



Community & Children's Services Committee

Date: WEDNESDAY, 17 JUNE 2020

Time: 11.00 am

Venue: THIS IS A VIRTUAL PUBLIC MEETING STREAMED LIVE TO YOU TUBE
ON THE FOLLOWING LINK: <https://youtu.be/lM3zpkzXxp8>

Members:

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

Co-opted Members: Laura Jørgensen and Matt Piper

Enquiries: Julie Mayer - julie.mayer@cityoflondon.gov.uk

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Reports

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summaries of the previous Committee meetings held on

For Decision

a) 24th April 2020 (*amended from the draft minutes circulated for the 22nd May meeting*) (Pages 1 - 20)

b) 22nd May 2020 (Pages 21 - 32)

4. **OUTSTANDING ACTIONS**

The Committee is asked to note the outstanding actions list.

For Information
(Pages 33 - 36)

5. **COVID-19 UPDATES**

The Director and Heads of Service to be heard.

For Information

6. **OFSTED INSPECTION 2020**

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

For Information
(Pages 37 - 54)

7. **NEW PORTSOKEN COMMUNITY CENTRE - BUSINESS PLANNING**

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

For Decision
(Pages 55 – 98)

8. **TENANTS ELECTRICAL SERVICES TESTING AND SMOKE DETECTOR INSTALLATION - PHASE 5: GATEWAY 1-4 PROJECT PROPOSAL & OPTIONS APPRAISAL**

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

For Decision
(Pages 99 - 120)

9. **WINDSOR HOUSE CONSULTATION**

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

For Information
(Pages 121 - 134)

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

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

12. **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

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous Committee Meeting held on 22 May 2020.

For Decision
(Pages 135 - 138)

14. **AVONDALE SQUARE WINDOW OVERHAUL - GATEWAY 6: OUTCOME REPORT**

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

For Decision
(Pages 139 - 148)

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

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

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COMMUNITY & CHILDREN'S SERVICES COMMITTEE
Friday, 24 April 2020

Minutes of the Virtual Meeting which could be viewed
on You Tube at 11.30 am

Present

Members:

Randall Anderson (Chairman)
Ruby Sayed (Deputy Chairman)
George Abrahams
Munsur Ali
Rehana Ameer
Matthew Bell
Peter Bennett
Mary Durcan
Helen Fentimen
John Fletcher
Marianne Fredericks
Alderman Prem Goyal
Alderman David Graves
Caroline Haines
Deputy the Revd Stephen Haines
Graeme Harrower

Laura Jørgensen - Co-optee
Angus Knowles-Cutler
Natasha Maria Cabrera Lloyd-Owen
Deputy Catherine McGuinness
Benjamin Murphy
Deputy Joyce Nash
Barbara Newman
Dhruv Patel
Susan Pearson
William Pimlott
Matt Piper - Co-optee
Henrika Priest
Jason Pritchard
James de Sausmarez

Officers:

Andrew Carter
Carol Boswarthack
Anne Bamford
Gerald Mehrtens
Paul Murtagh
Chris Pelham
Simon Cribbens
Jason Hayes
Andy Liggins
Mark Jarvis
Michael Harrington
Christopher Bell
Chandni Tanna
Angela Roach
Julie Mayer
Lorraine Brook
Mark Lowman

- Director of Community and Children's Services
- Community and Children's Services Department
- Community and Children's Services Department
- Community and Children's Services Department
- Community and Children's Services Department
- Community and Children's Services Department
- Community and Children's Services Department
- Community and Children's Services Department
- Public Health Consultant
- Chamberlain's Department
- Chamberlain's Department (Procurement)
- Chamberlain's Department (Commercial Director)
- Town Clerks (Communications Department)
- Assistant Town Clerk
- Town Clerks
- Town Clerks
- City Surveyors

In attendance

Jeremy Mayhew

Director of Finance

At the start of the meeting, the Chairman welcomed Members and those watching the first live broadcast of a City of London Corporation Committee Meeting. The Chairman thanked residents and volunteers in the community for their contributions during the COVID-19 crisis. The Committee also congratulated the Director and officers of the Community and Children's Services Department on their recent success in achieving an Outstanding Ofsted Inspection rating for the Children's Social Care Service.

1. **APOLOGIES**

Apologies were received from Alderman John Garbutt and Philip Woodhouse.

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

There were no declarations. Susan Pearson reminded the Committee that, as a resident of Golden Lane Estate, she was able to pose questions on the COLPAI Development (at Agenda Item 14) but not take a vote.

3. **MINUTES**

RESOLVED, that – the minutes of the meeting held on 6 March 2020 be approved.

4. **COVID RESPONSE**

The Director of Community and Children's Services invited the Department's Service Managers to provide updates on Homelessness, Adults and Children's Services, Housing Services, Education, the Library Service and Public Health.

The Director opened the presentation by advising Members that the COVID-19 website was up and running; providing information on areas such as benefits, waste management, funerals etc. The Director thanked Members for their suggestions and contributions; particularly noting the Portsoken mailout to local residents and to Marianne Fredericks for the posters on ward notice boards.

Additionally, City Resident has been distributed and a newsletter created that residents can sign up for. As part of triage processes for those 'shielded'; the department are seeking to assess anyone within the group without internet access. The Lord Mayor and Chairman of Policy and Resources have written a letter to all residents and the C&CS Chairman has sent an open letter thanking all volunteers. A letter and advice in relation to 'Ramadan at Home' is on the website and the Director thanked Munsur Ali for his input. A mail-out entitled 'At Home' has gone to all housing tenants.

Members thanked officers for their presentations and asked if their notes could be provided after the meeting.

In response to questions, the following points were noted:

Comms and residents without Internet

As this is a rapidly changing environment, written communications quickly go out of date. The Director welcomed discussions with Members outside of the meeting as to how we might keep pace.

Out of Borough Estates/Shielding

Those living in the City Corporation's Out-of-City Estates and who have been asked to shield will be contacted by their local authority who will assess their need for support. City Corporation Housing Managers are also contacting residents they know are vulnerable to check on their wellbeing, and if necessary, put them in touch with relevant support services.

Redeployment

Community and Children's Services were required to fill specialist, critical roles, which is difficult from a generic redeployment register. Managers were sourcing additional capacity from specialist agencies. Furthermore, the Team were looking to engage final year social work students as assistant social workers. Some library staff with relevant experience and skills have assisted with contacting NHS Shielded and other vulnerable groups.

Capital Programme

Whilst some aspects of the capital programme had slowed, the windows programme was proceeding, with full resident engagement. The Assistant Director, Barbican and Property Services had been meeting twice weekly with contractors and architects. The team were looking to appoint consultants to prepare for forthcoming planning applications. Members noted that the overall impact would depend on how quickly we came out of lockdown.

Public Health

Members noted that the National Website stated 13 deaths in London (and not 5) as this had included deaths at St Barts Hospital of non-City residents.

The City of London Corporation's Public Health Consultant was due to meet with Public Health England and the Chief Medical officer, directly after this meeting, in respect of a London wide contract tracing strategy. Members felt that, as part of any future 'opening up plan', and to give confidence to workers and residents, it was very important to get testing up and running as soon as possible. The PH Consultant agreed to raise this at the forthcoming meeting with PHE and the CMO. Members were asked to be mindful of the fact that, generally, anyone with symptoms, self-isolating or shielding were not coming into the City and urged caution against being out of step with the government's response in relation to Walk-in testing sites.

Food Banks

Members were very supportive of the food distribution and voucher schemes and wanted to give thanks to all City volunteers. Officers advised that food distribution /banks were self-organising and, therefore, the City Corporation is only aware of those residents it had referred following contact with the resident

and not those going directly to the food banks. The use of food vouchers provides an additional response to hardship. They can be issued by City Advice service and are not given directly to the food banks. The Director explained that the longer-term aim was for residents to return to self-sufficiency and other forms of help, but in the interim there was a need for support during the crisis. The Department would continue to work with established food banks in respect of supporting activity and procedures on an interim or longer-term basis.

Education

In respect of the potential of challenge around GCSE and A-Level results, an appeals process will be in place, but appeals are likely to be able to be made only on process not on the professional decisions made by the teachers.

Homelessness

Members were pleased at the provisions being offered for the homeless and noted that the Youth Hostel provision (for 12 weeks) was in addition to that provided by the City Travelodge. Furthermore, the GLA had sourced a number of hotel places in London. The City team have continued to work with Hackney and other providers to secure accommodation as required. Moving forward, work is underway regionally to ensure a fair distribution of accommodation pathways are available to rough sleepers in accommodation. Members noted that a Local Task Group on the Exit Strategy had been established, aiming to keep people off the streets post Covid19.

Concerns were expressed about homeless/rough sleeping individuals residing at the Travelodge. Allegedly, they had been leaving the hotel, going to shops, begging and thereby potentially intimidating members of the public. Officers advised that support services were being offered through a number of organisations across the City. Additionally, a Task Action Group was meeting weekly to address a range of issues; including consideration of those not practicing social distancing. There were currently 6 outreach shifts a week; checking on the welfare of rough sleepers and their needs. Mental health, drug and alcohol support workers continued to reach out to people on the streets.

BAME Communities

Members raised concern re: the potential disproportionality of BAME communities in terms of COVID 19 deaths and hospitalisations. Officer advised that this was being explored with partners and that we are currently in the 'explore and understand' phase. Officers would be happy to discuss with Members how this might be shaped.

COLPAI

The Chairman mentioned that in March 2020 the contractor on the COLPAI site had stopped work for several days whilst concerns were addressed, and that CCTV had been installed to monitor the site. A Member asked whether the City of London Corporation (CoLC) had received definitive legal advice that it would be in breach of contract if it stopped work on its COLPAI project? The Member asked why 'good reasons' for stopping the work did not include protecting the life and health of construction workers, their families and people they come into contact with and the welfare of the residents on the other side of the hoarding.

The Chairman replied that, whilst definitive legal advice had been obtained on this contract, it was not framed exactly as set out in the Member's question. He said that the fundamental issue for assessing a breach was that if the CoLC had reason to think that safety (either for the residents or for the workers on site) was somehow dramatically different from other construction works. Furthermore, there was a very limited time in which this could be done. The Chairman also referred to the Government's recent advice, which had strengthened in the last couple of days, and the fact that other sites were opening up. The Member queried why the advice had not been framed as set out in her question and that COLPAI was 'dramatically different' from most other construction sites because, at its nearest point, it was less than social distancing length away from residents' homes. Furthermore, it did not compare to other sites which were currently surrounded by unoccupied office buildings.

The Chairman stressed that the work was being done to provide social housing and a school and, whilst the Member accepted that no-one would oppose this, a delay of a few weeks to a three-year project, would protect the City's social housing tenants and a number of primary school children at home during lockdown. The Chairman advised that ordering a work stoppage would likely cause more than a few weeks of delay and could lead to an extended period of litigation. In response to a question asked by another Member, the Chairman said he thought that residents would agree that the site should not sit derelict for an extended period of time. Additionally, the workers on the site were now able to earn a living and happy to be back at work. (Rider 2). The other Member noted that this was the first time this particular reason for work not ceasing on COLPAI had been mentioned and asked which was more important: a site being derelict, or the health of workers, their families and people they came into contact with. The Chairman replied that if the workers were properly socially distancing, they were not significantly more at risk.

NB. Notwithstanding this, residents and other partners can also assist by continuing to report non-compliance and other issues to the dedicated email address: info@colpai-project.co.uk

5. STRATEGY TO ENHANCE ENGAGEMENT WITH SUPPLIERS IN THE HOUSING CATEGORY TO YIELD MORE BIDDER RESPONSES

Members considered a report of the Chamberlain in respect of poor bidder responses for some projects. In response to a resolution from DCCS Committee on this matter, the Procurement Sub Committee approved a recommendation to set up a bespoke Housing Working Group, which has met bi-monthly for the past year. Members noted that the Housing Working Group, its action log and this report now provided a clear way forward. The report before Members therefore proposed that the Housing Working Group be closed, and the actions monitored regularly by the Construction Category Board.

RESOLVED, that:

1. The recommended strategy proposed by the Working Group, on behalf of the Procurement Sub-Committee, be approved.

2. The disbandment of the Housing Working Group be noted.

6. YORK WAY ESTATE, LONDON N7, COMMUNAL HEATING REPLACEMENT – GATEWAY 5 – ISSUES REPORT

Members considered a report of the Director of Community and Children's Services in respect of communal heating replacement at York Way Estate. In response to a question, the Assistant Director advised that the City Corporation was in discussions with Cadent Gas to ensure that any future plans Cadent has to remove the gas supply from our buildings are properly discussed, developed and implemented with the City Corporation to prevent a recurrence of this situation.

RESOLVED, that:

1. The contents of this report be noted;
2. An additional budget of £40,000 be approved, from the Housing Revenue Account, for connecting eight flats to the new communal heating system at the York Way Estate.
3. A further budget of £22,500 be approved, from the Housing Revenue Account, for temporary heating to be provided at the eight flats due to the existing gas supply being disconnected.
4. That approval be given for TSG to undertake the works outlined at 2 and 3 above;
5. The revised project budget of £3,150,490 (excluding risk) be noted;
6. The total estimated cost of the project at £3,150,490 (excluding risk) be noted.
7. Option 1, to supply temporary electric boilers and then connect the new communal heating system to the eight previously converted flats at Kinefold House, be approved.

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

In response to a question, Members noted that work was ongoing to make the webpage links to the You Tube feed for virtual Committee Meetings as easy to navigate as possible.

8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items.

9. EXCLUSION OF THE PUBLIC

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

| Items No | Para No |
|----------|---------|
| 10 – 16 | 3 |

10. **NON-PUBLIC MINUTES**
RESOLVED, that – the minutes of the meeting held on 6 March 2020 be approved.
11. **HOUSING DELIVERY PROGRAMME - FINANCE UPDATE**
The Committee received a report of the Director of Community and Children's Services.
12. **SUMNER BUILDINGS SUMNER BUILDINGS – ISSUE REPORT – GATEWAY 3**
The Committee considered and approved a report of the Director of Community and Children's Services.
13. **YORK WAY ESTATE PROVISION OF SOCIAL HOUSING – GATEWAY 3 – OUTLINE OPTIONS APPRAISAL**
The Committee considered and approved a report of the Director of Community and Children's Services.
14. **CITY OF LONDON PRIMARY ACADEMY ISLINGTON (COLPAI) - GATEWAY 5 – ISSUE REPORT**
The Committee considered and approved a report of the City Surveyor
15. **HOLLOWAY ESTATE, ISLINGTON ARTS FACTORY (IAF)**
The Committee considered and approved a report of the Director of Community and Children's Services.
16. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
One question was asked whilst the public were excluded.
17. **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 13:50pm

Chairman

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

APPENDIX:

Notes from COVID Response Session at Item (4) above.

COMMUNITY AND CHILDREN'S SERVICES COMMITTEE
24 APRIL 2020 – SERVICE UPDATES IN RESPECT OF COVID-19

Support for vulnerable residents – Simon Cribbens

1. Priority has been to identify and contact those who are most vulnerable or at risk to ensure they have adequate support.
2. top priority has been those identified by government as **shielded** (very vulnerable to c-19).
3. We have been alerted to these residents by the health service in three tranches – most recently a further 45 people on Wednesday of this week - bringing the total to 154.
4. WE are contacting every shielded person – to offer assistance. Until the recent addition we'd managed to make contact or account for all but one.
5. Beyond the shielded, and those we know through adult and children social care services, we are contacting everyone who is registered for Telecare services (as indicator of possible vulnerability).
6. and our housing management teams on the Barbican, Golden Lane and Middlesex Street estates (and estates outside of the City) have contacted those did not include the groups I've mentioned, but who they identify as vulnerable.
7. Guinness Trust is also contacting vulnerable residents on Mansell Street – many of whom we have already contacted because they fall into the categories I've mentioned.
8. Finally – we have spoken to all those who contacted us or have been referred to us through our dedicated webform, email address or telephone number that we've been publicising.

Need

1. There is an excellent network of family, friend, neighbour and volunteer support. Where there is need, we are putting them in touch with relevant services
2. Therefore, our experience has been that very few people have wanted or needed help from us: – of 108 shielded 12 asked for some kind of help. Shopping, social contact, advice.
3. Across all we've contacted – only one person needed emergency food
4. Overwhelming the response is gratitude for contact and for having a number people can contact if needs change.
5. We have invested in additional support to ensure we can respond to changing needs or demand – including financial and hardship:
 - a. Increased home care capacity
 - b. £25k in emergency support scheme
 - c. Redeployed staff to provide social contact
 - d. Invested in food vouchers – that City Advice can issue to provide emergency help

- e. We have also approved grant in support of foodbank that's developed in the city
- f. Practical support through staff and partners.

Adult and Children Social Care – Chris Pelham

Staff levels across Adult and Children Social Care have remained good throughout the Covid 19 crisis. Across both service areas , we have recruited 2 Student Social Workers as unqualified Social Workers on 3-month contracts to help build capacity during this period.

Skeleton staffing levels from both areas are working from the Guildhall 3 days a week to support collection and distribution of PPE as well being able to respond to any emergencies.

Across both areas, contact has been made with all vulnerable people who have an allocated Social Worker. This contact will be a mixture of face to face ; virtual contact using different social media platforms and phone calls. Any direct visits require risk assessments undertaken and if necessary, in accordance with PHE guidance, PPE will be used.

Adult Social Care

We have 85 service users with an allocated social worker. All cases have been risk assessed to inform the level of contact required during this crisis. Contact has been made with all allocated cases and or family members where required.

We have 22 City residents who are living in residential care homes outside of the City . We have risk assessed all in respect of their wellbeing and safety. We carry out reviews on all cases remotely and will increase the number of reviews during this period depending on presenting circumstances , if required. Our commissioning team also link with the home Local Authority Areas where the homes are to ensure we are aware if there are any concerns emerging which might impact on the residents.

We have had to increase capacity in the service to develop and deliver a Discharge To Assess model to support new discharge arrangements under the Coronavirus 2020 legislation. This allows for the discharge of patients from hospital within 2/3 hours of being medically signed off, to be discharged back into the community. Our model operates 7 days a week , 12 hours a day.

In order to deliver this scaled up model we have recruited an additional Occupational Therapist; procured a small number of hotel beds just outside of the City to accommodate any need for intermediate care and; we have also increased our domiciliary care provision by 10% to support potential need for home care support. To date the use of the beds has been low but this supply will remain during this crisis.

Children's Social Care and support for vulnerable children

There are currently 48 City of London children and young people on our Covid 19 'vulnerable list' that we are supporting in various ways. This includes a very small number of Child Protection Plans, 24 Children in Need cases, 25 Children in Care and 33 Care Leavers .

The Social Workers are in regular contact with all children via home visits and virtual visits using Face Time/ WhatsApp etc., as well as telephone calls. All children in care and Care Leavers continue to have their Care and Pathway Plans independently reviewed and for care leavers we have included additional mid-way reviews to ensure they have the right support at this time.

All children are connected to the Participation service who continue to provide virtual support for the Children in Care Council

The majority of children are engaged in learning , either by going direct to school or through the on line resources that are provided by the schools and the virtual school. Where necessary equipment has been purchased to support learning capacity.

We also have 19 children with an Education, Health and Care Plans. We have received assessments from all the schools these pupils attend. A small number of these children are attending school. As a minimum, we are in weekly contact with all children in this cohort , and in some instances daily contact. All children have access to laptops / WiFi to access relevant resources.

Homelessness and Rough Sleeping – Chris Pelham/Will Norman

The following is an update on activity regarding rough sleeping and builds on the previous update circulated to the Members of the sub-committee.

1. Since 1/3/20 we have supported 72 people were assisted into accommodation- the following is split into 2 groups- those with connections to City and those without.
2. We have assessed that 33/72 have connections to the City- 16 have long term connections and 17 have more recent connections but it is reasonable to expect we will have a duty to support them in their accommodation pathway in the future.
3. 14/33 have No Recourse to Public Funds – this will be placing additional capacity / resource burdens on us as we work to support this group- will need a potential case management approach given potential interface with other agencies / issues re settled status etc.
4. We have assessed that 27/33 have supported living needs with a range of issues linked to substance misuse , mental health etc...that would be met via hostel type accommodation with keyworker and specialist services type support .
5. The remaining 39/72 don't have any obvious connections based on historical information/ CHAIN database etc...they were all placed in the

accommodation from within the City of London area. This would be the new flow of rough sleepers.

6. The above have been placed in mixture of ours and GLA accommodation.

The current cohort on the streets:

There were 27 people counted on the streets in the audit last week. There will be fortnightly counts to help get a consistent picture of the numbers. There is a lot of movement of people coming in and out of the City and this fortnightly audit feels the most useful way to get a consistent reflection on numbers. The team are working on building picture of these 27 in terms of who we would assess as likely to come into accommodation and definitely not likely.

Support Services for Rough Sleepers still on the streets:

1. Weekly tasking meetings between Outreach, CoLP, Mental Health Services and Substance Misuse services are used to target wrap around support and intervention for rough sleepers.
2. There are currently 6 outreach shifts scheduled per week. Every shift includes critical welfare checks and the outreach team are prepared to offer basic assistance within the shift itself.
2. Every week we include outreach shifts augmented by mental health practitioners and drug and alcohol professionals.
3. One shift per week is currently provided by Doctors of The World which is tasked directly from the weekly tasking and action meeting.

Accommodation update:

We are very close to securing a 20-bed occupancy at the City Youth Hostel. There are issues re locking systems and cleaning contracts which are being finalised, but we are hopeful that we will be able to go live with this by middle of next week. It will be for 14 weeks - It will be staffed 24/7 plus security 24/7

Covid 19 Information

1. Of the 27 on the street 1 person presented as symptomatic
2. Currently none of the 72 are reporting as symptomatic
3. The presentation of C19 symptoms across the RS cohort has been much lower than first anticipated. Of course, current analysis doesn't capture those infected but not displaying symptoms.

Next Steps

1. We have established a Task and Action group has met twice and will meet weekly going forward.
2. Subject to range of regional / national agreements / direction we are modelling a potential need of up to 100 people to go on the accommodation pathway – this is a bit crude but is based on us having to take responsibility for the 3 groups above (32; 39; 27)-

HOWEVER there is still a lot to be determined regarding who would be responsible for which groups/individuals .

3. The GLA are going to be convening their own Task and Finish group to drive next stages forward. This will be key to assisting in our local strategies.

Barbican & Community Libraries – Carol Boswarthack

1. Libraries all closed at the end of March, but the staff are working extremely hard from home. I challenged them to create a library without walls and that's exactly what they've done.
2. We now have a large number of online experiences including
 - a. videoed and streaming online Rhymetimes for families
 - b. temporary online membership so people can access our eBooks, eAudiobooks, eMags and eComics. Staff have also been working hard on buying extra stock and building up collections to assist with the main needs e.g. home schooling, stress and anxiety.
 - c. access to streaming music and video and a number of other incredible resources that have been made available to us since the pandemic started
 - d. answering enquiries on anything (regular service)
 - e. giving 121 IT tuition via Zoom
 - f. a virtual Dragon Café in the City on 29 Apr
 - g. Virtual reading groups
 - h. We've created a timetable of our virtual activities - it's going on the website and is available on all our social media.
3. Additionally, library staff with substantial experience of working with the elderly and vulnerable have been phoning residents on the NHS Shielded and Telecare lists to see if they need any additional help with e.g. shopping or collection of medicines. It's been very well-received. They are also making weekly befriending calls to those people who in normal times would receive a home delivery service from us
4. Customer feedback has been quite extraordinary and very gratifying.
5. We are now working on a detailed recovery plan so when we're able to reopen, we'll be ready to do that safely.

Barbican & Community LIBRARIES

We have a number of social media feeds all producing content to keep you entertained and informed!

- Find all our libraries on Facebook (FB) - Barbican Library on Instagram
- Twitter feeds @Barbicanlib @BarbicanMusic @BarbicanKids @ShoeLaneLib @artizanlibrary
- Subscribe to— Barbican & Community Libraries on YouTube

Virtual Events

#LibrariesFromHome #LibrariesWithoutWalls

| Day | Time | Event |
|------------------|--|--|
| Monday | 9.30 | Artizan St FB Visit the Virtual Garden |
| | 11.00 | Barbican Joel on YouTube Live Rhymetime |
| | 13.00 | Shoe Lane FB Daily Kids Colouring Page |
| | 15.00 | Barbican Children's FB Children's Rhymetime |
| | | Barbican Instagram - Daily Dingbat Challenge |
| Tuesday | 9.30 | Artizan St FB Visit the Virtual Garden |
| | 11.00 | Barbican Joel on YouTube Live Rhymetime |
| | 13.00 | Shoe Lane FB Daily Kids Colouring Page |
| | 15.00 | Barbican Children's FB Children's Rhymetime |
| | 16.00 | Barbican FB & Twitter Classic Album Club |
| | Barbican Instagram - Daily Dingbat Challenge | |
| Wednesday | 9.30 | Artizan St FB Visit the Virtual Garden |
| | 11.00 | Barbican Joel on YouTube Live Rhymetime |
| | 12.00 | dragoncafeinthecity.com Dragon Café in the City * |
| | 13.00 | Shoe Lane FB Daily Kids Colouring Page |
| | 15.00 | Barbican Children's FB Children's Rhymetime |
| | 16.00 | Barbican FB Best of the Book Club |
| | Barbican Instagram - Daily Dingbat Challenge | |
| Thursday | 9.30 | Artizan St FB Visit the Virtual Garden |
| | 11.00 | Barbican Joel on YouTube Live Rhymetime |
| | Noon | Barbican FB Most Listened to on Naxos |
| | 13.00 | Shoe Lane FB Daily Kids Colouring Page |
| | 14.00 | Barbican FB Librarian eLibrary Recommendations |
| | 15.00 | Barbican Children's FB Children's Rhymetime |
| | 17.30 | Zoom Comic Forum * |
| | | Barbican Instagram - Daily Dingbat Challenge |
| | | *Every third Thursday of the month - email joel.janiurek@cityoflondon.gov.uk |
| Friday | 9.30 | Artizan St FB Visit the Virtual Garden |
| | 11.00 | Barbican Joel on YouTube Live Rhymetime |
| | 13.00 | Shoe Lane FB Daily Kids Colouring Page |
| | 15.00 | Barbican Children's FB Children's Rhymetime |
| | 16.00 | Barbican Facebook - Music Quiz Challenge |
| | | Barbican Instagram - Daily Dingbat Challenge |
| Saturday | 11.00 | Barbican Joel on YouTube Live Rhymetime |
| | | |

* Fortnightly from Wed 29th April -email - shoelane@cityoflondon.gov.uk

Housing Management – Paul Murtagh

Staff numbers

- Number of staff working remains high (only 1 member of staff not at work).

Cleaning and Caretaking Service

- Operating a reduced service (50%);
- Focusing on critical tasks such as sanitisation (touch points etc), fire safety, bins, dealing with bulk waste.

Estate Services

- Operating a reduced service (80%);
- No home visits;
- Parking enforcement suspended until 15 May.

Housing Needs

- Operating a reduced service (50%);
- Biddings and viewings suspended;
- Assessing new applications;

- Housing Census.

Rents

- Service running almost as normal;
- New rent notifications and direct debit notifications sent out (3500);
- Monitoring arrears carefully and, contacting residents in arrears to offer support and advice;
- Unable to issue full parking permits – temporary ones issued for now.

