 6/7 years, and the Housing Management and Almshouses Sub Committee receives regular updates. The work identified as part of the recent Savills stock condition survey (Phase 2 of the Major Works Programme) does not currently have available funding.

The Chamberlain confirmed that work was underway with the Assistant Director and his team to refresh all existing projects and their funding. Members would receive an initial report in December, covering HRA revenue costs and budget estimates. The Assistant Director reminded Members that the reports on the current programme are regularly presented to the Housing Sub Committee, including Phase 2 of the Major Works Programme.

**7. TO APPOINT ONE OR TWO MEMBERS (FROM THE WIDER COURT) TO THE HOUSING MANAGEMENT AND ALMSHOUSES SUB COMMITTEE**

Members noted that provision for the appointment of a Member from the wider Court would be included in the Sub Committee's Terms of Reference, in the event of the Grand Committee not being able to fill the vacancies from within its Membership.

RESOLVED, that – Alderman Prem Goyal be appointed to the Housing Management and Almshouses Sub Committee.

**8. CITY MENTAL HEALTH CENTRE - GATEWAY 6 - OUTCOME REPORT**

The Committee considered a report of the City Surveyor in respect of the renovation construction works to 75 and 77 Middlesex Street to provide a demise available to the successful Service Provider, Tavistock Institute of Medical Psychology T/A Tavistock Relationships (Tavistock) to deliver a mental health centre service in the Square Mile offering low cost medium and long-term treatments. NB. The project has been agreed for progression outside of the Fundamental Review.

RESOLVED, that – the project be closed, and lessons learnt.

**9. CITY AND HACKNEY SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2019/20**

The Committee received a report of the independent Chair of the City and Hackney Safeguarding Adults Board, which had been scrutinised by the City Corporation's Health and Wellbeing Board, Safer City Partnership Board and the Safeguarding Sub Committee.

RESOLVED, that – the report be noted.

**10. WINDOWS PROGRAMME & COMMON PARTS REDECORATION - GOLDEN LANE ESTATE - ISSUES REPORT**

The Committee considered a report of the Director of Community and Children's Services in respect of the repair, installation of secondary glazing or replacement of existing single-glazed windows with double-glazed units, and redecoration of internal and external common parts at the Golden Lane Estate.

RESOLVED, that:

1. The additional budget of £95,000 be approved for the change of scope to include replacement roof design work to reach the next Gateway.
2. The revised project budget of £1,026,150 (excluding risk) be noted.
3. The total estimated cost of the project at £10,893,696 (excluding risk) be noted.
4. Option 3 be approved to restructure the project into separate work streams (to progress through the remainder of the Gateway process independently) and to revise the project scope to include roof renewals.
5. Approval be granted to rename the project 'Windows Programme, Common Parts Redecorations & Roofing Renewals – Golden Lane Estate' in light of the requested scope change.

#### 11. **COVID UPDATE**

The Deputy Director of Public Health's regular update included the following points.

##### Cases

- London estimated R value is 1 to 1.2.
- The number of COVID-19 cases reported in the City of London has been increasing relatively consistently each week since the end of September.
- In the latest week of complete data (ending 2 November), 26 cases of COVID-19 were recorded among residents of the City of London, translating to an incidence rate of 267 cases per 100,000 population. This is 24% higher than the incidence rate recorded in the previous week. (Incidence rate for England 402.1/100,000 and London 259/100,000).
- During the same week last year (ending 3 November 2020), 15 COVID-19 cases were recorded among residents of the City of London (73% fewer).
- The highest number of cases have been recorded among younger working ages over the last two months of available data: 46 cases were recorded among 20 to 29-year-olds and 39 cases were recorded among 30- to 39-year-olds. Less than 30 cases were recorded among all other ages.

##### Education and early years settings

- Since the beginning of this academic year, there have been 29 reports of COVID-19 cases made by education and early year settings in the City of London, averaging at four reports each week. This is in comparison to 11 reports made during the same period last year.
- The highest number of reports were made by The City of London School (14 reports) and Charterhouse Square School (five reports). Less than five reports were made at all other settings.

- Between 7 September and 5 November 2021 an average of 27 students and 1 staff member were registered as contacts of COVID-19 cases each week in the City of London's education and early year settings. During the same period last year, an average of 33 students and 3 staff members were registered as contacts of COVID-19 cases each week.
- The number of reports made, and students affected has been decreasing since a peak in late September. In the week ending 5 November, one report was made, and one pupil was registered as a contact of a COVID-19 case.
- Since the beginning of this academic year, three situations have been reported at education or early year settings in the City of London: all three were outbreaks and at secondary schools. No situations have been reported in the last month of available data.

#### COVID Vaccinations

- COVID vaccination coverage for the CoL is 70% of eligible population aged 12+ with approx. 3,000 residents in the City of London unvaccinated.
- The number of COVID-19 vaccinations received each week by City of London residents has remained relatively stable over the past two months; an average of 39 residents received a first dose and 67 received a second dose each week between 29 August and 30 October 2021.
- In the latest week of available data, 45 residents received a first dose and 31 received a second dose.
- In line with changes in the vaccination offer, the highest number of doses were given out among 12- to 15-year-olds over the course of October 2021; 20.6% of this population received a first dose.

#### Pressure on the NHS

- As of 4th Nov 2021, the Homerton Hospital had 59 COVID patients of which 9 were in critical care.
- Across all of NEL 17% of acute critical care is occupied with COVID patients.

During questions the following points were noted:

The Deputy Director of Public Health advised that the Joint Health Protection Board and NHS Hackney meet every 2 weeks and had issued recommendations in terms of mask wearing, ventilation and social distancing. The Public Health team were in frequent discussions with colleagues managing events at the City Corporation, and there had been improvements in communications in respect of signage, which reinforced the Board's messaging. However, the Government is still operating under 'Plan A' and the recommendations cannot be mandated.



Goodman's Field Pharmacy which, whilst located in Tower Hamlets, is the nearest Pharmacy to Portsoken is expected to start offering COVID vaccination (including boosters) from early December.

There had been some initial delays in the flu distribution of the flu vaccination, but it is now widely available in community pharmacies. The messaging was being intensified and the flu vaccination was being offered separately, as some people might be willing to have a flu jab but be more reluctant about the Covid jab. Any Members willing to use their influence to promote the vaccines were invited to contact the Public Health Team. Members were pleased to note a banner promoting vaccinations on the front page of the City Corporation's web site.

## 12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

1. The Assistant Director advised that the Housing Management and Almshouses Sub Committee received regular updates on **fire safety works**. There had been some very recent updates, which had not been available when the agenda for the Housing Sub (scheduled for 15<sup>th</sup> November) had been published, but they would be included in the report to the next meeting on 20<sup>th</sup> January 2022 and the Community and Children's Services Committee on 26<sup>th</sup> January 2022. The Assistant Director also confirmed that the City Corporation had, in some instances, gone over and above the legal requirements including, the installation of fire doors with 60-minutes fire resistance (as opposed to 30-minutes) and, the installation of sprinklers in the social housing high rise blocks, which were approved in previous reports to the various Committee(s) including C&CS. The update in January would also provide additional information in respect of the Waking Watch provision that was provided at Great Arthur House.
2. Resourcing issues had delayed the **Golden Lane lighting project** but there had recently been a successful recruitment of a Project Manager and a second was, hopefully, imminent. The team had, therefore, prioritised fire safety and health and safety works but, this project is expected to gain pace in the new year.
3. Housing Sub and CCS receive regular **KPI reports on repairs** performance and, when targets are not being met, Members do intervene and seek the appropriate assurances. A report on the Repairs and Maintenance Service is due to be presented to the Housing Sub Committee on 15<sup>th</sup> November.
4. The Deputy Director had been in discussion with the CCG about the **catchment area for Goodmans Field Surgery**, but the initial proposal would have included a further 1500 to 2000 residents which is too large a catchment area. A revised proposal is being developed. The Health and Wellbeing Board would be kept advised of developments.

5. The Chair suggested that that the possibility of holding **Committee meetings in the evening** be raised at the informal meeting of the Court on 11<sup>th</sup> November.

*At 3.40 pm Members agreed to extend the agenda to complete the business on the agenda.*

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

There were no items.

14. **EXCLUSION OF THE PUBLIC**

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

<b>Agenda item (s)</b>	<b>Para no (2)</b>
16-19	3
20	1&2

15. **NON-PUBLIC MINUTES**

RESOLVED, that – the non-public minutes of the meeting held on 24<sup>th</sup> September 2020 be approved.

16. **PAN-LONDON SUBSTANCE MISUSE PROGRAMME PROCUREMENT: STAGE 1 STRATEGY REPORT**

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

17. **GREAT ARTHUR HOUSE NEW FLATS: GATEWAY 5 - ISSUES REPORT**

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

18. **MIDDLESEX STREET ESTATE: EASTERN BASE PROPOSAL**

The Committee considered and approved a report of the Director of Community and Children's Services and the City Surveyor

19. **HIGH SUPPORT HOSTEL DEVELOPMENT - ISSUES REPORT**

The Committee considered and approved a report of the City Surveyor.

20. **A VERBAL UPDATE ON AFGHAN BRIDGING HOTELS**

The Director of Community and Children's Services was heard.

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

There were no questions whilst the public were excluded.

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

There were no items.

**The meeting ended at 4.15 pm**

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Chairman

**Contact Officer: [julie.mayer@cityoflondon.gov.uk](mailto:julie.mayer@cityoflondon.gov.uk)**

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## DCCS Committee Outstanding Action Tracker - December

Date added	Title	Action	Responsible Officer and target date	Comments/ Update
24/09/2021	10.BARBICAN AND COMMUNITY LIBRARIES - LIBRARY STRATEGY	The Head of Barbican and Community Libraries advised that the Strategy was high level, and aligned with departmental objectives supporting young people, but agreed to check whether this aspect might need strengthening.	Head of Barbican and Community Libraries	Strategy has been checked and includes 'Children's Promise' (confirmed at Nov 21 C&CS Committee).
24/09/2021	15.QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE	In response to a question about 'Right to Light' repayments in respect of the COLPAI development, Members noted that not all residents had agreed to the terms and universal agreement would be required before payments could be made. The officer agreed to investigate and provide an update on progress before the next meeting.		Update provided a Nov 21 committee that funding to commence payments would be in place from Dec 21. Funding is in place (PO). Residents' solicitors need to progress the deeds to release payments.

24/09/2021	15.QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE	The officer agreed to follow up this request but reiterated the need for consistency in payments, noting that some residents, who had initially declined the offer, had since agreed.		
08/11/2021	Communications	The Director of Communications had agreed to attend a meeting of this Committee to hear Members' views about communications and messaging.	<i>Director of Communications</i>	Item added to the December agenda
	7.TO APPOINT ONE OR TWO MEMBERS (FROM THE WIDER COURT) TO THE HOUSING MANAGEMENT AND ALMSHOUSES SUB COMMITTEE	Members noted that provision for the appointment of a Member from the wider Court would be included in the Sub Committee's Terms of Reference, in the event of the Grand Committee not being able to fill the vacancies from within its Membership.	<i>Assistant Director of Barbican and Property Services</i>	
08/11/2021	Outstanding actions (major works programme)	Members would receive an initial report in December, covering HRA revenue costs and budget estimates.	<i>Finance</i>	Item added to the December agenda

08/11/2021	12.QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE	There had been some very recent updates, which had not been available when the agenda for the Housing Sub (scheduled for 15th November) had been published, but they would be included in the report to the next meeting on 20th January 2022 and the Community and Children's Services Committee on 26th January 2022.	<i>Assistant Director of Barbican and Property Services</i>	Item added to the January committee agendas
08/11/2021	12.QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE	The Deputy Director had been in discussion with the CCG about the <b>catchment area for Goodmans Field Surgery</b> but a proposal to include another street would have included a further 1500 to 2000 residents. Other alternatives were under consideration in respect of the Eastern City Border and the Health and Wellbeing Board would be kept advised of developments.	<i>Deputy Director of Public Health</i>	

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<b>Committee(s):</b> Community and Children's Services Committee	<b>Dated:</b> 17/12/2021
<b>Subject:</b> COVID-19 communications to residents	<b>Public</b>
<b>Report of:</b> Bob Roberts – Director of Communications	<b>For Information</b>
<b>Report author:</b> Yassar Abbas, Communications Team, Town Clerk's Department	

## Summary

The Community and Children's Services Committee (DCCS) asked the Executive Director of Communications and External Affairs to provide an update on resident communications regarding COVID-19.

This report details those communications.

In the view of the Communications Team, a high-standard of service was delivered to residents throughout the COVID-19 pandemic despite a reduced budget and a substantial number of media officers being seconded to the pan-London Strategic Co-ordination Group.

## Recommendation(s)

Members are asked to:

- Note the report.

## Main Report

### Background

1. The City of London Corporation is unique in terms of communications in having a wide-range of audiences from residents and students through to businesses, workers and tourists, alongside local, regional, and national governments and regulatory bodies.
2. We aim to treat all audiences equally in support of our Corporate Plan's vision of a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK.
3. During the pandemic our aim was and is to use communications to support the Gold Command Group for Recovery from COVID-19 to work with partners to preserve life and deliver an effective recovery from the COVID-19 outbreak. This includes prioritising the Government's key public health messages to audiences, including residents.
4. These messages were delivered and are by the whole organisation but primarily by the Town Clerk's Communications Team who lead on media relations and

officers in the Community and Children's Services Department who work closely with specific resident groups on a day-to-day basis.

5. Communications to residents were and are delivered via a wide range of communication channels, from printed publications through to email, social media feeds and webpages which are listed below.
6. We believe these communications were and are substantial, efficient, and effective.

### **Communications for residents during the COVID-19 pandemic delivered:**

#### **7. By the Communications Team:**

- **City Matters COVID-19 wraparound.** The privately-owned City Matters newspaper has a print distribution of 18,000 and an estimated City of London readership of 45,000. The newspaper is posted directly through the door of City residents, including those living in residential estates. It is placed at 20 City tube and mainline stations and delivered to markets, shops, offices, corporates, hotels and cafes throughout the Square Mile. Since the start of the pandemic, the Communications Team has bought 12 four-page COVID-19 "wraparound" publications on the outside of City Matters at a cost of £115,250. Every wraparound has contained vital public health messages for residents on the virus. This includes information and guidance on testing; vaccinations; wearing face coverings; washing hands; social distancing; using the NHS app and ensuring ventilation. Guidance on the support available to residents and signposting to services is also included.
- **News releases:** News releases are issued to local media outlets and are amplified on social media. During the pandemic we have issued 90 releases on COVID-19 and public health matters.
- **City Matters columns:** We have secured five resident-focused authored articles from the Policy Chair in City Matters. These are published both in print and online and relate to public health, guidance and support available to residents during the pandemic.
- **CityA.M. columns:** CityA.M. has a readership of 399,000 including many residents. Although privately owned we have secured regular columns in the newspaper from the Policy Chair and the Lord Mayor. During the pandemic we have published 10 columns on COVID-19 public health measures.
- **Leaflets:** Throughout the pandemic we commissioned eight separate leaflet drops, posted through residents' doors (approximately 7,500 copies) informing them of COVID-19 public health messaging.
- **On-street signage:** At the height of the pandemic, we organised on-street matrix boards and over 200 correx boards across the Square Mile to advise residents of Government restrictions.

- **City Resident e-newsletter (formerly Magazine):** Four editions (as opposed to the regular schedule of two) of City Resident Magazine were distributed to all residents. During the height of the pandemic a bespoke COVID-19 email newsletter was created for residents keeping them up to date with latest news and guidance using key health messages to manage the spread and help residents cope during lockdown. It attracted over 250 subscribers.
- **City of London eShot e-newsletter:** Published monthly to around 20,000 residents and workers, the eShot e-newsletter always carries public health messages.
- **Adverts in City Matters and CityA.M. newspapers and websites:** We commissioned more than 50 adverts on COVID-19 and public health messages.
- **Letter from Lord Mayor and Policy Chair to City residents and workers:** Open letters from the Lord Mayor and the Policy Chair to all City residents and workers have been published in every edition of City Matters newspaper for over a year. These have been aimed at thanking readers for their efforts and providing a wide range of information to help tackle the COVID-19 pandemic and issues associated with lockdown. In addition, during the height of the pandemic these letters were printed and sent to every City residence.
- **City of London Corporation Website:** The corporate website has been extensively used as a communications channel to keep residents updated about COVID-19 since March 2020. There is a link in the website header to COVID-19 information from every page on the site and an information banner to promote key information, such as where to get a booster or details of updated restrictions. Within the COVID-19 section of the site there is a dedicated area for resident information covering a range of advice for different groups, vaccine and testing information, support available and general guidance. The central web team has also worked closely with the Communications Officer in DCCS to ensure that content has been updated promptly and that we are all fully aware of any changes.
- **City of London Corporation Social Media Accounts:** The City of London Corporation uses its corporate feeds on four main social media platforms - Facebook, LinkedIn, YouTube and Twitter – to regularly share and promote public health messages.

These corporate feeds are:

<https://www.facebook.com/CityofLondonCorp>

<https://www.linkedin.com/company/city-of-london>

<https://twitter.com/cityoflondon>

<https://www.youtube.com/user/CityofLondonvideos/videos>

The total number of followers on these accounts is 102,355.

We amplify these messages by other feeds such as Twitter feeds @citylordmayor which has 24,500 followers or @squarehighways which has 4,715 followers.

Our YouTube channel's COVID-19 videos were viewed over 6,000 times. One explaining the vaccination process was viewed 4,921 times.

We paid Facebook to promote public health messages from the Lord Mayor and Policy Chair on Facebook and Instagram feeds being viewed in the Square Mile. These messages were seen by 480,000 unique users.

#### 8. **Department for Community and Children's Services**

- **@Home Magazine:** Published twice a year across all City estates, @Home Magazine is an e-publication introduced in 2019 which is also available in print on request. During the pandemic the magazine was published on a monthly basis carrying public health advice
- **@Home COVID-19 e-newsletter:** Published monthly since March 2020, the @Home e-newsletter is sent to residents who are subscribers carrying public health advice.
- **Estate Projects e-newsletters (Golden Lane and Middlesex Street):** Published monthly, these e-newsletters are sent to residents living on the Golden Lane and Middlesex Street estates. They provide updates on major works projects taking place on the estates and carry public health advice.
- **Barbican Estate-wide News Bulletin:** Published digitally on a weekly basis, the Bulletin is sent to Barbican Estate residents who have subscribed. It provides public health advice and information on works, projects and events taking place across the estate, as well as information on health, safety and wellbeing.
- **Barbican Email Broadcasts:** Sent on an ad hoc basis to Barbican residents, Email Broadcasts provide information on emergency works, public health messaging and other urgent matters and events.
- **Items included in external publications:** Public health articles, adverts and notices are placed in Barbican Life Magazine, Healthwatch City of London e-newsletter, and the Aldgate Partnership e-newsletter.
- **City of London Libraries Service:** Public health posters are regularly placed in City of London libraries to promote City events to residents.
- **Housing Social Media Accounts:** A range of housing and estate specific social media accounts are used to share information on a daily, weekly and monthly basis, via Facebook, Twitter and Instagram with residents. They include information on service updates, support and advice signposting, as well as opportunities to get involved with projects and events. They also amplify public health advice posted on the main accounts.

- **Healthy City Twitter Account:** Shares public health messaging with everyone in the City. Includes tips on staying healthy and well, and information on local health and wellbeing support services. This account has 883 followers.
- **Other Departments**
  - **Social Media:** Over a hundred social media feeds are used by officers and Members from across the City Corporation and its institutional departments to share information with all stakeholders including residents and are sometimes used to amplify public health messages.
  - **Annual City-wide Residents Meetings:** These meetings offer residents the chance to hear from elected Members and senior officers from the City Corporation and the City of London Police. Residents have an opportunity to ask questions or raise any issues about living in the City. When held in person a series of stalls provide additional information and signposting on a variety of issues including public health messages.

## Conclusion

9. The Communications Team believes the City Corporation produces a wide range of communications for residents and we believe these have been delivered to a high-standard of service to residents throughout the COVID-19 pandemic despite a reduced budget and a substantial number of media officers being seconded to the pan-London Strategic Co-ordination Group.

## Bob Roberts

Director of Communications, Town Clerk's Department

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<b>Committee(s):</b> Community and Children's Services	<b>Dated:</b> 17/12/2021
<b>Subject:</b> The Pan-London Homeless Testing and Contact Tracing 2022/23 – City of London's role in the supporting of financial coordination of the project on behalf of London boroughs	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	2
<b>Does this proposal require extra revenue and/or capital spending?</b>	N
<b>If so, how much?</b>	£0
<b>What is the source of Funding?</b>	NA
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	NA
<b>Report of:</b> Andrew Carter- Director of Community and Children's Services	<b>For Decision</b>
<b>Report authors:</b> Adrian Kelly, Lead Commissioner, Community and Children's Services  Luke Byron-Davies, Commissioning Manager, Community and Children's Services	

## Summary

- The City of London has been asked by the Association of Directors of Public Health (ADPH) and the Greater London Assembly (GLA) to manage and coordinate the financial contributions of the Covid-19 testing, treatment and tracing service for homeless and vulnerable groups. This is on behalf of all the London boroughs. This function will involve the collecting of contributions from all participating London boroughs and to coordinate the signing of memorandums of understanding with the boroughs, the City of London and the commissioners (ICUs and GLA). The funding will be forwarded to the lead commissioning organisation, North Central London Integrated Care Service (Camden CCG). The cost to the City for delivering this role will be funded from the resources collected, therefore there are no additional financial implications.

