



Community & Children's Services Committee

Date: MONDAY, 11 MARCH 2024
Time: 2.00 pm
Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

Members:

Ruby Sayed (Chair)	Caroline Haines
Helen Fentimen (Deputy Chair)	Laura Jørgensen (Co-optee)
Joanna Tufuo Abeyie	Florence Keelson-Anfu
Deputy John Absalom	Alderman Alastair King DL
Munsur Ali	Alderman Christopher Makin
Shahnan Bakth	Benjamin Murphy
Jamel Banda	Henrika Priest
Matthew Bell	Deputy Nighat Qureishi
Ian Bishop-Laggett	Beverley Ryan (Co-optee)
Anne Corbett	Naresh Hari Sonpar
Aaron D'Souza	James St John Davis
Mary Durcan	Ceri Wilkins
Deputy John Fletcher	Philip Woodhouse
Deputy Marianne Fredericks	
Steve Goodman OBE	
John Griffiths	

Enquiries: julie.mayer@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe all virtual public meetings of the City of London Corporation by following the below link:

<https://www.youtube.com/@CityofLondonCorporation/streams>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA
Part 1 - Public Reports

1. **APOLOGIES**

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

3. **MINUTES**

To approve the public minutes and non-public summary of the meeting held on 25th January 2024.

For Decision
(Pages 7 - 16)

4. **OUTSTANDING ACTIONS**

Members are asked to note the Committee's actions list.

For Information
(Pages 17 - 18)

5. **HOMELESSNESS AND ROUGH SLEEPING SUB COMMITTEE'S TERMS OF REFERENCE**

Report of the Town Clerk.

For Decision
(Pages 19 - 26)

6. **DRAFT HIGH LEVEL BUSINESS PLAN 2023/24**

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

For Decision
(Pages 27 - 42)

7. **CITY OF LONDON ANTI-SOCIAL BEHAVIOUR POLICY**

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

For Decision
(Pages 43 - 66)

8. **FINANCIAL SUPPORT WITH MAJOR WORKS (LONG LEASEHOLDERS)**

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

For Discussion
(Pages 67 - 88)

9. **COMMUNITY & CHILDREN'S SERVICES (NON-HOUSING) REVENUE OUTTURN FORECAST AS AT QUARTER 3 2023/24**

Report of the Chamberlain and the Executive Director, Community and Children's Services,

For Discussion
(Pages 89 - 92)

10. **HOUSING STRATEGY UPDATE**

Report of the Executive Director, Community and Children's Services and a presentation from the Housing Consultant.

For Discussion
(Pages 93 - 108)

11. **COMMISSIONING UPDATE**

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

For Discussion
(Pages 109 - 114)

12. **UPDATES FROM THE ALLOCATED MEMBERS, PORTFOLIO HOLDERS AND SUB COMMITTEE CHAIRS**

Minutes from the various sub committee can be found at the following link :
<https://democracy.cityoflondon.gov.uk/mgListCommittees.aspx?bcr=1>

For Discussion

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

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

15. **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

16. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on 25th January 2024.

For Decision
(Pages 115 - 118)

17. **OUTSTANDING ACTIONS**

Members are asked to note the Committee's non-public actions list.

For Information
(Pages 119 - 120)

18. **COMMISSIONING UPDATE - NON-PUBLIC APPENDICES**

For Information
(Pages 121 - 132)

19. **CITY OF LONDON CHILDREN'S CENTRE SERVICES - REVIEW**

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

For Decision
(Pages 133 - 166)

20. **SUMNER BUILDINGS AND AVONDALE SQUARE ESTATE**

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

For Decision
(Pages 167 - 184)

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

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

This page is intentionally left blank

COMMUNITY & CHILDREN'S SERVICES COMMITTEE

Thursday, 25 January 2024

Minutes of the meeting held at Guildhall at 2.00 pm

Present

Members:

Ruby Sayed (Chair)	John Griffiths
Helen Fentimen (Deputy Chair)	Alderman Christopher Makin
Munsur Ali	Benjamin Murphy
Matthew Bell	Beverley Ryan
Anne Corbett	Naresh Hari Sonpar
Mary Durcan	Ceri Wilkins
Deputy John Fletcher	
Deputy Marianne Fredericks	
Steve Goodman OBE	

In Attendance:

Jim Gamble – Independent Chair, City and Hackney Safeguarding Children Partnership
Rory McCullum – Senior Professional Advisor, City and Hackney Safeguarding Children Partnership
Eamonn Mulally – Chair of the Homelessness and Rough Sleeping Sub Committee

Officers:

Judith Finlay	- Executive Director, Community & Children's Services
Dr Sandra Husbands	- Director of Public Health, City & Hackney
Chris Lovitt	- Deputy Director of Public Health, City & Hackney
Polly Dunn	- Assistant Town Clerk
Mark Jarvis	- Chamberlains
Andrew Cusack	- Comptroller & City Solicitors
Deborah Bell	- Community & Children's Services Department
Simon Cribbens	- Community & Children's Services Department
Chris Pelham	- Community & Children's Services
Jason Hayes	- Community and Children's Services Department
Julie Mayer	- Town Clerk's Department
Chandni Tanna	- Town Clerk's Department

The Chair welcomed Beverley Ryan, Chair of Governors of the Aldgate School, to her first meeting of the Committee and Jim Gamble, the Independent Chair of the City and Hackney Safeguarding Children Partnership, who would be presenting the Partnership's Annual Report at agenda item 5.

1. APOLOGIES

Apologies were received from Joanne Abeyie*, Jamel Banda*, Ian Bishop Legatt, Florence Keelson-Anfu, Alderman Alastair King and Caroline Haines.

*Members joined remotely.

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

Ceri Wilkinson, who is a City of London Corporation resident, declared that she might have an engaged disclosable pecuniary interest in respect of some the items on today's agenda would therefore refrain from speaking or voting, should this arise.

3. **MINUTES**

RESOLVED, that – the public minutes and non-public summary of the meeting held on 13th December 2023 be approved as a correct record, subject to the following amendments:

a) *'Bridge to the City'* is an initiative of the Chair of the Community and Children's Services Committee and not the Lord Mayor.

b) Deputy Director of Public Health, Chris Lovitt, was present at this meeting.

Matters arising

- The report on Safe Havens had been approved by the Resource Allocation Sub Committee the previous day. There had been further discussions about security implications at some of the sites and agreed that, initially, they would include Guildhall and the public libraries. Whilst the scheme has been framed withing the Violence Against Women and Girls Policy, as they are more likely to be under threat, a 'safe haven' is open to all those who might be a victim.
- The report on the Anti-Social Behaviour Policy will be brought back to this committee in March before progressing it to the Police Authority Board and the Policy and Resources Committee.
- The Assistant Director, Commissioning and Partnerships, agreed to follow up on the decision in respect of Community Centre Finance being taken before the end of the financial year.

4. **ACTION TRACKER**

The Committee received the Actions Tracker and noted the following updates:

a) The HRA Housing Consultancy Group, similar to the Barbican Residents Consultation Committee (RCC) is a recommendation in the Housing Governance Review, which appeared later on this agenda. Members noted that the preparatory work had been done; Members (of the Housing Management and Almshouses Sub Committee) would be considering the proposal at their next meeting and could refer it back to the Grand Committee if necessary.

b) The Crescent House windows replacement project had slipped slightly but the Design Team had met earlier in the day and the tender stage was

imminent. The scope of works for the project had been finalised, together with the programme for the S20 consultations. Some of the blocks were ready to submit their Listed Building Consent applications and key milestones would be communicated to residents and Members. Members noted that regular Resident Liaison Group (RLG) meetings were taking place, with the Project Manager in attendance.

- c) Members would receive the Departmental Business Plan for consideration in March 2024. There had been an informal meeting on the Business Plan at the end of 2022 but it was put on hold to ensure alignment with the Corporate Plan and the 5 Year Strategic Plan. In the interest of good governance, the Chair suggested that business plans should be reviewed annually.
- d) There had been an options appraisal undertaken in respect of the Sports Strategy, including future options for the Golden Lane Leisure Centre. The Assistant Director advised that these options would be reviewed by senior officers prior to engaging Members in discussion, so that recommendations can be put to the appropriate Committees later this year. Members expressed concern at the condition of the Golden Lane Leisure Centre and its implications on the City Corporation's reputation. Officers explained that the provider has a responsibility for the interior condition, under the Lease, but their contract is only short term and therefore there is no incentive to invest. Wider refurbishment is the responsibility of the Corporation. Future funding for any refurbishment or options arising from the Sports Strategy would be the subject of a Member decision. The Chair asked for the Golden Lane Leisure Centre to be kept on the Committee's actions list for further updates.

5. THE CITY & HACKNEY SAFEGUARDING CHILDREN PARTNERSHIP (CHSCP) ANNUAL REPORT 2022/23

The Committee received the Annual Report of the Independent Chair of the City & Hackney Safeguarding Children Partnership for 2022/23, which sets out examples of the evidence, impact, assurance and learning of the statutory safeguarding arrangements in the City of London and the London Borough of Hackney.

The Independent Chair opened the presentation on the Annual Report by commending Chris Pelham, Assistant Director (People) for his role in the success of the partnership over a number of years. The Chair felt strongly that the strength of the partnership comes from its independent scrutiny. However, under new legislation, this would be replaced with one of the statutory partners; ie the Local Authority, Health or Police Authority. Whilst this might appear to be adequate on the surface, the Independent Chair expressed concern in that it might lead to an imbalance in the partnership. Members noted that the partnership had objected to the proposal in the 'Working Together' consultation, which comes into effect in December 2024. The Independent Chair suggested that the 'Child Q' report, for example, might never have come to light had it been left to the statutory agency. A Member also commented on the poor public perception of Police and Health services over the past few years.