Income Recovery

- Operating a reduced service (80%);
- Helping with increased Universal Credit claims (100 applications since lockdown);
- 91 households been in contact to advise of the adverse impact of COVID-19;
- Suspended arrears action sheds, garages and parking until 15 May (unofficially).

Sheltered Housing

- Operating a reduced service (80%);
- Staff supporting residents by telephone;
- Liaising with care agencies and social services as normal;
- Communal lounges closed;
- No known cases of COVID-19 in our schemes.
- Lots of excellent work being done by residents on all our housing estates to help the more vulnerable residents

Repairs and Maintenance

- Number of staff working is high;
- Call Centre operating fully as normal;
- Operating an emergency repairs service only (P0, P1 and P2);
- All statutory inspections being carried out in full – gas, electric, asbestos, legionella, lifts etc;
- Looking at how we may start doing less urgent repairs going forward without endangering staff, contractors and residents.

Major Works and Improvements Programme

- Live projects on hold – access to homes and contractors deciding to furlough staff;
- Design process on several projects still ongoing for now – windows, sprinklers, door programme;
- Several projects could start up quickly after lockdown lifted.

HRA Commercial Premises

- Many of our commercial tenants on our social housing estates are closed either, directly as a result of government instructions for the lockdown or, indirectly as a result of a drop in trade, difficulty in obtaining supplies and staffing issues etc.
- In line with the agreed Corporate approach to assisting our commercial tenants during these difficult times, we have offered the following concessions to those who fall within the relevant categories:
 - o Switch to monthly rent rather than quarterly (Phase 1);
 - o 3-month rent deferral period (Phase 2).
- Several commercial tenants have subsequently indicated that they need further assistance from the Corporation to help them through the crisis. We are working corporate colleagues and Members to see what, if anything more, can be done.

Education – Anne Bamford

School openings

All schools have reopened and there are both online offers and face to face provisions for relevant vulnerable groups of learners and the children of key workers. Despite considerable efforts from schools to encourage eligible pupils to attend, low numbers have taken advantage of this offer, with most schools only having on average around 4.8 pupils each day.

John Cass has been available as a primary hub provision should it be needed. The City of London School is available as a secondary hub should that be needed.

A survey has occurred this week within the family of schools to determine if there are any City secondary-aged children as pupils without access to computers and WiFi. The results confirmed that on average there are a total of 21 pupils per secondary school without access and while these numbers are quite evenly spread across year groups, the least access is currently in Year 7 and Year 9. The best access (i.e. the least numbers of pupils without access)

seems to be in Years 8, 10 and 11. Also see the later section on online learning.

Childcare and early years

This week there were an average of 11.2 children each day accessing childcare and early years provision in the City.

National Offer Day

The primary National Offer Day occurred as expected on 16 April. Admission appeal panels will not go ahead at present, but it is likely over the coming weeks to allow some kind of 'virtual' appeals process to occur. There is no Pupil Place Planning National Offer Day Survey this year, instead Local Authorities will complete a shorter summary of place sufficiency.

FSM Vouchers

The demand for the FSM vouchers has overwhelmed the system for distribution. While there were some delays, most people are now reporting receiving weekly vouchers for £15 per child per week. Sir John Cass is supporting the City Emergency Support Scheme as a pickup point for vouchers if families are unable to access them online. It has been announced that 16-19 providers can also claim FSM vouchers. Other 16 – 19 providers with an allocation for free meals will now be able to apply to the national voucher scheme, with the value of the vouchers being claimed back via Free Meals in FE/ 16 – 19 Discretionary Bursary allocations.

Disadvantaged and vulnerable pupils

The DfE have issued guidance on supporting vulnerable children and young people during the COVID-19 outbreak. The government encourages the following vulnerable children and young people to attend their educational settings, and for those settings to follow up with children and families in the case of absence:

- Children and young people who have a social worker (unless their social worker decides that they are at less risk at home or in their placement, for example, due to underlying health conditions)
- Children and young people who have an EHC plan whose needs cannot be met safely in the home environment
- Children and young people who have been assessed as otherwise vulnerable by education providers or local authorities (including children's social care services), and who are therefore in need of continued education provision

The guidance also provide advice to education providers, social workers and parents on how to determine whether a child should be attending their educational setting and how to encourage children, and their parents, to attend where this is in the best interests of the child. While families stay at home to

reduce the spread of the coronavirus, some children and young people may face increased risk of abuse or neglect at home or from strangers online. The Government will make funding worth £1.6 million available immediately for the NSPCC to expand and promote its national helpline for adults to enable many more adults to know how and where to raise concerns and seek advice or support about the safety and wellbeing of any children they are worried about. The DfE have also published guidance for families on supporting children and young people's mental health and wellbeing during COVID-19 and while they are learning from home.

Access to online learning

Following the announcement by the Secretary of State for Education on Sunday 19 April, laptops and tablets will be made available to help the most disadvantaged young people access online learning and social care services. Young people and families eligible for devices must not already have access to one, and must be in one of the following groups:

- Children with a social worker
- Care leavers
- Disadvantaged children in Year 10, ahead of sitting their GCSEs next year

Today, the Secretary of State wrote to local authorities, academy trusts and other responsible bodies overseeing schools, colleges and children's social care outlining the process for ordering devices for vulnerable and disadvantaged young people.

We have updated our guidance for school and colleges on how to order internet access and digital devices and access support to provide remote education during the coronavirus (COVID-19) outbreak.

The guidance can be found here:

- <https://www.gov.uk/guidance/get-help-with-technology-for-remote-education-during-coronavirus-covid-19>

Responsible bodies will work with schools to identify eligible young people, and then place an order through our website when it launches later this week. Where care leavers, children with a social worker at secondary school and disadvantaged children do not have an internet connection, they will also receive a 4G router.

Schools will be able to keep these devices once they have re-opened, allowing children and young people to continue to learn and receive support at home in the future.

Any 16 to 19-year olds in education without a suitable device and/or connectivity to study remotely and whose family can't afford these costs will also be eligible for support via the 16-19 Bursary Fund. Decisions on support will be made by education providers.

The country's major telecommunications providers will make it easier for families to access selected educational resources by temporarily exempting these sites from data charges.

In addition, to support the hard work of schools in delivering remote education, the Oak National Academy launched on Monday 20 April. This will provide 180 video lessons each week, across a broad range of subjects from maths to art to languages, for every year group from Reception through to Year 10.

The final details of the access and distribution of the devices and content are being made available by the end of this week, but you can read further details on the following links:

- The Oak National Academy can be accessed here <https://www.thenational.academy/>
- The press release about the provision of free computers can be accessed here <https://www.gov.uk/government/news/new-major-package-to-support-online-learning>

Assessment: GCSE and A-Level

Announcements have been made regarding Assessment of GCSE and A-Level results. A process will be followed which is a combination of school-based professional assessment and system-wide standardisation. The proposed aims of the standardisation process are as follows:

1. To provide students with the grades that they would most likely have achieved had they been able to complete their assessments in summer 2020
2. To apply a common standardisation approach, within and across subjects, for as many students as possible
3. To use a method that is transparent and easy to explain, wherever possible, to encourage engagement and build confidence
4. To protect, so far as is possible, all students from being systematically advantaged or disadvantaged, notwithstanding their socio-economic background or whether they have a protected characteristic
5. To be deliverable by exam boards in a consistent and timely way that they can quality assure and can be overseen effectively by Ofqual

Students will be given a 'fair grade' based on previous work.

Ofqual still intends to release the results on the scheduled release dates for both GCSEs (20/08/20) and A-Levels (13/08/20). There will be a process for schools to appeal on behalf of students, but it is proposed that appeals can only be about process not the professional judgements made. There will be provision for tests to be taken in the summer and autumn if this is needed by some students. There is a consultation open for a very short time (the

consultation closes at 11:45pm on 29 April 2020) and the details can be found at this link:

<https://www.gov.uk/government/consultations/exceptional-arrangements-for-exam-grading-and-assessment-in-2020>

Skills

Changes to assessment arrangements for apprentices and accredited adult learning

An updated summary information sheet was sent this week to all the apprentices and all the relevant managers, tutors and stakeholders outlining the arrangements for their programmes of learning and assessment. Concurrently, an information sheet was also sent to all learners undertaking accredited adult education courses including foundation maths and English study, which also outlines the continued programme of study and assessment arrangements. The intention is to enable learners to be able to take online tests from home using remote invigilation. To date, this approach has received approval from most of the external quality assurance (EQAs) for end-point assessment (EPA) standards. ASES is awaiting further confirmation from the remaining EQAs.

Communication with adult learners

It has been Easter holiday break for adult learning, but the tutors are continuing to maintain email, phone and 'hard copy' via learning packs and postcards connection with the learners. Courses which can be delivered remotely have been advertised for the summer terms and seem to be well-subscribed so far. You can apply for 'extraordinary bursary support if you have any learners aged 16-19 to get them computers and Wi-Fi access. <https://www.gov.uk/1619-bursary-fund> Also Finally, Learning partners are using St Luke's Community Centre which has remained open as a space to distribute 'hard copy' materials to the most vulnerable adults and families. ASES are providing 1:1 support for individuals experiencing 'technical support' issue and staff are able to access targeted technical support on:

<https://www.gov.uk/government/publications/coronavirus-covid-19-maintaining-further-education-provision/maintaining-education-and-skills-training-provision-further-education-providers>.

Staff can also raise specific online learning issues and request additional resources to train staff in online learning

FEC.OPERATIONS@education.gov.uk

Culture

Culture Mile Learning partners are using St Luke's Community Centre which has remained open as a space to distribute 'hard copy' creative play pack for young children to the most vulnerable families. They are also enabling the distribution of adult learning packs and resources to any adult learner without access to the online offers.

Public Health – Andy Liggins

Cases

- City residents = 16 residents have tested positive for coronavirus to date <https://coronavirus.data.gov.uk/#local-authorities>

Deaths

- fewer than 5 deaths of City residents. During the meeting, Members noted that the National Website stated 13 deaths in London (and not 5) as this had included deaths at St Barts Hospital of non-City residents.

Testing

NB ALL testing of CoL staff is currently only for those key workers who have symptoms or household members have symptoms

Essential workers and those prioritised for testing list now expanded further overnight <https://www.gov.uk/guidance/coronavirus-covid-19-getting-tested>

Testing options

- O2 and Lea Valley drive thru (and another 30-50 regional drive thru sites)
- Stratford walk-in - IS NOW NOT HAPPENING
- mobile testing units
 - Mobile testing units are being developed. They will operate out of a regional testing site and travel to offer tests where they are needed.
- home testing
 - apply online
 - currently only 8am - 8pm
 - home testing kit delivered to house (Amazon)
 - tests collected from house (Royal Mail)
 - results within x days

Contact Tracing

Contact tracing is a well-established role for PHE, local authorities and the NHS. Based on government guidance as it develops and in conjunction with PHE and local systems, the City of London Corporation is committed to its role in supporting an evidenced based, responsive and effective contact tracing function.

My understanding is that it will be local authorities (not GPs) who will be asked to support PHE with the contact tracing effort (alongside digital/apps and a new expanded contact tracing workforce), but this is yet TBC.

COMMUNITY & CHILDREN'S SERVICES COMMITTEE

Friday, 22 May 2020

Minutes of the meeting streamed live on You Tube at 11 am

Present

Members:

| | |
|--------------------------------|----------------------------------|
| Randall Anderson (Chairman) | Natasha Maria Cabrera Lloyd-Owen |
| Ruby Sayed (Deputy Chairman) | Deputy Catherine McGuinness |
| George Abrahams | Benjamin Murphy |
| Munsur Ali | Deputy Joyce Nash |
| Rehana Ameer | Barbara Newman |
| Matthew Bell | Dhruv Patel |
| Peter Bennett | Susan Pearson |
| Mary Durcan | William Pimlott |
| Helen Fentimen | Henrika Priest |
| John Fletcher | Jason Pritchard |
| Marianne Fredericks | James de Sausmarez |
| Alderman Prem Goyal | |
| Alderman David Graves | |
| Deputy the Revd Stephen Haines | |
| Graeme Harrower | |

Officers:

| | |
|-------------------|---|
| Andrew Carter | - Director, Community and Children's Services |
| Sandra Husbands | - Director of Public Health |
| Andy Liggins | - Public Health Consultant |
| Carol Boswarthack | - Community and Children's Services |
| Simon Cribbens | - Community & Children's Services Department |
| Gerald Mehrtens | - Community & Children's Services |
| Paul Murtagh | - Community & Children's Services |
| Chris Pelham | - Community & Children's Services |
| Mark Jarvis | - Chamberlain's Department |
| Nicholas Welland | - City Surveyors |
| Julie Mayer | - Town Clerk's Department |
| John Cater | - Town Clerk's Department |
| Chandni Tanna | - Town Clerk's, Communications Department |

1. APOLOGIES

Apologies were received from Caroline Haines.

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

There were no declarations.

3. **MINUTES**

RESOLVED, that – approval of the minutes of the meeting held on 24th April be deferred, subject reviewing the discussion on COLPAI. The Town Clerk agreed to draft a revised text for circulation to Members ahead of the next meeting of the Committee in June 2020.

Matters arising

The Chairman advised that the prospect of moving some meetings to the evening was still under consideration. However, Members noted that the current practice of running virtual meetings required the presence of at least 2 Committee Clerks and an IT Officer, which would have further implications in respect of staff Terms and Conditions, should meetings move to the evening.

Members were reminded that they had been canvassed earlier in the year in respect of trialling a couple of Committees on a different day of the week (to Fridays). Members also noted the provisional invitation sent for a meeting on Wednesday, 17th June 2020, as an alternative to 19th June 2020.

4. **COVID- 19: UPDATES FROM THE VARIOUS SERVICE MANAGERS**

The Director of Community and Children's Services invited the Department's Service Managers to provide the following updates:

- Adult Social Care; Children's Social Care; Homelessness and Rough Sleeping
- Shielding and community
- Housing – Support to tenants and HRA commercial properties
- Education, Employment and Skills
- Libraries
- Public Health
- Communication with residents

The Chairman and Members thanked all officers for their ongoing hard work during the crisis. During the discussion and questions, the following points were noted:

Homelessness

Post lockdown, homeless clients would be assisted into a pathway, but the next step might not be directly to a final long-term accommodation. A Member asked if a first offer had been unsuitable, whether a second choice would be available. In respect of the current 13 homeless clients still living on the streets, a Member was concerned at the closure of public toilets and water fountains and asked if consideration could be given to making the facilities at the St Paul's Youth Hostel available. There was a further request for these clients to have access to the service provided by the Square Mile Food Bank. The officer agreed to check whether these requests would be possible within Public Health England Guidelines.

Deliveries

Members noted that if an individual was registered on the Government website, or directly with the City of London Corporation for food deliveries, then the Government would provide this service directly. Officers agreed to investigate two cases; (1) in respect of a food delivery sent to an old address; and (2) a delay in equipment being delivered to a patient following discharge from hospital.

Congestion charge

The Chairman of the Policy and Resources Committee had recently spoken to the GLA in respect of the congestion charge exemption being applied to NHS and Care Home staff, but not to individual carers. The Chairman (of the Community and Children's Services Committee) agreed to write to the GLA asking if they could reconsider.

Members noted that, as the Congestion Charge fell within the remit of the Planning and Transportation Committee, it was proposed by Ruby Sayed, Seconded by George Abrahams and RESOLVED, that – the Planning and Transportation Committee be asked to note the concerns of the Community and Children's Services Committee and, in order to ensure that the City's key workers would not be penalised at this difficult time, the GLA be asked to reconsider their decision on the Congestion Charge exemption, to extend beyond NHS staff and care home workers, to include key workers.

5. COVID-19: TESTING AND CONTACT TRACING

The Committee considered a report of the Directors of Community and Children's Services and Public Health in respect of Covid-19 testing and contact tracing.

Members noted that, since the production of this report, a number of local authorities had been invited to run a pilot, including the City and Hackney (as they have a single Clinical Commissioning Group (CCG) and Public Health Team. The Director of Public Health advised that this opportunity would help to shape the system and provide learning from the unique population mix across the City and Hackney. Furthermore, as lockdown eased, the City would have a unique insight into commuter behaviours. Members noted that the GLA was very supportive of the pilot. The Ward Members for Portsoken advised the Committee of their strong community links and offered to help the Director of Public Health with communications.

In response to a question about the upcoming target of 1st June 2020, the Director of Public Health (DPH) advised that the Department of Health and Social Care (DHSC) managed test results but the Directors of Public Health could advocate for GPs to receive them. The Public Health Directors would obtain information from contact tracing updates and petition for as much detail as possible. Furthermore, good working relationships existed between local Public Health Directors, Public Health England and its Sub Regions. Members also noted that there would be more intense local involvement should there be

an outbreak in a local care home, for example. Plans for local training of contract tracers across London were also underway.

Members noted that the City and Hackney Public Health Team have very effective health intelligence and more analytical capacity than other teams. They were also working with the North East London STP (NHS) to understand patterns and clusters.

In concluding, the Director explained how the system would evolve throughout the outbreak, and as lockdown measures eased. As an outcome, the Director thought it was likely that there would be more public health presence at a local level, with more specialists in post.

RESOLVED, That:

1. The current approach to planning for contact tracing in City and Hackney be supported.
2. An update on progress (including in relation to responding to any national announcements from the working group) be received at the next meeting.

6. **INTERNET ACCESS**

Members received a report of the Director of Community and Children's Services in respect of the City of London Corporation's targeted support to help some vulnerable or low-income households access the internet to support learning. The report set out an option for an expanded scheme, limited to the duration of the current pandemic restrictions, to targeted groups. It noted that a budget will need to be identified to deliver such a scheme and, as this would be from local risk, then further decisions would be required in respect of other projects and priorities.

During the discussion and questions, the following points were noted:

- Covid-19 had exacerbated digital exclusion as local Wi-Fi hot spots were limited following the closure of many public facilities.
- An expansion of the scheme could possibly reach the out of City estates. However, this report sought to address data poverty and, if expanded to equipment, there would not only be further budget implications but challenges if there were gaps in IT skills and knowledge by some recipients.
- Schools had identified those children at risk; i.e. – those in or leaving care, on plans or with disabilities. A number of schools had been providing laptops to Year 10, or printed lesson packs and teachers were in weekly contact with pupils. Members noted that Prior Weston had loaned equipment to some pupils.

- The Department for Education (DFE) had allocated laptops to schools and a delivery was expected on Tuesday, 26th May, after the Bank Holiday weekend.
- A local MP had appealed to larger companies who regularly turned over their IT equipment.

RESOLVED, That:

1. An expanded offer be agreed for those meeting the criteria; i.e. – low income households in receipt of benefits, and defined as:
 - clinically extremely vulnerable (“shielded”)
 - clinically vulnerable (advised by government to “self-isolate”)
2. Such a scheme provide a hotspot device as the primary offer.
3. Officers work with local charities and businesses and approval of an additional budget to support the scheme be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Community and Children’s Services Committee.
7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no items.
9. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act as follows:-

| Item No(s) | Paragraph No(s) |
|------------|-----------------|
| 11-13 | 2 |
10. **NON-PUBLIC MINUTES**
RESOLVED, that – the non-public minutes of the meeting held on 24th April 2020 be approved.
11. **INSTALLATION OF SPRINKLERS IN SOCIAL HOUSING TOWER BLOCKS: GATEWAY 1-4: ISSUE REPORT**
Members considered and approved a report of the Director of Community and Children’s Services.

At 12.55pm Members agreed to suspend standing orders to conclude the business on the agenda

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

There was one question whilst the public were excluded.

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

There was one item of business considered and approved whilst the public were excluded in respect of Housing Revenue Account (HRA) Commercial Tenants and Covid 19 – Proposal for Additional Support

The meeting ended at 1.30 pm.

Chairman

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

COVID-19 UPDATES

Housing management

Staff numbers

- Number of staff working remains high (no COVID-related absences at present), morale is good.

Cleaning and Caretaking Service

- Still operating a reduced service (50%) focusing on critical tasks but, we are planning to phase in longer working hours and extra tasks from Tuesday 26 May, such as cleaning staircases and landings.
- Gardening and grounds maintenance services are going to be reintroduced gradually across all sites from next week.

Estate Management/Customer Service

- Operating a reduced service (80%), staff working from home;
- No home visits;
- Parking enforcement suspended until 30 May (except Avondale where it is back in force due to unauthorised parking by non-residents).

Housing Needs

- Operating a reduced service (50%);
- Biddings and viewings still suspended;
- Change in official guidance means that we are planning to phase in some allocations and lettings tasks from 1 June, with appropriate safety measures (including viewings);
- Looking at ways of doing tenancy sign-ups remotely (e.g. electronic signing of documents);
- Urgent moves being facilitated – one DV victim has been moved to another estate despite lockdown.

Rents

- Service running almost as normal, staff can take telephone payments via Teams;
- Very big increase in the number of online payments;
- Significant increase in arrears but, pending Universal Credit claims will reduce the arrears;
- Monitoring arrears carefully and, contacting residents in arrears to offer support and advice.

Income Recovery

- Operating a reduced service (80%);
- Helping with increased Universal Credit claims (150+ applications since lockdown);
- 192 households been in contact to advise of the adverse impact of COVID-19 on income or, employment;
- Extended suspended arrears action sheds, garages and parking until 31 May (unofficially).

Sheltered Housing

- Operating a reduced service (80%);
- Staff supporting residents by telephone and Careline system;
- Liaising with care agencies and social services as normal;
- Communal lounges still closed;
- Still no known cases of COVID-19 in our schemes.

Repairs and Maintenance

- Number of CoL staff working is high;
- Call Centre operating fully as normal;
- Repairs and maintenance contractor still has many staff on 'furlough' leave;
- Have been operating an emergency repairs service only (P0, P1 and P2);
- Started to do some P3 works and P4 works (communal);
- All statutory inspections being carried out in full – gas, electric, asbestos, legionella, lifts etc;
- Looking at how we may start doing more less urgent repairs going forward without endangering staff, contractors and residents.

Major Works and Improvements Programme

- All live projects are being reassessed in terms of start-up and continued delivery;
- Some projects have recommenced but only, for now, in communal areas. This has been agreed following a review of Risk and Method Statements and safe working practices.

HRA Commercial Premises

- Many of our commercial tenants on our social housing estates remain closed either, directly as a result of government instructions for the lockdown or, indirectly as a result of a drop in trade, difficulty in obtaining supplies and staffing issues etc.
- In line with the agreed Corporate approach to assisting our commercial tenants during these difficult times, we have offered the following concessions to those who fall within the relevant categories:
 - Switch to monthly rent rather than quarterly (Phase 1);
 - 3-month rent deferral period (Phase 2).
- Several commercial tenants have subsequently indicated that they need further assistance from the Corporation to help them through the crisis.
- There is a report before Committee today to consider what further assistance can be given to our commercial tenants.

Shielding and Community

The City has now been notified of a total of 177 residents who are described as shielded as they are clinically extremely vulnerable and have been told to isolate. Additions to this list have slowed – with only five new names in the last week.

The City is contacting all on the list – and has made contact with 169 shielded residents to date. We continue to offer support with food supplies, medicines and social contact. Of those we have contacted 19 have asked for help with one or more of those issues.

We have contacted 252 non-shielded residents known to services or housing management teams who may be vulnerable. As with the shielded residents, contact has been appreciated, but requests for support have been relatively low.

The volunteer and voluntary sector base in the city continues to be very active in its support of residents. We have provided further practical support to those distributing food with supply of some equipment and provision of some gloves and masks.

We continue to provide additional capacity in our home care services to support those with needs.

Age UK, who we commission to provide support to carers (among other services) have been running virtual carer groups and conducting welfare calls to provide support and signpost people to other services and activities.

Adult and Children Social Care

Adult Social Care

- ASC capacity remains good with no staff sickness issues and the service continuing to meet all statutory requirements.
- We retain the additional Covid 19 Discharge arrangements set up at the start of the crisis as previously reported to Committee.
- We have seen a small increase in discharges compared to last month when we updated committee however, the increase remains on a par with normal levels.
- We continue to monitor the welfare and wellbeing of all clients allocated an Adult Social Care Social Worker and are carrying out welfare checks of residents on the shielded list , as required – these checks remain mostly virtual.
- There have been no system wide capacity issues regarding care providers who continue to deliver domiciliary care as required.
- Since last month's report to Committee there has been a very small increase of City residents placed in residential care and / or supported living although the actual number is less than 5 - this group includes people who were sleeping rough and are now in an accommodation pathway with additional social care support

Children Social Care

- CSC capacity remains good- no staff sickness issues, and the service continues to meet all statutory requirements.
- We continue to stay in contact with all children who have an allocated social worker- this is carried out via a mixture of actual Face to Face visits and virtual visits using various means of social media.
- We are monitoring ongoing learning arrangements for our Children in Care through our virtual school.
- We have provided additional learning resources for a number of our vulnerable young people, both in care and in the community , and we will be receiving additional laptops from the DfE in the coming week for identified vulnerable children to support their learning.
- The volume of referrals into the service, whilst it has increased since last committee , remains at relatively low levels.
- The Safeguarding Sub Committee has been reinstated and additional information on performance across the service will be presented to the Sub Committee in June.

Recovery

- Children and Adult Social Care staff have continued to work from home and for 3 days a week a small number of staff work from the Guildhall. These arrangements will continue in the short term as risk assessments are completed to support staff being able to return to the Guildhall site. However, the principle of working from home, where possible, will remain as the current arrangements have demonstrated that there has been no adverse impact on the delivery of services via the current model.
- We will anticipate more Face to Face meetings through the recovery phase but, as they are now, Face to Face visits will take place if required and following a risk assessment.

Covid-19 Rough sleeping update

1. Current level of rough sleeping

In order to accurately track rough sleeping levels, we are carrying out bi-weekly street audits following a similar methodology to that used on a monthly basis throughout the year. The most recent audit was carried out last night 13 rough sleepers were counted. This compares with the 14 found on the previous audit on the 7th May and 30-40 found on a typical night at any other time.

Our commissioned outreach service continues to deliver shifts across 6 days and a typical week involves no fewer than 8 outreach shifts. Shifts are undertaken at dawn, during the day and late-night shifts have now been reinstated. Parkguard, Doctors of the World and a mental health nurse also join Outreach shifts.

2. Accommodation update

Since the beginning of March, 92 individuals have received support to access new or existing accommodation. Currently, 48 people referred by the City's outreach team are being accommodated in government funded provision procured by the GLA and a further 44 have been housed from the streets by the City of London Corporation. They are accommodated in bed spaces we have procured in hotels, specialist hostels and the Youth Hostel at St Pauls

Regarding the Youth Hostel, we have agreed a temporary licence with the Youth Hostel Association premises on Carter Lane until the end of July 2020 and are currently in negotiations with them to explore the option to extend this agreement. This site can accommodate up to 20 individuals safely within the Covid 19 Public Health England guidelines. The outreach team continues to target entrenched City Rough Sleepers as a priority, and we have seen the number of people placed in the Youth Hostel steadily grow to current level of 15. Staff support for the guests in the Hostel and hotel accommodation is being provided by Providence Row Housing Association.

3. Health and wellbeing support

East London Foundation Trust is now leading on the provision of basic clinical care to residents placed in accommodation, secured through Councils, in North and East London. The City has access to the clinical team at the Greenhouse practice in Hackney who are visiting our guests in hotels and the YHA. A specialist infectious disease service – Find & Treat, has visited the YHA and screened all guests for infection. Food is being provided via a combination of food vouchers, packed lunch deliveries, food banks and supermarket deliveries.