## Recommendation:

Members are asked to:

Approve that the City of London Corporation be named as the coordinator for the financial element only of the pan-London Homeless Testing and Contact Tracing 2022/23 programme.

## **Main Report**

### **Background**

1. During Q1 of 2021/22 City agreed to undertake the role of the coordinating agent for pooled funding for Covid-19 testing for homeless people, and this was brought to the CCS Committee under urgency. This was subsequently agreed by the committee, and this function was delivered by the London Sexual Health Programme team, which is hosted by DCCS. This function involved a memorandum of understanding being executed between the 32 London authorities and City for the distribution of pooled funds, however, this agreement will conclude in March 2022. Therefore, a new agreement for 2022/23 is sought to enable next year's pooled funding between the 32 authorities, City (as the proposed managing agent of the funding), GLA and the commissioning body North Central London ICS (Camden CCG).
2. The existing processes and interactions are supported by the Pan-London Sexual Health Programme team, and this is because, this team is uniquely placed to support this financial co-ordinating role of this project due to working with the majority of London's authorities. In undertaking this role, this also represents the most efficient model to ensure the maximum amount of resource collected benefits the target group, and that resources are not deployed creating new systems or processes.
3. The GLA estimate that there are approximately, 15,000 people in emergency accommodation, hostels or rough sleeping who are homeless. Additionally, London has the highest concentration of emergency asylum accommodation (IACs) in the country, and at 19th November 2021 there were 10,561 people seeking asylum in 74 hotels in 22 boroughs across London.
4. Positive cases of Covid-19 in hostels and on the streets, with many contacts spread across numerous boroughs, have illustrated the shared nature of this issue and the value of a pan-London response. It is estimated that around 7,000 infections, 90 deaths, 390 hospital admissions and 115 ICU admissions were avoided by the previous efforts in London, and in supporting the financial management of this project, City would be able to continue to have a coordinating role in this pan-London project, and this project is in-line with City's objectives of contribute to a flourishing society, where people enjoy the best possible health and wellbeing.
5. Due to this need for support at a pan-London level, the City of London has been approached to coordinate and pool contributions from the other 32 London participating authorities. The GLA and ADPH has noted the efficiency and professionalism of City of London in previously undertaking this this function.



## **Current Position**

1. The ADPH has agreed to continue collaborating to support shared London-wide projects for Covid-19 testing, treatment and tracing for rough sleepers, homeless hostels, hotels, night-shelters, pay to sleep, large HMOs, daycentres, asylum contingency accommodations and sex workers.
2. The funding for 2022/23 requested from authorities is projected to total £440,000.
3. The ADPH and GLA has approached City of London to request that the financial management of this funding is again coordinated by City of London.

## **Corporate & Strategic Implications**

### Strategic implications

1. The proposed role will deliver to the Corporations objective to contribute to a flourishing society. It will strengthen the capacity and connections within London to deliver to very marginalised groups. It will also contribute to the reputation and relevance of the City Corporation.

## **Options**

1. The option proposed is that City of London (DCCS) acts again as the central financial coordinator for London. The estimated costs of providing this service is £10,000, which will be topsliced by the funding received and retained by DCCS. The anticipated outcome will be that City will be able to actively support this pan-London project and use its specialist financial management functions, which in doing so will contribute to addressing the needs of these at risk groups.
2. Due to funding being pooled and transferred from City to the lead commissioning body, there is financial risk for City. This, however, is being addressed by each participating party signing an MOU to commit to paying the relevant contribution.

## **Proposal**

1. DCCS is well placed to support this financial management function, and it is proposed that the London Sexual Health Programme team, which is hosted within DCCS again takes this role. This is due to this team having existing links with the majority of participating authorities, and having specialised invoicing and pooling of funding functions within its current remit.

## **Conclusion**

1. This pan-London project is important for the capital in addressing the needs of at risk groups. Having been previously able to fulfil this financial coordination, City is in a position to support the financial management and flow of funding for this homeless testing and contract tracing project for 2022/23.

## **Appendices**

- Appendix 1 – ‘None’

## **Report Authors**

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<b>Committee:</b>	<b>Dated:</b>
Community and Children's Services	17/12/21
<b>Subject:</b> Departmental Budget Estimates Community and Children's Services excluding HRA	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>1,2,3,4,9,12</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>Report of:</b> Andrew Carter, Director of Community and Children's Services The Chamberlain	<b>For Approval</b>
<b>Report author:</b> Louise Said - Chamberlains Department	

## Summary

This report presents for approval the budget estimates for the Department of Community & Children's Services for 2022/23. This report presents, at Appendix 1, the budget estimates for 2022/23 for the Community and Children's Services Department excluding HRA of which a summary is shown in the table below. The proposed budget has been prepared within the resource envelope allocated to each Director by Resource Allocation Sub Committee.

## Summary of Appendix 1

<b>Table 1</b>	<b>Original budget 2021/22 £'000</b>	<b>Original budget 2022/23 £'000</b>	<b>Movement original 2021/22 to original budget 2022/23 £'000</b>
Expenditure	(28,334)	(29,641)	(1,307)
Income	16,093	16,500	407
Support services and capital charges	(1,951)	(2,383)	(432)
Total net expenditure	(14,192)	(15,524)	(1,332)

## **Recommendation**

Members are asked to:

- i) review and approve the Community and Children's Services Department's (excluding HRA) proposed revenue budget for 2022/23 for submission to Finance Committee,
- ii) review and approve the Community and Children's Services Department's (excluding HRA) proposed capital and supplementary revenue projects budgets for 2022/23 for submission to Finance Committee,
- iii) authorise the Chamberlain, in consultation with the Director of Community and Children's to revise these budgets to allow for any further implications arising from Corporate Projects, changes to the Cyclical Works Programme and realignment of budgets emanating from the new Target Operating Model,
- iv) agree that minor amendments for 2021/22 and 2022/23 budgets arising during the corporate budget setting period be delegated to the Chamberlain,
- v) note the factors taken into consideration in compiling the Community and Children's Services Department's Business Plan, including efficiency measures

## **Main Report**

### **Background**

- The Community & Children's Services Committee oversees three main service areas:
  - People Services (which includes Adult Services & Children & Families Services)
  - Commissioning and Partnerships (which includes Commissioned Services)
  - Housing Services (including the Housing Revenue Account)

### **Departmental budget estimates for 2022/23**

1. This report presents, at Appendix 1, the budget estimates for 2022/23 for the Community and Children's Services Department analysed between:
  - Local Risk budgets – these are budgets deemed to be largely within the Chief Officer's control.
  - Central Risk budgets – these are budgets comprising specific items where a chief officer manages the underlying service, but where the eventual financial out-turn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (such as interest on balances and rent incomes from investment properties).

- Support Services and Capital Charges – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk. Further analysis can be found in Appendix 2

### **Proposed Revenue budget for 2022/23**

2. The provisional 2022/23 budgets, under the control of the Director of Community and Children's Services being presented to your Committee, have been prepared in accordance with guidelines agreed by the Policy and Resources and Finance Committees. These include continuing the implementation of the required budget reductions across local risk, as well as the proper control of transfers of non-staffing budget to staffing budgets. In order to come back to the resource envelope allocated to each Director by Resource Allocation Sub Committee, we have had to include an unidentified savings budget of £250k due to ongoing pressures within children's services due to high cost placements. The Director is aware and will need to find savings equivalent to this during the year.
3. Overall, the 2022/23 provisional revenue budget total £15.5 million, an increase of £1.3 million when compared with the original budget for 2021/22. The main reasons for this increase are:
  - Additional resources totalling £960k were agreed by the Policy and Resources Committee in relation to the High Support Hostel and Homelessness growth bid to deliver additional accommodation and services to reduce the occurrence, duration and impact of rough sleeping in the Square Mile
  - Total reduction of £126,000 as a result of the ongoing Fundamental review
  - Additional resources totalling £68,000 were agreed to compensate for the increase in National Insurance contributions from April 2022 along with the pay award for grades A-C and budget for an apprentice
  - Increase in support service costs and capital recharges of £432,000
  - Decrease in Surveyors Repairs & Maintenance budget of £3,000
4. An analysis of service expenditure is provided in Appendix 1. Expenditure and unfavourable variances are presented in brackets. Only significant variances (generally those greater than £100,000) have been commented on in the following paragraphs.
  - The increase in supplies and services is largely due to additional resources agreed in relation to the Homelessness growth bid and high support hostel to deliver additional accommodation and services to reduce the occurrence, duration and impact of rough sleeping in the Square Mile. In addition, the supplies and services budget within Public Health has also increased as budgets are aligned to the new Service Level Agreement with Hackney.

- Third party payments overall have decreased by £342,000 due in the main to movements within the public health budget as these have been realigned to the new SLA. All costs within the Public Health service area are met from the grant and have no impact on the Directors overall Local Risk budget. Members should note that the cost of social care placements largely fall under third party payments and these have increased in total by £357,000 but due to the realignment of the Public health budgets the overall third party payment budget has decreased. The care costs are calculated based on the current client portfolio and an unidentified savings budget of £250k has been included in order to bring the overall Directors budget back to the resource base agreed by RASC.
- Government grant income has increased as the budgets are based on the most recent allocations and include increases to the Dedicated Schools Grant, Homelessness prevention pot and Public Health sexual health grant.
- Members should note that the Cyclical Works Programme (CWP) figures included in this report relate only to elements of previously agreed programmes, which will be completed in 2021/22 & 2022/23. The separate bid for CWP works in 2022/23 has not been included in this report, as it is to be considered by Corporate Asset sub-committee in November, and then subsequently by Resource Allocation sub-committee to agree the funding. Once both sub-committees have agreed the 2022/23 programme Members will be advised of the outcome and the estimates adjusted accordingly
- Analysis of the movement in total manpower and related staff costs are shown in Table 2 below

## 5. Staffing Statement

Analysis of the movement in staff related costs are shown in the table below. There is an increase of £424,000 in employee expenditure between the 2021/22 original budget and 2022/23 original budget. Factors influencing this overall increase are a provision for pay award for Grades A-C and incremental progression. In addition, there are new posts included in the 22/23 Original budget which are met from the Dedicated Schools Grant, Rough sleepers initiative and other grants and have no impact on the Directors overall Local or Central risk budgets.

<b>Table 2</b>	<b>Original Budget 2021/22</b>		<b>Latest Approved Budget 2021/22</b>		<b>Original Budget 2022/23</b>	
	<b>Manpower Full-time equivalent</b>	<b>Estimated cost £000</b>	<b>Manpower Full-time equivalent</b>	<b>Estimated cost £000</b>	<b>Manpower Full-time equivalent</b>	<b>Estimated cost £000</b>
People Services	65	(3,789)	72	(4,358)	76	(4,366)
Partnership Services (including Central Directorate)	41	(2,534)	44	(2,534)	42	(2,388)
Housing Services	12	(572)	12	(573)	11	(565)
<b>TOTAL COMMUNITY AND CHILDREN'S SERVICES</b>	<b>118</b>	<b>(6,895)</b>	<b>128</b>	<b>(7,465)</b>	<b>129</b>	<b>(7,319)</b>

### **Potential Further Budget Developments**

6. The provisional nature of the 2022/23 revenue budget recognises that further revisions may be required, including in relation to:
  - decisions on funding of the Additional Works Programme by the Resource Allocation Committee
  - budget adjustments relating to the Surveyors Repairs and Maintenance projects.
  - budget adjustments to align with the new Target Operating Model.

### **Revenue Budget 2021/22**

7. The current forecast local risk out-turn for 2021/22 is currently expected to be overspent by up to £475,000. The reason for this adverse variance is due to the cost pressures within child social care of maintaining temporary staff in position and the continued presence of a number of high cost placements. The service is urgently reviewing these as a result and we expect this overspend to reduce during the year.
8. The central risk budget is also facing pressures due to the number of asylum seekers that are 18 years or older for which we attract little or no government funding. The overspend could possibly reach £550k by the end of the financial year and a separate paper focusing on the current and longer term position of this budget is being prepared as this is an ongoing funding issue.

Appendix 4 shows the movement between the Original Budget 2021/22 and the Latest Approved Budget 2021/22

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

9. The latest estimated costs of the Committee's current capital and supplementary revenue projects are summarised in the Table below.

Service	Project	Exp. Pre 01/04/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Later Years £'000	Total £'000
	<b><u>Pre-Implementation</u></b>						
Public Health	Assessment Centre for Rough Sleepers	-	72	11	-	-	83
Community Development	Golden Lane Area Lighting & Accessibility	-	5	10	-	-	15
	<b><u>Authority to start work</u></b>						
Public Health	Disabled Facilities	60	57	35	-	-	152
Community Development	Golden Lane Playground	314	7	-	-	-	321
Public Health	Spitalfields - Water System Testing	2	1	-	-	-	3
<b>TOTAL COMMUNITY &amp; CHILDREN'S SERVICES EXCLUDING HRA</b>		<b>376</b>	<b>142</b>	<b>56</b>	<b>-</b>	<b>-</b>	<b>574</b>

10. Pre-implementation costs comprise feasibility/option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work.
11. Therefore the above figures do not include the cost of implementing the Assessment Centre for Rough Sleepers and Golden Lane Area Lighting & Accessibility projects which are subject to further gateway approvals.
12. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2022.

### **Business Planning for 2022/23**

13. A separate report will be presented to this committee in January 2022 containing the high-level business plan.
14. This section outlines the following:



- the factors taken into consideration in compiling the Business Plan and setting priorities,
  - how the 2021/22 efficiency target of 6% will be delivered
  - what the Department will be doing differently compared to 2020/21 and
  - how the Department will drive Value for money
15. The objectives for the departmental business plan were agreed by Members of the Community and Children's Services Committee following a consultative process with Members and Senior Officers. Specific workstreams were developed by Senior Officers and individual teams reflecting the departmental business plan objectives and statutory requirements.
  16. The balance of delivery and spend is driven by our statutory responsibilities in response to presenting needs, changes in the external environment and national policy drivers. Where statutory service demand has increased, the department has reallocated or sought additional resources. The Covid pandemic has created significant changes in the external environment and national policy which we have had to respond to.
  17. There are also opportunities to be more efficient where we secure added value from services for no additional cost to the City Corporation – for example The new City Advice Service contract was awarded to Toynbee after a competitive tender process and the new service commenced on 1st November 2021. The value of the contract remained the same but has secured additional non cashable savings, efficiencies and increased social value such as more efficient use of advisor time through a new appointment booking system time, free downloadable legal resource packs, guides and template letters on key topics and provides access for City of London service users to a number of Toynbee led community activities.
  18. The new City Advice Service contract was awarded to Toynbee after a competitive tender process and the new service commenced on 1st November 2021. The value of the contract remained the same but has secured additional non cashable savings and efficiencies such as more efficient use of advisor time through a new appointment booking system time, free downloadable legal resource packs, guides and template letters on key topics and provides access for City of London service users to a number of Toynbee led community activities. The model also includes the recruitment of community advocates to assess contract outcomes for service users. Toynbee were able to demonstrate they offer social value above contractual requirements to local residents through a large range of initiatives including locally focused charitable activity, work with City based law firms to increase probono advice and a new offer of a community comissioning model to community centre activities.
  19. The Department, along with all others, has undergone a rigorous process of examining all service areas and identifying savings and assessing their potential impacts.
  20. Delivery is evidenced and tested by a comprehensive set of performance and outcome indicators. These indicators are monitored, and remedial action is taken

where necessary. We benchmark performance through bodies such as London Councils and HouseMark.

## **Corporate & Strategic Implications**

21. The work of the Department contributes to the following Corporate Plan priorities:

- 1: People are safe and feel safe
- 2: People enjoy good health and wellbeing
- 3: People have equal opportunities to enrich their lives and reach their full potential
- 4: Communities are cohesive and have the facilities they need
- 9: We are digitally well connected and responsive
- 12: Our spaces are secure, resilient and well maintained

## **Security implications**

22. There are no specific security implications in relation to the budget or business plan but many of our workstreams contribute to the departmental priority 'safe' with the aim of people of all ages living in safe communities, our homes are safe and well maintained and our estates are protected from harm.

## **Public sector equality duty**

23. Promoting equality, fostering good relations and reducing discrimination are all integral elements of the work of the department as demonstrated in some of the work included in the high-level summary business plan. The department specifically considers this in service and policy development through Tests of Relevance and Equality Impact Assessments.

## **Conclusion**

24. This report presents the budget estimates for the Community & Children's Services Department for Members to consider and approve.

## **Appendices**

- Appendix 1 – Committee Summary Budget – City Fund
- Appendix 2 – Support Services and Capital Charges from / to Community & Children's Services Committee
- Appendix 3 – Capital Project Bids for 2022/23
- Appendix 4 – Original 2021/22 budget to Latest Approved 2021/22 Budget
- Appendix 5- Original 2021/22 Budget to Original 2022/23 budget

## **Louise Said**

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## Appendix 1: Community and Children's Services Summary – City Fund

Analysis of Service Expenditure	Local or Central Risk	Actual 2020/21 £'000	Original Budget 2021/22 £'000	Latest Approved Budget 2021/22 £'000	Original Budget 2022/23 £'000	Movement 2021-22 to 2022-23 £'000	Para ref
<b>EXPENDITURE</b>							
Employees	L	(7,540)	(6,365)	(6,648)	(6,591)	(226)	5
Employees – mainly social workers dealing with Asylum Seekers and staff paid by Dedicated Schools Grant (DSG)	C	(712)	(530)	(826)	(728)	(198)	5
Premises Related Expenses(see note i)	L	(418)	(273)	(367)	(283)	(10)	
Premises Related Expenses (SRP: Islington Arts Factory)	C	(318)	(42)	(37)	(2)	40	
City Surveyor – R&M	L	(2)	(6)	(253)	(3)	3	
Transport-related Expenses	L	(8)	(18)	(18)	(14)	4	
Home to School Transport (met from DSG)	C	(62)	(72)	(72)	(72)	0	
Supplies and Services (mainly professional fees which are largely met from grant income plus expenses relating to contracts such as Broadway)	L	(5,587)	(4,776)	(5,147)	(6,144)	(1,368)	4
Supplies and Services (mainly costs of our private, voluntary and independent childcare providers which are met from DSG)	C	(536)	(430)	(771)	(579)	(149)	4
Third Party Payments (mainly social care clients plus contract costs such as Toynbee Hall Advice and providers of adult learning)	L	(6,943)	(5,098)	(6,627)	(4,792)	306	4
Third Party Payments (mainly agency costs relating to asylum seekers plus costs that are met from DSG)	C	(5,355)	(4,413)	(4,847)	(4,377)	36	
Transfer Payments (mainly payment to Fusion Lifestyle funded by income from London Marathon Charitable Trust)	L	(52)	(139)	(205)	(134)	5	
Rent allowances – funded by Department for Work and Pensions (DWP) rent benefit rebates)	C	(3,847)	(6,172)	(6,172)	(6,172)	0	
Capital charges	C	(391)	0	0	0	0	
Unidentified Savings	L	0	0	0	250	250	4

<b>Total Expenditure</b>		(31,771)	(28,334)	(31,990)	(29,641)	(1,307)	
<b>CONTINUED ON NEXT PAGE</b>							
<b>CONTINUED FROM PREVIOUS PAGE</b>							
Analysis of Service Expenditure							
	Local or Central Risk	Actual 2020/21 £'000	Original Budget 2021/22 £'000	Latest Approved Budget 2021/22 £'000	Original Budget 2021/22 £'000	Movement 2020-21 to 2021/22 £'000	Para ref
<b>INCOME</b>							
Government Grants (mainly Public Health and Skills Funding Agency grant income)	L	5,975	3,276	5,206	3,397	121	4
Government Grants (mainly DSG, DWP rent benefit rebates, Home Office funding)	C	8,537	10,461	11,060	10,762	301	4
other grants, reimbursements and contributions (mainly B&B rent allowances, S256 Monies and London Marathon Charitable Trust	L	1,011	546	731	628	82	
other grants, reimbursements and contributions (City's Cash contributions towards Toynbee Hall contract and Strings project at The Aldgate School)	C	467	184	334	188	4	
Customer, client receipts (mainly fee income and client contributions towards their social care packages)	L	814	883	883	918	35	
Customer, client receipts	C	95	35	55	0	(35)	
Transfers from Public Health Reserve	L	147	130	130	29	(101)	
Transfer from Parking Meter Reserves (in relation to concessionary fares and taxi cards)	C	605	578	578	578	0	
Recharge to capital project	L	0	0	0	0	0	
<b>Total Income</b>		<b>17,651</b>	<b>16,093</b>	<b>18,977</b>	<b>16,500</b>	<b>407</b>	
TOTAL EXPENDITURE BEFORE SUPPORT SERVICES AND CAPITAL CHARGES		(14,120)	(12,241)	(13,013)	(13,141)	(900)	
<b>SUPPORT SERVICES AND CAPITAL CHARGES</b>							
Central Support Services and Capital Charges		(2,915)	(2,311)	(2,670)	(2,434)	(123)	App 2

Recharges within Fund		72	360	85	51	(309)	
<b>Total Support Services and Capital Charges</b>		<b>(2,843)</b>	<b>(1,951)</b>	<b>(2,585)</b>	<b>(2,383)</b>	<b>(432)</b>	
<b>TOTAL NET (EXPENDITURE) / INCOME</b>		<b>(16,963)</b>	<b>(14,192)</b>	<b>(15,598)</b>	<b>(15,524)</b>	<b>(1,332)</b>	

Notes – Examples of types of service expenditure:

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

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

Support Service and Capital Charges	Actual 2020/21 £000	Original Budget 2021/22 £000	Latest Approved Budget 2021/22 £000	Original Budget 2022/23 £000
Administrative Buildings	(268)	(254)	(270)	(265)
City Surveyor's Employee Recharge	(1)	(1)	(1)	(1)
Insurance	(60)	(56)	(55)	(55)
IS Recharges – Chamberlain	(913)	(606)	(721)	(551)
Capital Charges	(458)	(485)	(485)	(503)
Support Services –				
Chamberlain	(515)	(356)	(468)	(439)
Comptroller and City Solicitor	(263)	(162)	(213)	(200)
Town Clerk	(259)	(230)	(298)	(279)
City Surveyor	(74)	(63)	(84)	(80)
CPS	(104)	(98)	(75)	(61)
<b>Total Support Services and Capital Charges</b>	<b>(2,915)</b>	<b>(2,311)</b>	<b>(2,670)</b>	<b>(2,434)</b>
<b>Recharges Within Funds</b>				
Corporate and Democratic Core – Finance Committee	32	32	32	32
HRA	0	273	0	0
Barbican Residential Committee	40	55	53	19
<b>Total Support Service and Capital Charges</b>	<b>(2,843)</b>	<b>(1,951)</b>	<b>(2,585)</b>	<b>(2,838)</b>

### **Appendix 3 (Community and Children's Services)**

#### Capital Project Bids for 2022/23

Project - Social Care Case Management System  
Status: - This project has been included on the green list and has been agreed in principle at the initial review by RASC in November 2021.