The Chair thanked the Independent Chair, noting that 'Working Together' is statutory guidance only and the City of London Corporation is not obliged to adopt it entirely. The Executive Director advised that the legislative change would be presented to Members for decision and endorsed the value of the Independent Chair. The Chair suggested a briefing ahead of the Committee Meeting which takes a decision on this matter.

RESOLVED, that – the report be noted.

6. ANNUAL REVIEW OF THE COMMITTEE'S TERMS OF REFERENCE

The Committee received a report of the Town Clerk in respect of the Annual Review of the Committee's Terms of Reference. The Chair agreed to take this report together with agenda item 9, the Housing Governance Review. The Chair welcomed a clear and concise report and thanked officers for the work that had gone into the Housing Governance Review.

The Assistant Town Clerk took Members through the general 'housekeeping' amendments, noting that they could be implemented notwithstanding the Governance Review later on this agenda, which recommends no substantive changes at this time. Members noted that the Housing Governance Review had been approved by the Barbican Residential Committee (BRC) earlier in the week and would be presented to the Housing Management and Almshouses Sub Committee the following week. Members were also asked to note that, whilst the existing Terms of Reference would ensure that the Committee discharges its statutory and strategic responsibilities, the relevant Committees would have detailed workplans to give Members assurance at a more granular level.

The establishment of a Housing Revenue Account (HRA) Consultative Group (similar to the Barbican Residents Consultation Committee) would be subject to a further report in terms of its composition, terms of reference and resourcing. The recommendations in the report included a request to delegate authority, in respect of the finalising of the Housing Governance Report, to the Town Clerk, in consultation with the Chair and Deputy Chair of the Community and Children's Services and Barbican Residential Committees. This would allow for the inclusion of any comments from the the Housing Management and Almshouses Committee (HMASC) which is due to meet at the end of this month.

A Member suggested that the Chair of the Grand Committee should not also be Chair the HMASC. The Chair (of the Grand Committee) explained that this had been an interim measure, pending wider consideration of the Governance Review. The Assistant Town Clerk reminded Members that, under Standing Order 27.2, Sub Committees are to be chaired by the Chair of the relevant Grand Committee, or their nominees, but this must be with the will of the Grand Committee. Members noted that the Grand Committee appoints to its Sub Committees at the first meeting of the Civic Year, following the Annual Meeting of the Court of Common Council, and they also reserve the right to raise any issues when the Court papers are issued.

Members noted that a new Assistant Director for HRA properties would be recruited shortly, to deliver the Housing Strategy, and the Executive Director confirmed the focus on customer care and contract performance. Members also welcomed the separation of the roles of the Assistant Directors for the Barbican and HRA properties. The Interim Assistant Director advised that she had approached two companies in respect of facilitating the Asset Maintenance Programme.

RESOLVED, that:

1. The necessary 'housekeeping' updates to the Committee's Terms of Reference, as set out in Appendix 1 to the report, be approved: ie
 - Appointment of Governors to the Aldgate School to be the responsibility of the Education Board, to bring this in line with other School Governor appointments.
 - The removal of the term '*social services*' as it is captured throughout the Terms of Reference.
 - The necessary amendments following the governance changes concerning the form Combined Education Charity.
2. Any further necessary changes arising from the Housing Governance Review be delegated to the Town Clerk, in consultation with the Chair and Deputy Chair of the Housing Management and Almshouses Sub Committee.

7. **DEPARTMENTAL BUDGET ESTIMATES COMMUNITY AND CHILDREN'S SERVICES - EXCLUDING HOUSING REVENUE ACCOUNT (HRA)**

The Committee received a report of the Executive Director, Community and Children's Services and the Chamberlain, which presented the budget estimates for the Department of Community & Children's Services for 2024/25, for subsequent submission to Finance Committee.

During the discussion the following points were noted:

- a) Members noted a correction whereby the Assessment Centre for Rough Sleepers and High Support Hostel, which is marked as '*Public Health*', should have '*Social Care*' as the correct service description.
- b) The movement between the original and 23/24 budget mainly reflects the pay award and some transformational funding. The local risk budget does not include overheads, which will change.
- c) A Member asked for use of the term '*manpower*' to cease.
- d) The Cyclical Works Programme does not currently have an allocation for 2024/25 but this will increase once it has been approved by the Resource Allocation Sub Committee. The Chair asked if the Committee could be notified when the report is published.

- e) There are pressures in respect of high cost placements but the City's relatively small number of service users makes it difficult to profile demand. However, these are under constant review, led by case assessments and prevention measures aim to reduce the need for services. The Executive Director confirmed that the Department remains vigilant of savings opportunities and grant maximisation to offset pressures in local risk budgets.

RESOLVED, that:

1. The Community and Children's Services Department's (excluding HRA) proposed revenue budget for 2024/25 be recommended for submission to the Finance Committee.
 2. The Community and Children's Services Department's (excluding HRA) proposed capital and supplementary revenue projects budgets for 2024/25 be recommended for submission to the Finance Committee.
 3. The Chamberlain, in consultation with the Executive Director of Community and Children's, be authorised to revise these budgets, to allow for any further implications arising from Corporate Projects and changes to the Cyclical Works Programme.
 4. Any minor amendments for the 2023/24 and 2024/25 budgets arising during the corporate budget setting period be delegated to the Chamberlain.
8. **HOUSING REVENUE ACCOUNT (HRA) AND CAPITAL BUDGETS 2024/25**
The Committee received a report of the Executive Director, Community and Children's Services and the Chamberlain, which presented the annual submission of the revenue and capital budgets overseen by the Community and Children's Services Committee.

RESOLVED, that:

1. The provisional 2024/25 revenue budget be recommended for submission to the Finance Committee.
 2. The draft capital budget be approved.
 3. The Chamberlain be authorised to revise these budgets to allow for further implications arising from departmental reorganisations and other reviews.
9. **HOUSING GOVERNANCE ARRANGEMENTS**
The Committee received a report on Housing Governance Arrangements and how they should be provided in the future. The Chair had asked for this item to be considered in conjunction with agenda item 6, the Annual Review of the Committee's Terms of Reference.

RESOLVED, that:

1. There be no immediate change to the current governance arrangements because of the dedicated focus on improving operational performance with new management arrangements for the Barbican Residential Estate and the HRA.
 2. Authority be delegated to the Town Clerk, in consultation with the Chair and Deputy Chair of the Community and Children's Services Committee, to consider any changes to the Terms of Reference arising from the discussion.
 3. Consideration should be given to options for the establishment of a separate forum for HRA residents, including proposals for a body comparable to the Barbican Residential Consultative Committee.
 4. It be noted that Terms of Reference are routinely reviewed on an annual basis, and that there should be a further, more comprehensive ,review of housing governance arrangements in two years' time, on the understanding that the dedicated focus on both the Barbican Residential Estate and HRA should have delivered significant improvements to performance and the customer experience.
10. **UPDATES FROM SUB COMMITTEE CHAIRS, ALLOCATED MEMBERS AND PORTFOLIO HOLDERS**

Members noted the following updates:

Issues on Middlesex Street were ongoing and being progressed by the Housing Services Manager.

The Deputy Chair of Community and Children's Services (CCS) reported on the City and Hackey Sub Committee (of the North East London Integrated Care Board), which is finding its place in terms of local and neighbourhood focus. At the last meeting, there was a detailed discussion about performance and outcomes, in terms of honing them to be City and Hackney specific. The Chief Executive of Homerton Hospital is leaving in the Spring of 2024 and the Deputy Chair will be on the Interview Panel in February. Chris Kennedy, a Member at the London Borough of Hackney and Co-Chair of the Sub Committee, together with the Deputy Chair of CCS, will be the City and Hackney's representative at the formal Health and Care meetings.

The Golden Lane windows programme was progressing well and two Resident Liaison Groups (RLG) had been set up, together with an estate wide group. They had been generally well received but there was some negative feedback about the communications reach. The Property Services Officer was commended for their assistance with a leak at Bowater House, which had been outstanding for a while.

Carers had been very pleased at their raised profile, arising from the new Strategy and last month's meeting and thanked Hannah Dobbin for her hard work. The Tower Hamlet's Carers Centre office support carers in the City is leaving their role. It was noted that they had done some excellent outreach work and they were greatly valued by the local Community. Members noted that the officer - Farzana Khanom - had received a well-deserved 'Freedom of the City'. The Chair gave assurance of the Corporation's commitment to this level of ongoing focus and support.

There had not been a meeting of the **Safeguarding Sub Committee** since the last meeting of the Committee and the next meeting would be in April 2024. The next meeting of the **Housing Management and Almshouses Sub Committee** would be on 30th January 2024. The Chair advised that, at this meeting, Members would be asked to consider a reset for social and affordable housing, given that the targets were set a number of years ago and are no longer relevant. The Chair felt that this would be timely in terms of the Housing Governance Review.

There would be a 'soft go-live' for the **Homelessness and Rough Sleeping Assessment Centre** after its completion in February 2024. The Severe Weather Emergency Plan (SWEP) been activated between 8th and 20th January and had accommodated 1,200 homeless clients across Greater London, with 40 in the City (33 being in the highest need category). There had been 569 offers made by the Outreach Team and the next meeting of the Sub Committee would be looking at this data in terms of service planning in future years.

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

There were no questions.

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

The Chair had submitted a request for business rates relief for Early Years Nursery provision in the City, which is due to be considered by the Resource Allocation and Court of Common Council as part of the Annual Budget setting for 2024/25 and asked for Members' support.

13. **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.

Item No (s)

14-21

Paragraph No (s)

1,2 & 3

14. **NON-PUBLIC MINUTES**

RESOLVED, that – the non-public minutes of the meeting held on 13th December 2023 be approved.