4. Exit planning

As part of the recovery phase; London Councils and the GLA have drafted an exit planning strategy document to support the next steps for all those placed in GLA and Local Authority procured hotel/ hostel accommodation

We are in the process of drafting our own City of London strategy which will align with the London wide plan and be framed within the context of the following overarching principles;

- No-one who has been placed in emergency accommodation by the City of London in response to the Covid-19 public health crisis is asked to leave that emergency accommodation without an offer of support to end their rough sleeping
- there is capacity and capability to deliver and implement 'In For Good offers' of support for all City of London rough sleepers
- the City of London supports the London-wide approach which will complement the efforts of individual boroughs and providers, and vice versa
- the roll out is gradual, to avoid a 'cliff edge' and overloading of services as lockdown is lifted.

The CoL Next Steps Strategy will be presented to the Rough Sleeping and Homelessness Sub Committee which will be taking place in June.

Barbican & Community Libraries

1. Last month, I told you about our library without walls which is continuing to grow with a programme of virtual activities for all the family.
2. New experiences include:
 - a. a weekly knitting and nattering club
 - b. Filmed Librarian recommendations for our eBooks/eAudiobook collections
 - c. STEAM and craft activities for children
 - d. Library Spotify playlists
 - e. Virtual reading groups for children
 - f. Barbican Library's Philosophy Club and Graphic novels forum are now taking place online.
3. We are now working to restart our home delivery service, but we are also extending it to resident library members who are shielding. To this end, we have called every resident library member aged 70+ - around 180 of them – to scope the demand and also, offer help with accessing our eCollections so they can do their own downloading. This has been very positively received. We are encouraging those who want deliveries to go online, check our catalogue and tell us exactly what they want so we can provide a fully tailored service. For customers who cannot do this, staff are asking about likes and dislikes so they can tailor deliveries as much as possible. We have a rewritten procedure for contactless delivery to ensure the safety of our residents and our staff. We have also identified a group of staff who can walk or cycle to the City and who are really keen to assist with selecting the items and carrying out the deliveries. We expect this service to start in the next fortnight.
4. The detailed recovery plan I mentioned last month is still being worked on, it is very detailed indeed and a number of risk assessments that sit beneath the plans have been written.

5. Libraries are due to reopen in phase 3 – July - but (certainly initially) with much reduced services and things happening in a different way so that we can respect social distancing. This will include a click and collect service. There are things that we will not be able to do for a while such as group activities. We will continue to provide and grow the virtual offering and not just because of COVID-19 but because in many cases, it really enhances our space-based service. Staff have very quickly developed some incredible skills and as I said to them this week, the genie is out of the bottle now and it is not going back any time soon!

COMMUNITY AND CHILDREN'S SERVICES COMMITTEE (CCS) OUTSTANDING ACTIONS LIST - JUNE 2020 UPDATE

| Date added | Title | Action | Responsible Officer and target date |
|------------|---|--|---|
| 9-10-19 | 1. CITY & HACKNEY SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2018/19 | 1. City and Hackney Safeguarding Adults Board – Annual Report 2018/19 – re transitions from child to adult safeguarding and assessing outcomes | <i>Chair of City and Hackney Safeguarding Board and Director of Community and Children's Services</i> |
| 7-2-20 | 2. PRESENTATION ON CITY OF LONDON CORPORATION ALMSHOUSES | 2. City Corporation's plans in respect of ageing population and pressure on services. | 1 & 2 To be covered in the next Annual Report to the Committee (expected Autumn 2020) and following the Healthcare Amendment Act |
| 22-5-20 | COVID-19 UPDATES: | | |
| | Homelessness | <ol style="list-style-type: none"> 1. If a first offer of accommodation had been unsuitable, would a second choice be available. 2. In respect of the current 13 homeless clients still living on the streets, could the facilities at the St Paul's Youth Hostel available. 3. Could these clients have access to the service provided by the Square Mile Food Bank. | <i>Assistant Director - People</i> <ol style="list-style-type: none"> 1. As part of the Recovery Plan, we will be seeking to provide move on and accommodation options for ALL rough sleepers connected to the CoL who are currently in C19 Emergency Accommodation. Each offer will be needs led although interim arrangements may need to be made until a longer-term option is available as part of the pathway to permanent accommodation. |

**COMMUNITY AND CHILDREN'S SERVICES COMMITTEE (CCS)
OUTSTANDING ACTIONS LIST - JUNE 2020 UPDATE**

| | | | |
|--|--|--|--|
| | | | <p>2. Outreach would utilise the YHA facilities for those still on the streets in a targeted way so as to ensure the strict controls regarding social distancing were maintained however, this would be undertaken as part of the pathway plan to have everyone come in off the streets. To date , the remaining rough sleepers on the streets of the City of London are continuing to refuse all offers of support and help. Extending the offer of facilities beyond the entrenched cohort could be considered if the YHA is extended beyond July and increased capacity is possible if the restrictions are lifted. This would be considered as part of further discussions with the current support provider as there would need to be consideration to varying the current contract.</p> <p>3. The food bank is providing food supplies to the YHA.</p> |
|--|--|--|--|

**COMMUNITY AND CHILDREN'S SERVICES COMMITTEE (CCS)
OUTSTANDING ACTIONS LIST - JUNE 2020 UPDATE**

| | | | |
|---------|--|--|--|
| | Deliveries | Officers agreed to investigate two cases; (1) in respect of a food delivery sent to an old address; and (2) a delay in equipment being delivered to a patient following discharge from hospital. | <i>Assistant Director – Commissioning and Partnerships</i> |
| | Congestion Charge - exemption being applied to NHS and Care Home staff, but not to individual carers | This matter was also raised at the Planning Committee on 2 nd June and will be included in the City Corporation's response to the Consultation. | <i>Chairman, Assistant Director – Commissioning and Partnerships and the Department of the Built Environment</i> |
| 22-5-50 | <u>Question during non-public part of the meeting</u> in respect of Great Arthur House - service charge recovery | Director proposed a non-public report back to Committee, setting out the history and costs so far in this matter, before any further decisions were taken in this matter. | <i>Director of Community and Children's Services/Comptroller and City Solicitor</i> |

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|--|---|
| Committee(s): Community and Children Services Committee Safeguarding Sub Committee – For information Audit and Risk Management | Date(s): 17.06.2020 24.06.2020 TBC |
| Subject: Ofsted Inspection 2020 | Public |
| Report of: Andrew Carter | For Information |
| Report author: Rachel Green | |

Ofsted conducted an inspection of children's social care services in March 2020.

Their findings were published on 6 April 2020. This report summarises key findings and appends their findings in full.

Children's social care services received an overall judgment of 'Outstanding'.

Summary

Ofsted found that 'social workers are well supported. They do good work, which is making a difference to children's lives'.

'Children's Services in the City of London are outstanding. Children benefit from a strong and highly effective social work service which has continued to significantly improve since the previous inspection. Senior leaders and council members have been proactive in addressing new challenges and improving services, particularly for children in care and care leavers. The needs of children are consistently prioritised and valued and are effectively addressed in a timely way. Social workers are very well trained and highly skilled. They are able to form meaningful, long standing and trusting relationships with children that improve the children's experiences and progress. [Children's] views are sought and clearly influence service improvements' (Ofsted, March 2020 p1¹).

The inspection report had two recommendations; a need to improve management overview of cases stepping down from social care to early help and; to improve the recording of management decision-making at all stages of a child's journey.

This report highlights the key findings and appends an action plan to further improve services to children and families.

¹ Children's Services Inspection. City of London. Ofsted: 6/3/2020 <https://files.ofsted.gov.uk/v1/file/50149902> accessed 4 June 2020

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. Inspections of children's social care focus on the effectiveness of local authority services and arrangements:
 - to help and protect children
 - the experiences and progress of children in care wherever they live, including those children who return home
 - the arrangements for permanence for children who are looked after, including adoption
 - the experiences and progress of children in care and care leavers
 - the effectiveness of leaders and managers and the impact they have on the lives of children and young people, and the quality of professional practice².
2. The last full inspection of children's social care took place in July 2016. The overall effectiveness of the service was found to be good, with leadership, management and governance assessed as outstanding.
3. The Children's services focused visit took place in November 2018, in overview the inspectors found that:

'Care leavers in the City of London benefit from a strong service that ensures that they are very well supported. They receive effective help which enables most to achieve good outcomes. There is a determined and appropriately ambitious political and corporate focus to sustain and improve outcomes for care leavers. The service knows itself well and is aware of the areas in which further improvement is required'³.

² Framework, evaluation criteria and inspector guidance for the inspection of local authority children's services. Ofsted Published 29 November 2017, updated 9 August 2019. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/851935/Framework_evaluation_criteria_and_inspector_guidance_for_the_inspection_of_local_authority_children_s_services.pdf accessed 4 June 2020

³ Children's Services Focussed Visit. Ofsted. 16 November 2018. <https://files.ofsted.gov.uk/v1/file/50038639> accessed 4 June 2020

Ofsted findings

The following sets out the specific findings from the 2020 Inspection

Experience and Progress of Children Who Need Help and Protection: good

4. Key findings are that children in need of help and protection receive a good service that is proportionate and enables positive change. Partner agency working is strong. Children with disabilities receive a well attuned service.
5. Initial contacts are responded to quickly and well. Assessments are good and services and interventions well planned and clearly articulated. Management and oversight is very effective, with detailed reflective supervision notes. Children are seen often and their social workers know them well.
6. There is a well led focus on ensuring children are in and remain in education. Responses to children going missing are robust, with a clear understanding of the additional vulnerabilities of unaccompanied asylum seeking children (UASC) with potential for exploitation and trafficking.
7. In a minority, tighter timeframes could have meant a shorter period of intervention for the family. There was no data set for Early Help and some decisions were on file without the full rationale.

The experiences and progress of children in care and care leavers: outstanding

8. Key findings included:
 - Children in care and care leavers are extremely well supported
 - Commitment to ensuring that needs are met is demonstrated by senior leaders, councillors, health partners and children's social workers, resulting in an extremely good level of service
 - Adoption, where the plan, is progressed in a timely way, with careful matching
 - Extremely strong involvement and interest from council members
 - Particular sensitivity shown regarding cultural needs and diversity
 - Strong use of advocacy and independent visiting
 - Children are creatively and well supported to access leisure and interests
 - Virtual school is creative, relentless and effective in making sure children in care do well
 - Rich range of opportunities in the arts, culture and sport
 - Good housing offer, with support and moving only when ready

Impact of leaders on social work practice with children and families: outstanding

9. The independent inspectors found high quality services have been sustained and improved for some time, with services improved because of committed and effective leadership. Practitioners are able to do good work with committed and effective leadership, and good partnership working. The City

of London is found to be a learning organisation open to scrutiny and committed to continuous improvement, through the use of independent audit, quality assurance and the move to an achieving excellence board.

10. Ofsted found that the lead member and deputy chair of the safeguarding sub committee had an impressive knowledge of children's services and were proactive in meeting young people to understand their individual circumstances. Furthermore performance management was strong, and the service therefore responsive, by increasing with a (pilot) deputy team manager role and commissioning.

11. Caseloads are manageable and enable strong relationships, which has been enhanced by systemic practice being embedded.

12. The Ofsted report concludes;

'Social workers are well supported. They do good work, which is making a difference to children's lives'.

The overall judgement for the Inspection was Outstanding.

Proposals

13. An action plan has been drawn up in response to the findings by Ofsted and is appended to this report.

14. The two recommendations outlined a need to improve management overview of cases stepping down from social care to early help, and to improve the recording of management decision-making at all stages of a child's journey.

15. Subsequent to the inspection, an Early Help workflow within our database is operational. This workflow enables the running of management reports that shape and support our service and managers can see a snapshot of progress.

Conclusion

16. Children's Social Care services are outstanding. Children and families receive timely good quality support that makes a difference to their lives.

Appendices

- Appendix 1 – Ofsted report
- Appendix 2 – Action Plan

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City of London

Inspection of children's social care services

Inspection dates: 2 March 2020 to 6 March 2020

Lead inspector: Matt Reed
Her Majesty's Inspector

| Judgement | Grade |
|--|--------------|
| The impact of leaders on social work practice with children and families | Outstanding |
| The experiences and progress of children who need help and protection | Good |
| The experiences and progress of children in care and care leavers | Outstanding |
| Overall effectiveness | Outstanding |

Children's services in the City of London are outstanding. Children benefit from a strong and highly effective social work service which has continued to significantly improve since the previous inspection. Senior leaders and council members have been proactive in addressing new challenges and improving services, particularly those for children in care and care leavers. The needs of children are consistently prioritised and valued and are effectively addressed in a timely way. Social workers are very well trained and highly skilled. They are able to form meaningful, long-standing and trusting relationships with children that improve the children's experiences and progress. The unique circumstances of the service, comprising of one social work team that is working with children from new referrals to care leavers, means that the circumstances of individual children are well known. Their views are sought and clearly influence service improvements.

Corporate parenting within the City is very strong, and there is a high commitment throughout the service to ensuring a personalised response to individual need. The majority of children in care and care leavers are unaccompanied asylum-seeking

children, and the children benefit greatly from a service which is very sensitive to their individual needs and prior experiences. The service is committed to addressing and minimising further childhood trauma and is highly ambitious for their children. Children's life chances are improving as a result.

Senior leaders have a clear and ambitious vision for vulnerable children and families that delivers outstanding services to benefit children and their families. Moreover, there is a commitment to further improvement and continual learning. The workforce is greatly valued and very well supported to ensure that ongoing, highly effective services are consistently provided to children and families.

What needs to improve

- The management overview of families stepped down to early help to ensure that families receive help within a timescale that is right for them.
- The recording of management decision-making at all stages of a child's journey.

The experiences and progress of children who need help and protection: good

1. Children in need of help and protection within the City of London receive a good service that is proportionate to their needs and enables them to effect positive change. Risks to children are minimised and, where required, additional support is provided to prevent concerns from escalating. Work is appropriately held within early help, and there is evidence of good direct work with families to effect change. There is effective engagement with partner agencies to support individual families, and, strategically, to develop the early help service further.
2. For a small number of families, there has been a delay in receiving the right service within early help. At present, the local authority is maintaining records of early help services outside of the electronic recording system. As a consequence, early help assessments are not part of the data reporting set presented to managers. This means that once a referral has been progressed to early help or once it has been stepped down, a report is not yet available to identify how quickly families are seen and to ensure that all families are receiving help within a timescale that is right for them.
3. Thresholds are well understood, and are supported by comprehensive and clear guidance. The social work team responds well to new contacts and referrals and it is able to monitor these effectively to ensure oversight and planning. Decision-making by managers for new referrals is timely, robust and proportionate to the level of concern. There is clear, recorded rationale for all decisions made.

4. When children are identified as being at risk, strategy meetings are convened in a timely manner and are well attended by professionals, who provide relevant information to inform decision-making. Decisions following these meetings and any subsequent enquiries are clearly recorded by managers to facilitate effective interventions with families.
5. Assessments of children's needs are of a high standard. They are comprehensive, give a clear analysis of the children's needs and clearly identify potential risks. Children's views are consistently taken into account and are included in subsequent planning. Where children have additional needs and are disabled, these needs are thoroughly assessed to ensure that the most appropriate support is provided to the child and family. Additional vulnerabilities associated with disability are well considered to facilitate a proportionate response to concerns raised. There is good multi-agency attendance at meetings to ensure effective planning and review for children.
6. Services and interventions with children and families are well planned, and social workers clearly articulate the purpose of their involvement and the work they are completing. Most children's circumstances improve because of these interventions, but, for a minority of children, the recording of plans could improve. While the vast majority of children have plans on their files, for a very small number these are absent. Child in need and child protection plans detail children's needs, and this focuses work to reduce risks and provide support. However, there are some plans where recorded timescales on individual actions could be tighter in order to minimise the potential for drift in planning and to ensure that families are not subject to interventions for longer than required.
7. The local authority ensures that partner agencies are assisted in order to understand their safeguarding responsibilities. This work is supported by a designated officer, who delivers training and clear advice in response to concerns raised.
8. Overall management oversight is very effective. Supervision notes are detailed, evidencing reflection on the child's circumstances and a recording of actions to progress plans. However, there is a need to ensure that management oversight is clearly recorded on all children's files. Some records were missing, and, at times, the rationale for management decision-making was not clear in order to enable an understanding of the decisions made at every point of a child's journey.
9. Relationships with children are clearly prioritised. Children are seen regularly, and within timescales which are in accordance to their needs. Social workers know the children extremely well and the local authority's focus on relationship-based practice facilitates the development of long-term, purposeful relationships. Children are seen alone during visits, and their views are clearly recorded. Direct work with children demonstrates that social

workers are able to effectively use the tools they have learned from their training in systemic practice. This has resulted in children being able to form positive relationships and share information about their lives, which has helped inform their plans. Where appropriate, children are encouraged to attend or send views to meetings to inform future planning and to ensure that they have influence over their own lives.

10. Given the size and location of the local authority, with its relatively small resident population of children and young people, wider risks associated with exploitation are uncommon. In recognition of this fact, the service has been proactive in ensuring that steps have been taken to raise awareness within the partnership to identify and facilitate an effective response should concerns arise. Potential issues linked to particular characteristics of the area have been identified, and research has been commissioned on affluent neglect and a conference has been facilitated on online safety. There is a well-led focus on ensuring that children are in and remain in education, and that any vulnerabilities in relation to children being educated at home are identified and acted on in a timely way.
11. Responses to children who go missing are robust, and processes and procedures are followed and escalated to senior managers when required. There is a clear understanding of the additional vulnerabilities of unaccompanied asylum-seeking children (UASC) who go missing, and the potential for exploitation and trafficking and significant efforts made to locate them quickly.

The experiences and progress of children in care and care leavers: outstanding

12. Children in care and care leavers are extremely well supported within the local authority to ensure that their experiences improve and they are able to progress. Most children in care and care leavers are children who are unaccompanied and seeking asylum. There is a prompt response taken by the local authority as a corporate parent to progress a plan for children to be in their care. Commitment to ensuring that their needs are met is demonstrated at all levels. This includes senior leaders, councillors, health partners and the children's social workers, and results in an extremely good level of service being available to children who have often experienced trauma prior to their arrival to this country.
13. The overwhelming majority of children's plans are clear, address their assessed needs well and are ambitious for their future. Children in care reviews are timely, and most children are supported to participate in the review meetings. Interpreters are actively sought and sourced to allow children to fully understand what is happening, what their plans are, and that their voices are heard. Children are often visited in between their review by

independent reviewing officers (IROs) to ensure that care plans remain appropriate and actions from reviews are being completed in a timely way. The IROs get to know the children well and advocate strongly for them. Children in care reviews are written personally to the child, in a clear and sensitive style, which enables them to understand what was agreed.

14. The local authority is a founder member of a regional adoption agency (Ambitious for Adoption) and is fully committed to its operation. When adoption is the plan for permanence, this is progressed in a timely way, with careful matching to enable positive outcomes for children.
15. Children are visited by their social workers at a frequency that meets their needs and are often contacted in between visits. When needed, an interpreter is always organised to enable the children's voice to be clearly heard and understood. Their views are articulated well within their plans and reviews. Social workers demonstrate great sensitivity to the cultural needs and identities of the children and explain very carefully what they are entitled to, supporting them to receive their entitlements.
16. All children in care and care leavers are offered an advocate and many take up this independent support. Independent visitors also provide valuable ongoing support to children, many of whom do not have any family members available to support them in this country.
17. All children in care and care leavers are considered as part of the children in care council unless they do not wish to be so. There are regular events, where children in care and care leavers attend both fun activities and informative sessions, which promotes their well-being. There is a creative and imaginative approach to these activities, and resultant suggestions on service improvements by the children have clearly influenced wider service delivery.
18. There is extremely strong involvement and interest from council members and leaders, who often meet directly with the young people and show real interest in their lives, celebrating their achievements and demonstrating commitment to meeting individual needs through the funding of bespoke services. They recognise the specific needs of the young people in their care and strive to do their best for them.
19. Children in care and care leavers receive good support to access services to help improve their physical and mental health. The vast majority of health assessments are timely, and social workers and health professionals ensure that children access these so that they can quickly identify any health needs and services required.
20. There is particular sensitivity shown regarding cultural and diversity issues of asylum-seeking children and an understanding shown regarding their journey. Support for their emotional health is available through child and adolescent

mental health services (CAMHs) and, where necessary, funding is available for more bespoke services. Social workers show a good understanding of the individual needs of the children they work with, often suggesting activities which support them to improve their confidence and self-esteem, and this impacts positively upon their mental health. Care leavers are given their health histories in a written format, and this is translated to ensure that it is understood.

21. Children in care are very well supported to enable them to access leisure activities. Individual interests are well considered, and are creatively supported in order to enrich children's lives. The local authority, as a corporate parent, has ensured that some children have an opportunity to access a holiday.
22. The virtual school is creative, relentless and effective in its work with other professionals and external partners to ensure that the growing cohort of children in care do well. Children make good progress in their learning and grow in confidence. This is due in no small measure to the careful and timely attention paid to their individual needs and the excellent support they receive, for example at the weekly local tuition and enrichment classes. This paves the way for meaningful engagement with education, employment and training opportunities. The majority have good attendance at all education and enrichment classes, and they engage in their learning. The low drop-out rate in college reflects the secure grounding they have had, the effective support they receive and their own commitment to learning.
23. Children enjoy a rich range of opportunities which open the doors to the arts, culture and sport. Some opportunities are noteworthy, such as the joint project with boys from a local independent school. This has had a palpable impact on both groups of children, who get to learn from each other's experiences and cultures. Personal education plans are of good quality and are purposeful. The vast majority of care leavers are in education or employment, and the local authority is ambitious for them and supports those who wish to attend university.
24. Given the unique circumstances within the City, almost all children in care and care leavers live outside of the local authority area. The local authority works hard to ensure that children are not disadvantaged by this. There are clear and effective arrangements in place for commissioning foster placements. The monitoring of these is detailed and focused, providing a thorough oversight of the quality of the service and contributing to effective placements that meet children's needs. Although some care leavers live in unregulated placements, these are carefully considered via a robust quality assurance process, with the local authority visiting placements to ensure that they are suitable to meet the needs of the children.

25. As children begin their transition to independence, this is planned well with perceptive, careful consideration of individual needs and circumstances. Pathway plans are well written and written with the young people. This results in clear plans, which are understood by the young people, reviewed on a regular basis and meet their needs. Children's wishes about where they'd like to live after 18 are considered, and, as a result, some are supported to stay living with their foster carer.
26. All care leavers are given priority on the local authority housing list, and support is given to secure a tenancy. However, great sensitivity is shown to care leavers who are not ready to move on to full independent living, and some remain appropriately in semi-independent provision beyond 18 in order to enable them to develop the skills and confidence they require prior to moving.

The impact of leaders on social work practice with children and families: outstanding

27. High-quality services for children and families have been sustained for some time. In some areas, particularly in relation to children in care and care leavers, services have improved, resulting in positive experiences and progress for young people. Leaders have been responsive to the challenges of significant increases of children in care and care leavers and are committed to continuous learning to ensure that these effective services are available on an ongoing basis.
28. Senior leaders and managers at all levels know the service well, and there is a detailed understanding of what is happening in individual children's lives. Children's needs are prioritised, and there is a clear motivation to do the right thing to facilitate positive experiences for all children. This is enabling them to make progress in many aspects of their life. The services for children in care have improved because of committed and effective leadership. Good relationships with key agencies ensure that needs are promoted, and practitioners are able to work effectively with children and families. Key innovations with partners, particularly the enrichment programme with a local independent school, are providing opportunities. This is having a significant impact on the lives of a number of young people.
29. This is a learning organisation that is open to external scrutiny and committed to continuous improvement. This is evident in an accurate self-assessment, which details a thorough understanding of the local community, the progress that has been made and a recognition of the need for ongoing improvement. There is a clear understanding of both the benefits and challenges that are faced by a local authority with some unique characteristics. Independent audits and quality assurance work have clearly influenced service improvements and practice delivery, demonstrating a willingness to learn and

to continue to progress. The move from a service improvement board to an achieving excellence board, utilising external independent support to achieve excellence, is further evidence of an ambition to excel and not settle for maintaining consistently good services.

30. The significant changes in the cohort of children who have come to the attention of the service are well understood. The decision to work with additional numbers of unaccompanied asylum-seeking children rather than subject them to an additional, potentially traumatic change in circumstances is significant and worthy of note. It demonstrates a sensitivity in service planning which is meeting the needs of children and young people. This has been supported throughout the organisation, and there is a thorough understanding by all senior managers and council members of their responsibilities. The lead member and deputy chair of the safeguarding sub-committee demonstrated an impressive knowledge of children's services, taking a proactive approach to meeting young people to facilitate greater understanding of individual circumstances.
31. The City is acting as an enthusiastic and responsible corporate parent who is ambitious for their young people and committed to ensuring that their life chances are improved. The achievements of children in care and care leavers are celebrated.
32. There is an active children in care council and the views of children and their families are actively sought, and learning is taken from their input. The voices of children are valued, listened to and, most importantly, acted on.
33. The increase in demand is well understood through effective performance management and monitoring. There has been good corporate support to ensure that the service can meet its responsibilities and more. When needs arise that cannot be met, services are commissioned to ensure sufficient capacity to meet the needs of all children. Rigorous quality assurance and monitoring of independent providers means that children are safeguarded and only live in placements that will meet their needs and enable them to progress.
34. Additional staff have been employed, and management capacity has been increased through the development of the deputy team manager role, in order to enable ongoing, purposeful and effective work with children. Although there are some gaps identified in recorded management decision-making, overall oversight of practice is strong and effective. Supervision records demonstrate that practitioners are given the opportunity to reflect, and there is clear practice direction. The service has been responsive to recent absences, and additional measures put in place to ensure effective oversight of practice remain ongoing.

35. Social work caseloads, although more variable recently, are manageable, and this is allowing social workers to develop strong relationships with children. Social workers know the children very well, and have worked with some for a long period. This continuity enables positive and trusted relationships to develop, and children feel well supported.
36. This is further enhanced by the investment in a relationship-based systemic model of practice which is becoming more embedded in the work of practitioners. The practice standards are detailed, and they set out clear expectations of how work with families should be approached. These are consistently met to a high standard.
37. Social workers are well supported. They do good work, which is making a difference to children's lives. They have access to ongoing developmental opportunities to ensure that they are able to maintain high-quality practice to improve the lives of vulnerable children and families.