#### Appendix 4: Movement between 2021/22 Original Book Budget and 2021/22 Latest Approved Budget

	£'000
Original Budget 2021/22 (Excluding support service and capital charges)	(12,246)
Increase in Local risk budget as agreed by Policy & Resources towards costs of a High Support Hostel	(300)
Decrease in Local risk as a result of the on going fundamental review savings	101
Increase in central risk budget to meet the pension strain	(81)
Increase in Central risk base budget due to successful bids from the Priorities Investment Pot	(216)
Increase in budget due to the changes to the CWP programme	(250)
Other adjustments	(21)
<b>Latest Approved Budget (excluding support services and capital charges)</b>	<b>(13,013)</b>



**Appendix 5: Movement between 2021/22 Original Book Budget and 2022/23 Original Book Budget**

	<b>£'000</b>
Original Budget 2021/22 (Excluding support service and capital charges)	(12,246)
Increase in Local risk budget as agreed by Policy & Resources (growth bid and high support hostel for Homelessness)	(960)
Previously agreed Fundamental review savings due in 2021/22	126
Increase in budgets to compensate for the National Insurance increase from April 2022 along with pay awards for Grades A-C	(62)
Decrease in Surveyors repairs and maintenance charge	3
<b>Original Budget 2022/23 (excluding support services and capital charges)</b>	<b>(13,141)</b>

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<b>Committee(s):</b> Community and Children's Services	<b>Dated:</b> 17 December 2021
<b>Subject:</b> Housing Revenue Account (HRA) and Capital Budgets 2022/23	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1,2,3,4,12.
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>Report of:</b> The Chamberlain and the Director of Community and Children's	<b>For Decision</b>
<b>Report author:</b> Goshe Munir, Senior Accountant, Chamberlain's Department	

## Summary

1. This report is the annual submission of the revenue and capital budgets overseen by your committee. In particular it seeks approval for the provisional revenue budget for 2022/23, for subsequent submission to the Finance Committee. Details of the HRA draft capital budget are also provided.
2. The provisional nature of the revenue budgets particularly recognises that further revisions might arise from the necessary budget adjustments resulting from corporate projects.
3. There is a significant planned investment in the next year in the major works capital programme to upgrade the fabric of existing HRA social housing. However, the Revenue Reserve position remains very tight in the short term as a result of delays of up to two years in income generating new build projects, which has meant that more than £1.2m per annum in additional rental revenue has been foregone..
4. The General Housing Revenue Reserve position is summarised below: -

Table 1 General Housing Revenue Reserve	<i>Original Budget 2021/22 £000</i>	<i>Original Budget 2022/23 £000</i>	Movement
Service Expenditure	(12,900)	(12,428)	472
Service Income	15,847	15,994	147
Loan charges & repayments	0	(366)	(366)
Transfer to Major Repairs Reserve	(3,064)	(2,953)	111
(Deficit)/Surplus in year	(117)	247	364
Balance brought forward	134	593	459
Balance carried forward	17	840	823

5. Overall, the 2022/23 provisional budget indicates a surplus for the year of £247k an increase of £364k over the 2021/22 budget. The increase is mainly due to a reduction in expected supplementary revenue costs, partly offset by loan charges and principal repayments beginning in 2022/23.. Revenue Reserves at 31 March 2022 are now expected to be £840k.

6. The overall Major Repairs Reserve (MRR) position is summarised below: -

Table 2 Major Repairs Reserve	Original Budget 2021/22 £000	Original Budget 2022/23 £000	Movement
Transfer from General Housing Revenue Reserve (see contra Table 1)	3,064	2,953	(111)
Net capital expenditure after / grant funding	(22,320)	(21,934)	385
City Fund Loan	19,228	18,982	(246)
Movement in MRR in year	(28)	(0)	28
Balance brought forward	278	250	(28)
Balance carried forward	250	250	(0)

- The Major Repairs Reserve (MRR) will fund the very significant investment in the capital programme for major works across the 5-year asset management plan, including the decent homes program, window renewal, roof replacements, sprinklers and fire doors. In order to do so the MRR will begin to borrow from a City Fund loan at the end of 2021/22. This borrowing requirement has been forecast and included in the Corporations Medium Term Financial Plan for a number of years.

#### **Recommendation(s)**

7. The Committee is requested to:

- review the provisional 2022/23 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the proposed budget for submission to the Finance Committee.
- review and approve the draft capital budget.
- authorise the Chamberlain to revise these budgets to allow for further implications arising from departmental reorganisations and other reviews.

#### **Main Report**

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

8. The HRA is ring-fenced by legislation which means that the account must be financially self-supporting. To enable this, a 30-year plan has been produced alongside a more detailed 5 year plan presented separately. The budgets in this report are included as an element of the plan. Although the "capital account" is not ring fenced by law, the respective financial positions of the HRA and the City Fund have meant that capital expenditure is financed without placing a burden on the use of City Fund resources. HRA related capital expenditure continues to be funded from the HRA, including the Major Repairs Reserve, a city fund loan and homeowners making their appropriate contributions.

## **Business Planning Priorities**

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

## **Proposed Budget Position 2020/21 and 2021/22**

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

<b>Actual 2020-21 £000</b>	<b>Table 3 - HOUSING REVENUE ACCOUNT</b>	<b>Original Budget 2021-22 £000</b>	<b>Latest Budget 2021/22 £000</b>	<b>Original Budget 2022-23 £000</b>	<b>Movement 2021-22 to 2022-23 £000</b>	<b>Paragraph Ref</b>
	<b>LOCAL RISK Expenditure</b>					
(3,275)	Repairs, Maintenance & Improvements	(2,976)	(2,976)	(2,976)	0	Appendix 1
(1,539)	Technical Services and City Surveyor's Costs	(1,262)	(1,539)	(1,539)	(277)	12
(4,095)	Employee Cost	(4,535)	(4,218)	(4,431)	104	13
(531)	Premises, Support & Supplementary Revenue Costs	(1,430)	(791)	(800)	630	14
(2,291)	Specialised Support Services	(2,697)	(2,618)	(2,682)	15	
<b>(11,730)</b>	<b>TOTAL Expenditure</b>	<b>(12,900)</b>	<b>(12,142)</b>	<b>(12,428)</b>	<b>472</b>	
	<b>Income</b>					
10,366	Rent					
	Dwellings	10,691	10,638	10,992	301	15
517	Car Parking	638	620	625	(13)	
129	Baggage Stores	126	127	127	1	
1,361	Commercial	1,626	1,592	1,667	41	
38	Community Facilities	110	69	99	(11)	
1,965	Service Charges	2,301	2,451	2,480	179	16
458	Other & Support from City Cash	355	4	4	(351)	17
<b>14,833</b>	<b>TOTAL Income</b>	<b>15,847</b>	<b>15,501</b>	<b>15,994</b>	<b>147</b>	
<b>3,103</b>	<b>NET INCOME FROM SERVICES</b>	<b>2,947</b>	<b>3,359</b>	<b>3,566</b>	<b>619</b>	
0	Loan Charges – Interest	0	0	(122)	(122)	
6	Interest Receivable	0	0	0	0	
<b>3,109</b>	<b>NET OPERATING INCOME</b>	<b>2,947</b>	<b>3,359</b>	<b>3,444</b>	<b>497</b>	
0	Loan Charges – Principal	0	0	(244)	(244)	
(3,072)	Transfer to Major Repairs Reserve	(3,064)	(2,943)	(2,953)	111	
<b>37</b>	<b>(Surplus) / deficit FOR THE YEAR</b>	<b>(117)</b>	<b>416</b>	<b>247</b>	<b>364</b>	
140	Surplus brought forward	134	177	593	459	
<b>177</b>	<b>SURPLUS CARRIED FORWARD</b>	<b>17</b>	<b>593</b>	<b>840</b>	<b>823</b>	

11. Expenditure and unfavourable variances are presented in brackets. Only significant variances (generally those greater than £50,000) have been commented on in the following paragraphs.

12. The increase in Technical Services charges by £277k to a total of £1,539k reflects the actual charges for the level of activity supported by these services in previous years .
13. The reduction in Employee Costs of £104k is due to expected Target Operating Model savings which will assist in bringing the revenue account into balance in the longer term.
14. Premises, Support & Supplementary Revenue Costs reduction of £630k to a total of £800k is largely due to a significant reduction in forecast one-off supplementary revenue project expenditure compared to the original budget for 2021-22. as well as a fall in expected supervision and management charges from DCCS..
15. The increase in income for next year for Rents is due to the additional Income expected from the new COLPAI Units of £155,000 from December 2022 and the Rent increases (1% & CPI 0.5% Uplift on 2022-23)
16. The increase in income for service charges of £179,000 reflect revised estimates based on previous years actual levels of recovery.
17. The Original Budget for 2021/22 included £350k of unidentified additional income or unidentified savings which are not required in the 2022/23 budget estimates.

Actual 2020-21 £000	Table 4 - HOUSING REVENUE ACCOUNT	Original Budget 2021-22 £000	Latest Budget 2021/22 £000	Original Budget 2022-23 £000	Movement 2021-22 to 2022-23 £000	Parag raph Ref
	<b>MAJOR REPAIRS RESERVE (MRR)</b>					
3,072	Balance Brought Forward					
(13,233)	Transfer from HRA	3,064	2,943	2,953	(111)	
7,173	Capital Expenditure	(65,125)	(52,561)	(52,169)	12,955	
1,141	Section 106 / Grants	35,321	36,466	22,287	(13,034)	
375	Reimbursements from homeowners	7,109	4,286	6,948	(161)	
0	RTB Receipts	375	1,000	1,000	625	
90	Community Infrastructure Levy	0	0	0	0	
0	GLA Grant	0	0	0	0	
0	City Fund Loan	19,228	6,081	18,981	(247)	
(1,382)	<b>Transfer from/(to) reserve for year</b>	(28)	(1,785)	(0)	28	
3,417	Balance Brought Forward	278	2,035	250	(28)	
<b>2,035</b>	<b>MRR BALANCE CARRIED FORWARD</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>(0)</b>	

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

Table 5  Manpower statement	Original Budget 2021/22		Original Budget 2022/23	
	Manpower Full-time equivalent	Estimated cost £0	Manpower Full-time equivalent	Estimated cost £0
Supervision and Management	34	(1,974)	35	(1,930)
Estate Officers	11	(481)	10	(452)
Porter/Cleaners	22	(939)	24	(958)
Gardeners	3	(117)	6	(200)
Wardens	0	(20)	0	(16)
Technical Services	42	(2,603)	40	(2,528)
<b>TOTAL HOUSING REVENUE ACCOUNT</b>	<b>114</b>	<b>(6,134)</b>	<b>114</b>	<b>(6,084)</b>

### **Potential Further Budget Developments**

17. The provisional nature of the 2022/23 revenue budget recognises that further revisions may be required.

### **Revenue Budget 2022/23**

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

1. The latest estimated costs for the Committee's draft capital and supplementary revenue projects are summarised in the tables below.
2. Pre-implementation costs comprise feasibility and option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work.
3. The anticipated funding of this significant programme is indicated above, with the 2021/22 and 2022/23 financial impact on HRA resources being reflected in the revenue estimates figures included elsewhere in this report. In addition, the HRA will need to borrow from the City Fund in order to finance its current capital programme.
4. The latest Capital and Supplementary Revenue Project budgets will be presented to the Court of Common Council for formal approval in March 2022.

## Draft Capital and Supplementary Revenue Projects

Estate	Exp. Pre 01/04/21	2021/22	2022/23	2023/24	2024/25	2025/26	Later Years	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Schemes at pre-implementation stage</b>								
Avondale	67	626	1,610	1,570	-	-	-	3,873
Dron	-	-	-	-	-	-	-	-
Golden Lane	376	1,327	6,207	5,778	-	-	-	13,688
Holloway	44	1,136	2,017	-	-	-	-	3,197
HRA General - Various	447	1,783	7,915	2,305	-	-	-	12,450
Southwark	268	879	5,665	426	-	-	-	7,238
Sydenham	28	320	528	-	-	-	-	876
William Blake	56	960	1,000	-	-	-	-	2,016
Windsor	144	824	785	-	-	-	-	1,753
York Way	1,014	862	146	66				2,088
<b>Sub-total schemes at Pre-implementation stage</b>	<b>2,444</b>	<b>8,717</b>	<b>25,873</b>	<b>10,145</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>47,179</b>
<b>Authority to start work granted</b>	<b>Exp. Pre 01/04/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Later Years</b>	<b>Total</b>
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Avondale	13,806	1,202	893	-	-	-	-	15,901
Dron	736	1,590	-	-	-	-	-	2,326
Golden Lane	16,555	773	870	-	-	-	-	18,198
Holloway	930	3	-	-	-	-	-	933
HRA General - Various	22,361	20,914	3,488	-	-	-	-	46,763
Isleden	304	2,115	3	-	-	-	-	2,422
Middlesex	6,166	2,213	1,552	-	-	-	-	9,931
Southwark	1,375	-	-	-	-	-	-	1,375
Sydenham	2,716	14,064	19,796	5,420	560	-	-	42,556
William Blake	1,227	-	-	-	-	-	-	1,227
Windsor	386	74	-	-	-	-	-	460
York Way	2,756	1,352	365	-	-	-	-	4,473
<b>Sub-total Authority to Start Work</b>	<b>69,318</b>	<b>44,300</b>	<b>26,967</b>	<b>5,420</b>	<b>560</b>	<b>-</b>	<b>-</b>	<b>146,565</b>
	<b>Exp. Pre 01/04/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Later Years</b>	<b>Total</b>
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>TOTAL COMMUNITY &amp; CHILDREN'S SERVICES - HRA</b>	<b>71,762</b>	<b>53,017</b>	<b>52,840</b>	<b>15,565</b>	<b>560</b>	<b>-</b>	<b>-</b>	<b>193,744</b>
<b>Of this,</b>								
Capital	65,007	52,561	52,169	15,068	560	-	-	185,365
Supplementary Revenue	6,755	457	671	496	-	-	-	8,379
	71,762	53,018	52,840	15,564	560	-	-	193,744
<b>Funded by</b>								
Long Lessee contributions		4,371	7,112	2,612	-	-	-	14,095
External contributions (S106, grants)		36,636	22,493	5,486	560	-	-	65,175
CIL		-	-	-	-	-	-	-
Borrowing		6,081	18,982	4,193	-	-	-	29,256
Right to Buy Receipts		1,000	1,000	-	-	-	-	2,000
HRA balances		203	300	320	-	-	-	823
Major Repairs Reserve		4,727	2,953	2,953	-	-	-	10,633
		53,018	52,840	15,564	560	-	-	121,982



## **Appendix**

Appendix A: Schedule of Repairs, Maintenance and Improvements.

**Caroline Al-Beyerty**  
**Chamberlains**

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

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## Appendix A

<b>REPAIRS, MAINTENANCE AND IMPROVEMENTS</b>		<b>Original Budget 2021/22 £000</b>	<b>Revised Budget 2021/22 £000</b>	<b>Original Budget 2022/23 £000</b>
Responsible Officer is the Director of Community and Children's Services				
<b>GENERAL</b>				
<b>BREAKDOWN AND EMERGENCY REPAIRS</b>				
Building	E	(1,000)	(1,100)	(1,122)
Electrical	E	(240)	(240)	(240)
Lifts	E	(10)	(10)	(10)
Heating and Ventilation	E	(130)	(200)	(200)
Recharge and Insurance Claims	E	(50)	(50)	(50)
		<b>(1,430)</b>	<b>(1,600)</b>	<b>(1,622)</b>
<b>CONTRACT SERVICING</b>				
Building	E	(72)	(60)	(60)
Electrical	E	(340)	(270)	(270)
Lifts	E	(140)	(140)	(140)
Boilers	E	(250)	(250)	(250)
Ventilation	E	(500)	(450)	(450)
Heating	E			
		<b>(1,302)</b>	<b>(1,170)</b>	<b>(1,170)</b>
<b>CYCLICAL WORK AND MINOR IMPROVEMENTS</b>				
Elderly/Disabled - Internal Redecorations	E	(12)	(12)	(12)
- Decoration Allowance	E			
Portable Appliance Testing	E	(2)	(2)	(2)
Asbestos Management Contingency	E	(120)	(60)	(60)
Redecorations for Elderly/Disabled	E			
Fees for Feasibility Studies	A	(30)	(15)	(15)
Energy Performance Certification Work	E	(5)	(5)	(5)
Estates' External and Internal Redecoration (Consultant Fees)				
Water supply works	E	(60)	(80)	(80)
Electrical Testing	A			
Asset Management plan	A	(15)	(32)	(10)
		<b>(244)</b>	<b>(206)</b>	<b>(184)</b>
<b>TOTAL GENERAL</b>		<b>(2,976)</b>	<b>(2,976)</b>	<b>(2,976)</b>

<b>Committee:</b> Community and Children's Services	<b>Dated:</b> <b>17 December 2021</b>
<b>Subject:</b> Green Box (Portsoken Health and Community Centre) Options	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	n/a
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>£</b>
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/a</b>
<b>Report of:</b> Andrew Carter, Executive Director, Community and Children's Services	<b>For Decision</b>
<b>Report author:</b> Simon Cribbens, Assistant Director – commissioning and partnerships, Community and Children's Services	

## Summary

This report sets out the responsibility of the Department of Community and Children's Services (the Department) in relation to the Green Box (Portsoken Health and Community Centre). It notes the facility is now surplus, and the Department is required to pay for the disposal of the asset and restoration of the site on which it stands (the Slab). An offer to take on the asset for a short period by the developer of an adjoining scheme would remove these liabilities. The report recommends this option is approved in principle, with final approval delegated to enable a timely decision to be made in the light of full financial information in the form of cost estimates being obtained for the remedial works to the Slab.

## Recommendations

Members are asked to:

- Note the Green Box (Portsoken Health and Community Centre) is surplus to requirements and the liabilities associate with that (Option 1)
- Approve in principle the recommended Option 2.
- Delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to make a final decision.

## Main Report

### Background

1. The Portsoken Health and Community Centre was established in 2007, becoming fully operational the following year on the completion of a lease with Guinness Trust of the Slab.

2. The centre – known locally as the Green Box – is constructed from shipping containers and is sited on the Mansell Street estate on land leased from Guinness Trust – the estate landlord. The initial lease period was five years, reflecting the intention that the building was a temporary facility. The City Corporation owns the structure.
3. On the termination of its lease, the City Corporation is required by the terms to remove the Green Box and restore the landscaping and perimeter wall. An estimate of costs is being obtained by the City Surveyor's Department.
4. A brand new Portsoken Community Centre has been provided as part of the development adjoining the Mansell Street estate. The activities and delivery from the Green Box will now transfer to this new facility.
5. Stakeholders, including Guinness Trust, residents, and local ward Members, are seeking clarity on the City Corporation's next steps with regard to the Green Box and any associated timeline.

### **Current Position**

6. The Green Box is now surplus to the Department's requirements. It is also leaking making it currently unfit for any other use.
7. Given its age, the container construction is recorded on the Corporation's asset register as having zero value.
8. The developer of the forthcoming residential units on the adjoining site has expressed an interest in using the Green Box as a welfare facility for its workforce. The developer advises this use would be for up to 12 months.
9. If this is progressed, they would negotiate and enter into a new lease with Guinness Trust and take on the liabilities of that lease to remove the structure and make good the Slab.
10. The developer is already contracted to landscape the wider Minorities residential development, and therefore willing and able to undertake this for the Green Box site. It would undertake any repair and alteration necessary to meet the proposed use.
11. Were this use to happen, the developer would limit entry and exit to the Green Box to the Little Somerset Street level entrance, and close access from and into the estate.
12. Guinness Trust has indicated a willingness to consider this approach, but has expressed a concern that should the developer cease trading before the lease ends, they would face the cost burden of removing the structure and restoring the Slab. It has therefore asked the City Corporation whether it would indemnify the Guinness Trust against that risk.