15. **ACTION TRACKER**
The Committee received the non-public actions tracker.
16. **FURTHER CORPORATE CHARITIES REVIEW RECOMMENDATIONS – THE CITY OF LONDON CORPORATION COMBINED RELIEF OF POVERTY CHARITY (1073660)**
The Committee considered and approved a report of the Managing Director of the City Bridge Foundation.
17. **EMERGENCY AND TEMPORARY ACCOMMODATION FRAMEWORK: PROCUREMENT STAGE 1 STRATEGY REPORT**
The Committee considered and approved a report of the Executive Director, Community and Children’s Services.
18. **LEASE RENEWAL - REQUEST FOR A DELEGATED DECISION**
The Committee considered and approved a report of the Executive Director, Community and Children’s Services.
19. **SYDENHAM HILL REDEVELOPMENT, LEWISHAM - PROGRESS REPORT**
The Committee received a report of the City Surveyor.

At 3.50 pm, Members agreed to extend the meeting to conclude the business on the agenda.
20. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions whilst the public were excluded.
21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
The Chair permitted four items of urgent business whilst the public were excluded.

The meeting ended at 4.10 pm

Chairman

Contact Officer: julie.mayer@cityoflondon.gov.uk

This page is intentionally left blank

PUBLIC OUTSTANDING ACTIONS – COMMUNITY AND CHILDREN’S SERVICES COMMITTEE (CCS) – JANUARY 2024 UPDATE

TITLE OF REPORT/SUBJECT	Date Added	Initial request and pending Actions	Action Owner	Due Date	LATEST POSITION
CCS High Level Business Plan	03/05/2023	Briefing requested re the 5-Year Business Plan and for it to include social mobility.	Head of Strategy and Performance	January/February 2024	The Business Plan will be presented to CCS in March 2024
Women’s Project	27/07/2023	Next report to include: <ul style="list-style-type: none"> • Women with no recourse to public funds. • Clarity re those who identify as women. • A comprehensive business case to secure the project’s continuity. 	AD People	Early 2024	A report will be presented to May CCS Committee.
Window Replacement	27/07/2023	Report requested on HRA implications on window replacements.	AD Housing and Barbican		The Asset Management Strategy contractor has been chosen and information is being shared with the company (Ark Consultancy) to start the work.
Care Leavers Compact-Bridge to the City Update	13/12/2023	Report presented to November Safeguarding Sub-Committee and approved by December CCS	AD People	December 2023	An update on the progress of this work will be presented to the May CCS Committee.
Anti-Social Behaviour Policy	13/12/2023	Members agreed to defer the report, pending the inclusion of	AD Commissioning and Partnerships	Early 2024	An updated report will be presented to May CCS Committee.

PUBLIC OUTSTANDING ACTIONS – COMMUNITY AND CHILDREN’S SERVICES COMMITTEE (CCS) – JANUARY 2024 UPDATE

		an appendix setting out their suggestions.			
Golden Lane Leisure Centre	25/01/2025	The chair requested that Golden Lane be kept on the action tracker for future updates regarding the options appraisal and future funding for any refurbishment/ options arising from the sports strategy.	AD Commissioning and Partnerships	Ongoing	A further update can be provided at committee.
City and Hackney Safeguarding Children Partnership (CHSCP) Annual report	25/01/2024	The legislative change would be presented to members for decision. The chair requested a member briefing ahead of the committee meeting which takes decision in this matter.	AD People	Autumn 2024.	The CHSCP are not changing their governance arrangements immediately. The CHSCP will be working with partners during the year to consider the local options and will update Members in advance of any proposal – likely to be Autumn 2024.

Agenda Item 5

Committee(s) Homelessness and Rough Sleeping Sub Committee – For Recommendation Community and Children’s Services Committee – For Decision	Dated: 04/03/2024 11/03/2024
Subject: Updated Terms of Reference	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3, 8 & 10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: The Interim Deputy Town Clerk, Gregory Moore	For Decision
Report author(s): Katie Davies, Governance Officer	

Summary

This report calls for an update of the Sub Committee’s own Terms of Reference, for recommendation to the Community and Children’s Services (CCS) Committee for final approval. This update focuses on External Membership and frequency of meetings.

The CCS Committee deferred the approval of this update at the 1 November 2023 meeting.

The revised update includes clarifications sought by the CCS Committee and a refresh on the profile of the Terms of Reference.

Recommendation(s)

Members are invited to:

- Approve, subject to any comments, the increased number of co-opted external members from two to three and removal of the vacant City of London Police Authority Board (CoL PAB) membership as set out in the updated terms of reference of the Sub Committee (**Appendix 1**);
- Approve, subject to any comments, the decreased number of meetings per year as set out in the updated terms of reference of the Sub Committee (**Appendix 1**); and
- Approve, subject to any comments, the Schedule detailing the Appointments, Member Scheme, and Annual Plan (**Appendix 2**).

Main Report

1. As part of the implementation of the 2011 Governance Review, it was agreed that all Sub Committees of Grand Committees of the Court of Common Council review their Terms of Reference on an annual basis.
2. In accordance with Standing Order 27.1(a), a Sub Committee may at any time alter the membership of a Sub Committee set up by them.
3. At the 4 October 2023 HRS meeting, the Sub Committee agreed to recommend the revised Terms of Reference to CCS for approval.
4. At the 1 November 2023 CCS meeting, the Grand Committee deferred approval seeking clarification on the appointment process and person specification of external members.
5. In response to the CCS Committee's comments, the revised Terms of Reference also clarifies the Sub Committee's monitoring of outcomes and collection of data.
6. To streamline the Constitution and Terms of Reference, a new profile was drafted with the addition of a Schedule detailing the Appointments, Member Scheme, and Annual Plan. The Schedule allows for more details, explanations, and flexibility as it is set, reviewed, and altered by the Sub Committee (**Appendix 2**).

Proposals

7. The Grand Committee is therefore requested to consider the following:
8. Increase the number of co-opted external members from two to three;
9. Actively recruit people who are currently working in or have recent experience of homelessness and people at risk of becoming homeless, i.e. those living in precarious/temporary accommodation, with one appointment to a person from the interfaith community. The Person Specification to be used in the recruitment posting is herewith as **Appendix 3**.
10. In the first instance, to offer two two-year terms, and one three-year term;
11. Reduce the two places currently allocated to the CoL PAB to one, but grant the CoL PAB the opportunity to fill one of the external members appointments in the first instance; and
12. Reduce the frequency of meetings from five to four times per annum, to better align with the most recent and up-to-date data and reports.

Conclusion

13. The Committee is requested to approve, subject to any comments, the Homelessness and Rough Sleeping Terms of Reference and Schedule.

Appendices

Appendix 1 – Updated Terms of Reference

Appendix 2 - Schedule

Appendix 3 – External Member Person Specification

Katie Davies

Governance Officer

E: katie.davies@cityoflondon.gov.uk

This page is intentionally left blank

HOMELESSNESS AND ROUGH SLEEPING SUB COMMITTEE

Constitution¹

- i. The Chair & Deputy Chair of the Community and Children's Services Committee;
- ii. A total of six Members elected by the Community and Children's Services Committee, consisting of:
 - a. Members of the Community and Children's Services Committee; with
 - b. Up to two Members of the Court of Common Council
- iii. One Member appointed by and representing the City of London Police Authority Board;
- iv. A representative of the City Churches;
- v. Chair of the Safer City Partnership or his/her/their representative;
- vi. Three external members in accordance with the Membership Scheme²

The **quorum** of the Sub Committee shall consist of any three Members of the Court of Common Council.

Terms of Reference³:

To scrutinise, give consideration, and make recommendations to the Grand Committee of:

1. Strategies and proposals to alleviate rough sleeping and homelessness in the City of London together with other associated activities.
2. Government and regional policies on rough sleeping; and their impact on the City of London Corporation's Rough Sleeping and Homelessness Strategy and practice arrangements.

Suggested frequency of meetings – 4 times a year

¹ As set out in the Schedule approved by the Community & Children's Services Committee on 11 March 2024.

² As set out in the Schedule approved by the Community & Children's Services Committee on 11 March 2024.

³ As set out in the Schedule approved by the Community & Children's Services Committee on 11 March 2024.

Homelessness and Rough Sleeping Sub Committee Schedule of Constitution and Terms of Reference

Appointments

1. The Representative of City Churches is appointed by the Community and Children's Services Committee, following recommendation by the Archdeacon of London.
 - a. This appointment is reviewed every 3 years
2. Even as an appointee, a City of London Officer does not have voting rights.

Member Scheme

1. The Sub Committee will have the power to co-opt up to three external members outside of the Court of Common Council.
 - a. These individuals will provide specialism and experience relevant to the subject matter; or
 - b. Who are currently working in the field of homelessness, or who have lived expertise and experience of homelessness, or expertise and experience of accessing services related to homelessness.
 - c. Two appointments are two-year terms, and one appointment a three-year term.
2. In the first instance of an external member vacancy, The City of London Police Authority Board has priority to appoint a second Member appointed by and representing the City of London Police Authority Board.
3. The external member appointment process is as follows:
 - a. Offer a vacant external membership to the City of London Police Authority Board. With up to two City of London Police Authority Board representatives on the Sub Committee.
 - b. Advertise the vacant external membership(s) on the City of London Corporation website.
 - c. The Town Clerk to redact personal information for a blind review of applications to the Panel.
 - d. The lead officers to create a shortlist of candidates.
 - e. The Recruiting Panel will consist of the Chairs and Deputy Chairs of CCS and HRS (or their representatives) along with a maximum of two officers appointed by the Executive Director, Community and Children's Services.
 - f. The Panel to approve the shortlist, conduct interviews, and present to CCS Grand Committee recommendations of appointments for final approval.