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|--|---------------------------------------|---|-----------------|---|------------------|-----------------|
| Ofsted Action Plan | | | | | | |
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| | | | | | | |
| | | | | | | |
| Recommendaton | Who? | Does what? | By when? | How will we know it has been done? | RAG rated | progress |
| The management overview of families stepped down to early help to ensure that families receive help with in a timescale that is right for them | Early Help Co-Ordinator & Mosaic Lead | Make Early Help Assessment workstep & TAF meeting process live on Mosaic | 11-May-20 | EH worker will have tested the worksteps. | | complete |
| | Early Help Co-Ordinator | Runs a weekly report on referral into early help and timescale of completing an EH assessment. | 18-May-20 | Report is produced | | complete |
| | CSC & EH Management Team | Reviews EH step downs at weekly management meeting for 8 weeks & records overview on Mosaic. | 04-May-20 | Management Meeting notes evidence overview. Mosaic notes evidence oversight. Service manager to evidence at AEB in writing with examples. | | complete |
| | | | | | | |
| The recording of management decision making at all stages of a child s journey. | Assitant Director & Service Manager | Build management capacity. Draft review in place, need to take forward. | 01/08/2020 | Revised structure chart published. Staff in place. | | |
| | Assistant Director & Service Manager | Extend Deputy Team Manager Pilot, to retain capacity whilst CV-19 has put service review on hold. | 01/04/2020 | DTM postholder is in place throughout CV-19 and to end of service review | | |
| | CSC & EH Management Team | Has recording as a standing item on management meeting agenda. Team to remind each other on recording reasons as well as decisions on case files. | 04/05/2020 | Management meeting notes show discussion. | | |
| | CSC & EH Management Team | 121s with each level of managers includes a section on recording, with spot checking. | 30/04/2020 | 121s evidence spot checking and discussion. | | |
| | QA service manager | To undertake themed audit on management recording & present to CSMT. | 30-Jun-20 | Case records show rationale and decision making is well recorded across all levels of management | | |

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| | |
|--|---------------|
| Committee: | Dated: |
| Grand Committee | 19/06/2020 |
| Subject: New Portsoken Community Centre – Business Planning | Public |
| Report of: Andrew Carter – Director of Community and Children’s Services | For Decision |
| Report author: Simon Cribbens – Assistant Director, Commissioning and Partnerships | |

Summary

A new community centre is being delivered as part of the Minorities development that adjoins the Mansell Street Estate. It will replace the current Portsoken Health and Community Centre.

The vision is for the centre to be community led (in the longer term) and financially self-sustaining. An appended report – see Appendix 1: Locality Report – has been commissioned to set out the business plan dynamics of the new centre and propose options for its management.

In light of the current COVID-19 health crisis, it is recommended that the City of London Corporation (COLC) take responsibility for the management of the centre during the post-lockdown and recovery phase. This will support the establishment of the centre and underwrite the risks of this uncertain period.

It is further noted that income is likely to be severely reduced in the recovery period. Income will not meet the business plan estimated operating costs of £114,000, and these costs have not been planned for in existing budgets.

Recommendations

Members are asked to:

- Approve the proposal for Phase 1 management by the COLC
- Note the estimated operating costs of £114,000 and the risk to income in the short term to offset them
- Note that these costs have not been planned for, and it may not be possible to contain them within the local budget.

Main Report

Background

1. A new community centre is being delivered as part of the development of 15-16 Minorities and 62 Aldgate High Street, by 4C Hotels Limited. The development includes a refurbished hotel, new office building, residential block and a landscaped park. The planning permission for the development also included Section 106 requirements for a new community centre space at the base of the new hotel.

2. The proposed facility – referred to as the Portsoken Community Centre – will replace the existing Portsoken Health and Community Centre (also known as the ‘Green Box’) located within the Mansell Street Estate. It is scheduled for completion and handover in September 2020.
3. In December 2019, the COLC commissioned Locality to undertake a business planning exercise for the new community centre, to inform options for the centre’s management and operation.
4. The work was informed by the COLC’s vision to establish a thriving and financially sustainable community centre, serving and driven by people living and working in the community.
5. The Locality Report (appended) sets out income and cost estimates based on Locality’s research and expertise in community centre operation. The report also outlines management options, including community-led approaches and commissioned voluntary sector providers. It should be noted that these were developed before, and therefore without regard to, the impact of COVID-19.
6. The business plan, options and recommendations are based on resident research, interviews with local stakeholders (including Members), Locality’s experience and expertise, and collaborative working with COLC’s officers and services.

Current Position

7. The development of the site itself has been disrupted by COVID-19 restrictions. However, the developer is still working towards an autumn 2020 opening, subject to continual review. Currently, the Department of Community and Children’s Services and planning officers are in close liaison with the developer to finalise the design and layout of the centre in keeping with its vision.
8. For community and voluntary sector organisations, these are also unprecedented times given the dramatic demand, service and financial challenges that have been faced in response to COVID-19. The period that follows lockdown will also be a difficult time of recovery for any potential service providers. Therefore, it would not be prudent to pursue a commissioned solution in the short term.

Phase 1 – Proposal

9. Given the current situation, a phased approach to achieving a long-term management and governance solution is proposed. This would place initial responsibility on the COLC to directly manage the new community centre through the risk and challenge of a post-lockdown period (Phase 1). This will provide a platform from which other management models (community-led, commissioned, and so on) can emerge that are informed by the centre’s operation experience.
10. The management and operation during this period would draw on the experience and structures that support the operation of the Golden Lane Community Centre.

11. Beyond Phase 1, the Locality Report sets out four scenarios for Phase 2. These options are:

- a) Third-party management (specialist commissioned provider)
- b) Managed by COLC as standalone centre
- c) Managed by COLC and federated with other City of London centres
- d) Establish new community-led structure to manage.

12. These options are not mutually exclusive. For instance, a specialist commissioned provider or COLC-led approach could focus on supporting the establishment of a community-led management vehicle.

13. The Phase 1 operation of the centre will allow for a transition to longer-term management. It is anticipated that Phase 1 will be for 12 months, but there are a number of possible factors that may extend this.

Issues

14. The estimated operating costs in year one – based on the Locality projections, and COLC staff costs – are £114,000. Locality estimates the income potential – based on existing use of the Green Box and other potential sources – to be £118,000 in year one, therefore generating a small surplus.

15. However, within the context of COVID-19 and its aftermath, it is not anticipated that the first 12 months (within Phase 1) will include full capacity operation or achievable income targets. Instead it is anticipated that the income potential of the centre will be slow to develop post lockdown, and could be as little as 25% target (£30,000).

16. There is great uncertainty, and therefore the Department faces having to underwrite the unmet cost up to 100% in the first year.

17. There is no direct allocation in the Department's budget for the operation of the new community centre. However, some of the cost can be offset by redeploying operational resources for the current Green Box, which are £17,000 per financial year. The Department would have to manage the cost within its current overall budget, and therefore there is the risk of a departmental overspend.

Phase 2 – Operation

18. Running in parallel with Phase 1 will be the preparation for Phase 2. The vision for Phase 2 is to transition to community-led delivery. To achieve this, the Department will explore options, including the potential to commission a specialist provider. These options may be constrained by available resources.

19. The current market of specialist providers is likely to be very limited as they focus on their own recovery in the short term. However, we expect this will take place over the next six to 12 months as a return to more normal operations resumes.

20. Future delivery will focus on building a community structure that increases the local community's role in the running and management of the centre year on year. This aspiration will be flexible to reflect the appetite and capabilities within the community, but could provide a long-term opportunity for outstanding community engagement and leadership.
21. The calibre of the space on offer should enable both a highly impactful provision for local residents and – over time – ensure that the space is financially sustainable at no net cost to the Department.

Corporate & Strategic Implications

22. The delivery of the Portsoken Community Centre delivers to the aims of the Corporate Plan and the following outcomes:
- Communities are cohesive and have the facilities they need.
 - People have equal opportunities to enrich their lives and reach their full potential.
 - People enjoy good health and wellbeing.
 - We inspire enterprise, excellence, creativity and collaboration.
 - We are digitally and physically well-connected and responsive.

Implications

23. The uncertainty resulting from COVID-19 will impact on the use of the community centre and its income potential. There is the potential for the Department to overspend if the additional costs can not be contained within existing budgets.

Conclusion

24. The options set out aim to provide a safe and controlled delivery of the service in Phase 1 that responds carefully to the COVID-19 health crisis. In the long term, these options will support the development of a financially sustainable community centre that aspires to develop community-led provision.

Appendices

- Appendix 1 – Locality Report

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Portsoken Community Centre

Business plan
21th April 2020

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1. ABOUT LOCALITY

The Locality network is for organisations that believe in the power of local communities to build a fairer society. We have over 750 members across the country all supporting local people in a local area. We work across housing, employment, health and wellbeing, arts and culture, the environment and more.

Behind the scenes, our network works tirelessly to create a fairer society.

We see a need and step in. To fill a need that's not being met. We create spaces at the heart of our communities where everyone belongs and where local people can shape their own future.

We know the place, the people, the needs and we care. Our work is cost effective and responsive. And our solutions work better.

Every week our membership network supports over 400,000 people, helping to transform lives.

That's the power of local community.



11,000

community groups supported by
our members



400,000

people benefit from our members'
services each week



15

different activities delivered on
average by our members

2. INTRODUCTION

In December 2019, the City of London Corporation commissioned Locality to undertake business planning exercise for a new community space currently under construction as part of the Minories development in Aldgate. Once completed, the Minories development will include a refurbished hotel, new office building residential block and a landscaped park. The Portsoken Centre will be at the base of the hotel and will offer approximately 150m² across ground floor and smaller mezzanine and basement levels.

The Portsoken Centre will replace an existing temporary community facility called 'The Green Box' (comprised of shipping containers) located to the south of Whitechapel Road and serving residents living on the Mansell Street Estate. The intention is for the new centre to continue to serve the Mansell Estate but also the nearby Middlesex Estate. Once built, the Centre will become the fourth community centres under the City of London's ownership (alongside Artizan Street Library, Barbican Library and Golden Lane Community Centre).

The work has drawn on community/neighbourhood-based conversations and data to inform ideas about making the best use of the new community space. The aspiration is to ensure it serves the entire community and meets residents' needs and wants, it fits within and adds value to other provision and it has a financial model, which ensures it sustainable. We have also drawn on Locality's wider experience and network of community organisations, many of whom manage centres of this kind, to inform the work and highlight best practice principles.

Invariably, exercises of this kind can only be indicative and based on a series of assumptions. Detailed business plans of this nature rarely fully align with the real-life experience. Therefore, it should not be dogmatically adhered or seen as an operating manual. Instead, it should be used to help formulate an initial basis for goals and approaches, within which a period of experimentation and iteration can be deployed based on user interactions, experience and data about actual demand. This period could last up to 18 months.

This report presents some different scenarios for the management/governance of the centre, highlighting the potential pros and cons of each. Within this, Locality has a particular interest in seeing communities gaining more power in managing assets and delivering services, so we would like there to be, at least, a long-term aspiration for the role of residents in stewarding the new space to grow over time. We have found that the most successful community spaces are rooted locally and are collaborative efforts, where many people in the community are involved.

Note: at the end of this assignment an awareness of the longer term implications of the Covid-19 pandemic on this and the wider sector was coming into view. Community organisations in Locality's network are already looking at creative approaches to running community provision and activities during lockdown and it looks likely that these will be needed and relevant for the medium (18 months term).

3. METHODS

Locality approach to the assignment included the following methods:

- Close collaborative working with City of London
- Desk top research
- Interviews with key stakeholders
- Resident research
- Business planning and reporting

3.1 Close liaison working with City of London

We carried out a detailed inception meeting with COL Corporation to finalise the design of the assignment and used two further project meetings to ensure that the deliverables were in line with City of London's expectation for the work.

3.2 Desk research

We used extensive desk research to support the work including:

- Producing a comprehensive Local Insight report (combining over 1000 datasets) to gain an understanding of the profile, needs and other potential issues on the two nearby estates that the new Centre will serve (See Appendix B).
- Mapping of other community provision, nearby organisations and services and the local rates of space hire.
- An understanding of how the new centre fits within the context of City of London strategies, objectives and plans and to identify opportunities to align these to the new Centre.
- To draw on best practice for developing thriving community spaces – including nearby centres, from Locality's network and beyond – highlighting the different ways to achieve success based on asset/organisation types and preferred approaches.

3.3 Interviews with key stakeholder

In addition to desk research, we carried out face-to-face and telephone interviews with key 'stakeholders' combining people with a prominent role in the community, with those delivering key services as well as other providers running successful community spaces. This was helpful in:

- Building a deeper understanding of the community (its needs, issues, aspirations and wants) and to help identify prospective tenants (e.g. COL Corporation service managers, Healthwatch).
- Exploring the potential for third parties to help provide early stewardship for the new space.
- Reviewing further existing good practice in managing community spaces in this context.

In total, 18 individual phone calls/meetings were conducted with the following:

- | | |
|--|------------------------------|
| • AgeUK | • Osmani Trust |
| • Artizan Library / Green Box | • Neighbourhood Watch member |
| • Brady Arts Centre | • Sandys Row Synagogue |
| • St Botolphs | • Studio Partington |
| • City of London Engagement Officers (x 2) | • Sir John Cass Centre |
| • Fusion Lifestyle | • Toynbee Hall |
| • Golden Lanes Community Centre | • Youth Commissioner |
| • Guinness Estate Manager | • Kahaila Cafe |
| | • Brady Centre |

We also conducted a meeting of Portsoken ward City of London Members (with 3 or the 4 Councillors in attendance) on 27th February 2020, supplemented by a telephone interview with the one additional Member.

3.4 Resident research

Early in the assignment, we recognised the need for there to be additional resident engagement to support the business planning. While Studio Partington had made strong effort to hold resident sessions and to conduct a resident survey the numbers participating in these was low, and our initial conversations showed that there was low awareness amongst residents (and in some cases stakeholders) about the new Centre. With agreement from the City of London, we therefore built into the assignment some additional resident engagement work. This comprised the following:

- 2 drop in sessions with residents at the Green Box (24-25 February 2020). Though advertised in the resident newsletter and posters only a few residents were in attendance.
- Drop ins at the following activities/meetings;
 - Mansell Street Women's Group
 - Table Tennis
 - Mansell Estate Resident Association

3.5 Business planning and reporting

Having accrued the aforementioned primary and secondary research, we then produced this detailed business plans/options appraisal for the future management and use of the new community space.

4. VISION FOR THE CENTRE

4.1 Overview

Community centre can either provide services to their communities by hosting or incubating other organisations, (e.g. the local authority, charities, training providers, Job Centres, youth services, sports and leisure clubs, etc.) or they can deliver services themselves, (e.g. contracting with providers of employment schemes to run a job club, or contracting with the health service to provide a fitness class). Some combine both roles. As a result, there are numerous potential customers for community centres.

The prime ones are:

- Local Authorities, local Clinical Commissioning Groups (CCGs), organisations and charities, which will rent offices, hire rooms regularly, hold special events, and hire for service delivery.
- Local groups seeking regular room hire such as support groups, choirs, local groups offering leisure activities including bridge, dance, music, lunch clubs and many more.
- Individuals and organisations seeking to hire spaces for special events, birthdays, marriages and wakes, etc.

Well-run and well used community centres can produce many benefits, for the customer, the organisations running them and the wider community, for instance they can:

- Build stronger communities by meeting specific needs
- Provide better and more connected services
- Transform unused buildings
- Benefit the local economy
- Support long-term stable organisations.

4.2 Vision and Broad Design Principles For The Centre

Vision

The vision is to establish a thriving and financially sustainable community centre serving and driven by people living and working in the community.

Design principles

Related to this, we have identified the following design principles for the development of the new centre:

- **Financially sustainable** – while the private owners are giving to the City at a peppercorn rent, it should generate enough income to pay for the expenditure needed to run the centre achieved. This may not be achievable in the first 1-2 years, but the business plan should show a plausible increase in income over time in order to deliver this principle.
- **Community reach** – it should be accessible for all sections of the community, not just in principle but in actuality. Therefore, there should be an initial emphasis on getting as many people from the community to access the space in the first year and to be responsive to meeting a variety of interests, needs and wants

from different sections of the community. Much of this also relate to the 'look and feel' of the space, which needs to be adaptable, so it feels like an inclusive community space.

- **Social value** – the centre should deliver a wide variety of tangible and measurable social value – from improving resident health and wellbeing, supporting people into business and work and building community cohesion.
- **Community accountability** – that residents are involved/making decisions relating to new centre (and this role grows over time)
- **Adding value** – that the new centre adds value to other provision in the neighbourhood – creating synergies and catalysing links/benefits
- **Associated principles** – environmental sustainability / equalities and diversity / safeguarding etc

4.3 Fit with City of London strategies

Unlike many local authorities, the City of London has retained clear aims in supporting long-term community development across its neighbourhoods backed up by resources, commissioning and staff on the ground. Priorities across departments include a thriving and flourishing community, health and wellbeing, digital inclusion and empowering residents to reach their potential. Whilst recognising the challenge of inclusion, the City of London also recognises that culture is also understood as important (e.g. for placemaking) investing significant funding to advance this area. The table below sets out the various touchpoints between City of London strategies and the operation of the new community centre.

| Strategy, plan or policy | Detail (highlighting what is relevant to the new community centre) |
|----------------------------|---|
| Corporate Plan 2018-2023 | <p>Three main aims (1) to contribute to a flourishing society (2) support a thriving economy and (3) shape outstanding environments.</p> <p>Most relevant (of the 12 outcomes):</p> <ul style="list-style-type: none"> • Communities are cohesive and have the facilities they need. • People have equal opportunities to enrich their lives and reach their full potential. • People enjoy good health and wellbeing. • We inspire enterprise, excellence, creativity and collaboration. • We are digitally and physically well-connected and responsive. <p>Most relevant of the cited activities under these outcomes include:</p> <ul style="list-style-type: none"> • Promote equality and inclusion in health through outreach to our working, learning and residential communities and better service design and delivery. • Raise awareness of factors affecting mental and physical health. • Provide advice and signposting to activities and services. • Provide inclusive access to facilities for physical activity and recreation. • Promote effective progression through fulfilling education and employment. • Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance. • Support access to suitable community facilities, workspaces and visitor accommodation. • Stated as the fourth biggest funder of culture in the country. |
| Housing Strategy 2019-2023 | <ul style="list-style-type: none"> • Quality homes that meet the needs of our residents and communities; • Well-managed estates that people are happy and proud to live in; • Thriving and connected communities where people feel at home and flourish; • New homes to meet the needs of Londoners, our communities and economy. • Aiming to implement a '<i>health in all policies</i>' approach • Will continue to put culture at the heart of placemaking, and ensure an offer for residents who feel alienated from formal cultural venues. • Have a representative Housing User Board for scrutiny and to give comments on proposed developments |

| | |
|--|--|
| Resident Communication and Engagement Strategy | <ul style="list-style-type: none"> • Four key principles: (1) Commitment to working together; (2) Sustainable community engagement; (3) Supporting Social Wellbeing; and (4) Communicating effectively with our residents • Co-produce Estate Plans with residents • Initiatives in progress: Community Connectors; Neighbour Networks; and Time Credits (e.g. can be spent in St Pauls, Lords Cricket Ground, Tower of London) |
| Department of Community and Children's Services (DCCS) Business Plan 2017-2022 | <ul style="list-style-type: none"> • Ambitions are to support communities so they: feel safe and have good health; are able to achieve their potential; and are able to exercise choice and feedback on the services they use. • They have an integrated commissioning board with LB Hackney pooling health and social care budgets and running a number of services, including Libraries, Public health, Property services, Housing and neighbourhood services, Adult social care, children and family services and Education (i.e. academy development, adult skills and learning and apprenticeships) • Youth services have been recommissioned to deliver a specific 'potential' strand offering information, advice and guidance to young people • Aim to offer community programmes and activities with partners in libraries and community facilities, and support place shaping |
| Community Centres Policy | <ul style="list-style-type: none"> • Aspiration for the (7 COL) community centres to contribute to City of London's Corporate Plan, most importantly Social inclusion, Resident engagement (community cohesion), and Residents health and wellbeing • Aims to: <ul style="list-style-type: none"> ◦ employ creative measures to increase facilities use and boost income ◦ change from an 'informal' culture around booking/use of spaces to professional/efficient management ◦ support residents to deliver activities and events at the centres ◦ improve procedures; including aligning pricing/venue hire charges • Provides audit advice on community centres, including; <ul style="list-style-type: none"> ◦ Good online presence necessary - potential for online booking system ◦ Dedicated staff members or effective management organisations are crucial ◦ Resource to promote centre locally will boost potential ◦ Sufficient storage for different activity groups to store equipment could be useful ◦ Handing over a centre or part of a centre through a lease, tenancy or licence may be effective (gives example of Lammas Green) • Highlights there are a variety of procedures for local decision making and some are more effective than others • Notes it may be necessary to increase staff in bigger centres in order to be open longer and increase range of activities • Proposes creation of community centre management procedures, pricing schedule and rationale, procedures for revenue collection • Gives rationale for setting charges for hire in the appendix, based on; <ul style="list-style-type: none"> ◦ Market rates ◦ Location ◦ Condition of centre and facilities available |
| Community development initiatives | <ul style="list-style-type: none"> • A number of resident-led community development initiatives are proposed in the above strategies: 6 funded community engagement officers and 1 manager across the area, working collaboratively; Community Builders; Neighbour Networks; Housing User Board; and Time Credits. |

5. ASSETS, ASPIRATIONS AND NEEDS

5.1 Overview

In this section of the report, we set out our understanding of the community that the new Portsoken Community Centre will serve, including its demographic profile, key issues/areas of need and its strengths and assets (see Appendix B for a detailed Local Insight report on the ward). We also highlight what residents have told us and others about what they would like to see delivered from the new centre.

5.2 Profile of local community

Currently a high proportion of the Portsoken Ward population is aged 20-29 (30.35%) although numbers of over 65's are expected to increase dramatically up to 2036. Young people aged 15-19 only make up 10.7% of the population (est. 185 persons) so are a relatively small group in comparison to the London average. The ward has a diverse population, with many religions represented although the largest is Muslim (27.7%).

The neighbourhood is characterised with a degree of inequality, combining more affluent city workers with those on universal credit, which is perhaps best illustrated by the difference between the average household income (£79,700) and the median household income (£23,733). The ward ranks relatively highly on some measures of deprivation (Income Domain and Barriers to Housing and Services Domain). There is also an unusually high instance of lone person households (35.8% - compared 17.9% for England).

Further key statistics about the area:

- There are 1730 people living in Portsoken Ward
- The largest age category is 20-24 (16%), followed by 25-29 (14%)
- Teenagers (aged 15-19) only make up 10.7% of the population
- There are less people 65+ than the rest of England (10.9% compared to 18.2%) but this is comparable to the rest of London
- 80.3% of pensioners live in one person households, compared to 59.6% in the rest of England
- The number of people aged 60 to 74 is expected to rise by a half in the square mile by 2036, and those who are over 75 by 70%.¹
- Two thirds of the housing in the East of the City of London is socially rented¹ (66.8% compared to 17.7%)
- There is a marginally high turnover of residents (14% of people had moved address within the last 12 months, compared to 12.3% in the rest of England)
- Less people have no car than the rest of England (76% compared to 26%)
- The number of people physically active (apart from gardening) is high (81%, compared to 65% in London and 64% in England)
- 48.6% non-white compared to an average of 14.6% in the rest of England
 - Majority Bangladeshi (21.9%)
 - 58% of residents are born in the UK, and 73% have a British Passport
 - In 18% of households no members have English as the main language
 - In 67% of households all members have English as the main language

Considerations given the above

¹ Healthy Homes; Vibrant Communities. Our Housing Strategy for 2019-2023 (City of London)

- Provision of activities should reflect the demographic profile and recognition of how this profile is expected to change – with higher number of retirees/older people
- A range of methods needed to engage a wide variety of people, including those living alone
- There should be strong recognition of the diversity of the local population in terms of ethnicity and religion and the centre can provide an opportunity to bring people together through different cultural/religious festivals.
- The income inequality in the community is both a challenge and an opportunity – with scope for supporting cross-subsidy.

5.3 Highlighted needs

In terms of key issues and needs, available data and our interviews highlight the following:

- Unemployment exists on the estate but is declining (it was previously a more pertinent issue, but current averages are reported lower than London averages in all demographics).
- While there are high rates of people in employment, household income is low for many residents (83.2% of residents are living in the most deprived 20% of areas of England according to the 'income' domain of ID 2019).
- Barriers to housing and services is also an issue for many resident but this is also consistent with it being a prominent issue across London compared to the rest of the country (83.2% are living in the most deprived 20% of areas of England according to the 'barriers to housing and services' domain of ID 2019).
- A quarter of children live in poverty (compared to 17% in the rest of England) and 34.3% of them live in lone parent households (compared to 27.2% in the rest of England)
- Overcrowding is an issue with 44.3% of housing classed as overcrowded (compared to 9.7% in the rest of England)
- All types of crime are higher than in the rest of England (443.9 per 1000 population compared to 106.0)
- Air quality is lower than in the rest of England

Considerations given the above

- Consideration of support to help boost household income, whilst recognising that a significant proportion of this could be in-work poverty.
- Support to activities that may help alleviate the stress caused by overcrowding.
- Through the space, increase accessible and visible green spaces for people to enjoy and mitigate the effects of pollution/poor air quality.
- Affordable child-based provision to support to parents and their children (e.g. after school and during holidays)

5.4 Strengths/assets

In terms of key strengths and assets, available data and our interviews highlight the following:

- There is a strong group of residents who participate and run/attend activities regularly, and others attend seasonal events such as summer fun days (e.g. Mansell St Women's group).
- Sense of community on both estates is quite strong and people like living in the area (including its City of London historical identity (Social Life data shows strong social cohesion and satisfaction on the local area, that "People from different

backgrounds get on well together in the local area” and that “People who are satisfied with local area as a place to live” – see Local Insight report)

- Good community and service provision locally (including Green Box and Artizan Library)
- Commitment and support from City of London

Considerations given the above

- There is scope to build from the existing range of community activities and events already taking place in the area and build on the positive connections that are in evidence.
- Draw on the City of London identity that some residents feel a connection to.

5.4 Resident aspirations for the new centre

5.4.1 Studio Partington consultation

Studio Partington carried out resident consultation to support the design, specification and scoping for the new space. In total, they delivered four community consultation events. Unfortunately, the events were poorly attended, so the findings, which are set out below, should be caveated with the understanding that they carry suggestions of only a small number of residents. They highlight some mixed findings on topics such as youth provision² the need for a community kitchen.

| Area of consideration | Consultation feedback |
|--|---|
| Relationship with other community centres | <ul style="list-style-type: none"> • Youth would be enticed by modern facilities with more activities available • Centres should complement each other rather than compete • Note: Current residents' view is that the community centre will be exclusively for them rather than shared with neighbouring communities. • Potential for 'mega events' hosted by ACE between the neighbouring centres Identity • "Green Box" should remain as the local identity • Try to instil some character and uniqueness of the centre |
| Quality of space | <ul style="list-style-type: none"> • 'Homely' environment • Welcoming and informal space |
| Features in the centre | <ul style="list-style-type: none"> • Adequate audio-visual facilities (incl. built-in speakers, AV equipment, sufficient power outlets, WIFI etc). System MUST be simple and user-friendly to operate. • Ample power outlets • Adequate and dimmable lighting • Drinking fountains • Notice boards and ample storage for user groups • Adequate air conditioning and ventilation • Movable walls for flexibility of spaces |
| Uses | <ul style="list-style-type: none"> • Computer area/study zone • Area with projectors, gaming stations, comfortable seating • Workshop/ 'maker spaces' • Digital media room • Meeting rooms for smaller clubs • Small gym space (mobile equipment) • Large multi-purpose space for table tennis/pool tables/table football • Smaller rooms for confidential meetings/service provision • Unisex super-loo bathroom facilities • Unisex baby-change facilities • Community run tea and coffee point/kitchen (large scale catering kitchen not required) • 'Hot-desking' area • Rehearsal spaces (for drama/music) • Potential for BBQs on the terrace |

² some noting youth groups are currently not well attended but others stating there had previously been a successful youth group at the Green Box, but there weren't enough supervisors so things went missing and got damaged and it was stopped

| | |
|--|--|
| | <ul style="list-style-type: none"> • Ability for pop-up cooking classes • Creche space or facilities for children |
| Other considerations (for future work stages) | <ul style="list-style-type: none"> • External secure cycle storage • Accessibility • Security and access control • Security of the external terrace • Statutory compliance (inc. Part B Building Regulations) |
| Opportunities identified | <ul style="list-style-type: none"> • Short walking distance to Whitechapel Road and Aldgate Tube Station • Design will have accessible access, inc lift • May have view out onto terrace |

5.4.2 Additional Locality engagement (Feb/Mar 2020)

With agreement from the City of London, we sought to undertake additional resident engagement work, comprising drop in sessions with residents at the Green Box as well as participation (drop ins) at community activities/meetings (e.g. Mansell Street Women's Group, Table Tennis and Mansell Estate Resident Association).