13. A credit risk assessment of the developer rates the probability of failure for this company in the next 12 months as a Low-Moderate risk.
14. An assessment is being undertaken in conjunction with the City Surveyor's Department to estimate the cost to the Department of removing the structure and restoring the Slab. This will explore whether the container units have any residual value that would, through sale, reduce the overall cost.

## **Options**

### **Option 1 – removal and remedial works**

15. The City Corporation would terminate the lease and undertake to remove the Green Box. Works would be undertaken to cap off and make safe the services to the building and restore the Slab to its former condition.
16. This would be undertaken at cost to the Department. This may be offset by sale of the container units if their value is greater than the cost of removal.
17. There is no allocated budget for this and therefore the cost would have to be absorbed by Local Risk. It should be noted that at this current time the Department's Local Risk is forecast to overspend at year end.
18. The procurement and project management of such a scheme would have to be resourced by the City Corporation.
19. It should also be noted that if the developer decides on alternative provision, or if Guinness Trust decide against granting a new lease, this option will be the Department's default position to meet the obligations of the lease.

### **Option 2 – dispose of asset to developer**

20. The City Corporation would transfer the ownership of the Green Box to the developer. The developer would enter into a lease with Guinness Trust to retain the building on their land. The obligation to dispose of the building and restore the site at the end of the lease period would fall on the developer at their cost.
21. The repair and alteration to the structure to meet the developer's needs would be undertaken and funded by the developer.
22. The City Corporation agree to underwrite the risk insolvency to a capped level based on the scope of work it would undertake were the responsibility to remain with it.
23. Given that estimated costs are not yet available, and it is unclear at this stage whether the Green Box has any significant residual value, it is recommended that this option is agreed in principle.
24. When such estimates are available it is proposed that approval of the recommended option is delegated to the Town Clerk, in consultation with the

Chairman and Deputy Chairman of this Committee to ensure an agreement can be secure in a timely fashion.

### **Option 3 – alternative community use**

- 25. There may be demand by another organisation or group to take on the Green Box and operate it for its purposes. To do so, the organisation would need to agree a new lease with the Guinness Trust. The Guinness Trust has previously informed the City Corporation that any new lease for the site would not be at the “pepper corn” rent currently in place, but a commercial level.
- 26. The Department could gift the asset, but would not be able to fund or undertake repairs or alterations to make the building fit for purpose.
- 27. There is a risk that any such future use would undermine the viability and purpose of the new Portsoken Community Centre.

### **Proposals**

- 28. Option 2 is recommended to Members.
- 29. Agreement in principle, with the delegated approval of the final decision, will allow the costs estimates (in progress) to be secured by City Surveyor’s Department to inform the final decision - ensuring it secures the best outcome for the Department. It will also enable a final decision to be made in a timely manner, given the developers aspiration to begin on site “early in the new year”.
- 30. This proposed short-term use will transfer the requirement and cost of removing the Green Box and restoring the Slab from the Department to the developer.
- 31. The need to underwrite the risk of the developer being unable to meet this obligation due to insolvency will be necessary to secure an agreement. In its absence the Department would need to fund the full cost of the works in the immediate term. Therefore, it is proposed that the Department offers a capped sum as a guarantee based on the scale and cost of works it would undertake now.
- 32. As such, the cost associated with the risk is no more than the Department would have to meet if it fulfilled the terms of the lease. However, given the credit rating of the developer, the risk appears low, and the option is likely to save the Department’s budget a considerable amount.

### **Corporate & Strategic Implications**

Strategic implications

33. None

Financial implications

34. The terms of the current lease with Guinness Trust require the City Corporation to remove the Green Box and restore the land on which it sits at the

Corporation's cost. This would fall on the Local Risk budget for the Department. The cost of this is subject to confirmation. If successful the recommended option would alleviate this burden to the budget

#### Resource implications

35. The recommended option would reduce the resource burden on the City Corporation. If the City Corporation retains its responsibilities the procurement and project management burden will be to its resources.

#### Legal implications

36. The transfer of the asset as recommended, and the creation of the lease between the developer and Guinness Trust, would remove any liability for dilapidations on the Department.

#### Risk implications

37. The recommended option underwrites the risk that the developer will cease to trade. In this circumstance the cost burden of removing the Green Box will revert to the Department. The developer's risk of credit default in the coming year is rated "low/moderate".

#### Equalities implications

38. None

#### Climate implications

39. None

#### Security implications

40. None

### **Conclusion**

41. The Green Box has provided a valued community facility, but one that was always planned to be replaced by a permanent structure. Now a new community centre has been delivered, a short-term opportunity exists that will, if approved, deliver savings to the Department's budget while securing the removal of the Green Box and the restoration of the site in the medium term.

### **Appendices - none**

#### **Simon Cribbens**

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<b>Committee:</b>	<b>Dated:</b>
Community and Children's Services Committee	17/12/2021
<b>Subject:</b> DCCS Business Plan Performance: 2021–22 Quarter 2	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1, 2, 3, 4
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>Report of:</b> Andrew Carter, Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b> Robert Wood, Senior Performance Analyst, Department of Community and Children's Services	

## Summary

This report sets out the progress made during Quarter 2 – July to September 2021 against the 2017–2022 Department of Community and Children's Services (DCCS) Business Plan. It also comments on the Departmental Risk Register.

## Recommendations

Members are asked to:

- note this report and progress of the DCCS Business Plan for Quarter 2 2021–22
- note the status of Departmental Risks at Quarter 2 2021–22

## Main Report

### Background

1. Progress on the Departmental Business Plan is monitored and reported against a set of 65 Key Performance Indicators (KPIs). The full list of these KPIs and performance can be found in Appendix 1. The majority of KPIs (58 in total) were agreed in 2018 and were designed to reflect changing priorities and demonstrate improved outcomes for our community, residents and workers.
2. Following an internal departmental review, two of the 58 indicators were revised for financial year 2021–22 and one indicator was discontinued. In addition, there are seven indicators which are new to the 2021–22 Business Plan, which were agreed by DCCS service managers and are listed as 'New KPI' in Appendix 1.
3. DCCS is committed to collaborative working with our partners, commissioned providers, and organisations. This requires a broader and more transparent reporting framework that assures us of good progress achievements and realisation of our action plans.

4. An outcomes-based accountability framework requires that we measure volume and activity, and that we demonstrate the positive effect of services and the impact on all sections of the community, ensuring equality of access, participation and satisfaction.
5. The current version of the Departmental Business Plan ends in 2022. There may be changes to the plan in line with the new Target Operating Model and any review of the Corporate Plan in 2023. As a result, it is likely that there will be a significant review of the Departmental KPI suite going forward.
6. At the January 2021 Community and Children's Services Committee meeting, Members considered the Department's annual headline Business Plan. This contained a selected list of KPIs that reflected the Department's work.
7. The Departmental Business KPIs are drawn from wider suites of performance information across the Department. More detailed suites of KPIs and information are considered in various relevant committees, including the Safeguarding Sub-Committee, Education Board, and Housing Management & Alms-houses Sub-Committee.

### **DCCS Business Plan KPI Performance**

8. Overall performance in Quarter 2 2021–22 shows the departmental KPIs as:

<b>RAG status</b>	<b>Traffic light description</b>	<b>Total KPIs*</b>
<b>Green</b>	KPIs for which the set target was achieved or exceeded	18 (28%)
<b>Amber</b>	KPIs within the tolerance of 10% of the set target	4 (6%)
<b>Red</b>	KPIs that are below the tolerance of 10% of the set target	12 (18%)
<b>Not provided</b>	KPIs where there is no update for the quarter report – these could not be reported due to lack of data	31 (48%)

\* Percentages based on share of RAG-rated indicators

9. Please note that, due to the COVID-19 pandemic and the restrictions that were implemented, many KPIs have been impacted, and reporting was suspended in some cases. For example, there were no Standard Assessment Tests (SATs) administered in the summer of 2020 and 2021 due to the ongoing impact of the COVID-19 restrictions.
10. It should be noted that, due to the absence of information, many KPIs were effectively a nil return (48% in total). This is because some services have changed in the pandemic period or are no longer operational. However, it should be noted that, at the end of Quarter 1, 36 indicators (55%) were a nil return, reflecting that some services have resumed and can be reported on.

11. It should be noted that the performance outturns from 2020–21 have been provided for context and to better understand the direction of travel.
12. Commentary on the Red and Amber rated indicators for Quarter 2 of 2021–22 is set out below.

### ***Amber and Red Performance Indicators: Commentary***

13. ***BP14 (Red) Percentage of people engaging in City smoking cessation programmes who quit smoking*** – A new service began on 1 April 2021; the pandemic has been a contributory factor to the low number of people accessing the service to date.
14. ***BP15 (Red) Residents taking up an NHS health check*** – The KPI has been reduced to 163 for the year due to the impact of COVID-19 on face-to-face services and practice workload. The contracts team are working with the Neaman Practice to ensure that the KPI is met.
15. ***BP16 (Red) Number and proportion of participants who completed the weight management programme in the period*** – A new service is scheduled to begin in January 2022.
16. ***BP18a (Amber) Take-up of e-services for sexual health testing – % and number of people who return a kit and receive their results within 21 days of ordering it*** – Analysis of data indicated that users who know and trust us are pre-ordering kits and sending them back after a longer gap. No change in new users' responsiveness and no change in supplier's performance.
17. ***BP19a (Red) Number of planning consents (no. of units given)*** – A resolution to grant planning permission was approved for 91 units at York Way by London Borough of Islington on 27 July 2021.
18. ***BP19b (Red) Number of construction starts (no. of units given)***
19. ***BP19c (Red) Number of completions (no. of units given)*** – This target is made up of three new units at Isleden House and two new units at Great Arthur House. Both projects have been unavoidably delayed because of changes in design, contractual negotiations, and the requirement for further consultation.
20. ***BP26 (Amber) An increased proportion of service users live within the community (not residential or nursing)*** – At Quarter 2 2021–22, of the 107 clients: 16 were residential (15%); eight were nursing (7.4%); 83 community (77.6%); and 24 nursing and residential (22.4%).
21. ***BP27 (Red) Reduction of average cost of residential social care*** – Quarter 2 2021/22 (£830) is comparable with the Q3 2020/21 outturn of £824 but higher than the 2020/21 year to date (YTD) outturn (£700) and above target. The availability of placements has decreased during the pandemic, while the costs of new placements have risen considerably.

22. **BP31 (Red) The improved timeliness of pathway plans (three months for the initial review followed by every five months)** – Work is currently being undertaken on the pathway plan workflow and reporting for children in care, therefore the data here for Quarter 2 is only for the number of Care Leavers. As of 30 September, there were 47 care leavers, 16 of whom had a most recent pathway plan review that had been delivered within five months of the previous review, providing a rate of 34%. The statutory timescale measure is six months from the previous review.
23. **BP33 (Red) An increased proportion of new rough sleepers who sleep out just once** – There has been a London-wide increase in rough sleeping in Quarter 2. This means a greater number of new or 'flow' clients arriving in the City, many of whom are not willing to disclose their identity. This increases the proportion of new rough sleepers counted as sleeping out just once as they are never seen again.
24. **BP34 (Red) Number and proportion of people deemed 'living on the streets' is below Inner London average** – The 'Everyone In' initiative throughout the pandemic has led to increased urgency and persistence from the Outreach team in engaging rough sleepers. This accelerates the speed at which new rough sleepers qualify for 'Living on the streets' if they are resistant to service offers.
25. **BP35 (Amber) Increase in average energy-efficiency rating for our housing stock** – It should be noted that project work will not be complete until the Energy Performance Certificate data has been updated. Project work will provide improvements that would increase energy efficiency, such as replacement windows and doors. Until this work is complete, any assessment (Energy Performance Certificate) of the properties will show no change.
26. **BP39 (Amber) All properties are fully compliant with gas safety regulations** – There were 12 properties which were non-compliant as of 30 September. Property Services continue to work closely with Housing management to gain entry to these properties.
27. **BP48 (Red) Proportion of Portsoken Pavilion Café employees from the local community** – The café closed at the end of Quarter 3 2020/21. Statistics therefore remain unavailable. It should be noted that the provider has now ended its lease to manage the Portsoken Pavilion Café.
28. **Group 11 (New KPI) 'Average time taken to re-let local authority housing (days)' (Red)** – It should be noted that the outturn at Quarter 2 includes non-routine voids. This means the following properties were included: a) Homes not let to be used as major works test properties (these can be out of circulation for several months, but for legitimate reasons); b) Homes requiring extensive works between tenancies, there were several in Quarter 2. Going forward, the Housing team plan to distinguish between the void types. The parameters of the reporting will be agreed with the City of London Repairs Team.



## Departmental Risk Register Summary

29. Appendix 2 contains a summary of the Departmental Risk Register. As can be seen, the Department **has no red risks at Quarter 2.**

## Implications

30. The work of the Department is wide-ranging and contributes to a range of Corporate Priorities including specifically:
- Priority 1: People are safe and feel safe
  - Priority 2: People enjoy good health and wellbeing
  - Priority 3: People have equal opportunities to enrich their lives and reach their full potential
  - Priority 4: Communities are cohesive and have the facilities they need.

## Conclusion

31. This report updates Members on performance as at Quarter 2 2021–22 against a suite of Departmental Business Plan KPIs.
32. The impact of COVID-19 restrictions, which were reinstituted in early 2021, has continued to influence some of our reporting; for example, where services have changed or where reporting has been suspended.
33. This report also gives members further detail about any performance rated Amber or Red.

## Appendices

- Appendix 1 – Quarter 2 2021–22 Key Performance Indicators (KPIs) Update
- Appendix 2 – Quarter 2 2021–22 Departmental Risk Register Summary

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## Appendix 1 – Quarter 2 2021–22 Key Performance Indicators (KPIs) Update

### Key:

DOT: Direction of travel  
Freq: Frequency of reporting  
YTD: Year to date  
National: National average

### RAG ratings:

G – Achieved or exceeded  
A – 10% tolerance  
R – below tolerance of 10%  
Blank – Not available  
Duplicated KPI



### 1. Delivering an outstanding education offer through the City of London family of schools

Group	No.	Key Performance Indicators	2020/21 Quarterly				2021/22 Target	2021/22			RAG	DOT	Freq	Changed
			Q1	Q2	Q3	Q4		Q1	Q2	Q2 Commentary				
1	BP1	All City-sponsored academies achieve and maintain good or outstanding Ofsted ratings	N/A	100%	100%	100%	100%	100%	100%		Green	↔	Q	N/A
1	BP2	Pupils make good progress at KS4 in City-sponsored academies (*Progress 8 measure) (FFT Aspire estimate provided where GCSE discontinued)	N/A	N/A	N/A	N/A	Above 2020 national benchmark	N/A			N/A	↔	A	N/A
1	BP3	Pupil premium children (FSP, LAC, adopted, SGO) at City-sponsored academies make good progress at KS2 and KS4 (KS2 & KS4 Progress measures; FFT Aspire estimates provided where SATs discontinued).	N/A	N/A	N/A	N/A	Above 2020 national benchmark	N/A			N/A	↑	A	N/A
1	BP4	Progress and attainment at school stages (KS2) that is considerably above national levels	N/A	N/A	N/A	N/A	Above 2020 national benchmark	N/A			N/A	↔	A	N/A

## 2. Securing efficiencies and better outcomes through the integration of health and social care commissioning across the City of London and Hackney (and with other partners)

			2020/21 Quarterly				2021/22 Target	2021/22						
Group	No.	Key Performance Indicators	Q1	Q2	Q3	Q4		Q1	Q2	Q2 Commentary	RAG	DOT	Freq	Changed
2	BP5a	Reduction in delayed transfers of care (DTOC) (discharges) from hospital – accredited to the NHS	N/A	N/A	N/A	N/A	Target set nationally and not yet confirmed	N/A		DTOC reporting has been suspended, due to the impact of COVID-19 and the national lockdown restrictions in place at the time.	N/A	↔	Q	N/A
2	BP5b	Reduction in delayed transfers of care (DTOC) (discharges) from hospital – accredited to Adult Social Care (ASC)	N/A	N/A	N/A	N/A	Target set nationally and not yet confirmed	N/A		DTOC reporting has been suspended, due to the impact of COVID-19 and the national lockdown restrictions in place at the time.	N/A	↔	Q	N/A
2	BP6a	Increased number of residents (in contact with service) supported to live independently at home as a result of Early Intervention, and Prevention Services.	41	44	49	31	Target not confirmed	41	37	Q2: 37 people were supported by City Connections through the care navigators and a community support assessment.	N/A	↓	Q	No
2	BP6b	Proportion of clients reporting improved quality of life as a result of Early Intervention and Prevention services (EIP)	75%	72%	74%	83%	Target not confirmed	87%	100%	Overall satisfaction scores were 89%, 100%, 100% and 100 % for questions relating to safety, neighbourhood, independence and quality of life. As with previous quarters, it is possible that the national COVID-19 situation has had an impact on these results.	N/A	↑	Q	Improved
2	BP6c	Proportion of residents/carers who got in contact with the City that are referred onwards to other relevant services	N/A	N/A	52%	N/A	Target not confirmed	62%	62%	There were 37 individuals which were referred to City Connections (23 from the City's Adult Social Care Service, 62%). 53 onward referrals were made to 18 different activities and organisations.	N/A	↔	Q	N/A
2	BP7	Proportion of people age 65+ who require less support following a period of reablement (at home 91 days after discharge from hospital)	100% (3/3)	66% (4/6)	63% (5/8)	70% (7/10)	85%	N/A			N/A	↔	Q	N/A

### 3. Promoting effective transitions and progression through education and fulfilling employment

Group	No.	Key Performance Indicators	2020/21 Quarterly				2021/22 Target	2021/22						
			Q1	Q2	Q3	Q4		Q1	Q2	Q2 Commentary	RAG	DOT	Freq	Changed
3	BP8	Proportion of completions of City apprenticeships and positive destinations (employment or further training)	N/A	N/A	84%	87%	100%	100%	100%		Green	↔	A	N/A
3	BP9	Percentage of City young people (aged 16 and 17) not in education, employment or training (NEET & unknown)	N/A				Below 2019/20 national average (5.5%)	2.0% (cohort of 50) NEET, employment without training, education and unknown.			Green	↓	A	N/A
3	BP10	Increased number and percentage of apprentices employed by the City from Black and Minority Ethnic backgrounds	N/A	40%	39%	41%	Target not confirmed	40%		This relates to apprentices on the programme at some stage during the period from 01/04/2021 (26 of 65 apprentices). It does not include apprentices on a Level 4 or above course.	N/A	↓	Q	No
3	BP11a	Adult enrolments for adult learning and skills courses (accredited and non-accredited)	N/A	105	211	223	Target not confirmed	N/A	350		N/A	↑	A	N/A
3	BP11b	Annual proportion of adult learners who pass an adult skills course	76.7%				Target not confirmed	N/A			N/A	↔	A	N/A
3	BP12	The library's services and activities have a positive impact on my family's health and wellbeing	N/A	N/A	N/A	100%	86%	81%	87%		Green	↑	Q	Improved
3	BP13	The library offers a good range of learning opportunities for individuals and groups of people	N/A	N/A	76%	85%	90%	85%	93%		Green	↑	Q	Improved
3	New KPI	Assess the Value of our Children's Events: 'My Child has the opportunity to make friends'					Target not confirmed	100%	43%		N/A	↔	Q	N/A
3	New KPI	Assess the Value of our Children's Events: 'I have the opportunity to make friends'					Target not confirmed	50%	43%		N/A	↔	Q	N/A
3	New KPI	Assess the Value of our Children's Events: 'The library's services and activities help with my child's development (co-ordination and motor skills, speech and language)'					Target not confirmed	50%	88%		N/A	↔	Q	N/A

#### 4. Promoting equality in health through outreach to all the City of London communities

Group	No.	Key Performance Indicators	2020/21 Quarterly				2021/22 Target	2021/22			RAG	DOT	Freq	Changed
			Q1	Q2	Q3	Q4		Q1	Q2	Q2 Commentary				
4	BP14	Percentage of people engaging in City smoking cessation programmes who quit smoking	N/A	N/A	N/A	N/A	52% (n=500)	33% (n=3)	40% (n=10)	A new service began on the 1 April 2021; the pandemic has been a contributory factor to the low number of people accessing the service to date.	Red	↑	Q	Improved
4	BP15	Residents taking up an NHS health check	N/A	11	100	38	191	23	25	The KPI has been reduced to 163 for the year due to the impact of COVID-19 on face to face services and practice workload. The contracts team are working with the Neaman Practice to ensure the KPI is met.	Red	↑	Q	Improved
4	BP16	Number and proportion of participants who completed the weight management programme in period	N/A	N/A	N/A	N/A	70% (n=30)	0%	0%	A new service is scheduled to begin in January 2022.	Red	↔	Q	N/A
4	BP17	Use of the Golden Lane Sport and Fitness Centre by young people	N/A	N/A	N/A	N/A	7282	260	201	The centre reopened on the 12 April 2021 with COVID-19 restrictions in place.	N/A	↓	Q	No

#### 5. Increasing access to and effectiveness of pan-London sexual health services through the mobilisation of e-healthcare services