Annual Plan

Officers will report on:

1. new approaches to working with rough sleepers;
2. financial implications in delivering a service to rough sleepers;
3. the health and wellbeing of rough sleepers, what services are required and how they can be delivered;
4. implications of any enforcement activities;
5. collection of data, including the number of rough sleepers on the City streets, and other relevant evidence of outcomes; and
6. officer liaison with other local authorities and agencies working towards tackling homelessness and rough sleeping.



Person Specification

Role	Homelessness and Rough Sleeping Subcommittee – External Member
Department	Town Clerk
Date Agreed	TBC

Please find below the key skills, knowledge and experience which are essential requirements for this post.

1. Desirable experience and knowledge – not all need to be met

- Professional experience in the homeless sector including operational and/or strategic experience working to reduce homelessness and/or rough sleeping in accordance with legislative frameworks, guidelines and organisational objectives.
- Lived experience of homelessness and/or rough sleeping including experience of engagement with systems and organisations which deliver homelessness support and relief.
- Professional experience in the health, social care and addiction sectors including physical health, mental health, drug and alcohol services.
- Lived experience of engagement with the health, social care and addiction sectors including physical health, mental health, drug and alcohol services.
- Experience of working collaboratively with multidisciplinary forums and related professional services to engage, evaluate and motivate service delivery.
- Experience of managing own learning, training and staying up to date with social and current affairs and government policy.
- Understanding of the challenges faced by homeless people and rough sleepers gained through professional or lived experience.

2. Other relevant information, for example working hours or working environment.

- Members are required to attend four meetings per year
- Subcommittee meetings are held at the Guildhall
- Preparation is required for each meeting, typically the reading of pre-prepared document packs
- Some sessions may be convened beyond the four scheduled Subcommittees
- Subcommittees are held in dedicated Committee rooms and hybrid in format
- Reasonable expenses for attendance are claimable

Agenda Item 6

Committee: Community and Children's Services – for decision Culture, Heritage and Libraries – for information	Date: 11 March 2024 18 March 2024
Subject: Draft High-Level Business Plan 2023/24 – Community and Children's Services	Public
Report of: Judith Finlay, Executive Director, Community and Children's Services	For Decision
Report author: Ellie Ward, Community and Children's Services	

Summary

This report presents for approval the high-level Business Plan for the Community and Children's Services Department for 2024/25. At Member's request it also presents a five-year horizon scan.

Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the Community and Children's Services departmental Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2024/25.
- iii. Note the five-year horizon scan

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2024/25, the high-level Business Plan has been further evolved to describe the funding and people resources associated with each priority workstream. As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel.

Draft final high-level Business Plan for 2024/25

3. This report presents, at Appendix 1, the draft final high-level Business Plan for 2024/25 for the Community and Children's Services Department.
4. All elements of the Business Plan presented are relevant to this committee apart from references to libraries which are relevant to the Culture, Heritage and Libraries Committee.
5. The priorities outlined in the headline Business Plan reflect a range of strategies, which are informed by stakeholder engagement and approved by Members, and our statutory responsibilities.
6. The Department has a wide range of statutory responsibilities and receives a range of Government funding and grants to deliver this. The Housing Revenue Account is legally ringfenced and annual expenditure must be contained within this funding envelope.
7. The Department produces a range of dashboards to monitor performance and various sub-committees scrutinise these on a regular basis. Performance is also benchmarked with other relevant organisations through published data and relevant networks run by organisations such as London Councils and the Association of Directors of Adult Social Care.
8. Feedback from citizens on our services is gathered in a wide range of ways including a compliments and complaints process, regular surveys undertaken across a range of services and the monitoring of specific outcomes from service users.
9. In order to ensure value for money, the Department utilises sub regional and regional frameworks for some services such as placements and regularly benchmarks itself against other relevant organisations. Organisations such as the Local Government Association also regularly produce analysis of costs of services such as social care at regional and national levels to allow value for money to be assessed.
10. Members will receive quarterly updates on progress on the Business Plan KPIs and there are specific scrutiny committees such as the Health and Social Care Scrutiny Committee who look at specific areas of the Department's work.

Five-Year Horizon Scan

11. As requested by Members, a five-year horizon view is included in Appendix 2 – this sets out the forecast trends for service demand over the next five years.
12. This will inform our work around five-year planning.

Departmental Operational Property Assets Utilisation Assessment

13. In relation to the assets allocated for the delivery of services, these are broadly fully utilised. As noted in the Headline Business Plan, operational space within the Guildhall (North Wing) provides for around 60% of the departments staff, with 40% located across the Barbican Estate Office, three Community Libraries, two community centres, and small estate offices on out of City housing estates.

14. At the Guildhall, operations includes social care, homeless assessment and rough sleeping outreach where the nature of delivery requires higher rates of attendance. Overall, utilisation does vary and is partly utilised some days but some days nearly 100% utilised. With an increase to three days a week in the office from September 2024, utilisation will increase and it is likely that there will be pressures. This will be mitigated by encouraging staff to spread out their working days over the week to include more attendance on a Monday and Friday and to use desk space on other floors outside our designated area.
15. The Barbican Estate Office includes floor space for public receptions and meeting facilities and provides a greater square metre per staff area. However, the office in the basement will soon become redundant as working space as it is not fit for purpose and will be used by the City of London Police for storage. Desk utilisation rates are partly utilised in the rest of the office space but increasing attendance to three days a week will create a pressure.
16. The Golden Lane Community Centre is integral to the estate (and a Housing Revenue Account (HRA) asset), providing staff space to support its operation. The Department leases (at pepper corn rent) the Portsoken Community Centre. The Golden Lane Leisure Centre is leased to the commissioned provider of leisure services.
17. There are 73 HRA commercial units and 10 of these are empty with an average void period of 3 years. A range of uses for these units are being explored.
18. The Pavillion café on Aldgate Square is a departmental asset that is leased for a 15-year term. Rental revenue is received into the Department's local risk to support community focused services, including contributing to the operational costs of the Portsoken Community Centre.
19. The Department is the lease holder of premises at Bartholomew Close until 2030. The premises are sublet commercially as surplus to the Department's operational requirements.
20. Middlesex Street Estate has delivered space for the CoLP Eastern Hub and the Department will continue to explore options for the use of under-utilised resources across its property portfolios including its residential estates.
21. An Operational Property Review was undertaken across DCCS based on property information provided by The City Surveyor and financial data provided by The Chamberlain. Desk utilisation information was based on evidence collected over a 2 week period. The results of the review were reported to and scrutinised by the OPR Board; RPR Board; SLT; & Efficiency & Performance Working Party (Members).

Corporate & Strategic Implications

The strategic priorities and commitment of the Department are expressed in the Headline Business Plan in Appendix 1. These reflect the many statutory responsibilities that the Department has and contribute broadly to the new Corporate Plan priorities.

Security implications

Actions highlighted in the Headline Business Plan contribute to the departmental objective that people of all ages and all backgrounds live in safe communities, that our homes are safe and well maintained and that our estates are protected from harm.

Financial implications

A balanced budget was previously agreed for the 2024/25 Estimates that includes an increase of £470k to address pressures in social care. Further financial pressures resulting from the likely increased demand set out in the five year horizon scan will need to be taken into account in budget setting for future periods.

Equalities implications

The strategic commitments and actions outlined in this headline business plan are designed to improve outcomes for protected characteristic groups. Where any new services or initiatives are developed, Equality Impact Assessments are carried out as part of the process to inform their development and consider their impact on different groups.

Resourcing implications

None. Any significant changes to resources were identified and delivered through the move to the Target Operating Model.

Climate

The Department is committed to taking action to contribute to delivery of the Climate Change Action Plan. A major workstream is to deliver a number of housing projects, as set out in the Action Plan, to reduce the City Corporation's carbon footprint.

Conclusion

This report presents the high-level Business Plan for 2024/25 for the Community and Children's Services Department for Members to consider and approve.

Appendices

- Appendix 1 – Final high-level Business Plan 2024/25
- Appendix 2 - Five-Year Horizon Scan

Ellie Ward

Head of Strategy and Performance, DCCS

T: 020 7332 1535

E: ellie.ward@cityoflondon.gov.uk

Community and Children's Services

Community and Children's Services works to support those with additional needs, tackle health inequalities, provide safe and secure homes, deliver education to children and adults, and deliver services enhancing the welfare of the City's communities. It does so through maximising the use and reach of its assets (libraries, housing stock, community centres and staff), through its wider partnerships with health, policing, neighbouring authorities and corporate colleagues, and leading on pan-London initiatives.