The insights from this additional engagement with residents are summarised below:

- The Green Box and Iveagh Room are both well used, and residents' main concern for the new centre was maintaining a continuity of the current offer.
- Some saw the Green Box as difficult to access in terms of getting access to key-holders and having a space accessible throughout the day/evening was seen, by residents, as important.
- Some residents (noting the hotel location) anticipated that there would be a perception challenge in making the new space feel like it belongs to the community.
- Many residents, cited that community projects start but fall away due to lack of interest and for the new centre that means there will be a challenge of communicating activities and other community-based opportunities to residents – particularly those not already connected or involved.
- However, residents also saw potential for the new centre in offering more opportunities to reach sections of the community (not currently catered for), to fill provision gaps such as the lack of hyperlocal, affordable physical activity, and to bring together different parts of the community in new ways (e.g. an opportunity to put on activities which will also attract 20-35 year olds, some of whom may be able to pay for activities, with others benefitting from employment/enterprise and training opportunities).
- Residents feel that there are a large number of community organisations in the local area, who they think would be willing to collaborate to support the new centre. Creating a complimentary offer and joining up in promotion may support the new centres success.
- Good links with City of London councillors present opportunities to build corporate partnerships for fundraising opportunities or a good network of corporate renters to cross-subsidise community activities.

Considerations given the above

- Consideration of community preferences of their focus would be useful to garner popular support and contribute to success.
- The likelihood of a broad offer to people living and working in the area – combining different charge rates and demanding versatility / flexibility within the space.
- The look and feel of the space will be important to ensure residents (and other users) feel it is a space for them.
- Related to the above, there will be an initial need to encourage wide community use and experience of the space (e.g. through events), to build a strong connection between the space and the wider community.

- Importance of offering continuity of the Green Box community offer and ensure that its users are successfully transferred to the new space.
- Offer a better co-ordination between the space and other community providers – to provide residents with a clear understanding of the overall picture for local provision.

6. NEIGHBOURHOOD CONTEXT – FITTING WITHIN OTHER LOCAL PROVISION

6.1 Overview

The area (Aldgate) has a relatively varied and cohesive local community sector. Organisations within it have an aspiration to better co-ordinate for complementary offerings and to share information and best practice. The area is in close proximity to major financial businesses as well as HQ locations for businesses in other sectors, which as well as providing employment, enterprise and training routes for residents also offers Corporate philanthropy opportunities and commercial users. The area also has a strong cultural offer, which has the potential to provide opportunities for young people. There are also many faith organisations in the area, with the potential for the new community space to provide an opportunity for inter-faith activities.

In the table below organisations have been categorised according to their potential relationship to the space. Following that is further details of the offering of each organisation and a longer description of the potential relationship.

| Potential relationship to Portsoken Community Centre | Organisations/groups |
|---|--|
| Potential to share back office functions | <ul style="list-style-type: none"> • Golden Lanes • Artizan Library • Iveagh Court |
| Potential for joint programming | <ul style="list-style-type: none"> • The Cass Centre • Brady Arts Centre • East London Mosque • St Botolphs • Kahalia Cafe |
| Potential space users (In addition to groups which currently use the 'Green box') | <ul style="list-style-type: none"> • Adult learning services; could take space as an anchor organisation (i.e. with a daily presence) • XLP; could take space as an anchor organisation • Chess Club (likely weekly) • Fusion lifestyle; to put on sporting activities (likely weekly) • Dragon Cafe; could bring mental health provision (likely monthly) • AgeUK; would develop a new group in the space (monthly) • Mansell Street Womens' group; could use the space for cooking, or to run larger events. (ad hoc use) |
| Organisations who could partner and support enhanced provision/offers for residents | <ul style="list-style-type: none"> • Barbican Centre • ISTA Community • WeWork |
| Organisations who could support in advertising the new space/activities | <ul style="list-style-type: none"> • The Cass Centre • Synagogues • Interfaith Forum • Barbican Library • Shoe Lane Library |
| Organisations who could take over running community building, at least initially to carry out community building work. | <ul style="list-style-type: none"> • Osmani Trust (mainly working with BAME) • Attlee Centre (mainly working with youth and SEN people) • Fusion Lifestyle (manage leisure centres and sports activities) • Toynbee Hall (mainly focus on financial advice and over 50's provision) <p><i>If a cafe is desired in the space the following two could be considered</i></p> <ul style="list-style-type: none"> • Kahaila Café (work with homeless people and ex-offenders) • Mansell Street Women's Group (interest in selling snacks e.g. curry/rice) |

6.2 Green Box

The Green Box is the most significant of the current community providers as it is the space, which the new centre will eventually replace. The ambition to ensure that the activities and services currently being provided at the Green Box can be transferred to and possibly (with the added space) be expanded in the new Centre. The Green Box, which is managed as an Annex to the Artizan Library, has a variety of different users and uses:

- The ground floor used by: the Muslim Women's Group, Table Tennis and Silver Table Tennis, Narcotics Anonymous, Martial Arts, Sewing Club, Under 10's club, Girl's Club, Chess Club and Youth Group.
- The first floor is approximately 33 sqm and tends to be used by the New Bengali Women's Club, Mindfulness sessions, Hopscotch and also by Aldgate Community Events as an administration centre. The first floor is shared with a health centre that is currently operated in partnership with London Borough of Tower Hamlets. It is understood that this will not be incorporated within the new centre.

The table below sets out in greater detail the various different activities and service provision at the Green Box:

| Green Box activity | Timings in the week (e.g. every Tues 6-9pm) | How many people | Space considerations for group (e.g. requires privacy, storage needed etc) |
|--|---|-------------------------------------|--|
| Resident private parties | 10 times a year | 40 max at capacity | Birthday parties – need for tables and chairs – scope to do more in the new centre but storage, Late time limit for local residents, Kitchen / dishwashing, Guidance on decoration / customisation, Noticeboard in all rooms |
| Estate cultural celebrations | 15 times a year | 30-40 per event | NYE, Diwali parties, Bengali parties, By the estate for the estate, Need for tables and chairs / kitchen |
| Resident led table tennis | Monday evenings | 4 people | 2 tables, Water coolers, Showers - Historical bookings |
| Member (councillor) surgery | Once a month – 1 st Tues of month | 1-2 Cllrs plus handful of residents | Privacy required |
| Narcotics Anonymous | Weekly (new group) 2 x groups (one in Artizan) | 15 people attending | Privacy – safe space (proper privacy), Safe not clinical, Access to a kitchen / drinks making, Response to homelessness, City workers, Less about residents |
| City of London Adult Education sewing club | Weekly on Thursday afternoon | 4-6 | Going on for a while, Need storage |
| Corporate Pilates | Weekly | 15 people | Run by PLP architecture – pay top rate, Need storage |
| Resident led gardening group | Once a month | 2-4 | Work outside – balcony pots etc |
| City commissioned youth service provision | Once a week Thurs evening | 3-4 | Safeguarding – water coolers, accessible toilets, require a lot space, table and chairs (did have soft furnishings) – use table tennis, pool, TV, projector |
| City commissioned Fusion Lifestyle table tennis | Fridays | | Health and wellbeing service – use table tennis tables |
| Resident led girls group under 10s and over 10s (for residents only) | Fridays | 6 girls | Tables, chairs and kitchens – storage for craft |
| City of London Recycling Services - Resident Give and Take day | 2 a year | Around 30 | Tables and chairs – doors remain open to all residents – well attended. Spaces have to be public |
| City commissioned Healthwatch office space | In 4 days per week Weds-Fri | 1.4 people in total | Need private space for 121s with clients and meeting room access. Staff are flexible to hot desk |
| Charity Art Sense office space | Weds | 2 workers | Share space with Otijo – art therapy – lockable cupboards |
| Charity Oitijjo.org office space | Weds | 2 workers | Share space with Art Sense – craft / Bangla creativity - lockable cupboards, Sometime hold events |
| St Botolph's without Aldgate temporary Sunday school premises | Weekly | 10 children and 2 adults | 1 year space need – need storage – suitable storage / kitchen |

| | | | |
|---|------------------------------------|--------------|-------------------|
| Aldgate Community Engagement | Monday and Tuesday | 2 | |
| Aldgate Community Engagement community events | 4 times a year / 10 craft sessions | 6-7 per time | Lot of storage |
| City Connections (Age UK) coffee mornings | Monthly – last Thurs of months | 2-3 people | Running for years |

6.2 Other Community space and providers

The table below sets out details of other community providers and spaces in the neighbourhood including considerations about the potential relationship to the new community centre.

| Community space/provider | Distance | Summary of offer | Potential relationship to the new space |
|--------------------------------------|----------|---|---|
| Green Box | 0.1 | As above table | Will not exist but is a forerunner to the new space in terms of provision and community activities |
| Kahaila Cafe | 0.1 | A local charity who run several cafes near by, the initiators wanted to create an inclusive environment for people to express and explore Christian faith. Additionally rent the space for private events, art exhibitions, music nights and corporate events. Provide education and training to ex-offenders. Provide training and support into work for homeless people | Potential for joint programming. Candidate to run a cafe in the space, if such facilities are desired. |
| Artizan Community Centre and Library | 0.2 | Library (inc DVDs), IT training area to rent (12 workstations); noted as not up to date enough for some renters. Main hall (45-50 people) to rent, Dance studio to rent, Reading groups, Stay and play for under 5's, Various exercise classes, including different types of yoga, tango/salsa and corporate pilates, Life drawing | Potential to collaborate and create a joint offering for residents, particularly given proximity. There is also potential to share back office functions, as long as this doesn't detract from the community building work needed in the new space (i.e. from overworked staff). |
| Iveagh Court Community Room | 0.2 | An accessible space for residents to use, run by The Guinness Partnership. Space suited to maximum ~60 people, Minimal kitchen facilities. Noted by residents as reasonably easy to get access, and easier than the current Green Box management set up. Current uses include Mansell Street Women's Group and Residents Association meetings. Previously used by the Chess Club. | Suited to remain as a space for residents to use for small gatherings and meetings. It may be appropriate to link key holders with the new space to present as more of a joint offering, and ensure residents can access both through the same point of contact. |
| The Cass Child and Family centre | 0.2 | Based in Sir John Cass Foundation Primary School. Offer various stay and play, arts and health based provision for under 5's. Also offer some Adult Learning sessions relevant to parents. Previously hosted some Toynbee services before their new building was built. Distribute a semi-regular newsletter to parents under 5. City of London are the providers/commissioners. | Potential to collaborate in programming for parents or under 5's, and to advertise events to their parents. Appetite for multi-agency working, sharing of best practice and not duplicating provisioning. |
| London ISTA community | 0.3 | An International Arts Organisation who have 250 member schools in 100 different countries, and offer arts and theatre education. | May be useful to engage with, to support young people from the centre to access arts education and networks, although Brady Arts centre is another local and more community focused option for this. |
| Toynbee Hall | 0.3 | Historic community organisation in the area, run on-going debt and money advice services, main other focus is wellbeing for over 50's but do run other projects, subject to funding. Free debt and money advice, Wellbeing centre; free social health and fitness activities for over 50s, Current youth activism project, History and drama workshops, Schools outreach, Currently developing a new public space 'Mallon Gardens' for community use | Potential to support the growth of the new space through coordinating community building activities, and for joint programming. |
| Attlee Centre | 0.4 | Have an adventure playground, and now also run a community centre, Play for 5 to 14 years; up to 16 years, Generic youth sessions for 13 to 19 years olds; up to 25 years for those with additional needs, Girls and women only sessions for cultural reasons, Volunteering opps for those 16 or older. <u>Rooms for rent</u> Sports Hall (up to 150 people), Training room, MUGA, Astroturf outdoor pitch, Kitchen (suitable for cooking classes) and Art room | Successfully run the community centre, cross-subsidizing through room rentals. A candidate for running the new centre, although unlikely they need more space. Potential for them to see the new centre as competition to their room rental income, although the offer is slightly different. Use of the IT-suite or maker space for some of their young people could be the basis for initiating collaborative working and dialogue to prevent rifts due to competition. |

| | | | |
|---------------------------------------|-----|--|---|
| St Botolphs Church | 0.5 | Have a high end hall hired out for dinners and functions Also have a Tennis and Netball Court for hire (£45 per hour) Have a new community hall, and are building a new catering standard kitchen Linked to a number of Livery Companies | There is potential for the space to be included if there is a complimentary programming initiative (i.e. for the summer season), the new kitchen is intended for rental by the community, so knowledge about its existence and how to access it needs to be disseminated. Possible for connections to be made through livery companies who might support community events. |
| East London Mosque and Community Hall | 0.6 | The largest mosque in the local area; there are two others less than 1 mile away (B.B.C Community Centre and Mosque, Brick Lane Mosque) but they don't openly advertise a community offer. Imams advice, Free Counselling (for women only), Pro-bono legal advice, Primary, secondary school and nursery, Supplementary education for 5-17, A family friendly restaurant, Gym, Shops, Solicitors, Several charitable foundations, Wedding hire | With consideration that 27% of the population are muslim, it may be interesting to engage with the East London Mosque in the creation of specific initiatives, such as arts provision for youth or health and wellbeing. |
| Brady Arts and Community Centre | 0.7 | Community Arts space with a long history, linked to Tower Hamlets Council. Receive some funding and also manage arts event in Victoria Park. Already run one satellite building which is not open all the time. Theatre space with sprung floor, Cafe with gallery for small exhibitions, Meeting rooms for hire, Art room with screen printing facilities, Arts courses and workshops are free to young people from across the borough (inc; dance, drama, singing, music technology, film and fashion) | Potential partner for joint programming initiatives, or to link young people to arts activities. |
| Osmani Trust | 0.8 | Providing a variety of community projects and cross-subsidizing work through room rental. Majority Bangladeshi run, actually in Tower Hamlets boundary. Asha gang remediation, Girls project, Education and employment provision, Mentoring, Youth club and Holiday project, Health and fitness for over 50's | Successfully run their community initiative, including paying rent for their building and cross-subsidizing through room rentals. A candidate for running the new centre. Potential for them to see the new centre as competition to their room rental income, although the offer is slightly different. Joint programming or the creation of community offers may be possible. |
| Barbican centre | 1.1 | A well established Arts Venue nationally and internationally: Offer opportunities to youth and emerging artists (inc poetry, theatre, curators, music and careers), Engage with schools, Drum club, Opening doors LGBTQ+ club (monthly), Creative Citizens programme; professional development opportunities for artists and arts organisations (in Walthamstow currently), Wedding and venue hire; garden parties, conferences etc... average price £79pp, Programme free events (Beyond Barbican); Walthamstow Garden Party is only one listed | Barbican have the 'Beyond Barbican' initiative, aiming to program free events. It may be that partnership with the Barbican could bring access to high quality arts and education to local people. However, it must be done in a way doesn't leave people feeling alienated. |
| Barbican Library | 1.1 | Library inc DVDs, Free computers w/ internet access, Rhymetime & storytime; under 5s, Reading support for children, Craft and conversation group, Comic forum (reading club), English Conversation group | Currently stay and play seems to alternate between Barbican Childrens library, Artizan library and Shoe Lane Library. Any activities in the new space for young parents or under 5's could benefit from aligning with this schedule and advertising at these sessions. Additionally, joint programming or advertising of other community offers could be beneficial. |
| Ralph Perrin Club | 1.3 | A social club for people over 60 who are City residents or who have previously worked for the City Corporation. The club meets in its own club room in the Golden Lane Estate, and members can participate in a variety of activities (i.e. bingo, knitting, reading groups and outings). Community food growing project for Golden Lane Estate – 'The Golden Lane Baggers' (monthly sessions with an annual fee of £20) | They seem to be quite an independent entity and are critically further from the new community centre. However, any activities for older aged people could be advertised to them. Scope for deeper collaboration is unknown. |
| Golden Lanes Community Centre | 1.4 | Held up as a good example of making cross-subsidizing work. Hosts Adult Learning Services, Seasonal events, Arts workshops, Meditation classes, Yoga, Classes, Hall hire for functions and children's parties | Distance between Golden Lanes and the new community centre is relatively large in walking terms, so opportunities for joint programming are minimal. However, scope to share back office functions. |
| Shoe Lane Library | 1.6 | Library inc DVDs, Free Wi-Fi, computers, & internet, Reading groups, Stay and play for under 5s, Dragon cafe (free creative workshops for mental health), Seasonal events | Currently appears to participate in the rotational programming of under 5's activities with Artizan Library and Barbican Children's Library. May be open to joint programming, but further away so scope limited. |

6.3 Further groups/spaces of interest

In addition to the above community providers and spaces, we also identified a number of other organisations that may provide links or partnerships to benefit the new centre.

AgeUK

A national organisation supporting older people and franchised to local areas. They have been commissioned by City of London to run carers groups, coffee mornings, a befriending service and provide support and signposting. They are keen to be connected to the new space to direct people to relevant services and events there and there may be scope for them to develop a new group in the centre.

Adult Learning (COL)

City of London service providing Adult Learning opportunities across the city, and currently occupy space in Golden Lanes Community Centre. They may have interested in renting/using some of the space at the new centre.

Barbican Art Society

They have a dedicated presence in the Barbican Centre. There may be scope for them to become involved in the new centre particularly on joint programming around the arts.

Chess Club

The Chess Club runs sessions twice a week, previously in the Iveagh Rooms but now in Kahaila Cafe where they pick up new members on a regular basis (from advertising and serendipitously at the cafe).

Dragon Cafe in the city

The café is focused on supporting mental health and wellbeing. They provide weekly sessions with varied workshops and activities at Shoe Lane Library.

Friends of City Gardens

The group run volunteering sessions at a number of green spaces across the city of London. However, it is unclear if they would be interested in space outside the new centre. It was noted in a residents liaison meeting that the estate gardening club did not want to make use of and plant up the lower area of the new centre.

Fusion lifestyle

A large national charity who run the gym and leisure centre at Golden Lanes. They are normally contracted through procurement. They run programmes particularly for over 50's, interested in extending provision and always looking for space to put on more community activities. They already have a working relationship with City of London and AgeUK. They have cited that they have struggled engaging young people in their provision, but interested in making further efforts to do this as well as also targeting 25-35 year olds.

Synagogues

There are a number of synagogues, which are less than 1 mile away, including Sandys Row Synagogue, Bevis Marks Synagogue and East Central Synagogue. A representative from East Central Synagogue was contacted, the understanding gained was that the Jewish Community is quite small at the moment and dominated by elderly patrons. Ensuring any place serving food has kosher suitable options would encourage them to participate.

Tower Hamlets Interfaith Forum

Meet bi-monthly to share information between the different faith communities, including raising community issues. Have speakers to different sessions related to topical issues. Also run public events related to national initiatives, such as interfaith week or mental health and wellbeing.

WeWork; 0.6 miles away

International company, renting office and co-working space. They run business support and entrepreneurship events and health and wellbeing workshops (including yoga, massage etc). They run a 'creator' awards annually with categories for non-profits, performing arts or business ventures. They may be a suitable partner to support young people with brokering training or employment opportunities.

XLP

XLP provide mentoring and support for young people, including through education, sports and arts. May be a candidate for taking space with the new centre and providing youth services.

Relevant grant making bodies

- Livery Company Charitable Donations – for example, those listed below are linked to St Botolphs (there are many others)
 - http://www.bowyers.com/charity_history.php
 - <https://www.coopers-hall.co.uk/charity2/our-work2>
 - <https://fanmakers.com/charities/charity-in-the-community/>
 - <https://leathersellers.co.uk/charitablefund/>
- City of London grants
- City Bridge Trust
- London Community Foundation
- The Aldgate Partnership – Business Improvement District (membership includes landowners, commercial occupiers, and developers), with potential funding for community activities.

6.4 Workspace and community hall hire rates

Market rates and opportunities in the local area

Community facilities nearby have 35%-100% occupancy with weekday evenings and Saturdays the most popular. There is additional potential in memberships or rental of the marker space, providing these spaces are adequately equipped to market standards and good marketing used to attract the clientele.

There are also an unusually high number of charitable bodies nearby, including livery companies, providing scope for income for social initiatives delivered in the area.

Community rental rates

A comparator of community space hire rates is given below:

| Community Space | Rates |
|-----------------|---|
| The Green Box | £20/ £10/ £0 General use/ Local providers, charities or residents /Event put on by residents open to all residents |

| | |
|--|---|
| Artizan Library | £35 for multifunctional hall (50% discount for local groups and charities > free for residents) £18 for meeting rooms |
| Golden Lanes Community Centre | £45/£25/£10 for the hall £30/£15/£0 per hour for downstairs space COL Adult learning Services; £28,000 per year for permanent space |
| Brady Arts and Community Centre | £53/£42 for Main Hall £35/£21 for Hide Hall £18/£13 for Meeting Room £45/£32 for the studio |

Commercial office rental

Commercial office rental in the area – as the budget end is £450-£650pm for 70/80 Sq Ft (£5400 - £7800 per annum). £55 per sq ft (£13200 per annum for 50 sq ft). There is a lot of competition in the supply of renting meeting rooms - Artizan noted that their space is used more for exercise classes and team building days, although they also highlighted the need for an up-to-date IT suite, with internet access to meet a local demand that they have not been able to satisfy. Although Studio Partington's proposed design for the Portsoken Community Centre does not include specific, dedicated office space for hire - the meeting room could be used to fulfil this – and with 20 SQM (215 SQFT), it gives a potential income of £16200.00 - £23400.00 per annum using these comparable rates.

Maker space memberships

Maker space memberships are growing in popularity and in East London, the rates range from £15-£25 per month. To be viable, a makers space would need enough equipment to attract clients (i.e. 3D printer).

7. AVAILABLE SPACE, POTENTIAL USES

7.1 Available space

The Studio Partington design of the new Portsoken Community Centre is set out below in the 2 diagrams focusing on the community-dedicated space on the Ground Floor and Mezzanine levels. It is based on offering:

- 150m² of space in comparison to 88m² offered by the Green Box.
- A flexible **main community space** for a variety of uses – it can be divided into 2 spaces for smaller activities or groups (e.g. the divider could be used to offer a crèche for an activity taking place in the adjoining room).
- 1-2-1 **consultation rooms** offering privacy.
- **Larger rooms/spaces** for residential clubs and health and wellbeing activities.
- A **kitchen** facility.
- **Toilets** – male and female but that could be reduced to one unisex toilet to free up further space.
- **Hot desking space** on the Ground Floor.
- A Mezzanine space suitable for smaller subdivision of space for **community or residents groups** (e.g. 1-2-1 consultation rooms or spaces that may be hired - each with their own storage space (but with **collapsible walls offering larger meeting spaces**).
- A further **managed workspace area** on the Mezzanine level (which Studio Partington suggested as a 'Maker Lab' / 'Digital Media' space)
- Two available basement areas that will be available for use by the community centre – for a good supply of **storage space** and potentially an **accessible shower room /WC**.

7.2 Ground Floor

The main Ground Floor Space is 50 sqm total and breaks down into 24 sqm for Community Space 1 and 26 sqm for Community Space 2. There is a 10 sqm kitchen on the ground floor should anyone require a space for catering for events - the kitchen is equipped with a basic kitchenette set.

Ground Floor

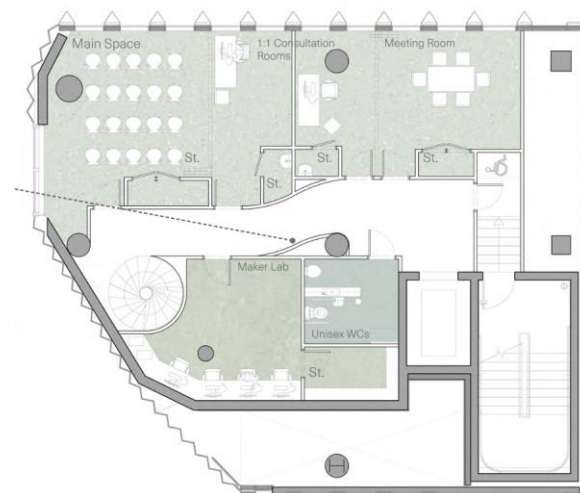


7.3

Mezzanine

On the Mezzanine Floor, the Event Space is 30 sqm and the Meeting Room is 20 sqm. There are two 1:1 Consultation Rooms both are 13 sqm. The Digital Lab/Workshop envisioned as a space where external organisers can come in and give classes on creating media (such as music/videos, 3d printing, coding, etc) and is 19 sqm.

Mezzanine



7.3 Potential Uses

The potential uses of the space can be summarised under the following headings:

- **Anchor organisation space** – organisations (preferably third sector and delivering services to the community) who need weekly office space and meeting/consultation rooms and whom will contribute to income through rent (possibilities include City of London via Centre manager and/or engagement team; HealthWatch; City of London – Adult Education; City Connection; Dementia Care; CAB; Toynbee Hall)
- **Residents meetings** – space for community groups and associations to hold meetings
- Residents activities (culture,, leisure, arts, health etc) – activities run by residents for residents.
- **(City) Worker activities** (e.g. health/fitness/wellbeing) – commercial activities aimed at people working in the area – e.g. mornings, lunchtimes and after work but also relating to team exercises.
- **Advice, support and help groups** – service and charitable providers offering help to disadvantaged and vulnerable residents.
- **Maker and managed workspace** – for new entrepreneurs and small businesses without premises.
- **Public / charity / commercial meeting space** – support meetings for City of London, charities and businesses (as overspill when their own facilities are full).
- **Resident and cultural events** – to coincide with religious festivals and other key calendar dates.