Group	No.	Key Performance Indicators	2020/21 Quarterly				2021/22 Target	2021/22			RAG	DOT	Freq	Changed
			Q1	Q2	Q3	Q4		Q1	Q2	Q2 Commentary				
5	BP18a	Take up of e-services for sexual health testing – % and number of people who return a kit and receive their results within 21 days of ordering it	79%	75%	68%	77%	70%	69%	68%	Analysis of data indicated users that know and trust us are pre-ordering kits and sending after a longer gap. There was no change in new users responsiveness and no change in supplier's performance.	Amber	↓	Q	No
5	BP18b	Increased satisfaction with e-services for sexual health testing (%)	99%	99%	99%	99%	90%	99%	99%	3,298 of the 3,333 respondents said that they were happy or very happy with the service.	Green	↔	Q	N/A

## 6. Delivering more homes and better meet social housing needs

			2020/21 Quarterly				2021/22 Target	2021/22						
Group	No.	Key Performance Indicators	Q1	Q2	Q3	Q4		Q1	Q2	Q2 Commentary	RAG	DOT	Freq	Changed
6	BP19a	Number of planning consents (no. units given)	N/A				115	0	91	A resolution to grant planning permission, was approved for 91 units at York Way by London Borough of Islington on 27 July 2021.	Red	↔	A	Improved
6	BP19b	Number of construction starts (no. units given)	N/A	0	0	5	115	0	0		Red	↓	A	N/A
6	BP19c	Number of completions (no. units given)	N/A	0	0	0	5	0	0	This target is made up of three new units at Isleden House and two new units at Great Arthur House. Both of these projects have been unavoidably delayed as a result of changes in design, contractual negotiations and the requirement for further consultation.	Red	↔	A	N/A

## 7. Improving outcomes and services for children and young people with special education needs and disabilities

			2020/21 Quarterly				2021/22 Target	2021/22						
Group	No.	Key Performance Indicators	Q1	Q2	Q3	Q4		Q1	Q2	Q2 Commentary	RAG	DOT	Freq	Changed
7	BP20	Proportion of EHC plans completed for SEND children within 20 weeks' timeframe, incl. exceptions.	N/A	100%	N/A	100%	100%	N/A	N/A		N/A	↔	Q	N/A
7	BP21 (Revised)	The proportion of children receiving SEND support attending a local authority maintained school in the City of London' (primary and secondary)					12.6%	15.6%	12.9%		N/A	↓	A	New
7	New KPI	The number of Children & Young People on EHCPs maintained by the City of London'.					Target not confirmed	20	19		N/A	↓	Q	New
7	BP22	Educational progress of children with SEND at KS2	N/A	N/A	N/A	N/A	n/a (no result 2021)	N/A (no result in 2021)			N/A	↔	A	N/A
7	BP23	An increased number of SEND children take up of youth services (universal, holiday, IAG, NEET, City youth forum, young carers)	N/A	3	3	8	Target not confirmed	12	10		N/A	↓	Q	N/A

## 8. Improving outcomes and experience for adult social care users

Group	No.	Key Performance Indicators	2020/21 Quarterly				2021/22 Target	2021/22						
			Q1	Q2	Q3	Q4		Q1	Q2	Q2 Commentary	RAG	DOT	Freq	Changed
8	BP24	Adult Social Care service user and carer reported quality of life (survey outcome)	N/A	N/A	N/A	N/A	Above 2019/20 London average	TBC	TBC	To be confirmed; will be conducted during 2021/22.	N/A	⇌	A	N/A
8	BP25	Proportion of adult social care service users who say services have made them feel safe and secure (survey outcome)	N/A	N/A	N/A	N/A	Above 2019/20 London average	TBC	TBC	To be confirmed; will be conducted during 2021/22.	N/A	⇌	A	N/A
8	BP26	An increased proportion of service users live within the community (not residential or nursing)	N/A	75%	77%	77%	80%	77%	78%	Q2 2021/22 - of the 107 Clients = 16 Residential (15%); 8 Nursing (7.4%); 83 (77.6%) Community; 24 (22.4%) Nursing & Residential.	Amber	↑	Q	No
8	BP27	Reduction of average cost of residential social care	N/A	£749	£824	£691	£700	£736	£830	Q2 2021/22 (£830) is comparable with the Q3 2020/21 outturn of £824 but higher than the 2020/21 YTD outturn (£700) and above target. The availability of placements has decreased during the pandemic while the costs of new placements have risen considerably.	Red	↑	Q	No
8	BP28	An increased proportion of clients (service users) are on direct payments (DP)	N/A	40%	39%	38%	National 2018/19: 28.3%; 2019/20: 27.3%	33%	37%	Q2 2021/22 – 31 of the 83 in the community received Direct Payments (37%). The service actively promotes and supports people to use Direct Payments as a way of managing their own service. However, there is strong management oversight to ensure Direct Payments are used effectively and within the guidelines. There are times when service users, through their own health and support needs, are no longer able to manage their Direct Payment, resulting in a fluctuation in numbers.	Green	↑	Q	Improved

## 9. Safeguarding children, and young people and adults at risk

			2020/21 Quarterly				2021/22 Target	2021/22						
Group	No.	Key Performance Indicators	Q1	Q2	Q3	Q4		Q1	Q2	Q2 Commentary	RAG	DOT	Freq	Changed
9	BP29a	CIN – On a Child in Need Plan for one year but less than two years – % and number	N/A	37%	65%	57%	Not comparable due to cohort	68%	0%		N/A	↓	Q	N/A
9	BP29b (Revised)	CIN - 'Child in need for a duration of two or more years without an Education, Health & Care Plan' - % and number	N/A	0%	18%	14%	Not a national indicator	21%	13%		N/A	↓	Q	N/A
9	BP29c	CPP – On a Child Protection Plan for one year but less than two years – % and number	N/A	0%	0%	67%	Not a national indicator	0%	50%		N/A	↑	Q	N/A
9	New KPI	'Children Looked After with three or more placements since April'. - % and number					Below 2019/20 Inner London average (11%)	0%	0%		Green	↔	Q	New
9	BP30	Percentage of assessments for children's social care carried out within 45 working days of referral	N/A	89%	100%	100%	Above 2019/20 Inner London average (82%)	100%	100%		Green	↔	Q	N/A
9	BP31	The improved timeliness of pathway plans (three months for the initial review followed by every five months)	33%	32%	26%	24%	100%	25%	34%	Work is currently being undertaken on the pathway plan workflow and reporting for children in care, therefore the data here for Quarter 2 is at present only for the number of Care Leavers. As at 30 September, there were 47 care leavers, 16 of which had a most recent pathway plan review that had been delivered within 5 months of the previous review; giving a rate of 34%. The statutory timescale measure is 6 months from the previous review.	Red	↑	Q	Improved
9	BP32	Number and percentage of adults referred for safeguarding (such as abuse or neglect) whose expressed outcomes are fully or partly met.	N/A	N/A	N/A	N/A	96%	83% (5/6)	100% (4/4)	In relation to the 'making safeguarding personal' (MSP) indicator: of the four concluded S42 cases in the quarter, in all four cases where the client expressed an opinion, their outcome was either fully or partially achieved.	Green	↑	Q	Improved



## 10. Delivering and enhancing accommodation pathways and health services for rough sleepers

			2020/21 Quarterly				2021/22 Target	2021/22						
Group	No.	Key Performance Indicators	Q1	Q2	Q3	Q4		Q1	Q2	Q2 Commentary	RAG	DOT	Freq	Changed
10	BP33	An increased proportion of new rough sleepers who sleep out just once.	N/A	48%	64%	66%	76%	57%	64%	There has been a London-wide increase in rough sleeping in Q2. This means a greater number of new or 'flow' clients arriving in the City, many of whom are not willing to disclose their identity. This increases the proportion of new rough sleepers counted as sleeping out just once as they are never seen again.	Red	↑	Q	Improved
10	BP34	Number and proportion of people deemed 'living on the streets' is below Inner London average	N/A	40	44	34	Below 2020 average (36)	37	52	The 'Everyone In' initiative throughout the pandemic has led to increased urgency and persistence from the Outreach Team in engaging rough sleepers. This accelerates the speed at which new rough sleepers qualify for 'Living on the streets' if they are resistant to service offers.	Red	↑	Q	No

## 11. Delivering a programme of major works to maintain and improve our existing homes

			2020/21 Quarterly				2021/22 Target	2021/22						
Group	No.	Key Performance Indicators	Q1	Q2	Q3	Q4		Q1	Q2	Q2 Commentary	RAG	DOT	Freq	Changed
11	BP35	Increase in average energy-efficiency rating for our housing stock	N/A	64	65	65	69	65	65	It should be noted that project work will not be complete until the Energy Performance Certificate data has been updated. Project work will provide improvements that would increase the energy-efficiency, such as replacement windows and doors. Until this work is complete, any assessment (Energy Performance Certificate) of the properties will show no change.	Amber	↔	A	No
11	BP36	Proportion of City housing stock meeting 'decent homes' standard	N/A	92%	90%	90%	Above 2018/19 London average (83%)	90%	90%		Green	↔	A	N/A
11	BP37	Increased proportion of customer satisfaction with regards to major works improvement programmes	N/A	0%	98%	98%	98%	98%	98%		Green	↔	A	N/A
11	New KPI	'Average time taken to relet local authority housing (days)'					25	N/A	54.3	It should be noted that the outturn at Q2 includes non-routine voids. This means the following properties were included: -Homes not let in order to be used as major works test properties (these can be out of circulation for several months, but for legitimate reasons). -Homes requiring extensive works between tenancies (there were several in Q2). Going forward, the Housing Team plans to distinguish between the void types. The parameters of the reporting will be agreed with the City of London Repairs Team.	Red	↔	Q	No
11	New KPI	'Percentage of rent collected'					Target not confirmed	89.4%	94.3%		N/A	↔	Q	N/A

## 12. Maintaining safe homes that comply with advances in fire safety requirements

			2020/21 Quarterly				2021/22 Target	2021/22						
Group	No.	Key Performance Indicators	Q1	Q2	Q3	Q4		Q1	Q2	Q2 Commentary	RAG	DOT	Freq	Changed
12	BP38	Blocks of flats with a valid and up-to-date fire risk assessments	N/A	100%	100%	100%	100%	100%	100%		Green	↔	A	N/A
12	BP39	All properties are fully compliant with gas safety regulations	N/A	99%	100%	99%	100%	99.47%	99.30%	There were 12 properties which were non-compliant as at 30th September. Property Services continue to work closely with Housing management to gain entry to these properties.	Amber	↓	A	No

## 13. Supporting City of London businesses and the Corporation to improve their employees' health and wellbeing and participation in health and wellbeing activities

			2020/21 Quarterly				2021/22 Target	2021/22						
Group	No.	Key Performance Indicators	Q1	Q2	Q3	Q4		Q1	Q2	Q2 Commentary	RAG	DOT	Freq	Changed
13	BP40	Percentage satisfaction with Business Healthy events and activities	N/A	99%	95%	96%	70%	100%	92%	There were 3 online sessions hosted: City & Hackney COVID-19 advice webinar for businesses for Step 4 of the roadmap (171 attendees, 13 responses), "Acting quickly to prevent suicides" webinar (42 attendees, 5 responses), and a Suicide Prevention Awareness session (12 attendees, 5 responses). Business Healthy presented at a further 2 online webinars. When asked "How useful did you find this webinar? (1 star is very poor, 5 stars is excellent)", the average response was 4.6 (92%).	Green	↑	Q	No
13	BP41	Dragon Café visitors strongly agree/agree that the cafe helped to improve their mental wellbeing	N/A	80%	100%	90%	76%	76%	89%	Of those attendees to the Dragon Cafe in Q2 2021/22, 9 provided feedback (8 strongly agreed or agreed that attending the Cafe helped to improve their mental wellbeing).	Green	↑	Q	Improved


































**14. Supporting the development of skills and learning for all ages in the community through a range of activities, resources and support, and enhance the art and culture offer in the City of London**

Group	No.	Key Performance Indicators	2020/21 Quarterly				2021/22 Target	2021/22						
			Q1	Q2	Q3	Q4		Q1	Q2	Q2 Commentary	RAG	DOT	Freq	Changed
14	BP42a	Percentage of children achieving good level of development in foundation stage profile (FSP)	N/A	N/A	N/A	N/A	Target not confirmed	62%			N/A	↔	A	N/A
14	BP42b	Percentage inequality gap in achievement across all the Early Learning Goals	N/A	N/A	N/A	N/A	Target not confirmed	N/A			N/A	↔	A	N/A
14	BP43	Percentage of primary school offers meeting first choice	89%				87%	89%			Green	↔	A	N/A

**15. Promote and champion inclusion, diversity, accessibility and social mobility for all the communities we support**

Group	No.	Key Performance Indicators	2020/21 Quarterly				2021/22 Target	2021/22						
			Q1	Q2	Q3	Q4		Q1	Q2	Q2 Commentary	RAG	DOT	Freq	Changed
15	BP44	Increased proportion of Bangladeshi girls/young women take-up of youth services (universal, holiday, IAG, NEET, City youth forum, young carers)	N/A	6	5	6	Target not confirmed	9	6		N/A	↓	Q	N/A
15	BP45	Proportion of people with learning difficulties supported to live independently	N/A	73%	82%	79%	80%	89%	89%	During Q2 2021/22, there were 9 people with a Learning Disability accessing long-term support at YTD and 8 of the 9 (89%) were in the community.	Green	↑	Q	Improved
15	BP46	Percentage of participants involved in community activities and volunteering reporting an improved quality of life	N/A	N/A	N/A	N/A	60%	N/A			N/A	↔	A	N/A
15	BP47	Proportion of residents involved in community activities who are new to volunteering	N/A	N/A	N/A	72%	30%	71%	70%		Green	↓	Q	No
15	BP48	Proportion of Portsoken Pavilion Café employees from the local community	N/A	N/A	N/A	N/A	25%	0%	0%	The café closed at the end of Q3 2020/21. Statistics therefore remain unavailable. It should be noted that the provider has now ended its lease to manage the Portsoken Pavilion Café.	Red	↔	Q	N/A

## Appendix 2: Quarter 2 2021–22 Departmental Risk Register Summary

Risk Code	Title	Current Risk Rating	Risk Score	Actions Assessment	Risk Approach	Target Date	Risk Trend
DCCS HS 003	Lone working	A 	12		Reduce		
CR17	Safeguarding	A 	8		Accept		
DCCS 001	Departmental Emergency Response	A 	8		Accept		
DCCS HS 002	Failure to carry out and review effective fire risk assessments for residential and commercial accommodation	A 	8			31/03/22	
DCCS 006	Failure to deliver new homes programme	A 	8			31/03/25	
DCCS ED 002	Failure of the City of London Academies to meet the high performance and financial expectations of the City of London	A 	6			31/03/22	
DCCS HS 001	Health and safety procedures	A 	6			31/03/22	
DCCS HS 004	Housing finance changes	A 	6			31/03/22	
DCCS HS 005	Major works programme	A 	6		Reduce		
DCCS 003	Impact of COVID-19	A 	6			03/03/22	
DCCS 002	Impact of Brexit on local communities	G 	4			31/12/21	

Risk Score Key:

		Impact					
		Minor (1)	Serious (2)	Major (4)	Extreme (8)		
Likelihood	Likely (4)	4	8	16	32	Red (Severe)	Urgent action required to reduce rating
	Possible (3)	3	6	12	24	Amber (Significant)	Action required to maintain or reduce rating
	Unlikely (2)	2	4	8	16	Green (Manageable)	Action required to maintain rating
	Rare (1)	1	2	4	8		

<b>Committees:</b>	<b>Dated:</b>
Culture, Heritage and Libraries – For Information Community and Children’s Services – For Information	13/12/2021 17/12/2021
<b>Subject:</b> Bumping Spaces project at Barbican & Community Libraries	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<b>2, 3 and 4</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Andrew Carter, Director of Community and Children’s Services	<b>For Information</b>
<b>Report authors:</b> Rachel Levy, Principal Librarian, Shoe Lane and Artizan Street Libraries Helen Tremaine, Assistant Librarian	

## Summary

In 2019, Barbican & Community Libraries successfully applied to the Engaging Libraries programme, a partnership with Carnegie UK, Wellcome Trust and the Wolfson Foundation. Funding was used to create the Bumping Spaces project at Barbican Library, with the aim of developing ways to encourage informal community interactions to address the issue of social isolation. In 2021, a pilot for the project, in partnership with local residents and library members, involved a series of engagement activities to raise awareness and encourage ideas on how to alleviate social isolation. Playful methods were used to break through the barriers to engagement. The project capitalised on the library’s unique role as a trusted and valued community asset.

This engagement work extended reach and connection to Barbican Library’s local community. A group of local volunteers helped deliver the project and this network will be developed in future. As part of the project, the idea of Community Champions was explored; one local resident has already volunteered to act as a champion and is also offering free mindfulness sessions in the library. Following on from the pilot, staff will now create a ‘bumping space’ in the library, using playful ways to encourage people to chat. We are also exploring co-producing projects with the local community – for example, a repair or hobby café.

## Recommendation

Members are asked to:

- Note the report.

## Main Report

### Background

1. In 2019 Barbican Library was one of 12 libraries from across the UK to win a place on the Engaging Libraries programme (a partnership with Carnegie UK, Wellcome Trust and the Wolfson Foundation) which supported public libraries to develop and deliver engagement projects on research in health, society and culture, in partnership with others.
2. Our project prioritised social isolation, a significant problem across society in general and within the City of London, and one which impacts negatively on physical and mental health. The project also supports the Corporate Strategy's aim of contributing "to a flourishing society", the Social Wellbeing Strategy, the Department of Community and Children's Services (DCCS) strategic priority of "community" and Barbican & Community Libraries' strategic aim of "supporting people to live their best lives".
3. The initial basis of the project was the 2015 commissioned research on social isolation in the City of London, conducted by Dr Green of Goldsmiths University. Dr Green highlighted the need for more 'bumping spaces' in our communities – sites that encourage the chance of informal interaction. Another source of inspiration was an *Evening Standard* article written by a young journalist about her love of the Barbican Library and its value as a community resource that uniquely facilitates interaction and connection across demographic divides.
4. Our excellent partner, MadeByPlay, is very experienced and passionate about using play to engage communities. We began working with them to develop the project in September 2019 with the intention of making Barbican Library the focal point for engagement activities and the creation of sustainable bumping spaces. The initial launch of the interactive elements was planned for early 2020 but the outbreak of the pandemic meant that all work on the project had to be paused.
5. The relaunch took place in September 2020 and was adapted to engage people confined to their homes during lockdown. Staff were assisted in this by local community representatives and volunteers who were eager to help. A total of 2,000 booklets were hand delivered to residents on the Barbican and Golden Lane estates, explaining the project and inviting them to participate by Zoom or email, and also offering participation by telephone and letter to include those who were not online.



6. Data sets from the correspondence, a survey and Zoom workshops were gathered and used to create playful installations which were displayed locally in Fortune Street Park and on the Barbican Estate. These installations gave some brief information about Dr Green's social isolation study and bumping spaces, and invited people to reflect on their own experience of community connection. Fun, interactive elements such as saying hello by using a polaroid camera to take a picture and fix it to the installation, drawing or commenting on what people noticed around them rather than staring at their phones, marking how long people have lived in the area on a timeline or taking a postcard to post through a neighbour's door to check in on them.
7. More than 500 people interacted with the installations over a period of two days. People told us that they thought this was an important topic and they were glad the library was encouraging awareness and reflection on it:

*"I love that the library is doing this – it's really badly needed."* – local resident

*"This has motivated me to be bolder in my community and be more observant of spaces to connect."* – local resident

## Current Position

8. In their summary report (Appendix 1), MadeByPlay made seven recommendations on how the library service can build on the Bumping Spaces pilot:
  - i. **Focus on the positive** – talk about building "community connections" rather than tackling "loneliness and isolation"
  - ii. **Bring the library to the community** – library staff should go out into the local community and "build bridges back to the library"
  - iii. **Lean into the library's voice** – people trust and feel goodwill towards the library 'brand', giving the library "licence to do powerful and surprising things that no one else can"
  - iv. **Build a long-term library 'bumping space'** – for more long-lasting change, something permanent is required
  - v. **Find ways to challenge people's perceptions of the library being a place for quiet** – giving people the confidence to talk to each other in some areas of the library
  - vi. **Give people casual invitations to share** – providing people with casual ways to share, rather than forced interactions (for example, 'chatting benches')
  - vii. **Partner with Community Champions** – engage with enthusiastic residents who are keen to help lead and shape projects like 'bumping spaces' in their local area or support related activities in the library.
9. Library staff are currently working through these recommendations to explore ways of creating informal connections between people at Barbican Library.

## Options

**10. Develop a Bumping Space within Barbican Library**

A suitable seating area has been identified within Barbican Library where small playful invitations can be placed to interact with other people sitting nearby. Staff are currently working on the design of these interactions, bearing in mind that people do not want them to feel forced.

**11. Build on existing services that already promote social connection**

Barbican Library staff already run several groups that help to connect people within the local community: games clubs, crafts groups and reading groups. We will concentrate on increasing people's awareness of these activities while building their connections within the local community.

**12. Develop a Community Champions offer**

A local resident who took part in the project is already engaged as a Community Champion and is running free mindfulness sessions in Barbican Library for the local community. We shall build on this and recruit other Community Champions who can offer their skills to build stronger connections within the local community to help combat isolation.