Our aims

Safe: People of all ages and all backgrounds live in safe communities; our homes are safe and well maintained and our estates are protected from harm

Potential: People of all ages and all backgrounds are prepared to flourish in a rapidly changing world through exceptional education, cultural and creative learning and skills which link to the world of work

Independence, Involvement and Choice: People of all ages and all backgrounds can live independently, play a role in their communities and exercise choice over their services

Health and Wellbeing: People of all ages enjoy good mental and physical wellbeing

Community: People of all ages and all backgrounds feel part of, engaged with and able to shape their community

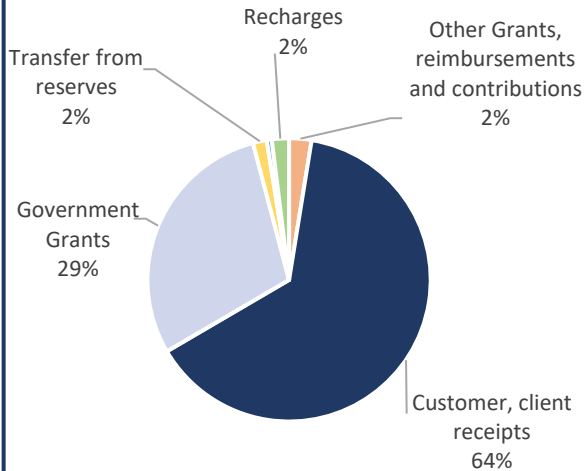
Our Work Locations

Guildhall	174 FTE
Barbican Estate Office	111 FTE
Barbican Library	26 FTE
Avondale Square	9 FTE
Golden Lane Estate	6 FTE
Yorkway Estate	5 FTE
Pakeman House – Southbank Estates	4 FTE
Artizan Street Library and Community Centre	6 FTE
Isleden House	2 FTE
William Blake Estate	1 FTE
Windsor House	1 FTE
Holloway Estate	1 FTE
Shoe Lane Library	5 FTE
Harman Close Sheltered Housing	1 FTE

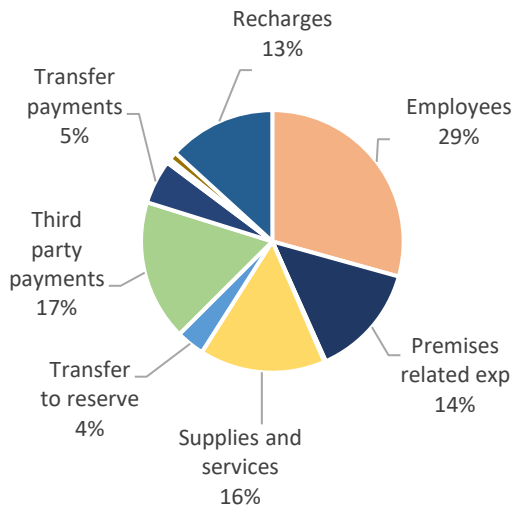
Where our money comes from and what we spend it on

Total 2024-25 budget estimate allocation is £56,154,000

2024/25 Income Budget Estimates (%)



2024/25 Expenditure Budget Estimates (%)



What's changed since last year

- "Front door" demand and needs increasing across statutory service areas
- Growing demand and complexity of children with Special Educational Needs and Disability
- Adult Social Care transformation programme implemented supporting more efficient and effective delivery
- Barbican Estate Office Transformation Programme developed and initiated
- Homelessness strategy renewed and new Rough Sleeping Assessment Centre opened in the Square Mile
- 69 new social homes delivered (COLPAI) with new homes on York Way receiving a New London Architecture Award for Housing
- Carers Strategy renewed and piloted service improvements mainstreamed
- Library strategy delivery of a new Artizan "makerspace" and state of the art replacement of Shoe Lane Library agreed
- Enhanced Health Visiting Services commissioned to support children and their families
- City Hope Conference strengthened the partnerships and defined actions to prevent suicide in the Square Mile



Our 2024/25 timeline planner priority workstreams and key milestones

Q1 2024/25			Q2 2024/25			Q1 2024/25			Q1 2024/25			Beyond 2024/25	
Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	25/26	26/27



Efficient and effective statutory services

Delivery of efficient and effective statutory services

Homelessness is prevented where possible or resolved

Delivery of the Homelessness Strategy Action Plan

Safe and sustainable homes

Crescent House Contract Award

Crescent House start on site

Golden Lane Estate Contract Award

Golden Lane Estate start on site

Development and implementation of new Education Strategies

Soft launch

Initial implementation

Activated in schools

Securing approach for the future of sports and leisure provision for city residents

Approach approved

(Library Capital works)

Invitation to tender

Tender awarded

Start on site

Refit completion

Recommissioning of Sexual Health service

Sexual and Relationship Health Strategy and action plan to HWB

Recommissioning Tender out

New contract awarded

Development and Implementation of new Housing Strategy

Consult and agree Housing Strategy

Implementation and delivery of Strategy

Our major workstreams this year will be

Workstream Name	Priority #	Funding allocated	People resource	Prioritisation category	Dependency	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
1. Efficient and effective statutory services	1	20%	11.6%	Duty & Statutory	External drivers of demand; legislative change	Children and young people safeguarded; vulnerable adults and carers of all ages are supported; all children including those with special educational needs are educated; engagement and co-production shapes our services	Care Leavers in EET	Monthly	95%	91%
							Care Leavers in suitable accommodation	Monthly	95%	93%
							Carer reported quality of life	Annual	10/12	7.8/12
							Adult Social Care service user satisfaction	Annual	50%	37.1%
							% of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	Quarterly	95%	92%
							Education Health and Care plans within 20 weeks	Quarterly	100%	100%
							Review of Children's Centre delivery complete	June 2024	Review complete and future operating model agreed with implementation plan	n/a
% Children Looked After (CLA) with three or more placements	Monthly	0%	0%							
2. Homelessness is prevented where possible or resolved	1	7.7%	2.8%	Duty & Statutory; political priority	External drivers of demand; legislative change	Homelessness is prevented where possible or resolved. This reduces the impact on people's lives and on wider services	Number of people experiencing long term rough sleeping	Quarterly	decrease	460 (annual)
							Homelessness prevented and relieved	Quarterly	8	new

Our major workstreams this year will be

Workstream Name`	Priority #	Funding allocated	People resource	Prioritisation category	Dependency	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
3. Safe and sustainable homes	1	42%	10%	Duty & Statutory; political priority	legislative change; resourcing	Homes are safe and thermally efficient	Increase the thermal efficiency (SAP) rating of social housing stock	Annual	75	65
							% of stock Decent Homes	Annual	90%	80%
							Asset Management Strategy approved	Quarterly	Sept 2024	n/a
							Refurbishment of Golden Lane Estate homes	Quarterly	566 homes	n/a
							Fire Safety assessments completed and actioned	Quarterly	100%	New
4. Improving health and reducing health inequalities	2	1%	C&H Public Health team	Duty & Statutory	Wider determinants of health	Reduced health inequalities and better quality of health improves wellbeing and reduces impact on services	Smoking cessation: % of quits at 4 weeks of referral	Quarterly	50%	45%
							City and Hackney Sexual Health service recommissioned	Quarterly	Tender to start Nov / December 2024	N/A
5. Managing our homes better	2	13.9%	7.7%	Duty & Statutory; political priority	legislative change; regulatory guidance	Quality services and engagement with tenants and leaseholders increases satisfaction	Increased tenant satisfaction	Annual	New	New
							Proportion of rent collected	Quarterly	100%	98%
6. Libraries and community assets	3	6.4%	12.2%	Duty & Statutory	None	Increased wellbeing, community interaction, reduced social isolation and opportunities to learn, grow and develop.	Library services and activities have positive impact on health and wellbeing	Quarterly	90%	81%
							Increase % of bookable community Centre	Quarterly	65%	59%
							Library Capital Works	Quarterly	Refit Complete March 2025	N/A

Page 31

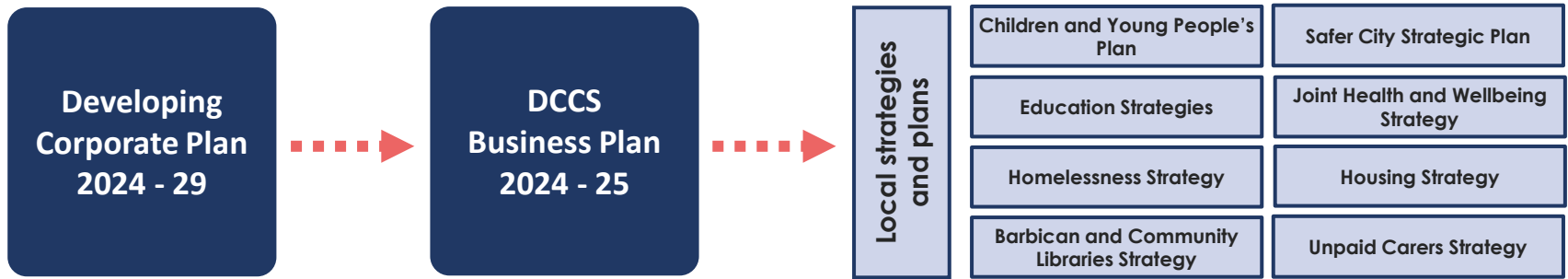
Our major workstreams this year will be

Workstream Name	Priority #	Funding allocated	People resource	Prioritisation category	Dependency	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
7. Development and Implementation of new education strategies	3	<1%	<1%	Political priority	Legislative changes; resourcing	Enrich the education experiences of learners within the City of London family of schools. Pupils in the family of schools who are experiencing disadvantage benefit from targeted funding	Education Strategies approved and implementation begins	Quarterly	April 2024	n/a
8. Securing approach for the future of sports and leisure provision for City residents	3	0%	0%	Political priority	Sport Strategy; capital funding allocation	Increased sports and leisure participation available to all communities; health and wellbeing improved	Forward strategy agreed and funding identified and secured	Quarterly	March 2025	n/a

Medium Term Plans under consideration (2025/26 and 2026/27)

Priority list	2025/26	2026/27	Funded or Unfunded
Children's Social Care Reform (Potential)	X	-	Unfunded
Adult Social Care Reform (Potential)	X	-	Unfunded
Refurbishment of Shoe Lane Library	X	X	Funded
Housing Major Works	X	X	Unfunded
Refurbishment of Golden Lane Leisure Centre (Potential)	X	-	Unfunded

Our delivery, impact and accountability



Corporate Plan Outcomes

- DCCS is working to align to the developing CP2024-29
- DCCS is working to align to the developing CP2024-29
- DCCS is working to align to the developing CP2024-29
- DCCS is working to align to the developing CP2024-29
- DCCS is working to align to the developing CP2024-29