8. MANAGEMENT/GOVERNANCE SCENARIOS

8.1 Scenarios

We use this section to set out some management/governance scenarios for running the new Centre, assessing the considerations, advantages/disadvantages of each.

| | |
|-------------------|--|
| Scenario 1 | Third party management - Toynbee Hall used as an example (see Appendix C for Toynbee Hall's proposal) |
| Summary | This approach involves City of London commissioning a third party to take responsibility for managing and building up both community use and community ownership of the new centre. It would include a period of community development work to build up broad community use of the new centre, working to ensure it is used by all sections of the local population. The third party would also look to build up of local accountability / community role. |
| Pros | Responsibility passed to an experienced and locally based third party organisation Centre in 'community hands' and the potential for some strong community development work would be enhanced through this route Strong fit/sync with local provision Potential leverage of external funds |
| Cons | Less City of London control of activities and potential co-ordination of its corporate goals at one of its sites |

| | |
|-----------------------------|---|
| Other considerations | Candidates for this role (which would be delivered through a SLA / contract with COL) would ideally have at least some of the following attributes: (1) Have a good pre-existing connection to local community (e.g. a local community organisation) and/or whose role is supported by local residents. (2) Have excellent experience in successfully managing community spaces – in terms of building community-wide provision and efficiently managing finances. (3) Can bring service, provision and community activities that are wanted/needed by local residents. |
|-----------------------------|---|

| | |
|-----------------------------|---|
| Scenario 2 | Managed by COL as stand alone Centre |
| Summary | This model follows the approach used to run Golden Lanes Community Centre (GLCC), with the City of London's engagement team responsible for employing a centre manager and running the centre, ensuring a broad range of community-focused activities but also ensuring it generates enough income to cover running costs. As with GLCC, the community's role would be secured through a Residents' Advisory Board. |
| Pros | Option with the greatest familiarity to City of London as would entail following the path/approach of GLCC – and draw on its lessons/experience Would ensure that the centre would be closely aligned to City of London corporate objectives. |
| Cons | Residents may question whether the centre belongs to the community and if they have influence over what happens there. Long-term it may be less agile to meeting needs, wants, opportunities in the area that other options. |
| Other considerations | Business modelling will be different to GLCC, without the possibility of drawing on residents' the service charge. May work in combination with scenarios 3 and 4, developed after an initial period of delivering this option. |

| | |
|-------------------|--|
| Scenario 3 | Managed by COL and federated with other City of London centres |
| Summary | This approach would see City of London looking to federate the management of the new centre with an existing centre. Sharing back office, systems and management functions across two sites. Potential candidates for this include Artizan Library and Golden Lanes Community Centre. The community's role would be secured through a Residents' Advisory Board. |
| Pros | Synergies (in terms of systems, skills, knowledge and experience) as well as economies of scale savings across the two sites. Running complementary offers across the two sites. Helps also with marketing for both (more) commercial and community hire. |
| Cons | Potential to lose distinctiveness of centre to immediate community (e.g. makes it more City of London driven) Challenge in Resident Advisory group in having a meaningful influence on operations |

| | |
|-----------------------------|--|
| Other considerations | Lots of best practice available on federated/networks of community centres being efficiently run ³ . Special Purpose Vehicles are also sometimes used by authorities as a way of managing multiple community centre sites ⁴ |
|-----------------------------|--|

| | |
|-----------------------------|---|
| Scenario 4 | Establish new community structure to manage |
| Summary | To develop a community organisation to run the new Centre. Even the most ambitious timetable for this option would require City of London to manage the centre for an interim period (of minimum 2 years) while looking to put in place a new community-led legal entity, whose role will be 'tapered up' to take on the responsibility for managing the centre |
| Pros | The scenario offering most in terms of community accountability. It also, if successful in its first few years, provides the most sustainable option for achieving the desired vision for the centre. Community-led centres are more agile to the needs/wants of the community and build capacity and attract resources for the community. A community organisation had the potential to leverage in external funding. |
| Cons | Requires high level of investment in the developing individuals from the community and building a viable community structure. Comes with the potential risk that it will not succeed so we need good contingency planning. |
| Other considerations | This can be developed alongside the third party option (Scenario 1), with this organisation given the role of developing a new community structure. The Locality network has many examples of independent community organisations successfully running thriving community centres to benefit their residents (which this structure could be part of to draw on peer experiences) |

8.2 Scenarios in combination

Some of the above scenarios can also work in combination with each other – as the table below illustrates (NB – rows represented the first stage followed by the columns):

| <i>Initial stage (below rows) – then working in combination with (right columns)</i> | Third party management | Managed by COL | Managed by COL and federated | New community structure |
|--|-------------------------------|-----------------------|-------------------------------------|--|
| Third party management | | N/A | N/A | Third party organization given responsibility for nurturing and developing new community structure as part of their contract |
| Managed by COL | N/A | | Centre managed as a stand alone | COL undertake the role of |

³ <https://www.octopuscommunities.org.uk/>

⁴ <https://www.powertochange.org.uk/what-is-community-business/stories/leeds-community-spaces/>

| | | | | |
|-------------------------------------|--|--|--|---|
| | | | initially to help it build its own identity and then federated later to save costs | nurturing and developing new community structure |
| Managed by COL and federated | N/A | N/A | | Centre federated initially to save costs and share expertise but work towards a new community structure |
| New community structure | New community structure initially with third party support and fall back | New community structure initially with COL support and fall back | New community structure initially with COL/federated support and fall back | |

8.3 Potential third party providers

The table below sets out some potential candidates to play the role as third party management provider for the new centre.

| Name | Details | Link | Distance from Portsoken | Why they might fir the work |
|---|--|---|-------------------------|---|
| Toynbee Hall | Long-standing community organisation in Spitalfields providing a range of community spaces and services | https://www.toynbeehall.org.uk/ | 0.3m | Closest to the new centre with pre-existing relationships and provision to residents |
| St Luke's Community Centre | Community centre with multiple services, café, community garden and rooms for hire in Islington but right next to the City of London | www.slpt.org.uk | 1.6m | Successful and financially self sufficient cross-subsidy model (good links to funders and City firms) |
| Bromley By Bow Centre | Internationally renowned centre – which has created a new model for supporting healthy, vibrant communities – combining health and community services | https://www.bbhc.org.uk/ | 3m | Would bring innovation and long-term commitment |
| Hilda St East | Has been serving community in Tower Hamlets (close to the City of London) for well over a century, running its own community space and a range of services | http://sthildas.org.uk/ | 1m | Long standing experience |
| Oxford House | Long standing community organisation in Bethnal Green – strong cultural offer | https://www.oxfordhouse.org.uk/ | 1.3m | Long standing experience |
| Popla HARCA | Housing Association working in Tower Hamlets but running centres such as Spotlight | https://www.poplarharc.co.uk/community-centres | 2.6m | Experience of quickly building up a range of uses at new centres |
| Atlee Centre | Multi-purpose community centre in Tower Hamlets very close to the new centre | https://attleecentre.org/ | 0.4m | Long standing experience and proximity |
| Manor House Development Trust | Relatively new community organisation in Hackney, which has rapidly and successfully mobilised the use of a community space | http://www.mhdt.org.uk/ | 4.6m | Has developed a successful model, which they are scaling in other new community spaces in Ealing and Newham |
| Poplar Bangladeshi Community Project | In existence for 13 years supporting the education and social welfare of children, (recreational facilities, training, running after school activities) and Lunch Club for elderly people. | http://www.pbcp.org.uk/ | 3.2m | Would help to ensure new centre can engage the large local Bangladeshi population |

9. FINANCES

9.1 Income and expenditure

The table below presents an income and expenditure model relevant to the aforementioned different scenarios (with more detailed spreadsheets included as appendices).

| | Year 1 20/21 | Year 2 21/22 | Year 3 22/23 | Year 4 23/24 | Year 5 24/25 |
|--|-----------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Expenditure | | 3% inflationary increase | 3% inflationary increase | 3% inflationary increase | 3% inflationary increase |
| Electricity & Gas | £14,000.00 | £14,420.00 | £15,141.00 | £15,898.05 | £16,692.95 |
| Water | £3,000.00 | £3,090.00 | £3,244.50 | £3,406.73 | £3,577.06 |
| Insurance | £6,000.00 | £6,180.00 | £6,489.00 | £6,813.45 | £7,154.12 |
| Business Rates (80% reduction) | £4,800.00 | £4,944.00 | £5,191.20 | £5,450.76 | £5,723.30 |
| Building Maintenance - repairs | £6,000.00 | £6,180.00 | £6,489.00 | £6,813.45 | £7,154.12 |
| Purchase & maintenance of furniture | £2,000.00 | £2,060.00 | £2,163.00 | £2,271.15 | £2,384.71 |
| Fees and services (e.g. licenses) | £1,000.00 | £1,030.00 | £1,081.50 | £1,135.58 | £1,192.35 |
| Phone & IT maintenance costs | £4,000.00 | £2,500.00 | £2,625.00 | £2,756.25 | £2,894.06 |
| Cleaning Services | £4,000.00 | £4,120.00 | £4,326.00 | £4,542.30 | £4,769.42 |
| Cleaning Materials | £1,500.00 | £1,545.00 | £1,622.25 | £1,703.36 | £1,788.53 |
| Assistant Centre Manager x 2 at 0.7FTE (£27,000) | £21,900.00 | £22,557.00 | £23,684.85 | £24,869.09 | £26,112.55 |
| Assistant Centre Manager oncosts (15%) | £3,285.00 | £3,383.55 | £3,552.73 | £3,730.36 | £3,916.88 |
| Centre Manager Salary at 1 x FTE (£32,000) | £32,000.00 | £32,960.00 | £34,608.00 | £36,338.40 | £38,155.32 |
| Centre Manager oncosts (at 15%) | £4,800.00 | £4,944.00 | £5,191.20 | £5,450.76 | £5,723.30 |
| Accountancy services | £1,000.00 | £1,030.00 | £1,081.50 | £1,135.58 | £1,192.35 |
| Total Expenditure | £109,285.00 | £110,943.55 | £116,490.73 | £122,315.26 | £128,431.03 |
| Total Expenditure MINUS staffing | £47,300.00 | £47,099.00 | £49,453.95 | £51,926.65 | £54,522.98 |
| Income | | | | | |
| Ground Floor Main Hall | £33,667.20 | £39,715.20 | £39,715.20 | £40,320.00 | £40,320.00 |
| Event space | £37,497.60 | £41,227.20 | £41,227.20 | £41,227.20 | £62,596.80 |
| Meeting room | £21,369.60 | £21,369.60 | £33,264.00 | £33,264.00 | £49,795.20 |
| Digital lab workshop | £25,300.80 | £25,300.80 | £28,324.80 | £28,324.80 | £29,836.80 |
| 1-2-1 consultation rooms | £3,225.60 | £3,628.80 | £3,628.80 | £3,628.80 | £3,628.80 |
| Total Income | £117,835.20 | £127,612.80 | £142,531.20 | £143,136.00 | £182,548.80 |
| Annual Profit/ Loss (including staffing) | £8,550.20 | £16,669.25 | £26,040.47 | £20,820.74 | £54,117.77 |

10. STAFFING, POLICIES, PROCEDURES AND OTHER CONSIDERATIONS

This section sets out some of the practical and logistical parts of the operations including staffing, policies, procedures and performance management.

10.1 Staffing

If the opening hours of the centre are Mon - Thurs 9am - 10pm/ Friday & Sat 9 -10pm/ Sun 10am - 6pm, an equivalent of 2.4 FTE staff members will be needed to have someone there at all times. It is also necessary to consider how the centre will operate in terms of covering sickness, annual leave, and the fact that opening hours extend into evenings and weekends (and therefore staff will need to be willing to work flexible hours).

Thought will need to be given to the line management of the Centre Manager. In other organisations, a designated member of the trustee board takes responsibility for this and arranges regular supervisions (from every 2 weeks to monthly) but for Golden Lanes Community Centre the role falls to the Head of the Resident Engagement team at the City of London.

The managing organisations will need to consider what pension arrangements it will make for staff. Currently 15% of salary costs have been included in the financial modelling to cover national insurance and pension contributions.

Suggested responsibilities of staff members are outlined below:

Centre Manager – main responsibilities

General:

- Overall responsibility for the Centre – hours of work include weekdays / evenings and weekends
- Marketing and promotion of Centre space for hire and events
- Ensuring health and safety and other statutory compliance are met
- Liaising with other users / tenants of the Centre
- Delivering the business plan for the Centre

Operational:

- Opening and closing the Centre
- Managing part time staff and volunteer rotas
- Taking bookings / hires of space
- Managing finances (booking / hire income and Centre costs) including staff wages and volunteer expenses
- Developing and managing maintenance schedules

Assistance Centre Managers – main responsibilities

General:

- Management of the Centre during weekdays / evenings and weekends
- Providing holiday cover for the Centre Manager
- Supporting marketing and promotion of the Centre

Operational:

- Opening and closing the Centre
- Liaising and working with volunteers
- Taking bookings / hires of space
- Ensuring the Centre is run safely and professionally for visitors, users and hirers

10.2 Policies and Procedures

Another essential area of consideration to ensure smooth operation of the Portsoken Community Centre is the development of Policies and Procedures. Whichever organisation runs the new centre, they will need to develop a number of policies as part of their operations. NCVO have a useful online guide to the policies needed⁵.

The core policies identified are:

- A health and safety policy if you employ five or more people. An organisation of any size must conduct a health and safety risk assessment.
- Safeguarding policy for children and young people and/or vulnerable adults (if applicable)
- Privacy Policy including Data Protection and General Data Protection Regulation (GDPR)⁵
- Equality & Diversity Policy with particular regard to anti-discrimination and harassment of employees and volunteers as well as service users
- Risk management incl. assessment and mitigation
- Finance – including a financial procedures manual and a reserves policy
- Board basics – a Trustee Code of Conduct, Conflict of interest policy and Trustee Expenses policy (if the option of a new community structure is pursued).
- A room hire agreement and policy⁶.

Managing Room Bookings

Consideration will also need to be given to which system is used to manage room bookings. Many organisations simply note bookings in Microsoft Office (including Artizan Street) or use free software such as Google calendar. A key consideration here is how the organisation would like to manage room bookings for example - is there a preference for individuals to be able to book online or will bookings also be made through a member of staff).

Financial Management

The managing organisation will also need to consider whether it would like to use cloud based finance software to manage its organisational finances. Products such as Xero⁷ create useful dashboards which enable both staff and trustees to accurately track spending. Accounts will also be subject to independent examination, a simpler form of scrutiny than an audit which provides trustees, funders, beneficiaries, stakeholders and the public with an assurance that the accounts of the charity have been reviewed by an independent person. All charities with an income of more than £25,000 that opt not to have an audit must have to have an examination” (Charity Commission – link). Typically, organisations with an income of over £1M must have an audit.

IT and Internet

Wi-Fi will be installed as part of the refurbishment of the centre however thought will need to be given to the phone system the organisation would like to have in the centre

⁵ https://knowhownonprofit.org/organisation/operations/policies-and-procedures/copy_of_policies#

⁶ Locality can provide examples from other members in their network if helpful.

(landline/ mobile) and the IT equipment which will need to be purchased for centre staff. Some costs have been included in the financial modelling for the centre.

Marketing and communications

Good marketing and communications will be essential to support both community/ resident engagement and the promotion of the centre to external users. At a minimum, we recommend development of a clear website with good information on room available for hire and contact information for individuals interested in accessing activities or giving their time to support the centre. Some centres also set up donation functions. Maintaining a good mailing list is also advisable.

10.3 Performance Management

A performance framework for a community centre

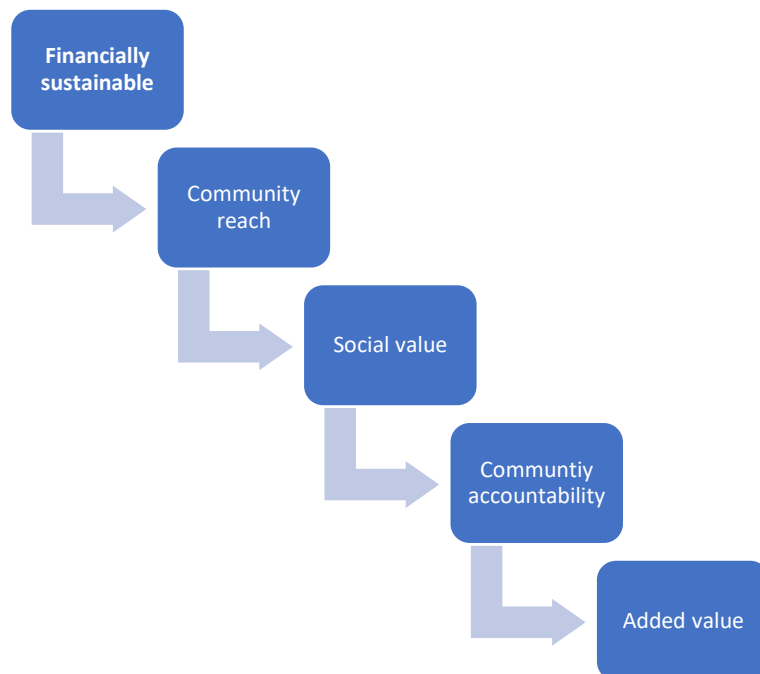
| Criteria | Proactivity measures | Measured by |
|--|---|---|
| <i>Strong links with the local community. Members of the community are able to influence its operation and decision-making processes.</i> | Is there a steering group or similar with broad local representation? | Steering group terms of reference. Notes of meetings. |
| <i>Embracing diversity, working to improve community cohesion and reduce inequalities.</i> | Is there a proactive programme to bring communities together? | Diversity monitoring. Documentation of Positive programme. Local & visitor feedback |
| <i>An animating presence</i> | Visitors and enquirers get prompt and helpful Responses. New visitors and activities are encouraged and initiated. | Local and visitor feedback |
| <i>Demonstrating good governance through open and accountable processes, with adequate monitoring, evaluation and financial management systems</i> | Establishment and improvement of relevant systems. Building a local evidence base. | Accessible user figures, transparent income and expenditure information |
| <i>Capable of sustainably, legally, and safely managing an asset and delivering services from it.</i> | Suitable health and safety, licencing and customer care measures. | Physical evidence on site, spot checks on health & safety. Evidence of an income generation approach |
| <i>Capable of demonstrating the social, economic, and environmental benefits delivered through the centre and that these link to the council's own desired outcome for the borough as expressed in the Community Plan or clearly demonstrated local need.</i> | Activities that support at least one of: empowering residents and building resilience, promoting healthier lives; increasing employment; or responding to population growth. Plus activities meeting local need. | Activities board/ diary. Local and visitor feedback Evidence of meeting local need Evidence of an income generation approach. |
| <i>Willing to offer space and support to smaller local groups</i> | Incentives for smaller groups | Activities board/ diary. Local and visitor feedback |
| <i>Demonstrate how the organisation contributes to City of London Corporate objectives</i> | The Centre contributes to one or more of: <ul style="list-style-type: none"> • Promoting co-production and sustainability • Creating a step change in volunteering • Bringing together businesses and the voluntary and community sector • Maximising the value from resources | Evidence from other headings on community involvement, collaboration Volunteering records Agreements for business involvement Occupancy rate |
| <i>Demonstrates a culture of learning, improvement and collaboration</i> | Neighbourhood level partnerships and collaboration. Peer learning with other centres | Notes and attendance records from learning and partnership events |

11. RECOMMENDATIONS

Drawing on a range of research, experience and knowledge, Locality present the following recommendations that we believe will help City of London with facilitating a successful operation at the new Portsoken Community Centre:

Vision and design principles

1. The vision for the new Centre: *to establish a thriving and financially sustainable community centre serving and driven by people living and working in the community.*
2. Within this, the design principles should focus on the following areas:



Based on understanding of community and context

3. Provision of activities should reflect the demographic profile and recognition of how this profile is expected to change – with higher number of retirees/older people
4. A range of methods needed to engage a wide variety of people, including those living alone
5. There should be strong recognition of the diversity of the local population in terms of ethnicity and religion and the centre can provide an opportunity to bring people together through different cultural/religious festivals.
6. The income inequality in the community is both a challenge and an opportunity – with scope for supporting cross-subsidy.
7. Consideration of support to help boost household income, whilst recognising that a significant proportion of this could be in-work poverty.
8. Support to activities that may help alleviate the stress caused by overcrowding.
9. Through the space, increase accessible and visible green spaces for people to enjoy and mitigate the effects of pollution/poor air quality.

10. Affordable child-based provision to support to parents and their children (e.g. after school and during holidays)
11. There is scope to build from the existing range of community activities and events already taking place in the area and build on the positive connections that are in evidence.
12. Draw on the City of London identity that some residents feel a connection to.
13. Consideration of community preferences of their focus would be useful to garner popular support and contribute to success.
14. The likelihood of a broad offer to people living and working in the area – combining different charge rates and demanding versatility / flexibility within the space.
15. The look and feel of the space will be important to ensure residents (and other users) feel it is a space for them.
16. Related to the above, there will be an initial need to encourage wide community use and experience of the space (e.g. through events), to build a strong connection between the space and the wider community.
17. Importance of offering continuity of the Green Box community offer and ensure that its users are successfully transferred to the new space.
18. Offer a better co-ordination between the space and other community providers – to provide residents with a clear understanding of the overall picture for local provision.

The offer to residents and workers should consist of:

19. Continuation of Green Box activities
20. Inter-faith activities to bring different sections of the community together
21. Training and employment routes into the City
22. Importance of joining up and communicating plethora of community activities available
23. Link to Foundations and Liveries for grants and on-going support (more possible through third party and/or community vehicle management routes)
24. ***Anchor organisation space*** – organisations (preferably third sector and delivering services to the community) who need weekly office space and meeting/consultation rooms and whom will contribute to income through rent (possibilities include City of London via Centre manager and/or engagement team; HealthWatch; City of London – Adult Education; City Connection; Dementia Care; CAB; Toynbee Hall)
25. ***Residents meetings*** – space for community groups and associations to hold meetings
26. ***Residents activities*** (culture, leisure, arts, health etc) – activities run by residents for residents.
27. ***(City) Worker activities*** (e.g. health/fitness/wellbeing) – commercial activities aimed at people working in the area – e.g. mornings, lunchtimes and after work but also relating to team exercises.
28. ***Advice, support and help groups*** – service and charitable providers offering help to disadvantaged and vulnerable residents.
29. ***Maker and managed workspace*** – for new entrepreneurs and small businesses without premises.
30. ***Public / charity / commercial meeting space*** – support meetings for City of London, charities and businesses (as overspill when their own facilities are full).
31. ***Resident and cultural events*** – to coincide with religious festivals and other key

calendar dates.

Recommended management of the centre

32. It is recommended that City of London pursue a combination of Options 1 and 4 – that is procuring a third party to develop and manage the centre, while also nurturing and facilitating the community to build up their stewardship through an independent vehicle
33. The procurement of the third party should seek to select a community-focused organisation experience in developing community spaces and preferably with existing links to the community.
34. Procurement should also focus on how the third party intends to build up provision during the period affected by Covid-19 (e.g. blending online and face-to-face community activities and delivering with social distancing)
35. Cost modelling shows strong potential for the centre to generate enough income to cover costs, however, the third party would need support investment in its role. This would be around £90k for the first year diminishing over time as income builds.
36. The management of the centre should be guided by strong policies, procedures and performance management.

APPENDICES:

- APPENDIX A – Case study examples
- APPENDIX B – Local Insight report for Portsoken Centre
- APPENDIX C – Toynbee Hall approach – third party option
- APPENDIX D – Income and Expenditure detailed modelling

APPENDIX A – CASE STUDY EXAMPLES

CASE STUDY EXAMPLES: St. Lukes – involvement of corporates/business

St Luke's Community Centre is based on Central Street in the south of Islington and first opened its doors in 1982. It runs a whole range of events and activities and is open seven day per week.

A key part of delivery of their services is the involvement of business partners and their staff. St Luke's works with twenty-four corporate partners in many different areas. The businesses vary from large multi-national firms to small local businesses. During 2018, St Luke's calculated that, if they were to engage staff to do the work their corporate volunteers do, it would cost in excess of £60,000 per year.

Corporate partners make donations which effectively pay for two members of staff, equivalent to almost five percent of the centre's turnover. Corporate volunteers help out with a vast range of activities at the Centre. They work with older members on helping them to make more use of mobile phones, tablets, pcs and ipads. They provide one-to-one support to local unemployed residents searching for work through weekly Job Club and business start-up support through the Firm Futures initiative. They take part in cookery classes for children and families and supervise the cooking which takes place regularly. As importantly, they enjoy the benefits of the classes also when they can sit with the families and taste the delicious dishes which have been put together.

Case study – transferring the management of a Centre to a third party

Management of one of the centres, the 'A12' or Bow Community Centre, has been transferred for an initial six-month period to Poplar Harca. Locality spoke to them approximately 2 months into the arrangement.

Poplar Harca already manage several of their own community spaces including the Spotlight youth centres and an innovative arts-based centre, Poplar Union. The plans for the Bow Centre include a Café which could generate sales on a commercial basis from the commuter crowd and then under a cross subsidy model, have a distinct offer, focussed on the local community, during the day. Similarly, there could be an early morning pre work yoga class offered on a commercial basis, with mid-morning classes free to local community members.



Poplar Harca vision for the Bow Centre



Poplar Harca vision: Cafe at the Bow Centre

The intention is to offer 65% of activities free at point of use (Poplar Harca will fund external groups to provide activities) balanced by commercial hire at other times. Poplar Harca are being paid a fee to manage the centre, with income going to the Council which could offset the payment. Poplar Harca expect that the income generated will not cover the costs of running the centre. For this reason, they feel that community organisations will need to have a 'reason to be there'. In other words, they can deliver part of their mission by being in the centre.

Poplar Harca have done outreach such as a programme of community events and a meeting of the tenant's association. They are keen to establish a local steering group for the Centre. They will monitor visits and the impact of activity – although are conscious of how/ whether data would be used. They may prefer a 'spot check' type occasional survey to check for example the diversity of the visitor base.

Leeds Community Spaces - multiple asset transfer to a special purpose vehicle

The Leeds Community Spaces Consortium came about as a result of a Leeds City Council consultation on 10 community centres in their portfolio. After investigation the Consortium found that the centres did not meet their strategic requirements but approached the City Council to discuss the possibility of multiple asset transfers of other community buildings. In response the City Council opened up its portfolio of 40 community buildings for consideration. As a result of business planning, financial modelling and SPV options being investigated, the original number was then narrowed down to 8 community buildings for impending multiple asset transfer to the Consortium (SPV).

The Consortium developed criteria to select assets based on their potential to offer a balance of social impact and financial security. To help refine the long list further they

used local intelligence and consultations. This involved multiple visits, discussions and meetings which was time consuming but essential.

The Consortium estimates saving for the council c£720k over the first five years after taking into account costs of premises, including insurance, health and safety, utilities and overheads such as cleaning costs, phone, ICT and events. The partners benefited from several strands of support including a grant from Power to Change which funded a full-time coordinator.

The Consortium/ SPV is now named Leeds Community Spaces and opened for business with two spaces in November 2018.

<https://twitter.com/LeedsCS/status/1058003832662302720>

<https://www.powertochange.org.uk/what-is-community-business/stories/leeds-community-spaces/>

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

CASE STUDY EXAMPLE - Octopus Communities – a federated / peer learning and network

The Octopus Community has been cited elsewhere in this report as an example of a network that links independent community Centres (or Centres) together.

There are fourteen members of the Octopus network. Their structure allows for connectivity between the multi-purpose community centres, allowing mutual investment of time, skills and expertise. Each centre retains a unique relationship with its community.

As well as peer to peer learning, Octopus describes its role as to “inspire, challenge and innovate using a collaborative approach to community development”.

Members say that, through the network:

- 85% of them have increased their potential to secure funding.

- 57% of them have diversified their services and increased the number of people using them.

- 85% of them are more able to strategically address local issues.

There is a small coordinating team whose role includes securing funding for the network to deliver themed projects such as health and wellbeing and urban growing. The core team have brought in c. £1.5m of external funding over the last seven years.

The Council provided some development funding at the start and over recent years have provided modest core funding in partial recognition of the contribution that the network makes to the Borough. This income is supplement through a management fee on external fundraising.

The Coordinator is keen to stress that the model has distinctiveness and cannot be directly replicated elsewhere. For example, she came from an enterprise background and she emphasises how an enterprising spirit has been an important feature of the network.

Octopus has been established for over 20 years having developed out of the withdrawal of Council funding from the community centres. It has 'ridden on the wave' of the various funding and regeneration programmes that have come and gone since then. An example is of using European Social Funding to train local people in the skills required to run Community Centres. There are still funding pots available to provide this kind of capacity building and training and there are many other aspects of Octopus's work that could be useful in the Tower Hamlets context.