**13. Explore new opportunities for informal social interaction hosted by the library**

During the project, MadeByPlay discovered that one of the ways Barbican residents develop informal community connections is through sharing DIY tips. We will explore the option of offering a hobbies or repair café in the library, which would promote social cohesion and also ensure skill sharing and development across the community.

**14. Expand the project to include the community libraries**

Although the communities around Shoe Lane Library and Artizan Street Library & Community Centre differ from those close to Barbican Library, we know that social isolation affects people across all communities. We will therefore explore ways we can adapt the learning from this project to encourage more informal social interactions within our smaller community libraries.

**Proposals**

**15. There are three proposals:**

- i. We intend to focus our work initially on the first three options listed above i.e.
  - Develop a "Bumping Space" within Barbican Library;
  - Build on existing services that already promote social connection
  - Develop a Community Champions offer
- ii. These will have the best initial impact, building directly on the project outcomes and ensuring that we maintain the profile of the library within the community that participate in the project.

- iii. Once these are embedded within our working practices, we will look for collaborations and funding that could enable us to create a hobbies or repair café within the library. We do not currently have the resources to deliver this option.
- iv. We have already begun sharing the outcomes of the Bumping Spaces project across all three libraries. We will ensure that there is support for staff in the two community libraries to develop ways of recreating the project that are appropriate to the engagement of their communities.

## **Key Data**

16. N/A

## **Corporate & Strategic Implications**

### **Strategic implications**

17. The Bumping Spaces project is a direct response to the City's focus on tackling social isolation and loneliness. It is aligned to the City's commitment in the Corporate Plan to "a flourishing society", covering all four points under this heading. It is also aligned to the Social Wellbeing Strategy, the DCCS strategic priority "Community" and Barbican & Community Libraries' strategic aim of "supporting people to live their best lives".

18. Financial implications – N/A

19. Resource implications – N/A

20. Legal implications – N/A

21. Risk implications – N/A

22. Equalities implications – N/A

23. Climate implications – N/A

24. Security implications – N/A

## **Conclusion**

25. Although the launch of the project was hampered by the pandemic and ensuing restrictions on the type of activity we were trying to encourage, staff were successfully able to develop different ways of engaging the local community with the project. Many local residents were grateful that we continued with the project in an adapted form during lockdown, and it provided an uplifting and hopeful focus on the value of community and connection.

26. Engagement extended the library's reach and connection to the community. A group of local volunteers supported the project and helped staff to reach out to

many people within the estates they would not otherwise have been able to access.

27. A strong desire was discovered within the local communities around Barbican Library to find ways to connect to their neighbours: *“I would like to socialise more with people at the Barbican – it's trying to work out how. How do you connect with the others?”* The project showed that, as a safe, neutral, space within the community, the library is the perfect organisation to support people in being able to start making connections.

28. Playful interactions were used to highlight Dr Green's research into the issue of social isolation in the City of London. Local people were given the opportunity to explore their own feelings of isolation and were empowered to feel more connected to their neighbours and others.

29. Bumping Spaces is an effective model for increasing community interactions in the library space and the local communities around it. It is simple, low cost and can be used to develop future activities and services in Barbican & Community Libraries.

## **Appendices**

- Appendix 1 – Bumping Spaces summary report

## **Background Papers**

Improving Social Wellbeing in the City of London

<https://www.cityoflondon.gov.uk/assets/Services-DCCS/social-wellbeing-report.pdf>

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PROJECT SUMMARY

# Bumping Spaces

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Barbican &  
Community  
LIBRARIES



CarnegieUK  
TRUST  
CHANGING MINDS • CHANGING LIVES

**MadeByPlay**

**August 2021**

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2. What We Did
3. Guiding Principles
4. Prototypes
5. What We Learned
6. Recommendations
7. Appendix





PART ONE

# About The Project

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## INTRODUCTION

“As a free local resource the library brings together characters from all walks of life and gives people what they need without trying to sell them things they don’t.”

— **Evening Standard article**

In 2015, Dr Roger Green et al. carried out research in the City of London, exploring the impact of social isolation for City residents. One of their recommendations was an increase in “**bumping spaces**” within the City. “Bumping Spaces” are informal spaces where people might naturally interact and form social connections.

A [2019 article in the Evening Standard](#) highlighted the use of Barbican Library as such a space: ‘As a free local resource it brings together characters from all walks of life and gives people what they need without trying to sell them things they don’t.’

Lead by **Barbican & Community Library** in partnership with **MadeByPlay** (a venture within Shift that fuses creativity, play and research rigour), the intention of this project was to engage local residents and library users with Dr Green’s findings while also using play to stimulate social interactions and connections. The project was kindly funded by the Engaging Libraries initiative from Carnegie UK.



## **A note on Covid-19 and the use of the library as a bumping space for this project.**

This project was proposed as the Covid-19 pandemic took hold. From the outset of the project, our intention was to use the physical space of the Barbican Library to spark new connections within the local community. Due to the government restrictions the library was mostly closed to the public for the duration of the project. This meant we needed to adjust our approach and engage people either online or outside in accordance to Covid-19 guidelines.

Although we didn't engage people in the library, we feel our learnings are applicable to activities within the library post Covid-19. We also feel lockdown gave our work increased relevance with loneliness and social isolation being more acutely felt than ever.

## PROJECT INTENTIONS

The **intention** of this project was to engage local residents and library users with Dr Green's work while also using play to stimulate social interactions and connections within the library. Specifically these intentions were:

1

Engage the local community in conversation around the concept of "bumping spaces"

2

Create a set of guiding principles with the community that will help inform developing the library as a "bumping space"

3

Using our guiding principles, produce and test a number of playful prototypes that aim to foster informal social connections

## PROJECT TEAM

**MADEBYPLAY** is an innovative venture within Shift that fuses creativity, play and research rigour to ignite people-led social change. Shift has been pioneering participatory research and design methods for over 10 years.

**KARL TOOMEY, PROJECT LEAD** Karl has worked in the creative industries for 15+ years. Working across a broad range of content, campaigns and experiences, his focus is on using design and creativity to spark positive change.

**LIZZIE REID, PROJECT LEAD.** Lizzie creates campaigns, films, products, interactive experiences and more. Her approach is informed by her political drive and interest in creativity's role in rallying people and bringing about real, transformative change in society.

**LOUISE COOPER, PROJECT COORDINATOR.** Louise is a designer with 10 years experience building human-centered products and services in both the for-profit and not for profit sector. She's obsessed with the complexities of people and passionate about participatory research methods and the power that play has to put people and communities in the lead.

**BARBICAN & COMMUNITY LIBRARY** is a vibrant public library located in the heart of the Barbican Centre. The library also contains a dedicated Music Library and Children's Library, along with places to sit, read and study.

**HELEN TREMAINE, PROJECT COMMISSIONER.** Helen has been in libraries for 20+ years and has worked on many community projects in her role as Assistant Librarian. She is passionate about libraries as community assets providing access to culture, self learning and individual and community empowerment.

**RACHEL LEVY, PROJECT COMMISSIONER.** Rachel has been working for Barbican & Community Libraries for the last 4 years as the Principal Librarian for Community Libraries. Her passion is for developing libraries as places where people in communities can connect and learn.

**DEAN BROWN, DESIGNER.** Dean designs and makes objects, installations and interiors with a dedication to materiality and narrative. In addition to working with clients such as Google, Uniqlo and V&A, he is also currently as Research Fellow within the Interaction Research Studio, Goldsmiths University of London.



PART TWO

What we did

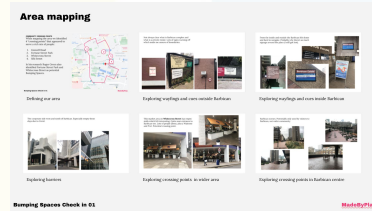
## OUR APPROACH

Focusing on existing library users and people living and working around the Golden Lane and Barbican Estates we used a mixed methodology research and engagement approach that included a recruitment campaign, online workshops, printed surveys and playful prototypes.

These documents can be viewed in the Appendix.



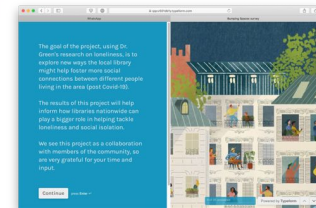
Desk research



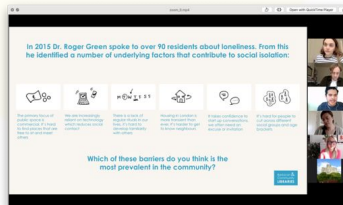
Mapping of local area



Recruitment campaign



Online surveys



Zoom workshops



Play prototypes

## SNAPSHOT OF NUMBERS

**2,000**

booklets delivered locally

**51**

local residents engaged

**21**

people took part in  
Zoom workshops

**20**

people completed surveys

**2**

people took part in  
one-on-one phone calls

**500+**

engaged with our prototypes



## RECRUITMENT

We created a printed booklet that introduced the project's intentions and gave an overview of Dr. Green's work. The booklet also invited members of the community to get involved in engagement sessions.

Working with local volunteers and the library team, we delivered the booklet to the homes of approximately **2,000 residents** while a [digital version](#) of the booklet was also shared on Barbican and Golden Lane's online resident forums. The library also shared the digital document via its newsletter and social media channels. Our analytics tell us the document was opened 268 times.

To make it easy for a broad mix of people to get involved, we established an email address, a Whatsapp number and a telephone number to be contacted on.



From our initial recruitment drive, 51 people contacted us to be involved via the following channels:

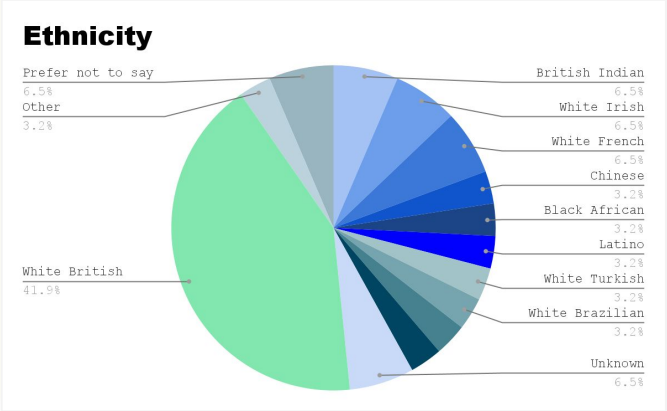
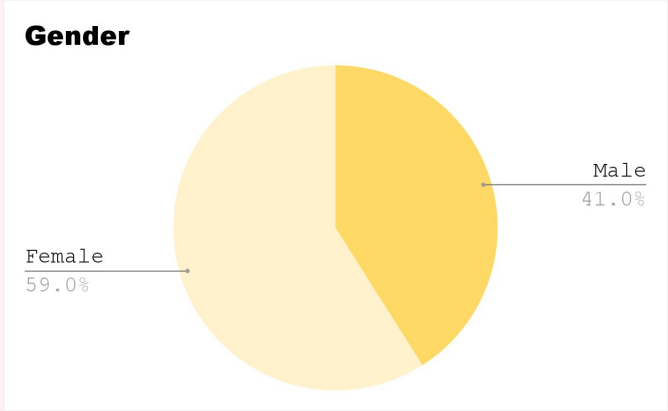
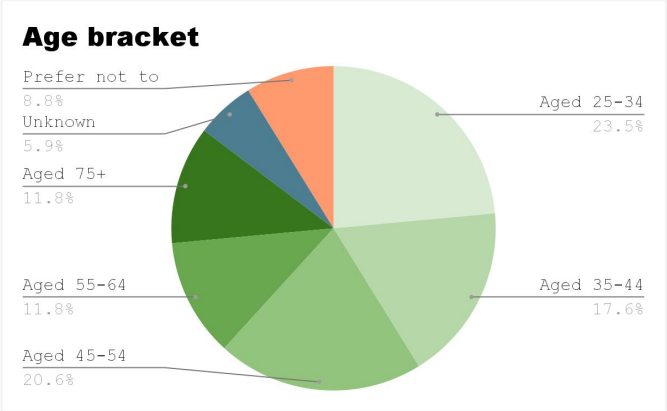
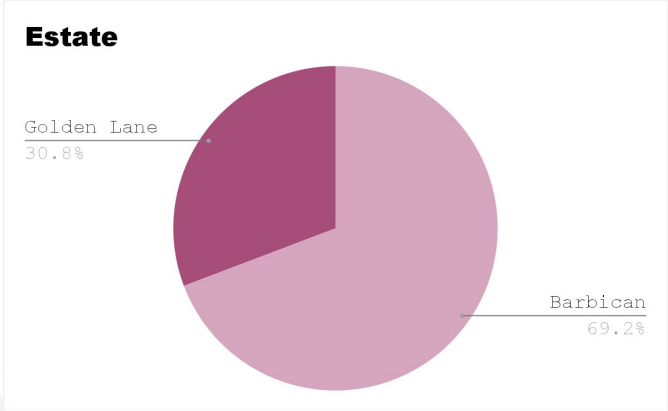
**30** via Email

**16** via Whatsapp

**4** via Text Message

**1** via Phone Call

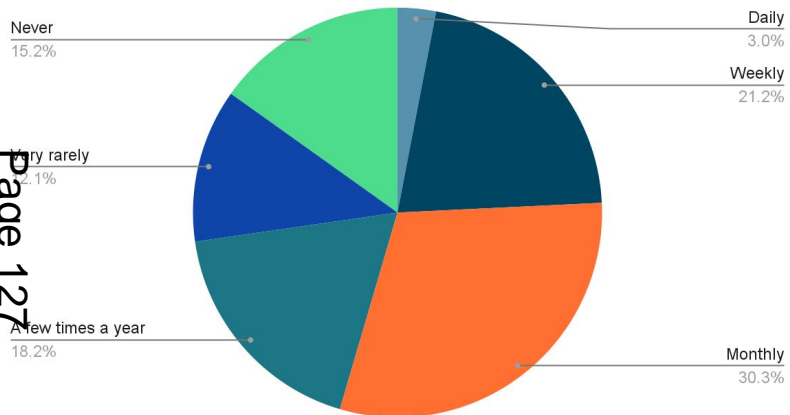
DEMOGRAPHICS



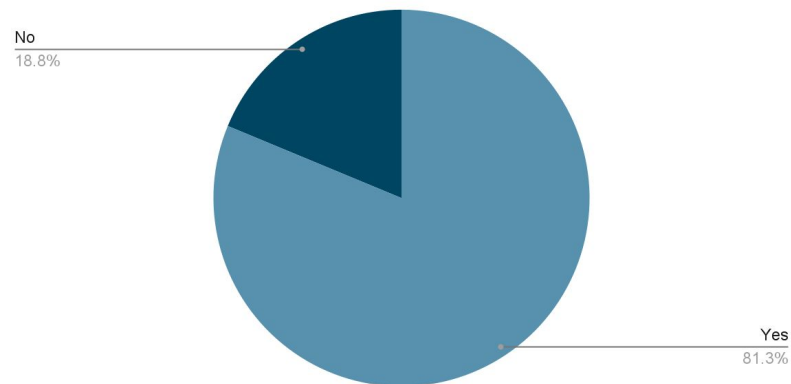


## DEMOGRAPHICS

### How often did you visit the library (pre-Covid)?



### Were you aware that the library had wider services (e.g. desk space, etc)?



PART THREE

# Guiding Principles



## GUIDING PRINCIPLES

After completing our engagement activities we collated participants' responses from our various sessions. The following pages set each out.

Page 129

- 1. Provide casual invitations**
- 2. Help people build familiarity**
- 3. Push past shush**
- 4. People over pixels**
- 5. Help people help**
- 6. Empower community champions**
- 7. One size does not fit all**
- 8. Awareness is action**

# 1

## **Provide casual Invitations!**

People are craving an excuse to connect, but don't want it to feel too forced, formal or scripted.

Page 130

*"I would like to socialize more with people at the Barbican – it's trying to work out how, how do you connect with the others?"*

*"It's hard to have that confidence to start a chat, to know what the first line is that you're going to get to catch someone and be able to get a spark."*

*"How do you signal your approachableness? I just smile at every stranger, you know"*

*"Interactions need to have a kind of real natural rhythm to them - nothing too scripted"*

# 2

## **Help people build familiarity.**

Building familiarity with others in the community is more important to people than making new friends (this can naturally come later).

*“During the NHS clap seeing people on the balconies was brilliant. I was like, Oh, I have seen her before but now I know that she lives over there”*

*“I'd like to know people, even if it's just by name, like not needing to be best friends but that sense of knowing a neighbor's name, knowing someone would be great”*

*“Not everybody needs new friends, it's more just more interactions in your life more opportunities to just be familiar and say hello to people.”*

*“I feel really sad that my daughter hasn't got what I had growing up - knowing other families and having the freedom to just go around each other's houses and play out on the street”*

# 3

## **Push past shush.**

Trust is key for people to feel comfortable talking to strangers, and the library has lots of it.

However, it is not seen as a place where people can naturally and freely chat.

*“The Barbican Library I don't know - I'd never talk there because of the rules, you know that you have to be very quiet”*

*“There's something very special about being on my own in the library but with other people. It's quiet, it's a safe space and it's a free space and it's really special.”*

*“I don't consider a public library to be a bumping space because when I go to library I think people want you to be quiet.”*

*“I joined a club in the library, and it was a Tuesday evening. I used to feel such guilt that we were talking in there. And even though it was a group that had been arranged it felt completely wrong. I struggle to talk in the library.”*

# 4

## **People over pixels.**

Although people are open to using technology to make connections, they are wary it can sometimes turn negative so would prefer to mainly interact with others in person. People are also mindful that technology can exclude some members of the community.

*“On our residents forum things can often turn negative. Lots of complaints about all sorts of things”*

*“Things like Twitter encourage people to squabble, to seek differences instead of seeking a common good”*

*‘Personally I’d be craving more in- person activity. I have enough time on phones and laptops already”*

*“I prefer things that are face to face. I find the phone difficult as I might not understand well and not see the facial expressions. I think the phone would be too awkward for me.”*

# 5

## **Help people help.**

Covid gave people an opportunity to connect to and help others in the local community. This is something people are very keen to build on as. Also helping others over the last year has been a good excuse to connect without admitting loneliness.

*"I'd love to know what things I can help with in the community"*

*"Maybe if there was a purpose of activity like a community mural or exchange of some sort it would help spark discussion and give some a reason to attend"*

*"What was interesting about the volunteers in mutual aid groups, is often the people who volunteered where people are actually needed a bit of support as well."*

*"When there's something structured, it's sort of cover for social interaction. Because there is actually a lot of shame and stigma associated with loneliness. "*



# 6

## **Empower community champions.**

For many, talking to strangers feels abnormal and awkward. However there are members of the community who love sparking up conversations.

*"I'm forever chatting to people in queues. Queues at the shop, queues at the bus stop, queues at the train"*

*"I am the queen of forced interactions"*

*"I don't think it has anything to do with confidence as such. You know, It's trust or things like that, or paranoia or who knows. I just think it's a social norm."*

*"You have to be a certain kind of person to strike up conversations with strangers. Many people are too shy"*

## GUIDING PRINCIPLES

# 7

### No one size fits all.

People live very varied lives within the community, and have different views on how, when and if they want to connect. Lots of smaller, flexible solutions will always be better than trying to find 'the' perfect one.

“Sometimes you have to throw yourself in the freezer in **Waitrose** to avoid seeing people”

vs

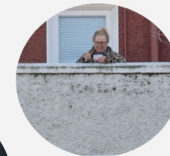
“Having **Waitrose** on the doorstep is not helpful for people. I have neighbours that cannot afford it.”



Chat bench  
17 Yes  
10 No  
7 Maybe



Jim's dinner  
14 Yes  
12 No  
8 Maybe



Bingo  
19 Yes  
6 No  
7 Maybe



Dial up  
14 Yes  
14 No  
6 Maybe



Book Swap  
20 Yes  
12 No  
1 Maybe

“Would you engage with these activities?”  
No clear consensus on each example activity.

# 8

## Awareness is action

People felt moved to make more of an effort within their community when they learned about the extent of local loneliness and social isolation.

*“This has motivated me to be bolder in my community and be more observant of spaces to connect”*

*“I’m going to notice places to talk with people and try starting conversations more”*

*“Thank you so much for organising. Have really made it a conscious effort to try and provide a “reason” for people to reach out or strike up a conversation if they seem to be up for it.”*

here and what

PART FOUR

# Prototypes



Earlier this year British Library  
people for their thoughts  
for the future to graduate  
work along with some of  
visit [www.britishlibrary.org](http://www.britishlibrary.org)



## PROTOTYPES

Using our guiding principles we identified a variety of opportunities to potentially prototype.

To give us flexibility, we explored ways to make each idea work ‘out in the community’ and also back in the library post-Covid-19. The longlist of ideas can be viewed in the appendix of this document.

Working with the library team we narrowed our focus down to one concept called “**Community Connections**” - an overarching idea that involved four different prototypes.

During our engagement sessions participants shared a variety of constructive thoughts on sparking new connections in their community. Our idea for “Community Connections” was to publicly share these thoughts as pop-up signs, each of which also featured a playful community related interaction.