Our Impact

- Children's Services rated 'Outstanding'
- Ofsted focussed visit 2022: 'High-quality practice which ensures that children benefit from effective and responsive front-door services'
- Carer satisfaction with Adult Social Care: ranked 1st within the peer group and 12th out of 150 councils. Carer-reported quality of life score ranked 1st in the peer group and 52nd out of 150 councils
- Social care-related quality of life score ranked 1st within peer group and of 150 councils. But overall satisfaction fell by 42% in 21-22.
- 96% of expected social housing rent collected
- 63 street homeless people provided accommodation in 2023/24 (to November 2023)
- Library service and activities valued by 96% of survey respondents (to end of Q2 2023/24)
- Adult Skills Ofsted rated 'Good'
- 5 of 10 City of London Academy schools and the City's only primary maintained school rated 'Outstanding'
- 92% of respondents said libraries offer good range of individual and group learning (to end of Q2 2023/23)

Accountability and transparency

Community and Children's Services Grand Committee	Community and Children's Services Sub Committees	City and Hackney Safeguarding Adults Board (independently chaired)	City and Hackney Safeguarding Children's Partnership (independently chaired)	Health and Social Care Scrutiny Committee
Crime and Disorder Scrutiny Committee	Ofsted, Care Quality Commission, Social Housing Regulator	Culture, Heritage and Libraries Committee	Education Board	Achieving Excellence Board (independently chaired)

Our People

341 staff (326.2 FTE)

- male 54%; female 46%
- White 57%; BAME 33%; not known 10%
- Declared disability 7%
- LGBT 10%

2022 Staff Engagement score: 48%

What our staff told us:

I have the right opportunities to learn and grow and can access the training and development I need to do my job



I feel valued and recognised for the work that I do



I am proud to say I work for the Corporation



■ Positive ■ Neutral ■ Negative

Where could we do better?

40% of staff responded negatively to the statement “senior leaders manage change well and communicate this to staff” (coincided with TOM).

In response:

- Strengthened communications
- Create Departmental staff forum and EDI Group to include range of staff from across the Department to meet with Senior Managers

Health and Safety Business Plan top three priorities

- Implement recommendations arising from external assessment on the compliance with the six key areas, asbestos, water (legionella), electrics, gas safety, lifts and fire in our social and Barbican housing
- complete Fire Door Replacement programme and implement fire door inspection programme
- Monitor and secure greater use of Peoplesafe devices for lone working

Equality, Diversity & Inclusion

Our developing role and commitments :

- **Anti-racist practice standards** developed to support delivery
- management development via the London wide **Leadership in Colour Development Programme**
- Staff survey: 68% of staff agree positively with the statement “I feel I can be **my true self at work**”, 18% neutral, 14% negative
- Staff survey: 61% of staff agree positively with the statement “**Leaders understand that Diversity is critical to our future success**”, 24% neutral, 15% negative
- **Celebration of diversity** in departmental newsletter including special editions celebrating Pride and Black History month and through the events and exhibitions of our libraries
- **Equality Analysis completed** for new policies, strategies and commissioned delivery

Our additional plans ahead

- Improvements to diversity monitoring processes and recording in our front-line services
- Reassessing ED&I Assessment Score
- Anti-Racist training for all senior managers

Key Risks

Risk Title	Score
Blake Tower, Barbican Estate	16
Lone working	12
Safeguarding	8
Departmental Emergency Response	8
Failure to carry out and review effective risk assessments for residential accommodation and commercial premises	8
Major works programme	8
Failure to deliver new homes programme	8
Commissioned contracts	6
Health and Safety procedures	6
Housing Finance Changes	6

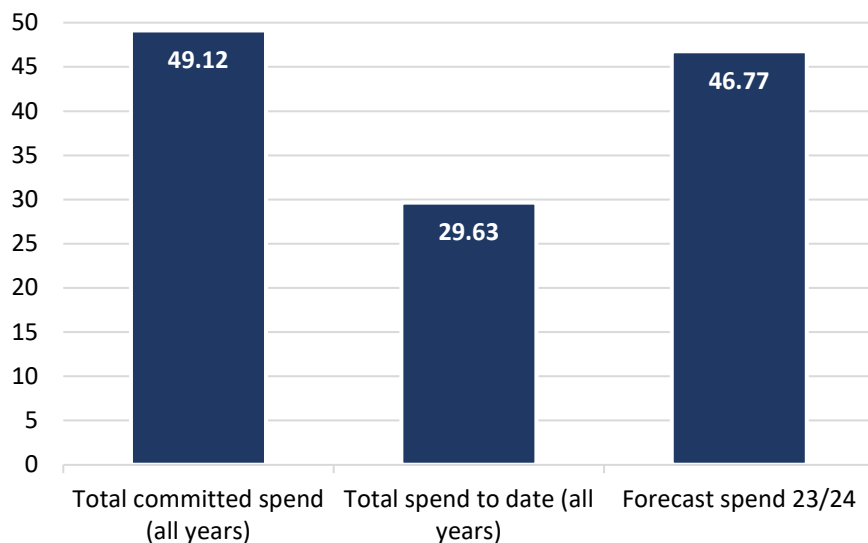
DCCS Heat Map (current)



Asset name	Assessment Complete?	Assessment Completion Date
Guildhall	Yes	October 2023
Barbican Estate Office	Yes	October 2023
Libraries	Yes	October 2023
Community Centres	Yes	October 2023
HRA commercial properties	Yes	October 2023
Golden Lane Leisure Centre	Yes	October 2023
Pavilion Café	Yes	October 2023

- 8,600 residents of whom 14% are aged 65 and over
- Adult Social Care Services: 153 residents requested support in 2022/23 up 18% over the last four years, amongst those aged over 65 up by 11%. Support given to around 30 carers.
- Children’s services: 57 Care Leavers supported– grown from 42 at the end of 2020/21. Six Children Looked After; 23 children and young people in the City of London supported with an Education, Health, and Care Plan (EHCP)
- 12 housing estates, containing approximately 2,000 homes; 1045 households on the City Corporation’s Housing waiting list as of February 2024 of which 459 are in the two highest need categories
- 512 people approached the City Corporation for help because of the risk of experience of homelessness in 2022 /23 – an increase of 20% on 2021/22
- 482 people were recorded as sleeping on the streets of the Square Mile In 2022-23 – the seventh highest among London’s local authorities and a 30% increase when compared to 2021 / 22
- 285,329 visits to the libraries in 2022/23 – an increase of 66% on 2021/22

In-flight Gateway Two to Six (G2-G6) Projects committed and forecast spend (£m)



In-flight G2-G6 Projects

- Total number of Projects in flight: 51
- 100% of which at each Gateway 2-6

Partners we work with

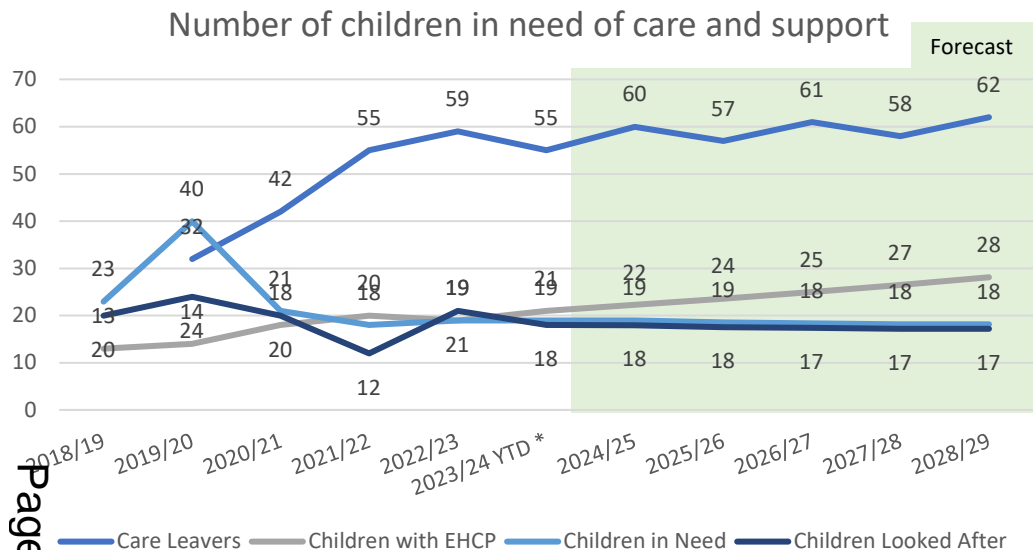


MAYOR OF LONDON



Changing customer demand in adult's and children's services

Community and Children's Services: Five-year Projections 2024-2029



We project a gradual decrease of 1% to 2% annually in the populations of **Children in Need (CIN)** and **Children Looked After (CLA)**, aligning with the projected annual growth of the population under 18 years old in the City of London. By the fiscal year of 2028/29, the estimated figures stand at 18 for CIN and 17 for CLA.

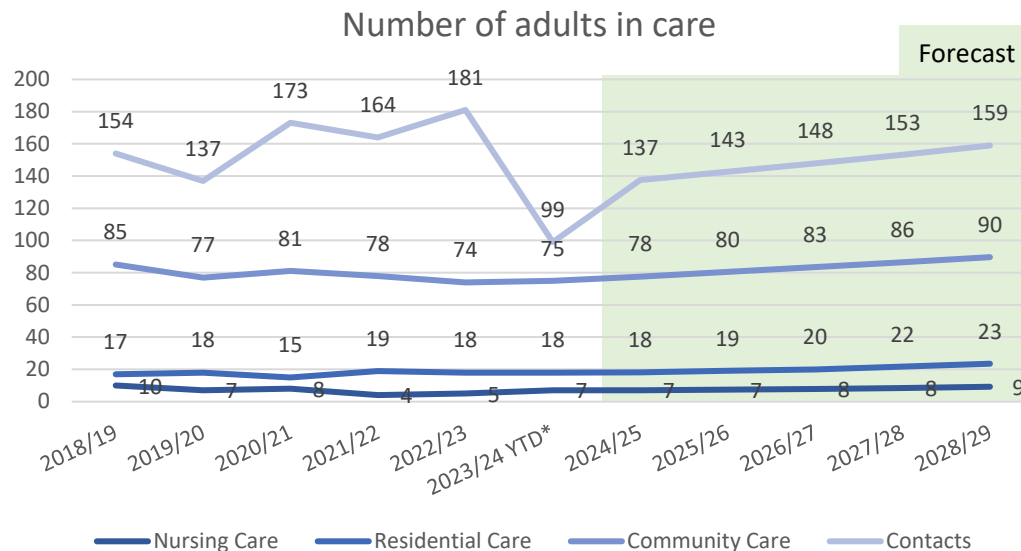
Predicting the numbers for **Children in Education, Health and Care Plan (EHCP)** proves challenging due to fluctuating rates ranging from -5% to 29%. However, we anticipate an annual increase of 6%, in line with the previous three-year average trend, resulting in a total of 28 by 2028/29.