<https://www.octopuscommunities.org.uk/>

| | |
|---|---|
| Committees: | Dates: |
| Corporate Projects Board <i>[for decision]</i> Community and Children's Services <i>[for decision]</i> Projects Sub <i>[for decision]</i> | 03 June 2020 19 June 2020 25 June 2020 |
| Subject: Tenants Electrical Services Testing and Smoke Detector Installation – Phase 5. Unique Project Identifier: 12220 | Gateway 1-4 Project Proposal & Options Appraisal Regular |
| Report of: Director of Community & Children's Services Report Author: Lochlan MacDonald | For Decision |
| PUBLIC | |

Recommendations

| | |
|--|---|
| 1. Approval track, next steps and requested decisions | <p>Project Description: To install smoke detectors and test electrical installations within tenanted dwellings across various housing estates, which remain outstanding following previous similar works or are due for renewal in the near future.</p> <p>Next Gateway: Gateway 5 - Authority to Start Works</p> <p>Next Steps:</p> <ul style="list-style-type: none"> • Contact City Procurement to undertake Procurement Exercise. • Analyse Results of Tender. <p>These works are to be funded from the housing revenue account and so are not included within the scope of the fundamental review.</p> <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That budget of £27,000 is approved for staff costs to reach the next Gateway; 2. Note the total estimated cost of the project at £387,000 (£360,000 works and £27,000 staff costs) (excluding risk); 3. That a Costed Risk Register (Appendix 2) is noted. |
|--|---|

| | 4. That Option 1 is approved – Authority to seek tenders to appoint a contractor to carry out the testing of electrical tenanted supplies and install mains powered smoke detectors within identified properties. | | | | | | | | | | | | |
|--|--|--------------------------|----------|--------------------------|----------|-------------|---|-------------------------|---------|-------|--|--|---------|
| 2. Resource requirements to reach next Gateway | <p>For recommended option 1:</p> <table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td>Staff Costs</td><td>To undertake the necessary preparatory works for a tender exercise, analyse tenders and report to Committee at Gateway 5.</td><td>Housing Revenue Account</td><td>£27,000</td></tr><tr><td>Total</td><td></td><td></td><td>£27,000</td></tr></table> <p>Costed Risk Provision requested for this Gateway: £0 (as detailed in the Risk Register – Appendix 2)</p> | Item | Reason | Funds/ Source of Funding | Cost (£) | Staff Costs | To undertake the necessary preparatory works for a tender exercise, analyse tenders and report to Committee at Gateway 5. | Housing Revenue Account | £27,000 | Total | | | £27,000 |
| Item | Reason | Funds/ Source of Funding | Cost (£) | | | | | | | | | | |
| Staff Costs | To undertake the necessary preparatory works for a tender exercise, analyse tenders and report to Committee at Gateway 5. | Housing Revenue Account | £27,000 | | | | | | | | | | |
| Total | | | £27,000 | | | | | | | | | | |
| 3. Governance arrangements | <ul style="list-style-type: none">Community and Children’s ServicesPaul Murtagh, Assistant Director, Barbican Estate and Property Services.The progress of the project will be monitored monthly at Housing Programme Board. | | | | | | | | | | | | |

Project Summary

| | |
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| 4. Context | <p>4.1 The works are required to be undertaken as quickly as possible to ensure compliance, protect the City's residents from electrical and fire risks, ensure the effective maintenance of City assets, and protect the City from possible litigation for breaches of regulation.</p> <p>4.2 The City has an obligation to periodically test the electrical installations within our tenanted properties. Furthermore, there is a departmental imperative to provide smoke alarms as part of the City's commitment to fire safety.</p> |
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| | <p>4.3 Surveys of the individual properties to determine exact work requirements in each would delay the project, add costs to the project, inconvenience tenants unnecessarily and increase the likelihood of the risks, outlined in point one of this section, becoming real.</p> <p>4.4 This method of working has been successfully implemented in two previous phases (phases 2 and 3) and has worked successfully. Committee has previously approved similar works these phases, to ensure compliancy and improve safety.</p> <p>4.5 . Access arrangements into flats, particularly with regard to the contractor providing their own adequate and essential Personal Protective Equipment, will be built into the contract, to safeguard residents and contractors.</p> <p>4.6 The works carried out on these previous phases have been used to inform the cost estimates in this report and includes taking into account the costs of the extra works which were required in those phases.</p> <p>4.7 Following tests completed in the over the last three years, we have utilised our asset management system to continue to identify properties that; either don't currently have a test completed within the last 5 years or will require a test completing within the next few months.</p> <p>4.8 We have identified approximately 300 properties that reach the above criteria and will require testing and/or smoke detector installation. These inspections, and works to address any urgently required repairs, will be undertaken by the contractor, priced against a schedule of rates submitted at tender stage, to give some certainty on costs.</p> |
| 5. Brief description of project | <p>5.1 To install smoke detectors and test electrical installations within tenanted dwellings across several of the City's housing estates and provide certification of compliance for all identified dwellings.</p> <p>5.2 To undertake immediately required urgent electrical repairs within tested dwellings to ensure that installations are safe and compliant in accordance to BS7671 and Part P of the Building Regulations.</p> <p>5.3 To use the electrical reports to inform a programme of non-essential repairs to electrical installations within tenanted dwellings and forecast future replacement dates (and costs) for the wiring, consumer units and smoke detectors.</p> |
| 6. Consequences if project not approved | <p>6.1 Failure to comply with best practice and BS 7671 and BS5839 with the risk of faulty electrical installations within flats causing harm or potential loss of life to residents, and of damage to City assets. Without completion, we are at increased risk of</p> |

| | |
|------------------------------------|---|
| | <p>prosecution from the HSE, failure of compliance when it comes to governance and lastly, increased risk of electrical fire through failure of aging systems and lack of preventative maintenance. We are also committed to improving fire safety in the form of installing smoke detectors in accordance to BS5839.</p> <p>6.2 The City failing in its duty to protect residents from potential risks.</p> <p>6.2 Reputational damage to the City due to not fulfilling its role as a responsible, reputable landlord.</p> |
| 7. SMART project objectives | <p>7.1 Almost 300 properties have been identified for testing and possible smoke detector installation to be done under this project. when completed, these will be added to our property maintenance database. This will ensure that when inspections are next due, these will be identified.</p> <p>7.2 Following completion of this phase, we will have a full understanding of the condition of the electrical installations in our properties and will be used to inform future actions and works programmes.</p> <p>7.3 All tenanted dwellings will have valid electrical certificates and this will be updated to our property maintenance database. This will ensure that when inspections are next due, these will be identified.</p> <p>7.4 By assigning the necessary resources it will be possible to ensure that the City's tenanted housing stock is compliant with current electrical regulations and safer for our residents.</p> |
| 8. Key benefits | <ul style="list-style-type: none"> • Full compliance with legislation and building regulations will be achieved. • Residents will be better protected in their homes from fire and will feel safer. • Likely reduction in expenditure on day to day repairs due to works improving current living conditions. • The City will be demonstrated as being a diligent and responsible landlord in ensuring resident safety. |
| 9. Project category | 1. Health and safety |
| 10. Project priority | A. Essential |
| 11. Notable exclusions | <p>11.1 Leasehold and freehold properties on City of London Estates – Under the terms of their agreements, leaseholders and freeholders are responsible for the condition of the electrical services within their homes.</p> <p>11.2-Tenanted properties that have already had electrical testing and mains fitted smoke alarms installation undertaken under Decent Homes works and previous phases of works.</p> |

Options Appraisal

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|--------------------------------|---|
| 12. Overview of options | <p>12.1 Option 1 – Appoint a contractor to undertake the necessary works following competitive tender.</p> <p>12.2 The works are necessary to ensure compliance residents' safety, are required to be undertaken as quickly as possible and therefore, this the only viable option.</p> |
| 13. Risk | <p>Overall project risk: Medium</p> <p>13.1 If these works are not carried out there is a very real danger of electrical faults harming City tenants and damaging City Assets.</p> <p>13.2 The City could potentially be subjected to litigation for failing to comply with legislation and failing to provide adequate and safe electrics and fire detection facilities.</p> <p>13.3 There is a risk of reputational damage to the City if these measures are not undertaken as soon as possible.</p> <p>13.4 If access is denied by residents, this could delay the project and possibly mean some properties remain untested and potentially unsafe.</p> <p>13.5 The ongoing situation with the Covid 19 virus may prevent access being sought to properties, thereby leaving some dwellings untested and potentially unsafe.</p> |

Resource Implications

| | | |
|--------------------------|---|--|
| 14. Total estimated cost | For recommended option 1 Total estimated cost (excluding risk): £387,000 Total estimated cost (including risk): £387,000. | |
| 15. Funding strategy | Is funding confirmed: | Who is providing funding: Internal - Funded wholly by City's own resource |
| | No funding confirmed | |
| | <i>Recommended option</i> | |
| | Funds/Sources of Funding | Cost (£) |
| | Housing Revenue Account | £387,000 |
| | | |
| | | |
| | | |

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| | | |
| | | |
| | Total | £387,000 |
| <p>The works are essential to ensure compliance and resident safety. Required funding is therefore completely necessary to ensure that the City do not breach regulations and demonstrate their duty of care.</p> | | |

Appendices

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

Contact

| | |
|-------------------------|---|
| Report Author | <u>Lochlan MacDonald</u> |
| Email Address | <u>Lochlan.macdonald@cityoflondon.gov.uk</u> |
| Telephone Number | <u>020 7332 3939</u> |

Options appraisal table.

Delete option numbers as appropriate

| | Option 1 |
|-----------------------------------|---|
| 1. Brief description | Appoint a contractor to undertake the systematic testing of electrical installations and smoke alarm installation within identified tenanted properties. |
| 2. Scope and exclusions | <p>Scope</p> <ul style="list-style-type: none">• All the identified tenanted properties without a current valid electrical certificate and/or without mains fitted smoke alarms. <p>Exclusions</p> <ul style="list-style-type: none">• All tenanted properties with existing valid electrical certification and mains installed smoke alarms.• All leasehold and freehold properties on City Estates |
| Project Planning | |
| 3. Programme and key dates | <ul style="list-style-type: none">• Approval of Gateway 2-4 Report: End of June 2020• Undertake and analyse tender - End July 2020• Gateway 5 Approval – Mid August 2020• Let Contract – End August 2020• Start on Site – September 2020• Finish on Site – March 2021. |
| 4. Risk implications | <p>Overall project option risk: Medium.</p> <ul style="list-style-type: none">• There are risks associated with access to properties not being granted to properties and with the current situation regarding the Covid 19 virus. Access arrangements, particularly with regard to |

| | <i>Option 1</i> |
|---------------------------------------|---|
| | <p>the contractor providing their own adequate and essential Personal Protective Equipment, will be built into the contract, to safeguard residents and contractors.</p> <ul style="list-style-type: none"> • If these works are not carried out there is a very real danger of electrical faults harming City tenants and damaging City Assets. • The City could potentially be subjected to litigation for failing to provide adequate and safe electrics and fire detection facilities. • Further information is available within the Risk Register (Appendix 2). |
| 5. Benefits | <ul style="list-style-type: none"> • This option provides a systematic, and previously successful approach in ensuring all properties are brought to standard. • There is certainty with costs as the contractor will have priced for specific items and have to keep to these. • That all listed tenanted dwellings have mains fitted smoke alarms. • All tenanted residential properties will have safe and compliant electrical services. |
| 6. Disbenefits | <ul style="list-style-type: none"> • The tender process could delay works which are urgently required. |
| 7. Stakeholders and consultees | <ul style="list-style-type: none"> • Residents, • Department of Community and Children's services staff, • Allocated Members, • Chamberlains (CLPS), • City Surveyors, • Town Clerks. |
| <i>Resource Implications</i> | |

| | <i>Option 1</i> |
|---|---|
| 8. Total estimated cost | <ol style="list-style-type: none"> 1. Total estimated cost (excluding risk): £387,000. 2. By going through a tender process, the contractor will know what they have to deliver at the given cost. 3. The current estimate is based on previous projects and has taken into account increases on those projects 4. Total estimated cost: (including risk): £387,000 5. No CRP is being requested as risks have been mitigated against. |
| 9. Funding strategy | <ul style="list-style-type: none"> • Housing Revenue Account |
| 10. Estimated capital value/return | N/A |
| 11. Ongoing revenue implications | <ol style="list-style-type: none"> 1. Any identified non-urgent repairs required within tenanted properties will have to be met from the Housing Revenue Account, either through response repairs or as a project of planned works. |
| 12. Investment appraisal | The option is costed within the department's 5 year asset management plan and the 30 year business plan for the Housing Revenue Account. |
| 13. Affordability | The works costs have been estimated and form part of the funded 5 year and 30 year Asset Management Plans. |
| 14. Procurement strategy/Route to Market | City Procurement have been consulted and have advised a client led single stage procurement process is followed (see attached PT4, appendix 3). |
| 15. Legal implications | <ul style="list-style-type: none"> • None |

| | <i>Option 1</i> |
|---|--|
| 16. Corporate property implications | <ul style="list-style-type: none"> The works will help maintain the asset. |
| 17. Traffic implications | <ul style="list-style-type: none"> These will be dealt with at a local level when works are on site and are not expected have adverse effects. |
| 18. Sustainability and energy implications | <ul style="list-style-type: none"> The testing will highlight potential problems within properties which may mean residents are currently using more electricity than is required. |
| 19. IS implications | <ul style="list-style-type: none"> None |
| 20. Equality Impact Assessment | <ul style="list-style-type: none"> An equality impact assessment will not be undertaken. A test of relevance has been undertaken and shown that a full equality impact assessment is not necessary for this option |
| 21. Data Protection Impact Assessment | <ul style="list-style-type: none"> The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be necessary. |
| 22. Recommendation | Recommended |

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Project Briefing

| Project identifier | | | |
|--|--|---|-----|
| [1a] Unique Project Identifier | TBA | [1b] Departmental Reference Number | N/A |
| [2] Core Project Name | Tenants Electrical Services Testing and Smoke Detector Installation – Phase 5. | | |
| [3] Programme Affiliation (if applicable) | Yes, follows on from phases 2, 3 and 4. | | |

| Ownership | |
|--|--|
| [4] Chief Officer has signed off on this document | Yes |
| [5] Senior Responsible Officer | Jason Hayes, Head of Major Projects |
| [6] Project Manager | Lochlan MacDonald, Asset Programme Manager |

| Description and purpose | | | | | |
|---|---|---|---|--|---|
| [7] Project Description | | | | | |
| To carry out statutory electrical testing within tenanted properties and install Mains fitted smoke alarms within dwellings where necessary. | | | | | |
| [8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)? | | | | | |
| To meet compliancy and improve resident safety. | | | | | |
| [9] What is the link to the City of London Corporate plan outcomes? | | | | | |
| [1] People are safe and feel safe. [2] People enjoy good health and wellbeing. [3] People have equal opportunities to enrich their lives and those of others and reach their full potential. [4] Communities are cohesive and have suitable housing and facilities. [9] Our spaces are secure, resilient and well-maintained. | | | | | |
| [10] What is the link to the departmental business plan objectives? | | | | | |
| Safe - People of all ages live in safe communities, our homes are safe and well maintained and our estates are protected from harm. This project helps ensure safety, and maintains our assets. | | | | | |
| [11] Note all which apply: | | | | | |
| Officer: Project developed from Officer initiation | Y | Member: Project developed from Member initiation | N | Corporate: Project developed as a large scale Corporate initiative | Y |
| Mandatory: Compliance with legislation, policy and audit | Y | Sustainability: Essential for business continuity | N | Improvement: New opportunity/ idea that leads to improvement | N |

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| |
|--|
| Project Benchmarking: |
| [12] What are the top 3 measures of success which will indicate that the project has achieved its aims? <These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>> |
| 1) That all identified properties have fully compliant electrical certification. |
| 2) That properties identified without mains fitted smoke alarms have these installed |
| 3) That non urgent electrical issues are noted to inform a future programme of rectification works. |
| [13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.) |
| All flats fully certificated and dates known for next inspection |
| [14] What is the expected delivery cost of this project (range values)[£]? |
| Lower Range estimate: £300,000 Upper Range estimate: £400,000 |
| [15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]: |
| Ongoing maintenance and response repairs, although these should decrease. Follow up project to undertake identified non-urgent repairs |
| [16] What are the expected sources of funding for this project? |
| Housing Revenue Account |
| [17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)? |
| Lower Range estimate: May 2020 – March 2021 Upper Range estimate: May 2020 – June 2021 |

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| Project Impact: |
| [18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum? |
| No |
| [19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) > |
| Chamberlains: Finance |
| Officer Name: Mark Jarvis |
| Chamberlains: Procurement |
| Officer Name: Kayleigh Rippe |
| IT |
| Officer Name: N/A |
| HR |
| Officer Name: N/A |
| Communications |
| Officer Name: N/A |
| Corporate Property |
| Officer Name: N/A |
| External |
| None |
| [20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: Please note the Client supplier departments. Who will be the Officer responsible for the designing of the project? If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery? |
| Client |
| Department: N/A |

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| | |
|--------------------------------------|-----------------|
| Supplier | Department: N/A |
| Supplier | Department: N/A |
| Project Design Manager | Department: N/A |
| Design/Delivery handover to Supplier | N/A |

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City of London: Projects Procedure Corporate Risks Register

| Project Name: | | | Tenants Electrical Services Testing and Smoke Detection | | | | | PM's overall risk rating: | | Medium | | CRP requested this gateway | | £ - | | Average unmitigated risk | | 11.6 | | Open Risks | | 7 | |
|-----------------------------|---------|-----------------------------|---|--|--|--------------------------------------|------------|----------------------------------|-------------------------------------|------------------------------|---|----------------------------|---|---------------------------------------|-----------------------------------|------------------------------|------------------|------------|-------------|---|--|---|------------|
| Unique project identifier: | | | PV12345 | | | | | Total estimated cost (exc risk): | | £ 360,000 | | Total CRP used to date | | £ - | | Average mitigated risk score | | 6.4 | | Closed Risks | | 0 | |
| General risk classification | | | | | | | | | | | | | | | | | | | | | | | |
| Risk ID | Gateway | Category | Description of the Risk | Risk Impact Description | Likelihood Classification pre-mitigation | Impact Classification pre-mitigation | Risk score | Costed Impact pre-mitigation (£) | Costed Risk Provision requested Y/N | Confidence in the estimation | Mitigating actions | Mitigation cost (£) | Likelihood Classification post-mitigation | Impact Classification post-mitigation | Costed Impact post-mitigation (£) | Post-Mitigation risk score | CRP used to date | Use of CRP | Date raised | Named Departmental Risk Manager/Coordinator | Risk owner (Named Officer or External Party) | Date closed OR/Realised & moved to Issues | Comment(s) |
| R1 | 4 | (2) Financial | That budget may not be enough to cover all works | More funding may need to be sought | Unlikely | Serious | 4 | £0.00 | N | B – Fairly Confident | The estimated cost has taken account of previous similar projects which required extra funding and has used these figures in calculating the current estimate | £0.00 | Unlikely | Serious | £0.00 | 4 | £0.00 | N/A | | Lochlan MacDonald | Lochlan MacDonald | | |
| R2 | 4 | (4) Contractual/Partnership | Contractor may go out of business during contract | A new contractor will need to be sought and appointed | Rare | Major | 4 | £0.00 | N | A – Very Confident | Financial checks will be done prior to appointment. | £0.00 | Rare | Major | £0.00 | 4 | £0.00 | N/A | | Lochlan MacDonald | Lochlan MacDonald | | |
| R3 | 4 | (5) H&S/Wellbeing | Access to some properties may not be given | The property will not be tested and may be without smoke detector | Possible | Minor | 3 | £0.00 | N | B – Fairly Confident | Contractor will follow robust access procedure. Legal enforcement by City to gain access. | £0.00 | Unlikely | Minor | £0.00 | 2 | £0.00 | N/A | | Lochlan MacDonald | Lochlan MacDonald | | |
| R4 | 4 | (6) Safeguarding | Properties are not tested/left without smoke detectors. | The risk of fire and electrocution are increased | Possible | Extreme | 24 | £0.00 | N | A – Very Confident | By undertaking these necessary works | £0.00 | Rare | Minor | £0.00 | 1 | £0.00 | N/A | | Lochlan MacDonald | Lochlan MacDonald | | |
| R5 | 4 | (1) Compliance/Regulatory | Litigation against the City for failing to meet compliance | The City losing litigation and being fined, having damaged reputation and failing in duty of care to residents | Possible | Serious | 6 | £0.00 | N | A – Very Confident | By undertaking these necessary works | £0.00 | Rare | Minor | £0.00 | 1 | £0.00 | N/A | | Lochlan MacDonald | Lochlan MacDonald | | |
| R6 | 4 | (5) H&S/Wellbeing | The Covid 19 virus may present health risks to workers seeking to undertake the works | Death or serious illness to contractors | Unlikely | Extreme | 16 | £0.00 | N | B – Fairly Confident | Works will not be undertaken until full Government advice allows. | £0.00 | Rare | Minor | £0.00 | 1 | £0.00 | | | Lochlan MacDonald | Lochlan MacDonald | | |
| R7 | 4 | (5) H&S/Wellbeing | The restrictions of social distancing may mean that contractors are prevented from entering properties to carry out tests | In creased possiblity of fire or electrical faults causing death or serious injury | Possible | Extreme | 24 | £0.00 | N | B – Fairly Confident | there is no option but to delay works until the Covid 19 situation allows. | £0.00 | Likely | Extreme | £0.00 | 32 | £0.00 | | | Lochlan MacDonald | Lochlan MacDonald | | |
| R8 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R9 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R10 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R11 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R12 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R13 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R14 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R15 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R16 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R17 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R18 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R19 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R20 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R21 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R22 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R23 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R24 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R25 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R26 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R27 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R28 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R29 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R30 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R31 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R32 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R33 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R34 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R35 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R36 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R37 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R38 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R39 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R40 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R41 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R42 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R43 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R44 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R45 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R46 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R47 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R48 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R49 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R50 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R51 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R52 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R53 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R54 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R55 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R56 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R57 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R58 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R59 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R60 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R61 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R62 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R63 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R64 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R65 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |
| R66 | | | | | | | | £0.00 | | | | £0.00 | | | | £0.00 | £0.00 | | | | | | |

| | | | | | | | | | | | | | | | | | | | | | | | |
|------|--|--|--|--|--|--|--|--------|--|--|--|--|--------|--|--|--------|--------|--|--|--|--|--|--|
| R67 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R68 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R69 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R70 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R71 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R72 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R73 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R74 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R75 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R76 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R77 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R78 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R79 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R80 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R81 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R82 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R83 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R84 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R85 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R86 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R87 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R88 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R89 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R90 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R91 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R92 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R93 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R94 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R95 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R96 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R97 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R98 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R99 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |
| R100 | | | | | | | | \$0.00 | | | | | \$0.00 | | | \$0.00 | \$0.00 | | | | | | |

City of London: Projects Procedure Corporate Risks Register

Project name: Tenants Electrical Services Testing and Smoke Detector Installation Phase 5

Unique project identifier: PV12345

Total est cost (exc risk) £360000

Corporate Risk Matrix score table

| | |
|--------------------------|--------|
| PM's overall risk rating | Medium |
| Avg risk pre-mitigation | 11.6 |
| Avg risk post-mitigation | 6.4 |
| Red risks (open) | 3 |
| Amber risks (open) | 1 |
| Green risks (open) | 3 |

| | Minor impact | Serious impact | Major impact | Extreme impact |
|----------|--------------|----------------|--------------|----------------|
| Likely | 4 | 8 | 16 | 32 |
| Possible | 3 | 6 | 12 | 24 |
| Unlikely | 2 | 4 | 8 | 16 |
| Rare | 1 | 2 | 4 | 8 |

Costed risks identified (All)

| | |
|-------|----|
| £0.00 | 0% |
| £0.00 | 0% |
| £0.00 | 0% |
| £0.00 | 0% |

Costed risk as % of total estimated cost of project

" "

Costed risk pre-mitigation (open)

" "

Costed risk post-mitigation (open)

Costed Risk Provision requested

CRP as % of total estimated cost of project

- (1) Compliance/Regulatory
- (2) Financial
- (3) Reputation
- (4) Contractual/Partnership
- (5) H&S/Wellbeing
- (6) Safeguarding
- (7) Innovation
- (8) Technology
- (9) Environmental
- (10) Physical

| Number of Open Risks | Avg Score | Costed impact | Red | Amber | Green |
|----------------------|-----------|---------------|-----|-------|-------|
| 1 | 6.0 | £0.00 | 0 | 1 | 0 |
| 1 | 4.0 | £0.00 | 0 | 0 | 1 |
| 0 | 0.0 | £0.00 | 0 | 0 | 0 |
| 1 | 4.0 | £0.00 | 0 | 0 | 1 |
| 3 | 14.3 | £0.00 | 2 | 0 | 1 |
| 1 | 24.0 | £0.00 | 1 | 0 | 0 |
| 0 | 0.0 | £0.00 | 0 | 0 | 0 |
| 0 | 0.0 | £0.00 | 0 | 0 | 0 |
| 0 | 0.0 | £0.00 | 0 | 0 | 0 |
| 0 | 0.0 | £0.00 | 0 | 0 | 0 |

| | |
|---------------|---|
| Issues (open) | 0 |
| All Issues | 0 |

| | |
|-------------|---|
| Open Issues | 0 |
| All Issues | 0 |

| Extreme | Major | Serious | Minor |
|---------|-------|---------|-------|
| 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 |

Cost to resolve all issues
(on completion)

£0.00

Total CRP used to date

£0.00

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PT4 - Committee Procurement Report

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



Introduction

| | | | |
|---|--|-----------------|------------------------------------|
| Author: | Georgia Lawrence | | |
| Project Title: | Tenants Electrical Services Testing and Smoke Detector Installation – Phase 5. | | |
| Summary of Goods or Services to be sourced To carry out compliancy testing of electrical installations within required tenanted dwellings and install mains fitted smoke alarms where required. These works cover various dwellings across various estates. | | | |
| Contract Duration: | 26 weeks | Contract Value: | £360,000 |
| Stakeholder information | | | |
| Project Lead & Contract Manager: Lochlan MacDonald | Category Manager: Georgia Lawrence | | Lead Department: DCCS - Housing |
| Other Contact | | Department | |
| Lochlan MacDonald | | DCCS - Housing | |

Specification Overview

| |
|--|
| Summary of the Specification: Test electrical installations within identified tenanted dwellings across the City's housing stock and carry out necessary urgent/emergency (Code 1) repairs. Provide a test certificate showing compliance and detailing non emergency issues. Install mains fitted smoke alarms at properties where this is required Technical and Pricing evaluation ratio 60% (Technical) / 40% (Price) |
| Is the contract likely to require financial uplifts? (Please describe what method will be used to calculate the uplift and whether this will be capped). N/A |
| Project Objectives: <ul style="list-style-type: none">To test facilities for complianceTo ensure resident safety;To preserve capital value of City Assets.To ensure facilities are decent and up to standard. |

Customer Requirements

| | | | |
|--|------------|-----------------------------------|--------------|
| Target completion date | March 2021 | Target Contract award date | August 2020. |
| Are there any time constraints which need to be taken into consideration? Properties need to have valid certificates as soon as possible for the City to reach full compliance | | | |
| Efficiencies Target with supporting information | | | |
| Tested supplies across our estates will require fewer repairs than untested properties. | | | |