# Community Connections

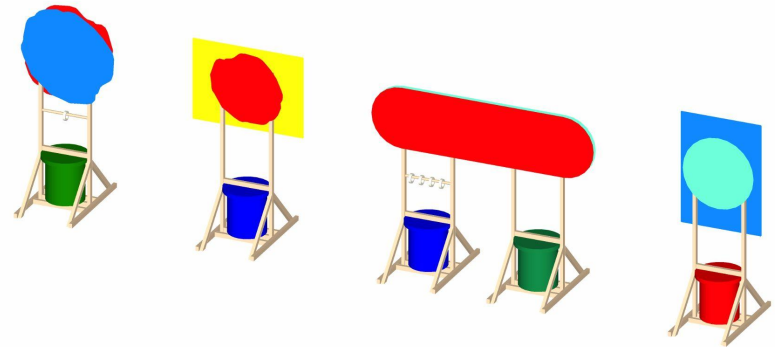
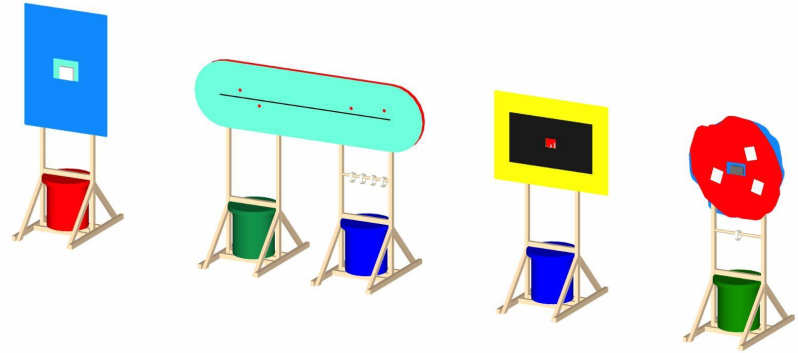
Earlier this year Barbican & Community Library ran a research project asking local people for their thoughts on loneliness and making new connections in the community. As life begins to gradually reopen we are sharing some of the things people have said, along with some playful ways to interact. For more information on this project visit [www.cutt.ly/Bumping](http://www.cutt.ly/Bumping), scan the QR code or drop into the library.

## PROTOTYPES

The signs, designed and built with designer Dean Brown, were portable, sturdy and playful in their look and feel. Each sign featured two sides.

Side A contained a quote from a local community member, while side B featured a community focussed interaction. With Covid-19 in mind hand sanitizer was also supplied.

Each sign also featured information about the project (shown on previous page).

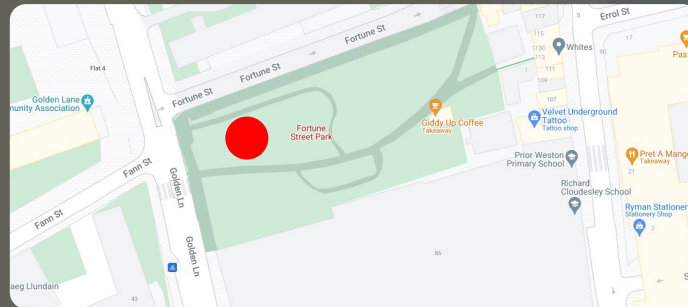


## PROTOTYPES

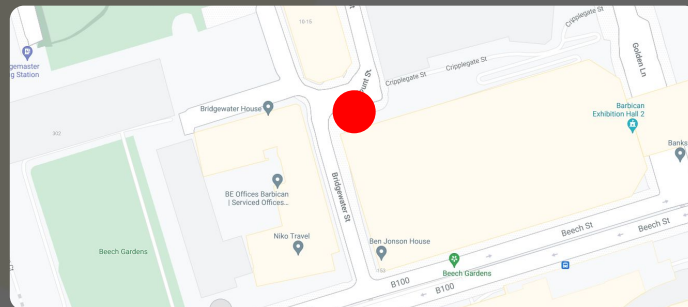
As the library was not fully open to the public we decided to set our signs up at other “bumping spaces” within the community: Fortune Street Park and the Barbican Highwalk, two locations highlighted by the community during our engagement activities.

To help with transport and management we placed all 4 prototypes at each location for a day each.

Overall we estimated 500+ people engaged with the prototypes over the two days. The following pages set out how each sign worked.



DAY 1: Tuesday June 01st, 10am—9pm  
Fortune Street Park



DAY 2: Wednesday June 02nd, 10am—7pm  
Barbican Highwalk



## Familiar Faces

### Side A:

A thought from a local resident:

*"I'd be really happy just to know more of my neighbour's names and faces - seeing people on their balconies during the NHS clap was brilliant. It felt great to see who my neighbours were."*

### Side B:

On the opposite side of the sign there was an invitation to say hello to your community.

This could be done by taking a Polaroid photo of yourself with the attached camera, or by leaving a message using supplied stickers and markers.



**PROTOTYPE #1**

"I'd be really happy just to know names of my neighbour's names and faces - seeing people on their balconies during the NHS day was brilliant, it felt great to see who my neighbours were."

Page





## PROTOTYPE #2

# Community Roots

### Side A:

A thought from a local resident:

*"I'd love to know how long people have lived here and what some of their stories are"*

### Side B:

On the opposite side of the sign there was a timeline dated from 1985 to today, with an invitation to take a sticker, write your name on it and post it to the year you started living, or visiting, the area.



## PROTOTYPE #2





## Checking in

### Side A:

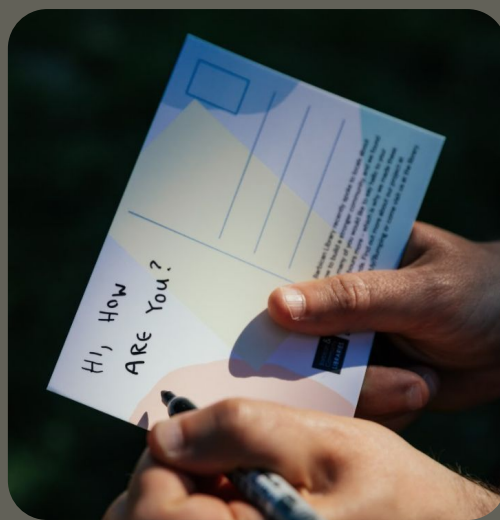
A thought from a local resident:

*"Seeing people check in on neighbours during lockdown was really special. I'd love to find ways to keep this going"*

### Side B:

On the opposite side of the sign there was a cubby hole with postcards. People were invited to take a postcard, write a message on it and drop it into a neighbour they didn't know or hadn't seen in a while.







## Here & Now

### Side A:

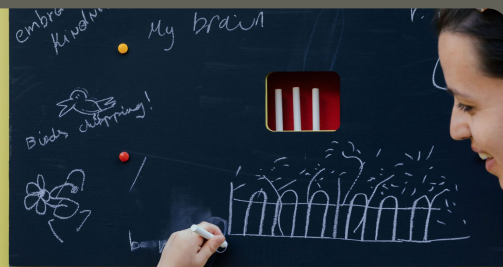
A thought from a local resident:

*"I'm often staring at my phone when I'm outside, which means I'm not really open to noticing or saying hello to other people."*

### Side B:

On the opposite side of the sign there was a chalkboard with an invitation to take in your surroundings then sketch something you could see, hear or smell around you.



[illegible]

1. Sanitize your hands
2. Grab a piece of chalk
3. Take a deep breath and take in your surroundings
4. On the blackboard, write or describe a sound, smell or sight that pleasantly grabs your attention





PART FIVE

# What we learned

Page 151

Celebrate your community roots



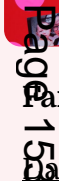
## WHAT WE LEARNED

In addition to our guiding principles - which we feel can be applied to future library activities - we captured both quantitative and qualitative data based on the prototypes.

In terms of engagements, we have listed the numbers of interactions per sign over the following pages. As the weather was sunny, both locations were busy all day and evening so we have also estimated the number of people who stopped and viewed the signs but did not interact. We think this is still a valuable metric as it raises awareness of the issues central to our project.



## Page 152



## Page 152

## Page 152

Page 152

## Page 152

Page 152



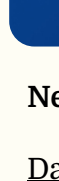
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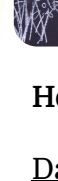
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## WHAT PEOPLE SAID

"I love that the library is doing this - it's really badly needed"

"I come to this park everyday and would love to chat to people. This feels like a fun way to try"

"I love this project! I've lived here for 35 years and don't know my neighbours at all. I really wish I did"

"This is lovely - I've not seen anything out here like this before"

"My block up there, it's practically empty because of everyone's second homes"

"Can I take 3 postcards? There's a few neighbours I haven't spoken to in a while"

"I didn't know there was a public library in there - I'll check it out once everything opens back up"

"I rarely go into the Barbican. Feels too snooty. The Peabody Estate is a lot more fun"

"This should be up for three weeks!"

"I heard about this in my residents Whatsapp group so came down to see it. I've filled in each sign - it's great!"

## WHAT WE NOTICED

### Staffing the signs vs not staffing the signs

The prototypes were effective in different ways pending if we were on hand to facilitate conversations. When we left the signs alone and did not greet people, we had a high amount of engagement (people reading the signs and interacting with them). The instructions were clearly displayed and people knew what to do.

When we stood with the signs we also had a high level of engagement but in different ways. Staffing the signs gave us a great opportunity to have richer interactions with people and hear their thoughts on loneliness and community. It was also a great opportunity to connect people back to the library.

### Children instigating

Our testing days fell during school holidays. This meant at certain times of the day there were lots of parents and children about. We noticed that it was often children leading parents towards our signs - something we assume was due to the colourful nature of our signs.

### Reactions to this being from library

On numerous occasions people were a little hesitant to engage with the signs until they realised it was an activity from the library. An unsure Barbican resident even questioned us as to whether this was an advertising activity for a brand, but warmed immediately on hearing that the library was behind it. Overall there was an immense amount of goodwill and fondness towards the library.

### There is a strong demand

The majority of people we spoke to easily connected to the project's central themes. Many people expressed a desire to have more connections within their community and were very happy the library was trying to instigate something. Many residents hoped the signs would be left up more permanently.

## WHAT WE NOTICED

**As bumping spaces, both of our locations felt right. They were busy all day with a broad section of community members.**

### Fortune Street Park / Day 1

The park felt busy with older members of the community meeting and enjoying each others company between **10am—12.30pm**. We had some really lovely conversations during this time. People were curious and friendly.

The park was busiest between **12.30pm—14.00pm** when people were having their lunch. Interestingly people were less inclined to interact with our signs at this time - something we assume was due to time being tight for people before they head back to work.

Between **14.00—18.00** we had a steady flow of people. A lot of parents and children and people heading home from work. We had a lot of engagement at this time, particularly from families.

Between **18.00—21.30** was our highest engagement time - the park felt very different. People were a lot more relaxed and curious about the signs. There were families together and people out enjoying the warm evening. We know there is a lack of green space in the area so this is perhaps not a surprise. It was interesting to note we did not facilitate engagements during this time and the signs still got a high level of interaction.

### Barbican Highwalk / Day 2

Our day on the Highwalk felt quite different to the park. Rather than timeslots feeling markedly different there was a **steady flow of residents and workers all day**.

This was most likely because our signs were placed at a **crossing point** where numerous paths connect, including the local Tube station.

Although we received a high level of engagement, people were less likely to sit and have lunch here, even though there are seats and benches available.

The Barbican is a wide open space. It felt like our signs offered a **focus for residents** to come down and chat to us which we feel was successful.

PART SIX

# Recommendations for future bumping spaces



0000157



## RECOMMENDATIONS

Overall when it comes to fostering more community connections, we feel ‘bumping spaces’ are a **worthwhile initiative** for libraries to build on. As we heard in both our engagement sessions and prototyping work there is a **strong demand** among locals to know more people living in their community. This is something we feel the library is uniquely position to do. The following pages set out a series of recommendations aimed at making ‘bumping spaces’ as impactful as possible for interested libraries.





# 1

## Focus on the positive.

Page 159

Although people resonated with the themes of loneliness and social isolation, we found people engaged more freely when we primarily kept the focus on ‘making new community connections’.

Talking about topics like loneliness made people feel vulnerable and exposed, and so less likely to engage with us publically. To help engagement we think it’s best to frame projects and engagements in positive, constructive ways.

## 2

### **Bring the library to the community.**

Page 160

Having a temporary unstaffed library presence at a variety of local bumping spaces is a very effective way to make new connections between the library and local people.

However having staff on hand to also chat to people yields a richer mix of interactions, while also building bridges back to the library. We think this could be a great opportunity for more library staff to explore in the future.

Also we tested our prototypes for two days but feel a longer time frame would have more impact. This could be a number of weekly slots or consecutive days.

# 3

## Lean into the libraries voice.

Page 161

When bringing the library out to the public make sure the library's voice or brand is dialled up. As shown in our engagement sessions and prototypes this instantly creates trust and permission.

We feel the warmth and goodwill the project received (once people heard it was from their local library) gives the library license to do powerful and surprising things that no one else can.

# 4

## **Build a long-term library 'bumping space'.**

Page 162

As shown we know there's demand for more community connections. A question we were asked repeatedly while prototyping was 'what's next?'. It would have been great to be able to point to a long term 'bumping space' or programme of related activities back at the library post Covid-19.

However small, we think it would be worthwhile to create a long-term 'bumping space' at the library. The pop-up signs were impactful in raising awareness and building links to the library but for more long-lasting change we think something permanent is required.

# 5

## **Find ways to challenge people's perceptions of the library being a place for quiet.**

Page 163

People do not readily associate the library as being a place to meet and chat freely. To help offset this we think any 'bumping space' created should feel different from the rest of the library.

This could include supplying items such as tea/coffee facilities, seating in 'breakout' areas and/or visual cues as to the intentions of the space. Exploring ways to shift the silent atmosphere will help people feel relaxed and open to connection.

With regard to the Barbican Library specifically, as shown in our mapping work, we feel there's work to be done to make it more accessible for non-Barbican members through internal and external wayfinding signage.

# 6

## Give people casual invitations to share.

Page 164

People told us they did not like interactions or spaces that felt too forced (e.g. a ‘designated chatting bench’ example). Our prototypes focussed on providing people with casual ways to share and discover common community connections. In the library setting, we feel prompts like these — focussing on non-sensitive, commonly shared responses — would also be successful.

Furthermore by providing facilities such as the ones mentioned on the previous page, we think these prompts would spark sustained conversation between visitors.

# 7

## Partner with community champions

Page 165

Building and maintaining these community connections is a lot of work. During our engagement and prototyping work we met many enthusiastic residents who are keen to help lead and shape projects like 'bumping spaces' in their area.

To make activities in the library as sustainable as possible we feel it's important to partner with community members to make them a reality.

PART SEVEN

# Appendix

Page 166





## Page 167



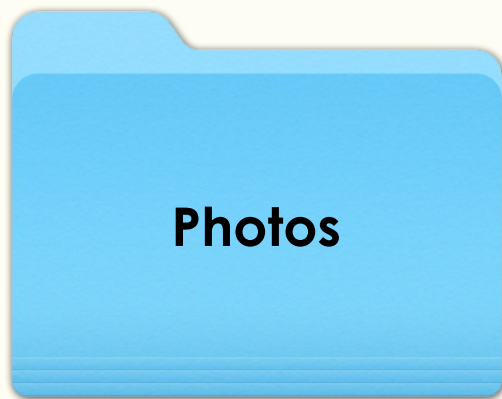
Page 167



here.



; here.



We have created a folder of imagery that can be viewed [here](#). For privacy and permissions reasons we have only included images that do not feature people's faces.

MADE BY PLAY

# Thank you

Page 169



Barbican &  
Community  
**LIBRARIES**



CarnegieUK  
TRUST  
CHANGING MINDS • CHANGING LIVES

**MadeByPlay**

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of the Local Government Act 1972.

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of the Local Government Act 1972.

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<b>Committee:</b>	<b>Dated:</b>
Community & Children's Services Policy & Resources Committee	17 December 2021 20 January 2022
<b>Subject:</b>	<b>Public</b>
Housing Revenue Account - Review of 5 Year Plan	
<b>Which Outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1,2,3,4,5,8,9,10,11 & 12
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of funding?</b>	N/A
<b>Has the funding source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b>	<b>For Information</b>
The Chamberlain Director of Community & Children's Services	
<b>Report Author:</b>	
Mark Jarvis, Head Of Finance, Chamberlains and Paul Murtagh, Assistant Director Barbican & Property Services	

## Summary

This report presents for information a review of the 5-year finance plan for the Housing Revenue Account (HRA), analyses income streams and forecast costs and outlines the key challenges over the period.

- A very significant investment in the existing HRA housing stock (including major works to windows, heating systems and roof replacements, installation of sprinklers and fire doors) is planned over the period.
- This investment will require planned borrowing of up to £30m to finance, as provided for in the Corporations Medium Term Financial Plan.
- Revenue reserve balances are low during the period as loan repayments and interest charges increase, and only move above £1m in the final year 2025/26.
- There is therefore little or no capacity to meet additional requests for funding for new projects and, to deal with unforeseen financial calls on the revenue account.
- Projections do not include additional back-dated payments for water beyond the period already provided for. Such a payment would mean a deficit balance for the whole of the period until 2025/26.
- Delays in the past two years to income generating new build rental housing stock has contributed to the low revenue reserves – further delays to the COLPAI, Sydenham Hill or York Way projects would put into question the viability of proceeding with major works at the pace currently planned.
- Exceptional increases in construction costs over the next year have not been factored into the major works expenditure and, if they materialise, this may result in increased borrowing and borrowing costs.

- There is a significant risk that our ability to recover costs from leaseholders for major works carried out on their homes (window replacements in particular), will have a further adverse impact on the HRA. The outcome of the Great Arthur House cladding case will have some considerable bearing on this and, it could mean further delays to the current major works programme.

### **Recommendation**

- i) Members are asked to review and note the implications of the latest 5-year financial plan for the HRA,

## **Main Report**

### **Introduction**

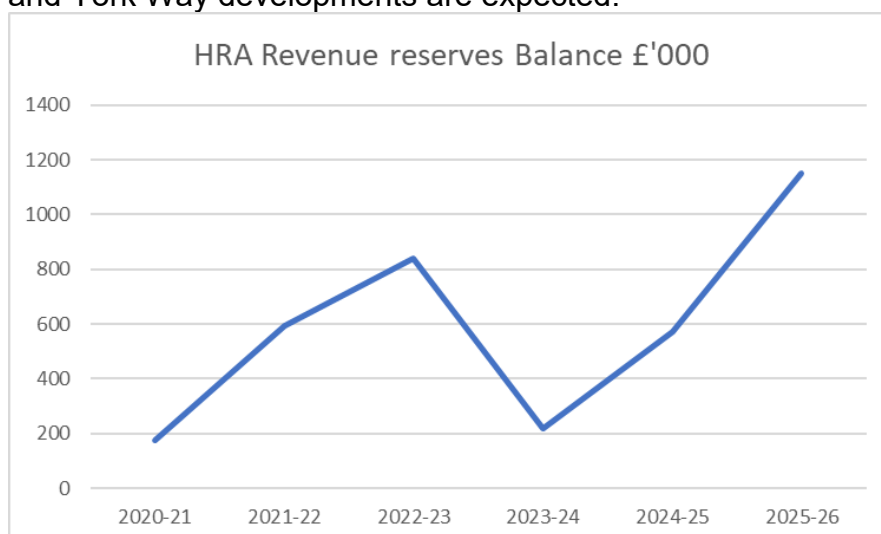
1. The HRA is ringfenced by legislation which means that the account is financially self-supporting. Although the “Capital” Account is not ringfenced by law, the respective financial positions of the HRA and the City Fund has meant that capital expenditure is financed without placing a burden on the use of City Fund resources. All HRA related capital expenditure continues to be funded from the HRA, including the Major Repairs Reserve and certain capital receipts from sales of HRA assets, with homeowners making their appropriate contributions. In practice, therefore, the capital account is also ringfenced.
2. This report sets out the latest five-year forecast of revenue and capital (major repairs reserve) positions given the latest proposed budgets for 2022/23 included in the current Budget Estimates report and the most up to date Project Manager forecasts for major works capital projects. It is important to note that it does not include any additional costs for future projects identified in the latest full stock condition survey and, works required due to future changes in legislation.
3. The report also presents detailed breakdowns of income and cost projections alongside benchmark figures from the national Housemark survey.

### **Five Year HRA Revenue Account Projections**

4. Table 1 below shows the projected 5 Year Plan for the Housing Revenue Account. The first two years are based on the latest Revenue budget Estimates. Future loan repayments and interest charges are based on the profile of expenditure estimated by the relevant capital project managers.