Concurrently, the number of **Care Leavers** is projected to rise in tandem with the aging of children beyond 18, reaching a total of 62 by the year 2028/29.

2023/24: data shown until December 2023.

We anticipate a gradual increase ranging between 3% and 4% in the adult population receiving **community care** and **contacting** with Adult Social Services. This projection aligns with the projected growth in the population of adults aged 65 and above in the City of London. By 2028/29, the estimated figures are anticipated to reach 90 for Community Care and 159 for Contacts.

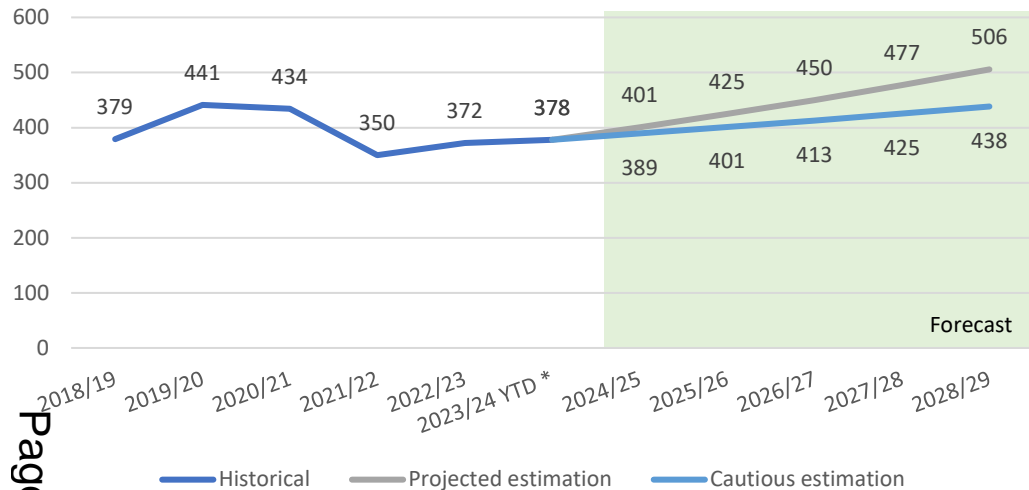
In the realm of adults under **nursing and residential care**, we forecast an annual growth ranging from 1% to 9%, in harmony with the projected annual increase in the population aged between 80 and 90 years old. By the year 2028/29, the estimated figures are expected to reach 9 for Nursing Care and 23 for Residential Care.



* 2023/24: data shown until December 2023.

Homelessness and housing

Number of people seen rough sleeping



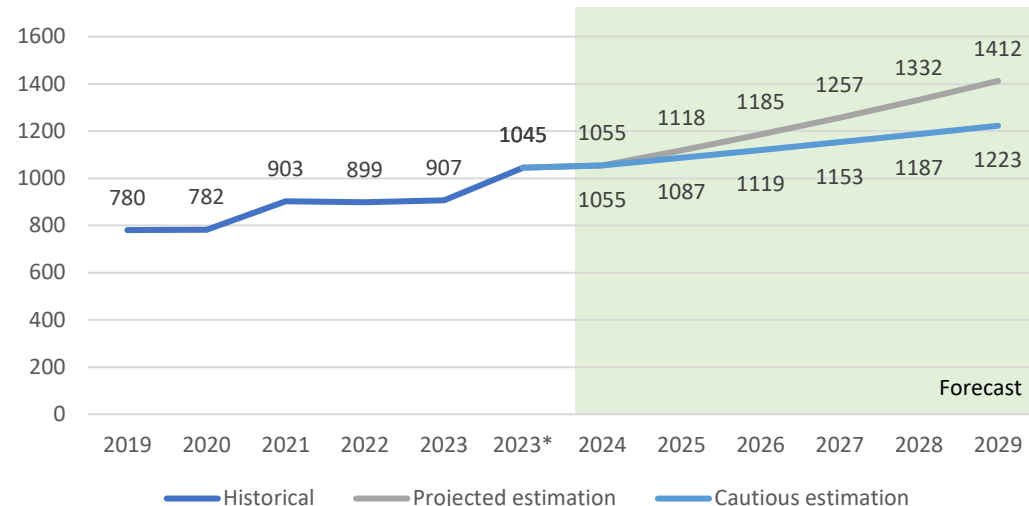
Aligned with the trend observed over the past two years, corresponding with the commencement of the cost-of-living crisis in 2022, and based on the data available up to Q3 of 2023/24 as an approximate reference, we project two distinct estimations for the number of **individuals seen rough sleeping** in the City of London: a cautious estimate (3% annually) and a projected estimate (6% annually).

* For the fiscal year 2023/24, the data approximation encompasses information until December 2023.

Page 40

In line with the trajectory observed over the past two years, coinciding with the onset of the cost-of-living crisis in 2022, we anticipate two distinct estimations for the number of **households on the waiting list**. The cautious estimate foresees an annual increase of 3%, aligning with the growth observed from March 2023 to October 2023. Meanwhile, the projected estimation envisions an annual increase of 6%, representing the average growth rate over the last two years.

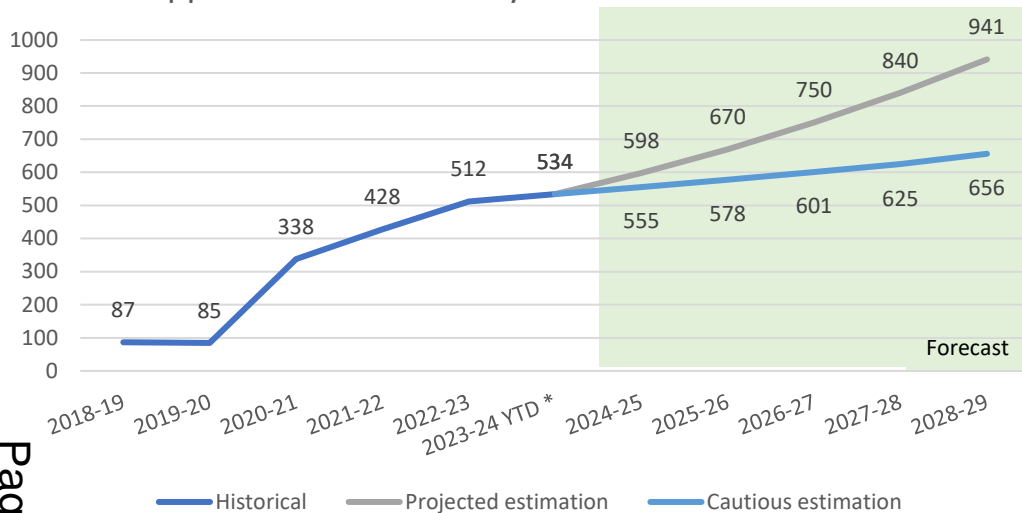
Number of households on waiting list



* The figure for the second data point in 2023 corresponds to October of that year, while the data for the other years represents figures from March of each respective year.

Homelessness and housing

Approaches for statutory homelessness assistance

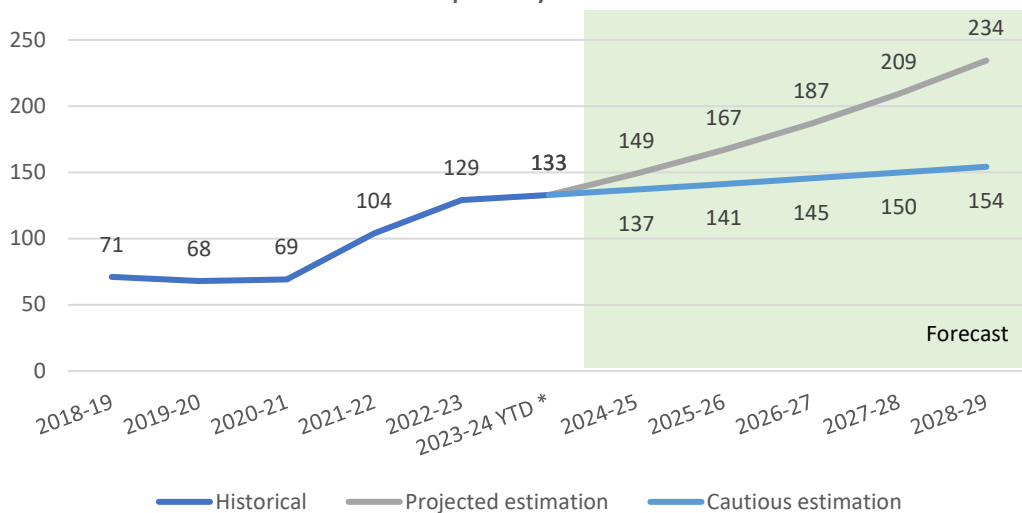


Consistent with the trend observed over the past two years, aligning with the initiation of the cost-of-living crisis in 2022, we project two distinct estimations for the number of **approaches for statutory homelessness assistance** and the number of **individuals placed in temporary accommodation**.