City of London Initiatives

| | |
|---|--|
| How will the Project meet the City of London's Obligation to | |
| Adhere to the Corporation Social Responsibility: Yes | |
| Take into account the London Living Wage (LLW): Yes | |

| |
|---|
| Consideration for Small to Medium Enterprises (SME): |
| Yes |
| Are there TUPE/Pension liabilities that need to be considered? |
| Other: None |

Procurement Strategy Options

| |
|--|
| Option 1: Traditional – Client Led Single Stage |
| Advantages to this Option: <ul style="list-style-type: none"> Completed design to share with the Tenderers. No additional design fees required. The Supplier is aware of their requirement from the outset |
| Disadvantages to this Option: <ul style="list-style-type: none"> Supplier may not have the capability to include design elements within their structure, if additional works require it. |
| Please highlight any possible risks associated with this option: Providing a design that can be delivered may require additional works or surveys which may not be available within the programme or the budget. |

Procurement Strategy Recommendation

| |
|--|
| City Procurement team recommended option 1 |
| For the required works, this is the only real available option. The Design is a very small amount overall, but there is a lot of repetition of work on a large scale |

Procurement Route Options

Make v buy to be considered; also indicate any discarded or radical options

| |
|---|
| Option 1: Below OJEU RFQ Tender |
| Advantages to this Option: <ul style="list-style-type: none"> . Allows us to engage with the market as a whole. Allows the City to build the specification it requires and work to the timescales it requires. Allows us to engage with SME's as opposed to using a framework, which stereotypically have larger suppliers appointed to them. |
| Disadvantages to this Option: <ul style="list-style-type: none"> Will take longer to engage with the market. Tender may be seen as too much of a strain on resources for parties to participate. |
| Please highlight any possible risks associated with this option: <ul style="list-style-type: none"> No guarantee of the quality of responses returned. |
| Option 2: Appoint via a framework supplier |
| Advantages to this Option: <ul style="list-style-type: none"> Quicker engagement with the market. Pre-vetted suppliers on the framework. |
| Disadvantages to this Option: <ul style="list-style-type: none"> Less engagement with SME's Larger Suppliers will subcontract the work as opposed to having employees working directly on the project. |
| Please highlight any possible risks associated with this option: The quality of the service and works carried out could be lower than expected. |

Procurement Route Recommendation

| |
|---|
| City Procurement team recommended option |
| <ul style="list-style-type: none"> Option 1: Below OJEU RFQ Tender – The City has a robust procurement code for projects below EU threshold. This ensures that we approach the market appropriately, engaging with the market. Ensure that the Most Economically Advantageous Tender is awarded, and the Corporation is confident Value for Money has been reached. |

Price Mechanism

| |
|--|
| Option 1: Lump sum fixed price |
| Advantages to this Option: <ul style="list-style-type: none"> Once price paid for the delivery of the specification and schedule |

| |
|--|
| <ul style="list-style-type: none"> • A contractual arrangement where the fee is capped, and the supplier accepts the risk. • Gives a clear cost, which aids reporting and budget management. |
| Disadvantages to this Option: <ul style="list-style-type: none"> • The Supplier will be looking to make efficiencies in their supply chain where they can to maximise their profit. • Contract variations can be costly. • Their price may contain added on cost due to the risk. • Emergency repairs that may be required are not quantifiable under this method |
| Please highlight benefits and possible risks associated with this option relative to the specifics of the project: <ul style="list-style-type: none"> • Variations to the amount of locations and requirements, maybe amended and would cause issues when variant the contract. |
| Option 2: Fixed price - Schedule of Rates |
| Advantages to this Option: <ul style="list-style-type: none"> • This give a more granular overview on each element, identifying how much each install is for a sized property. • It allows easier calculations for variation if additional properties require work or unforeseen requests. • Variations require less administration to action. • Allows for necessary emergency works |
| Disadvantages to this Option: <ul style="list-style-type: none"> • Easier for the project team to become relied on the variations and add additional work to the contact. |
| Please highlight benefits and possible risks associated with this option relative to the specifics of the project: <ul style="list-style-type: none"> • Compliancy can set in for variation and the ease in which the contract can be amended. |

Pricing Mechanism Recommendation

| |
|--|
| City Procurement team recommended option |
| Option 2: Fixed price - schedule of rates/bill of quantities – The specification is set and the proposed works have been agreed for each property, this should not change and give us the opportunity to have a clear breakdown on spend per property and takes account of any emergency repairs required |

Form of Contract

| |
|---|
| Option 1: CoL Standard amendments to JCT |
| Advantages to this Option: <ul style="list-style-type: none"> • Commonly used form of contract with suppliers • Claims are dealt with retrospectively. |
| Disadvantages to this Option: <ul style="list-style-type: none"> • SME's may not have experience dealing with these terms. • Does not support collaborative working. |
| Please highlight benefits and possible risks associated with this option relative to the specifics of the project : <ul style="list-style-type: none"> • There is a lack of understanding of the terms that will cause delay and increased resources to solve issues. |
| Option 2: CoL Standard amendments to NEC3 |
| Advantages to this Option: <ul style="list-style-type: none"> • Pro-Active approach to delivery. • Using the spirit of mutual trust |
| Disadvantages to this Option: <ul style="list-style-type: none"> • SME's may not have experience dealing with these terms. • Terms favour the Supplier. |
| Please highlight benefits and possible risks associated with this option relative to the specifics of the project: <ul style="list-style-type: none"> • There is a lack of understanding of the terms that will cause delay and increased resources to solve issues. |
| Option 3: Other CC&S standard form |
| Advantages to this Option: <ul style="list-style-type: none"> • These are well known to the Contractors and we receive minimal objections to their usage. • The terms are designed for low value work, this is suited to the project and the delivery. |
| Disadvantages to this Option: <ul style="list-style-type: none"> • None seen at this time. |
| Please highlight benefits and possible risks associated with this option relative to the specifics of the project: <ul style="list-style-type: none"> • The Supplier may propose their own terms and conditions. |

Form of Contract Recommendation

| |
|---|
| City Procurement team recommended option |
| Option 1: JCT with amended terms. Due to the size of this project, it would be recommended in this case. |

Sign Off

| | |
|------------------------|---|
| Date of Report: | 14 May 2020 |
| Reviewed By: | |
| Department: | |
| Reviewed By: | Georgia Lawrence |
| Department: | Chamberlain's Department City Procurement |

| | |
|---|------------------------|
| Committees: | Dated: |
| Community and Children's Services – For Information Housing Management and Alms-houses Sub-Committee – For Information | 19/06/2020 |
| Subject: Windsor House Consultation | Public |
| Report of: Andrew Carter, Director of Community and Children's Services | For Information |
| Report author: Sandra Brown, Senior Communications Officer | |

Summary

This report summarises the results of consultations with residents at Windsor House from May 2019 to February 2020, which was carried out to ascertain whether the residents were in favour of regeneration on their estate.

Residents were initially offered three options:

- Option 1: Estate stays as it is, with repairs and maintenance
- Option 2: Some additional housing introduced on the estate
- Option 3: Estate regeneration.

Results from the consultations indicate that the residents were not in favour of regeneration on the estate; they preferred the estate to remain as it is with the City of London Corporation (CoLC) continuing to carry out repairs and maintenance. The consultation exercise was useful as it also highlighted many estate-wide issues for the CoLC to address. Furthermore, the CoLC has now established a clear policy for leaseholders should demolition be carried out as a result of estate regeneration. It is proposed that the findings of the report are noted, but that a further report is presented to Committee in 18 months to ascertain whether attitudes on the estate have changed.

Recommendation

The Committee is asked to note the report.

Main Report

Background

1. Windsor House was built in 1927 and consists of 104 flats, 32 of which are held on long leases. The 72 rented flats comprise 14 one-bed units, 30 two-bed, 27 three-bed and one four-bed. The building is a steel-framed construction of five storeys and has no lift access. Ground-floor flats are also accessed by a step and consequently do not have level access up to their entrance. The flats are 25% below the minimum current space standards recommended in the London Plan. Extensive repairs are required on the estate, including window replacement, which is scheduled to start in Quarter 2 of 2020/early 2021.
2. It was resolved in January 2018 to commission a feasibility study to examine the possibilities for development on the estate. Curl la Tourelle Head Architecture was appointed to carry out this study. The results of this study were reported to Members in January 2019. It was noted that a considerable increase

in the number of better-quality units could be provided. The complete regeneration of the whole estate would double the number of units with the provision of better-quality housing that met space standards and resolved mobility/access issues that currently exist, addressing our housing needs. From the Housing Needs March 2020 waiting list, a total of 19 applications were from Windsor House residents waiting to be rehoused due to: overcrowding; underoccupancy; adult children who occupied their parents' flat; and two households in need of a ground-floor property for mobility and medical reasons.

| | Total waiting list | Windsor House |
|--------|--------------------|--------------------|
| Studio | 299 | 6 (adult children) |
| 1-bed | 113 | 3 |
| 2-bed | 250 | 6 |
| 3-bed | 100 | 4 |
| 4-bed | 020 | 0 |
| Total | 782 | 19 |

Figure A: Waiting list as at March 2020

- It was resolved in January 2019 by this Committee, to appoint a communications consultant (Soundings Ltd) to engage with the residents of Windsor House to ascertain if the residents would be potentially in favour of redevelopment on the estate. The consultation also focused on other issues, such as residents' housing needs, any mobility issues, problems with the fabric of the building and their homes, and estate-wide issues such as security, access to garden and playground areas, and use of the community centre.

Estate Management Issues

- The consultation indicated that there was a strong community on the estate, with several residents having lived there for a generation. There was also an active community group set up by residents that held regular coffee sessions. It was for this reason that any proposal for regeneration would be carried out in phases, with a commitment that no resident would have to move more than once during the development of the estate. A local lettings plan was also adopted giving priority to existing tenants on the estate. During the consultations, the following estate-wide issues were raised:
 - Garden/playground access
 - Use of the Community Centre
 - Security.
- The Housing Estate Management team has been proactive in taking action to address these issues, with health and safety works being completed in the garden and playground. Residents are proud of their estate and have a strong community who want to maintain and improve the estate's high living standards. Although the consultation was primarily focused on possible redevelopment, it has also encouraged the residents to voice what they would like to see happening on their estate on a day-to-day basis, resulting in a positive reaction to resident engagement.

Consultation

6. Door-knocking exercises were carried out in May 2019 to introduce Soundings to the residents, explain their brief and to invite residents to attend the first formal consultation meeting in June 2019. The first Residents Consultation Workshop was extremely popular, with 30 residents attending. At the meeting, residents were split into groups and they articulated their concerns, and how the estate could be improved. In August the second consultation was held over three days, one of which was held on a Saturday to engage with as many residents as possible. Further consultations were held in September 2019, January 2020 and February 2020, there were six consultations with a total of 116 residents in attendance.
7. At the beginning of the consultations, three options were presented to the residents: Option 1. the estate stays as it is with repairs and maintenance; Option 2. some additional housing introduced on the estate; or Option 3. estate regeneration. By the third residential consultation, feedback received from residents indicated that they were least interested in the option for additional housing. Therefore, at the fourth residents' consultation event, two options were presented: to leave the estate as it is; or to demolish and rebuild. Throughout the consultations, Soundings were exemplary in connecting with residents and making sure their views and concerns would be duly noted by the CoLC.

Leaseholder Policy

8. There are 32 privately owned properties on the Windsor House Estate, with 16 of these being absentee leaseholders. Leaseholders were concerned about their property, if the option for full redevelopment of the estate was chosen. A policy for leaseholders was adopted by this Committee last year and has been relayed to residents as part of the previous residential consultation.
9. The policy recently agreed that leaseholders who occupy their flat as their only home could obtain a shared equity stake in a new-build flat by exchanging their existing flat at its full market value. Thus, if a leaseholder exchanged their flat which had a market value of £300,000 for a new flat worth £600,000. They would hold an equity stake of 50% but they would not pay rental on the 50% equity share held by CoLC. Upon resale, the purchase price would be split on the equity basis between the owner and the CoLC, with safeguards in place to ensure that it was at market value. This offer was not available to absentee leaseholders in accordance with our local plan; as they are not resident on the estate, the option open to a non-resident leaseholder would be compulsive purchasing only.
10. All leaseholders would be given the opportunity to sell back their flat to the City at full market value, with compensation to cover legal fees and stamp duty to enable them to purchase another property. Compensation would be calculated as a percentage of the sale price, with absentee leaseholders receiving slightly less than leaseholders whose flat was their main home.

Conclusion

11. A total of 80 feedback forms from the final consultation event were received from residents, of which 48 chose Option 1: for the estate to remain the same; and 31 chose Option 2: to demolish and rebuild. (One resident's feedback form did not state which option they preferred.)
12. It is proposed to continue consulting with the residents (without external consultants), while the scheduled programmed works are carried out, including window replacement on the estate.
13. I shall report back to Committee in 18 months' time when a decision will be made whether this project should be closed or revisited.

Appendices

- Appendix 1 – Soundings final survey results newsletter
- Appendix 2 – Windsor House Summary

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YOUR FEEDBACK ABOUT THE FUTURE OF WINDSOR HOUSE ESTATE

In January and February 2020, the City of London Corporation and Soundings carried out a final series of consultation events with Windsor House Estate residents, to understand residents' preferred option for the future of the estate. Residents were asked to fill in a survey choosing one of two options:

Option 1 - the estate stays as it is with some maintenance, or Option 2 - the estate is demolished and rebuilt.

During this consultation, the City Corporation held a residents meeting and two drop-in sessions, to provide more information about what either of these two options would mean for all tenure types. A survey was then delivered to all estate residents and non-resident leaseholders, to understand a final preference for the future of the estate.

This newsletter provides an update about the final outcomes of the survey and the next steps of the City Corporation.



Drop in information session



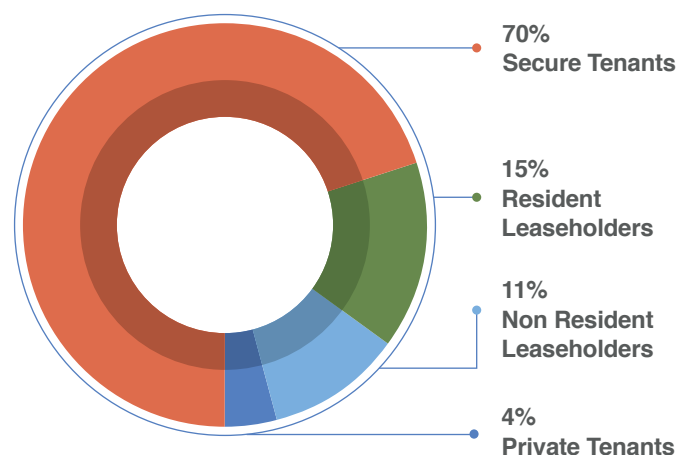
Drop in information session

WHO PARTICIPATED IN THE SURVEY

A total of 82 feedback forms were completed, in hard copy and online. Two residents left their feedback in both formats, meaning a total of 80 residents left feedback.

Residents who responded were from the following tenure types:

- 70% Secure Tenants
- 15% Resident Leaseholders
- 11% Non Resident Leaseholders
- 4% Private Tenants.





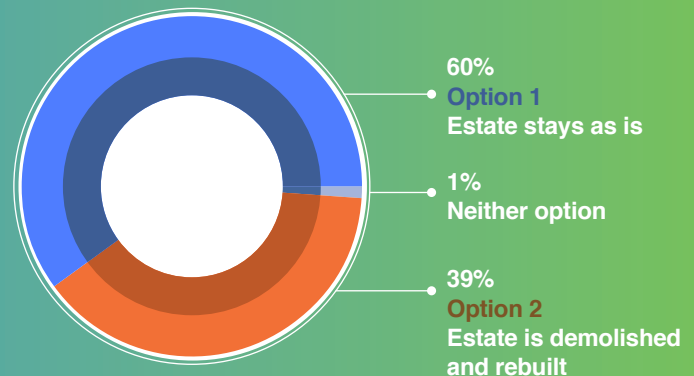
Windsor House Consultation



PREFERRED FUTURE OPTION

Out of the 80 residents that responded to the survey form, **there was a clear preference for the estate to stay as it is:**

- 60% of residents preferred Option 1 (for the estate to stay as is with maintenance)
- 39% of residents preferred Option 2 (for the estate to be demolished and rebuilt)
- 1% of residents had no preference for either option.



SUPPORT FOR EACH OPTION

Residents listed a number of reasons why they supported their preferred options. Some of these included:

Option 1 - Estate stays as is, with maintenance

- The estate is good as it is, only maintenance is needed
- The character of the building is valued
- Concerns about the impacts of construction over a longer period of time
- Concerns about the quality of any new building and flats
- Concerns about overall disruption and moving
- Concerns about loss of daylight / sunlight

If you want to see the full report, you can contact us and we can email you a copy.

Option 2 - Estate is demolished and rebuilt

- Current flats are in a bad condition, including sound proofing, mould, and frequent flooding
- Current flats are small and have bad layouts
- The building is in a bad condition and will not last for much longer, even with maintenance
- Desire to have modern flats to live in
- Desire to live in a building with lifts, security doors, CCTV and better quality facilities
- Considerations about the future generations

WHAT HAPPENS NOW?

As discussed during the consultation, the City Corporation will now take these findings to the Community and Children's Services Committee, recommending that no further action regarding demolition and regeneration is taken at this point.

This Committee is a City Corporation decision-making body, that manages over 2000 properties and makes specific decisions regarding them.

A Committee meeting is scheduled to take place at the end of April, after which we will circulate a newsletter letting all residents know what decision has been made.

Please note that there is potential for this to be delayed due to the current situation with COVID-19. However, we would like to reassure residents that the results of this consultation process will remain valid and the recommendation to the Committee to not pursue any plans for demolition and regeneration at Windsor House Estate at this point will not change.

In the meantime, the plans for window upgrade and playground garden upgrade will continue, and you will be updated on these separately.



Windsor House Summary

New Developments and Special Projects Communications team, working with Soundings (<https://soundingsoffice.com/#Home>)

Consultations: -

- **Wednesday 15 May 2019 & Thursday 16 May 2019**

47 residents – Engagement made- Door knocking sessions.
No feedback forms to complete in these sessions.

Consultation with the residents of Windsor House commenced in May 2019 with two door knocking events. The events were held on the 15 May at 10.00am-12.00 noon and 4.00pm-6.00pm, then again on the 16 May at the same times. Contact was made with 47 residents across the two day sessions, full conversations were held with 26 of the residents, the remaining residents declined to engage in a conversation on the day, but requested a convenient call back telephone time by phone or just wanted to be kept up to date via the newsletter. The aim of this exercise was to engage with residents and hear their views on the future of the estate and discuss options with them.

- **Friday 7 June 2019**

Nine residents attended – non-formal coffee session.
No feedback forms to complete in this session.

The City of London Corporation and Soundings attended a weekly 'coffee session', that was held at a resident's home, where a group of Columbian ladies attend together. One of the residents in the group was able to translate on our behalf, to ensure that our message regarding the future of the estate was clear. Attending the session was to find out from the ladies what they would like to see happen on the estate and explaining to them the options that were being looked at. A



total of nine residents were present at the 'coffee session'.

- **Wednesday 19 June 2019**

30 residents attended.

This was a group session, no feedback forms to complete.

The first consultation workshop took place on the 19 June 2019 and was held at the Windsor House Community Centre from 6.30pm-8.00pm. Residents who attended were of mixed tenure, tenants and leaseholders along with non-resident Leaseholders. The non-resident leaseholders were concerned about the implications to their property should the estate be redeveloped. We listed the pros and cons of redeveloping the estate. Residents gave their thoughts on redeveloping and reasons why they did not want the estate to be redeveloped. During this session Residents and non-resident leaseholders were split into groups with a City of London/Soundings representative and discussed, what they perceived to be, the positive and negative aspects of the proposal.

- **Saturday 17 August & Wednesday 21 August 2019, Wednesday 11 September 2019**

43 residents in total attended August & September Consultations.
24 Feedback forms received.

The second consultations took the form of two open days, one held on the Saturday 17 August from 10am-2pm and an extra date added Wednesday 21 August at 10am-12noon and 6pm-8pm. Display boards showing the proposals were on show for the residents.

Residents who attended these sessions in August were able to see the options that were available. Many who attended noted that their least favoured option was to build an infill of 30 plus flats. Their comments noted that they would prefer redevelopment to an infill option, this was because the infill, which would have been one bed units would only benefit residents with mobility needs or those needing to downsize from a larger property to a smaller property, the infill would not benefit all residents who were in need of housing. A separate group of residents noted they did not want redevelopment on the estate because of the noise/disruption/being too old.



Some residents advised they just wanted repairs and maintenance to be carried out to the estate to bring it up to a decent standard.

Third consultation with residents was held on 11 September 2019. This consultation open day was held for residents who were not able to attend the previous two consultation open days. As previously, display boards were on show for the residents. Again, residents presented mixed views on the future of the estate. While some noted that they were supportive of redevelopment, others wanted the estate to remain the same. However, all residents who attended were keen to see lifts in the blocks, progression with maintenance such as new windows and cleaner stairwells.

Out of the three options that were presented to the residents, Infill, redevelopment of the whole estate or no development on the estate with ongoing maintenance, the infill option was shown to be the least popular. The other two options, leaving the estate as it is with just the repairs to do or demolish and rebuild the estate, were more popular with the residents, however there was not a clear indication as to which option was the preferred of the two.

- **Thursday 30 January 2020**

Attended by 24 residents

Fourth consultation for the residents, held on Thursday from 6.30pm - 8pm, took the form of a presentation with display boards for the residents. This presentation focused on the two most preferred options, the first option to keep the estate as it is with just the scheduled repairs and maintenance and the second option for the estate to be demolished and redeveloped. The display boards also had a section explaining that the third option of infill was no longer being considered as it was the least popular with residents, hence focusing on two options. The residents who attended were informed that a new leaseholder policy had been agreed with officers at the City of London Corporation, this was shown at the presentation; a copy of that presentation was sent to all residents, which outlined the terms that has been approved for leaseholders. Following the session, residents were encouraged to complete a feedback form noting their preferred option and their reasons why. Residents were informed on the evening that if their decision was for the redevelopment of the estate, this



would be carried out in phases to be in line with the agreed 'one move' policy proposed by the team.

- **Saturday 1 February 2020**

Attended by 5 residents

Fifth consultation for the residents held on the Saturday from 11am-2pm with display boards on show only. Mixed opinions were given by some residents, some wanted the estate to remain the same stating to use the money to invest in refurbishing the estate, to bring the building up-to a decent standard, others stated that they would like to see the blocks demolished and rebuilt. All the residents who attended this session were encouraged to complete a feedback form.

- **Tuesday 4 February 2020**

Attended by 14 residents

The sixth consultation for the residents held on Tuesday from 6.30pm - 8pm, with display boards on show. A mix of leaseholders and tenants attended, most of the tenants that attended were keen for the redevelopment option stating their reasons why they would want this option to go ahead. Some reasons given were better insulation addressing the current damp and condensation issues, having lift access, bigger bedrooms. A selection of leaseholders was unsure which option they would like to see happen. As leaseholders they were also keen to know how any proposal would affect them if they currently wanted to sell their property. How redeveloping the estate would affect their rights as a leaseholder, either one who lives on the estate or those who are absent, that is live away.

The sessions held on 30 January 2020; 1 February and 4 February 2020 presented two options, for the future of the Windsor House Estate. Option one being for the estate to remain undeveloped but with ongoing maintenance, or option two, for the estate to be demolished and redeveloped. Residents were encouraged to give a clear indication on which option they were more in favour of.

All the residents that attended the sessions were encouraged to complete a feedback form. Prior to the sessions a feedback form was also delivered to all residents (tenants, leaseholders and leaseholders that lived away) all forms



were to be returned by the 5 February 2020 this date was then extended to the 14 February 2020 in order to reach out to as many residents as possible.

Communication to the residents were in the form of the following: -
Newsletters hand delivered, emailed, posted and advertised on noticeboards.

- 1st newsletter sent to residents in May 2019
- 2nd newsletter sent to residents in July 2019
- 3rd newsletter sent in October 2019
- Workshop summary newsletter sent to residents in June 2019
- Open day summary newsletter sent to residents in September 2019

Political Engagement

- A meeting was held with Councillor Carole Williams on Tuesday 21 May 2019 at Hackney Town Hall. Cllr Williams was interested to hear about the consultations that were scheduled for Windsor House residents and the proposals of potential redevelopment/additional housing or improvements and wished to be kept updated on the progress.

Hackney Council Meeting

- A meeting was held at Hackney Council on 28 August 2019 with their Project Manager – Neil Cleary. The discussion was on where we were currently at with Windsor House :- what our next steps would be with the residents, Hackney's nomination rights (100% nomination rights on newbuilds), leaseholders living away from the estate - what is Hackneys policy on this – Hackney CPO (Compulsory Purchase Order) leaseholder residents that do not reside on the estates, leaseholders that do live on the estates would be offered a share in the new property to the value of their old property and pay no rent on the rental part of the property but would pay the new service charge.

Feedback from consultations with residents: -

- Block c (Flats 67-104) more affected to problems on the estate e.g. anti-social behaviour as mentioned by residents.
- Residents are keen to know more about potential regeneration.



- Some residents mentioned that they currently receive a lot of natural light in their flats and if any regeneration, they would want to retain that.
- Some residents were happy with the way the estate was but could do with better maintenance.
- Residents wanted to know what would be the maximum height of the building if adding an additional building in the area where the community centre is, or if you redevelop the whole estate?
- If redevelopment of estate, would I be able to move elsewhere if I didn't want to be rehoused on the same estate?
- Will the windows replacement go ahead regardless of which option we approve of?
- Will the rents be higher than what we are already paying if the estate is redeveloped?
- How many flats are you going to build if you redevelop the estate?
- Why would you still go ahead with putting new windows in, if you decide to go down the route to demolish the flats?
- Would like to see proposals before deciding which option to go for.
- Residents were happy to be consulted with and pleased to hear that no official plans have already been approved.
- Residents are keen for improvements to be made on the estate, e.g. window replacement being the main issue.
- Some residents felt that Windsor House had been neglected for a long time.
- Some residents stated not to redevelop, leave the estate as it is, use the money to make the improvements to the estate, new windows, new waste pipes, redecorations in the stairwell and upkeep of



cleaning.

- Some residents wanted to see the estate redeveloped with lifts, bigger rooms, cleaner stairwells, better garden and play area for all the residents to use, currently not able to access the garden and play area.
- Some residents would like the estate to be redeveloped but not sure they will be able to live surrounded by building works.

Results from feedback forms

- 80 residents feedback forms were received.
- 48 residents (60%) preferred Option 1 for the estate to stay as it is with maintenance, there were 29 Secure Tenants, Three Private Tenants, Eight Resident Leaseholders and Eight Non Resident Leaseholders.
- 31 residents (39%) preferred Option 2 for the estate to be demolished and rebuilt they were 26 Secure Tenants, Four Resident Leaseholders and One Non Resident Leaseholder.
- One resident a Secure tenant (1%) had no preference for either.

The results of the survey were released in the March 2020 newsletter which was distributed to all the residents on the estate and leaseholders living away from the estate, the newsletter was also emailed to residents.

Next steps :-

To go to Committee for decision to continue to engage with residents while the scheduled programmed works and window replacement are carried out, then reporting back to Committee in 18 months' time for a decision to be made on whether the project should be closed or revisited.

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