TABLE 1 - HRA 5 Year Projections		Latest	OB	Forecast	Forecast	Forecast
		2021-22	2022-23	2023-24	2024-25	2025-26
<b>Income</b>						
Rent	Dwellings	10,638	10,992	11,504	13,019	13,279
	Car Parking	620	625	638	650	663
	Baggage Stores	127	127	130	132	135
	Commercial	1,592	1,667	1,700	1,734	1,769
Community Facilities		69	99	101	103	105
Service Charge		2,451	2,480	2,530	2,580	2,632
Other		4	4	5	5	5
	<b>TOTAL Income</b>	<b>15,501</b>	<b>15,994</b>	<b>16,607</b>	<b>18,224</b>	<b>18,588</b>
<b>Expenditure</b>						
Repairs & Maintenance		(2,976)	(2,976)	(3,100)	(3,200)	(3,300)
Premises, support & supplementary revenue projects		(791)	(800)	(816)	(832)	(849)
Tech services + City Surveyor costs		(1,539)	(1,539)	(1,570)	(1,601)	(1,633)
Supervision & management		(4,218)	(4,431)	(4,520)	(4,610)	(4,702)
Specialised Support Services		(2,618)	(2,682)	(2,736)	(2,790)	(2,846)
	<b>TOTAL Exp</b>	<b>(12,142)</b>	<b>(12,428)</b>	<b>(12,741)</b>	<b>(13,034)</b>	<b>(13,331)</b>
Loan Charges - Interest		0	(122)	(496)	(560)	(477)
Capital Repayment (4% Minimum Revenue Provision)		0	(243)	(993)	(1,177)	(1,001)
Total		0	(365)	(1,489)	(1,737)	(1,478)
	<b>TOTAL Net Income</b>	<b>3,359</b>	<b>3,201</b>	<b>2,377</b>	<b>3,453</b>	<b>3,779</b>
TSFR TO MRR (Depreciation)		(2,943)	(2,953)	(3,000)	(3,100)	(3,200)
<b>Surplus/ (Deficit) In Year</b>		<b>416</b>	<b>248</b>	<b>(623)</b>	<b>353</b>	<b>579</b>
Bal b/f		177	593	841	218	570
<b>Bal c/f</b>		<b>593</b>	<b>841</b>	<b>218</b>	<b>570</b>	<b>1,150</b>

5. Revenue reserves remain below £1m for the entire five-year period until the end of 2025/26, with a dip in 2023/24 to £218k as result of the increased loan charges and principal repayments associated with the major works programme borrowing requirement coming a year before the increased revenue from the Sydenham Hill and York Way developments are expected.

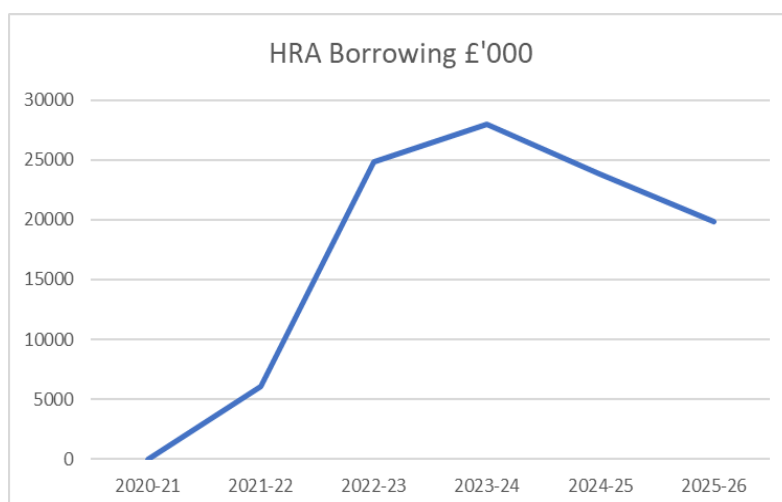


## Major Repairs Reserve & City Fund Loan

6. Table 2 below sets out the movements on the Major Repairs Reserve and the City Fund loan over the period. Borrowing is expected to peak in 2023-24 before falling in subsequent years, however this assumes that there will be no further call on the major repairs programme in those years and there are no exceptional construction inflation costs. Also, no allowance has been made for the need to pay the leaseholder element of the Great Arthur House cladding project. If the current Appeal were to fail then £4.7m of borrowing would need to be earmarked to cover this cost and as a result elements of the current major works programme would need to be re-phased to ensure overall borrowing levels remained affordable.

<b>TABLE 2 - MAJOR REPAIRS RESERVE</b>		Latest	OB	Forecast	Forecast	Forecast
		2021-22	2022-23	2023-24	2024-25	2025-26
MRR	B/F	2,036	250	251	299	399
Depn/tsfr from Rev		2,943	2,953	3,000	3,100	3,200
Net Capital Financing		(10,809)	(21,934)	(7,145)		
Loan Advanced/(Repaid)		6,080	18,982	4,193	(3,000)	(3,000)
MRR	C/F	<b>250</b>	<b>251</b>	<b>299</b>	<b>399</b>	<b>599</b>
<b>CITY FUND LOAN</b>						
Loan Balance	B/F	0	6,080	24,819	28,019	23,842
Loan Advanced/(Repaid)		6,080	18,982	4,193	(3,000)	(3,000)
HRA Minimum Repayments (4%)		0	(243)	(993)	(1,177)	(1,001)
Loan balance	C/F	<b>6,080</b>	<b>24,819</b>	<b>28,019</b>	<b>23,842</b>	<b>19,841</b>

7. The HRA is forecast to begin borrowing to fund the major repairs works at the end of this financial year. This is set to increase to £28.0m by the end of 2023/24 before falling back as loan repayments increase. This fall however assumes that no significant further works are carried out in the final two years of the planning period. Also borrowing will be higher if further construction inflation costs have to be built into the major repairs programme.



## Forecast Income

8. Existing rentals are expected to continue beyond 2022/23 with a 2% uplift. Some additional dwellings rental income streams have also been factored in as set out in Table 3 below.

<b>TABLE 3 - Dwellings</b>		Latest	OB	Forecast	Forecast	Forecast
		2021-22	2022-23	2023-24	2024-25	2025-26
<b>Income</b>						
Exisitng Rent roll		10,638	10,837	11,054	11,275	11,500
COLPAI	(66 units)	0	155	450	459	468
Sydenham Hill		0	0	0	785	801
York Way		0	0	0	500	510
<b>TOTAL</b>		<b>10,638</b>	<b>10,992</b>	<b>11,504</b>	<b>13,019</b>	<b>13,279</b>

- The delayed new flats at COLPAI are expected to deliver an annual rent roll of £450k and this income has been included from January 2023 (completion due in July 2022).
  - New flats at Sydenham Hill, generating income in the region of £785k annually, have again experienced long delays and are projected to come on stream by April 2024.
  - New flats at York Way are also projected to begin generating additional rental income of £500k annually (this is a cautious estimate) from April 2024.
9. The Car Parking figures do not include any projection for additional car parking income relating to Middlesex Street as we await a potential deal with City of London Police for up to £400k per annum of additional rent.

## Review of Expenditure

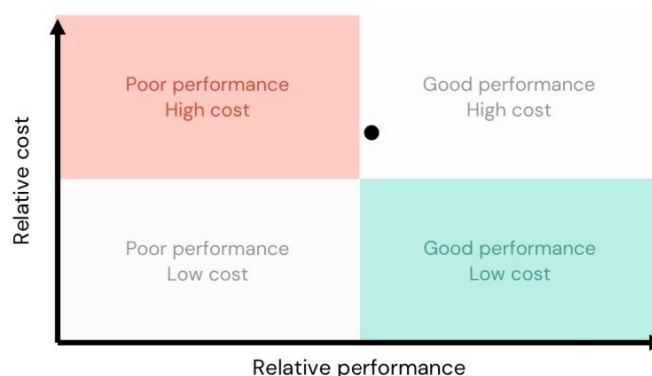
10. Existing repairs and maintenance costs are expected to continue beyond 2022/23 with a 2% uplift. A breakdown of the annual cost is shown in the Table below. It is expected that the significant planned major works investment in windows, roofs and heating systems will reduce the upcoming costs of maintenance, but for the sake of prudence no diminution has been factored into these projections.

<b>REPAIRS, MAINTENANCE AND IMPROVEMENTS</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>
<b>BREAKDOWN AND EMERGENCY REPAIRS</b>		
Building	(1,100)	(1,122)
Electrical	(240)	(240)
Lifts	(10)	(10)
Heating and Ventilation	(200)	(200)
Recharge and Insurance Claims	(50)	(50)
<b>CONTRACT SERVICING</b>		
Building	(60)	(60)
Electrical	(270)	(270)
Lifts	(140)	(140)
Boilers	(250)	(250)
Ventilation	(450)	(450)
<b>CYCLICAL WORK AND MINOR IMPROVEMENTS</b>	(206)	(184)
<b>TOTAL REPAIRS</b>	<b>(2,976)</b>	<b>(2,976)</b>

- Repairs are broken down into various priorities in terms of the response times for completion. During the pandemic, we have continued to ensure compliance with the regulations in terms of gas and electrical safety, asbestos checks, lift maintenance, water testing and fire safety. During the various lockdowns however, we had to prioritise the repairs service, which meant that some of the higher priority (less urgent) works were put on hold. We have made good recent progress in catching up with the backlog of repairs.
- To date, we have continued to carry out all repairs to our homes in line with the respective prioritisation scheme. It may be necessary going forward, to look at prioritising repairs differently taking into account, for example, thresholds of need and vulnerability. It may be necessary, to consider, at least for a certain period of time, to hold back on less urgent or low-priority repairs to reduce the overall level of expenditure on repairs and maintenance in line with what is affordable.
- It is likely, that the current repairs and maintenance contract will be put out for tender in 2022. We will use this opportunity to review the service that we provide and, look at ways to reduce our expenditure. This will include a review of those works that tenants are required to do themselves, as set out in their tenancy agreement.
- It will be necessary going forward to increase the level of scrutiny and control of the repairs and maintenance budget to ensure that there is sufficient flexibility and resilience to respond to budget pressures, whilst still maintaining a good level of service to our residents.
- The 2021 Housemark benchmarking report found that the City was high cost in relation to other London LA's but was also in the good performance quadrant as set out below

### Asset management

Your overall maintenance performance was slightly above that of your peers, however, your front-line costs are also greater. This is based on your responsive repairs and void works cost per property of £977, your cyclical maintenance and major works cost per property of £3,373 and your average performance across four repairs and maintenance KPIs.



### 11. A breakdown of Premises, Support and Technical Services Costs are set out in the Table below

Premises, Support & Technical Services Costs	Latest 2021-22	OB 2022-23	Comments
Supplementary Revenue Projects	457,000	671,000	One-off project costs - mainly Southwark concrete repairs
Fees & Services	644,000	627,000	Professional & consultancy fees, Mgmt fees (for Horace Jones), legal charges, Security
Communication & Computing	390,000	390,000	Software & hardware costs (Orchard & replacement system), Mobiles, switchboard costs
Rents	108,000	108,000	Accommodation cost for Resident estate Officers
Rates	277,000	277,000	Business Rates (shops, car bays, etc), council tax and void payments
Service Charges	44,000	44,000	
Water & cleaning	50,000	41,000	
Equipment	43,000	39,000	
Conferences & hospitality	7,000	7,000	
Grants & Subscriptions	30,000	30,000	
Printing & Stationary	18,000	17,000	
Transfer Payments	17,000	17,000	
Transport	9,000	9,000	
Central Support Services recharge	382,000	359,000	
Surveyors Employee recharge	90,000	90,000	
CLPS cost recharge	139,000	114,000	
IS staff recharge	478,000	364,000	
Net Insurance recharge	171,000	171,000	
Recharged outside HRA	(524,000)	(536,000)	Mainly charges to Barbican Residential
Recharged to Capital Projects	(500,000)	(500,000)	Costs ascribed to specific major repairs & new build capital projects
	<b>2,330,000</b>	<b>2,339,000</b>	
Analysed As :			
Premises & Support	791,000	800,000	
Tech Services	1,539,000	1,539,000	
	<b>2,330,000</b>	<b>2,339,000</b>	

### 12. The five-year plan makes no allowance for further backdated water rates repayments beyond those previously agreed by Community & Children's Services Committee.

### 13. Supervision & management costs relate to salary costs as set out in the Manpower table below. As part of the TOM process, we have been reviewing areas of the housing service with a view to enhancing service levels and, wherever possible, reducing costs. There are still some areas of the housing service that still need to be reviewed and, it is expected that these reviews will generate some similar efficiency savings. It is possible, that a further review of supervision and

management costs will need to take place in the near future particularly, if the HRA is hit with further calls for essential additional funding.

Manpower statement	Revised/LAB Budget 2021/22		Original Budget 2022/23	
	Manpower	Estimated	Manpower	Estimated
	Full-time	cost	Full-time	cost
	equivalent	£'000	equivalent	£'000
Management	30	1,726	35	1,930
Estate Officers	11	467	10	452
Porter/Cleaners	19	962	24	958
Gardeners	3	106	6	200
Wardens	0	16	0	16
Technical Services	39	2,515	40	2,528
<b>TOTAL SALARIES</b>	<b>102</b>	<b>5,792</b>	<b>115</b>	<b>6,084</b>
<i>Analysed As</i>				
Supervision and Management		4,218		4,431
Specialist Support Services		1,574		1,653
<b>TOTAL</b>		<b>5,792</b>		<b>6,084</b>

14. Specialised support services costs are analysed in the table below

	Latest	OB
Specialised Support Services	2021-22	2022-23
Cleaning and Domestic Supplies	197,000	194,000
Clothes, Uniform and Laundry	8,000	8,000
Communications and Computing	2,000	2,000
Direct Employee Expenses	1,569,000	1,648,000
Direct Transport Costs	2,000	2,000
Energy costs	493,000	518,000
Equipment, Furniture and Materials	37,000	29,000
Fees and Services	8,000	8,000
Grounds Maintenance Costs	97,000	97,000
Indirect Employee Expenses	5,000	5,000
Rates	81,000	74,000
Rents	48,000	25,000
Support Services	4,000	4,000
Water Services	67,000	68,000
	2,618,000	2,682,000



The majority of these costs are recoverable via the service charge and therefore have no net effect on the Housing Revenue Account.

## Major Works Capital Programme

15. The table below summarises the various categories of projects currently underway or being planned for which provision has been made in terms of borrowing capacity, loan repayments and interest charge within the rolling five-year plan. No provision has been made for future additional projects that have been identified in the latest full, or any new stock condition survey and therefore the capital works are expected to complete by the end of 2023/24. Furthermore, no provision has been made for the effects of construction inflation across the programme.

Summary Of Major Works Programme	Project Manager Forecast 2021/22	Project Manager Forecast 2022/23	Project Manager Forecast 2023/24	Project Manager Forecast 2024/25	Project Manager Forecast 2025/26
	£'000	£'000	£'000	£'000	£'000
Decent Homes	334	111	0	0	0
Door Entry	1	0	0	0	0
Electrical	395	0	0	0	0
Heating	2,568	2,365	1,781	0	0
Lifts	21	0	0	0	0
Lighting	0	0	0	0	0
Other (George/Eric)	1,060	1,500	1,500	0	0
Roofs	510	8,683	0	0	0
Water	28	0	0	0	0
Windows	6,631	12,528	3,998	0	0
Sprinklers	1,253	2,350	0	0	0
Fire Doors	1,435	7,678	2,304	0	0
TOTAL COST	14,235	35,215	9,583	0	0
Other funding inc. leaseholders	(3,426)	(13,281)	(2,438)	0	0
NET CAPITAL FINANCING cost to MRR	10,809	21,934	7,145	0	0

## Heating Systems

16. The table below sets out future projections for the completion of current plans for work to existing Heating Systems. York Way Estate and Middlesex Street will complete as planned and within the forecasted allowances. Crescent House and Cullum Welch heating system are largely dependent on other project outcomes such as the Windows and Roof Replacement Systems.

HEATING				
Core Project	Project Manager Forecast Total	Project Manager Forecast 2021/22	Project Manager Forecast 2022/23	Project Manager Forecast 2023/24
L5-Crescent House & Cullum House Heating Replacement	3,118,119	265,815	1,000,000	1,780,549
L5-Heat & Hot Water Golden Lane Estate	420,854	50	0	0
L5-Middlesex Street Estate - Replacement of Heating & Hot Water	2,652,183	1,277,525	1,000,000	0
L5-York Way & Middlesex St Heating/Hot Water	1	0	0	1
L5-York Way Estate - Replacement of Heating & Hot Water	2,964,880	1,025,000	364,566	0
	<b>9,156,035</b>	<b>2,568,390</b>	<b>2,364,566</b>	<b>1,780,550</b>

### Other (inc. George & Eric Refurbishment)

17. The table below sets out future projections for the completion of current plans for work including the refurbishment of housing at George Williston & Eric Wilkins Houses. George Elliston and Eric Wilkins will pick up where the development project has left off with a full refurbishment project for the blocks and is currently under survey to build the tender specification.

OTHER (inc George/Eric Refurbishment)				
Core Project	Project Manager Forecast Total	Project Manager Forecast 2021/22	Project Manager Forecast 2022/23	Project Manager Forecast 2023/24
L5-Petticoat Tower Replacement of Windows and Balcony Doors	346,237	2,800	0	0
L5-Housing Management System Upgrade	365,577	91,750	0	0
L5-Golden Lane Community Centre	1,195,651	0	0	0
L5-Petticoat Tower Stairwell Panels	418,007	15,651	0	0
L5-Avondale Square Play & Ball Games Areas Refurbishment	1,000	1,000	0	0
L5-George Elliston & Eric Wilkins Houses Refurbishment	3,506,203	506,200	1,500,000	1,500,000
L5-Housing Estates Play & Ball Games Areas Refurbishment	237,323	237,320	0	3
L5-Middlesex Street Play & Ball Games Areas Refurbishment	1,000	1,000	0	0
L5-Sheltered Units Refurbishment Options	1	0	0	1
L5-Windsor House Play & Ball Games Areas Refurbishment	1,000	1,000	0	0
L5-Blake House William Blake Estate Renew Roof Coverings	393,736	0	0	0
L5-Dron House - Renewal of Roof Coverings	404,984	5,000	0	0
L5-Middlesex Street Estate Decant Car Park	425,340	0	0	0
L5-Great Arthur House Window Cladding	11,198,505	198,132	0	0
	<b>18,494,565</b>	<b>1,059,853</b>	<b>1,500,000</b>	<b>1,500,004</b>

### Roofs

18. The table below sets out future projections for the completion of current plans for work on roofs across the estates Roofing work set to start on Golden Lane Estate as part of the Window Projects. The remaining roofing replacements will be procured separately.

ROOFS				
Core Project	Project Manager Forecast Total	Project Manager Forecast 2021/22	Project Manager Forecast 2022/23	Project Manager Forecast 2023/24
L5-Roof Replacements - Various Estates	6,533,004	200,000	6,333,000	4
L5-Petticoat Square Renewal of Flat Roof Coverings	443,651	10,000	0	0
L5-Renewal of Flat Roof Coverings - Various Blocks	2,650,012	300,000	2,350,000	12
	<b>9,626,667</b>	<b>510,000</b>	<b>8,683,000</b>	<b>16</b>

## Windows

19. The table below sets out future projections for the completion of current plans for work on windows across the estates. The budget forecasts were uplifted following the competitive tender of Dron House. Resources will be in place to deliver this Window Replacements and Common Parts Redecorations over the next 18 months. The remaining estates have been tendered and are about to undergo section 20 consultation in readiness for delivery.

WINDOWS				
Core Project	Project Manager Forecast Total	Project Manager Forecast 2021/22	Project Manager Forecast 2022/23	Project Manager Forecast 2023/24
L5-Dron House Windows Replacement	1,606,916	1,578,560	1	0
L5-Golden Lane Windows Replacement	8,373,305	1,053,810	3,093,719	3,997,573
L5-Holloway Estate Windows Replacement	3,197,157	1,136,137	2,017,173	0
L5-Southwark Estate Windows Replacement	5,932,612	752,715	5,125,157	0
L5-Sydenham Hill Windows Replacement	875,167	319,540	527,589	0
L5-William Blake Windows Replacement	2,016,187	960,046	1,000,000	0
L5-Windsor House Windows Replacement	1,611,278	824,143	764,226	0
L5-Avondale Square Estate Window Major Refurbishment	439,614	6,087	0	2
	<b>24,052,235</b>	<b>6,631,038</b>	<b>12,527,865</b>	<b>3,997,575</b>

## Sprinklers

20. The table below sets out future projections for the completion of current plans for work on installing sprinklers on designated properties across HRA estates. A contract is in place to deliver sprinklers to all three sites (5 blocks in total). Subject to Planning requirements, it is expected that the budget will be spent as forecasted.

SPRINKLERS				
Core Project	Project Manager Forecast Total	Project Manager Forecast 2021/22	Project Manager Forecast 2022/23	Project Manager Forecast 2023/24
L5-Installation of Sprinklers - Avondale Square Estate	1,779,151	885,700	893,451	0
L5-Installation of Sprinklers - Great Arthur House	886,263	16,500	869,763	0
L5-Installation of Sprinklers - Petticoat Tower	778,697	226,708	551,989	0
L5-Installation of Sprinklers in Social Housing Tower Blocks	276,973	123,634	35,000	2
	<b>3,721,084</b>	<b>1,252,542</b>	<b>2,350,203</b>	<b>2</b>

## Fire Doors

21. The table below sets out future projections for the completion of current plans to install fire doors across HRA estates. Petticoat Tower Fire Doors are completed and Lot 1 of the main fire door contract (Holloway and York Way Estates) is due for award in readiness for the start of 2022. The direct award of the remaining estates is subject to committee approval following a request from procurement colleagues to seek further approval to continue the award via the Hyde Framework

FIRE DOORS				
Core Project	Project Manager Forecast Total	Project Manager Forecast 2021/22	Project Manager Forecast 2022/23	Project Manager Forecast 2023/24
L5-Petticoat Tower - Fire Safety Doors	265,184	123,423	0	2
L5-Fire Safety Doors - Great Arthur House	2,147,503	0	2,113,464	3
L5-Fire Door Replacements - Various Estates	9,215,002	1,311,252	5,565,000	2,304,338
	<b>11,627,690</b>	<b>1,434,675</b>	<b>7,678,464</b>	<b>2,304,343</b>

## Conclusion

22. This report presents the five-year plan for the HRA and outlines the key risks to the low revenue reserves and borrowing headroom of any additional financial shocks.

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