The cautious estimate foresees an annual increase of 4% for the statutory homelessness assistance and 3% for individuals placed in temporary accommodation, aligning with the growth observed from March 2023 to February 2024.

Meanwhile, the projected estimation envisions an annual increase of 12%, representing the average growth rate over the last two years.

Placed in temporary accommodation

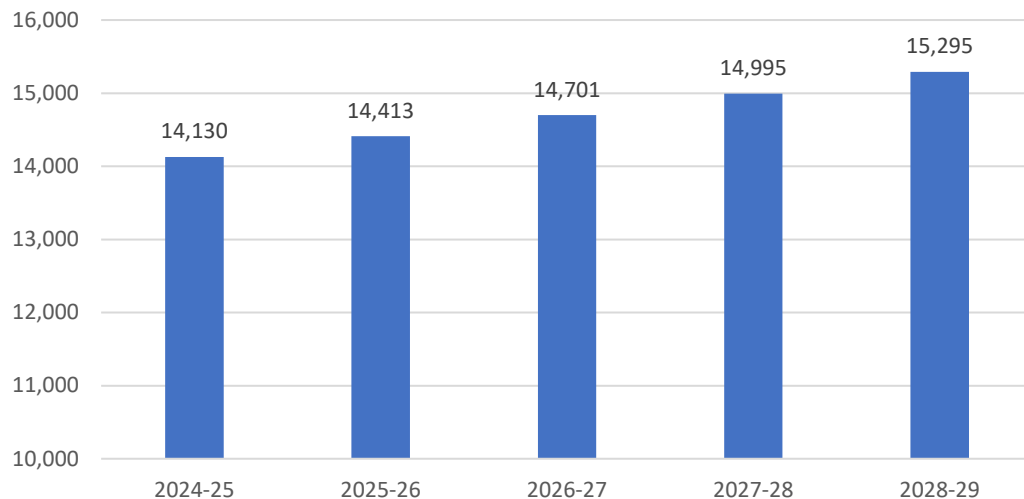


* For the fiscal year 2023/24, the data considers the number as in February 2024

DCCS Budget – 5-year forecast

This bar chart visually represents the annual budget projections for the next five years, formulated by the Corporate Accountancy Team, for the Department of Community and Children's Services. The projections incorporate a 3% uplift for the fiscal year 2024/25, followed by a consistent 2% uplift each subsequent year. It's important to emphasize that these projections are based solely on the Retail Price Index (RPI) provision and do not encompass housing costs.

DCCS - 5 Year Projections (£000)



Committees: Community and Children’s Services Committee – For decision	Dated: 11 March 2024
Subject: City of London Anti-Social Behaviour Policy	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Judith Finlay, Executive Director of Communities and Children’s Services	For Decision
Report author: Valeria Cadena, Community Safety Manager, Department of Community and Children’s Services	

Summary

This report presents a revised draft of the City of London Anti-social Behaviour Policy.

The Policy brings together in a single document the current approaches in the context of the tools and powers to tack anti-social behaviour provided by various legislation. It details the approach to defining anti-social behaviour, and the services and partners that respond to it. Such approaches are set out in the context of legislation that describes and defines anti-social behaviour and the legal powers to respond to it. It does not seek to supersede or change the policy decisions of Committees to which City of London Corporation’s report.

It is presented in draft for Member approval. Members should note that the revised document will remain draft as it is subject to approval by the Safer City Partnership.

Recommendations

Members are asked to:

- Note the report
- Approve the City of London Anti-social Behaviour Policy
- Delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to approve amendments required by the Safer City Partnership.

Main Report

Background

1. The City of London is a safe and pleasant place to live, work and visit, with low levels of crime and anti-social behaviour (ASB) compared to other areas. However, issues of ASB do arise, so as those associated with a vibrant night-time economy. The response to ASB is driven by the nature of an issue. Many services across a number of City of London Corporation departments respond to issues, alongside colleagues from the City of London Police. Each draw on legislative powers and agreed policies to determine their response.

Current Position

2. The City of London Anti-social Behaviour Policy (Appendix 1) (“the Policy”) brings together the approaches taken in order to provide greater clarity to the definition and response to ASB in the Square Mile. It does not supplant or supersede existing policies.
3. The definition of and approach to ASB is described and shaped by the legislation – across a number of relevant Acts – that provides legal powers and tools to respond and take action.
4. The Anti-Social Behaviour, Crime and Policing Act 2014 describes ASB as:
 - Conduct that has caused or is likely to cause harassment, alarm, or distress to any person
 - Conduct capable of causing nuisance or annoyance to a person in relation to that person’s occupation of residential premises, or
 - Conduct capable of causing housing-related nuisance or annoyance to any person.
5. The definition does not define ASB as a set of distinct behaviours, actions or incidents. Legislation and guidance require that powers are used proportionately and appropriately, and therefore a number of factors – including harm, context, intent, persistence and targeting – are weighed in judging whether a behaviour or incident is ASB, and subject to enforcement tools and powers.
6. Government guidance is clear in setting out the legal tests that must be met before each of the powers can be used. It emphasises “the importance of ensuring that the powers are used appropriately to provide a proportionate response to the specific behaviour that is causing harm or nuisance without impacting adversely on behaviour that is neither unlawful nor anti-social.”
7. The Policy has been revised to make clear the definition and approach, and the services, departments and partners who collaborate to respond to ASB.
8. It also incorporates the requirement for ASB Case Reviews (previously known as the Community Trigger) which were introduced in the ASB Act 2014 to give

victims and communities subjected to repeat ASB a mechanism to have their case independently and professionally reviewed.

9. Many issues will fall outside of the Policy (examples are given in Appendix 2) as they are not defined as ASB within the legislative framework in which the City Corporation and City Police act. This includes criminal behaviours and issues of nuisance. It should be noted that the judgement of ASB is not static, and that issues that at one time may be low level nuisance can escalate to ASB for which action can be taken. ASB can also escalate to a criminal offence to which the City of London Police would respond.
10. The Corporation has teams within the departments Environment and Community and Children's Services that respond to ASB. The Housing Service, Noise Service and Street Enforcement Officers within those departments have public procedures in place for how their officers address ASB. Links to these approaches – and contact information - are contained within the Policy.
11. The Policy has been collated through engagement with relevant departments, teams and services and the City of London Police, and will return to the Safer City Partnership of approval.

Proposals

12. Members of Community and Children's Services are asked to approve the draft.
13. The revised document will progress to the Safer City Partnership for approval. Should that process require any revisions or additions it is proposed that Members agree to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to approve amendments required.

Corporate & Strategic Implications

14. Strategic implications – The policy delivers to the Corporate Plan objective that “People are safe and feel safe.”
15. Financial implications – None
16. Resource implications – None
17. Legal implications – This proposal is intended to ensure the City Corporation's compliance with statutory requirements.
18. Risk implications – None
19. Equalities implications – None
20. Climate implications – None
21. Security implications – the Policy supports action to make the Square Mile a safer place for all.

Conclusion

22. The City of London is committed to keeping people safe and feeling safe, which is recognised within the Corporate Plan. The ASB Policy further commits the Corporation to this aim in standardising the approach to ASB investigation and management.

Appendices

- Appendix 1 – City of London Corporation Anti-Social Behaviour Policy
- Appendix 2 – Response to issues outside of the Anti-social Behaviour Policy

Valeria Cadena

Community Safety Manager

Department of Community and Children's Services

T: 020 7332 1272

E: valeria.cadena@cityoflondon.gov.uk

City of London Corporation

City of London Police

Safer City Partnership

**City of London
Anti-Social Behaviour Policy 2024**

DRAFT

Produced by:	Community Safety Team, Department of Community and Childrens Service
Approved by:	Pending: Safer City Partnership
Original Approval Date:	
Review Date:	

Contents

1	Introduction	1
1.1	Policy statement	1
1.2	Equality and diversity	1
2	Anti-social Behaviour	2
2.1	Understanding anti-social behaviour	2
2.2	Assessing what is anti-social behaviour	2
2.3	Severity of ASB and risk assessments	3
2.4	Categorising and prioritising reports of anti-social behaviour	3
2.5	What is not ASB.....	4
3	Reporting Crime or Anti-Social Behaviour in the City of London	4
4	Responding to anti-social behaviour	4
4.1	Principles of addressing anti-social behaviour.....	4
4.2	Our approach.....	5
5	Taking action	5
5.1	Informal action	5
5.2	Legal enforcement	6
5.3	ASB Case Review (formerly the Community Trigger).....	6
5.4	No action	6
6	Partnership working	7
6.1	City Community Multi-Agency Risk Assessment Conference.....	7
6.2	ASB in the Night-Time Economy Group	7
6.3	Homelessness and Rough Sleeping Task and Action Group	7
7	Teams responding to ASB	8
7.1	Housing	8
7.2	Port Health and Public Protection	8
7.3	Pollution Control Team	9
7.4	City Operations	9
7.5	Community Safety Team.....	9
7.6	City of London Police	9
8	Publicity and data control	10
8.1	Information sharing and confidentiality	10
8.2	Crime and Disorder Act 1998	10
8.3	Data Protection Act 2018	10
8.4	Human Rights Act 1998	11
9	Monitoring the service	11
9.1	Case supervision	11

9.2	Complaints.....	11
9.3	Performance monitoring.....	11
9.4	ASB policy review	12
	Appendix 1: Reporting Crime or Anti-Social Behaviour in the City of London	13
	Appendix 2: Service map.....	14

1 Introduction

Anti-social behaviour (ASB) can have an overwhelming impact on its victims and, in some cases, on the wider community. Therefore legislation has given public services a range of powers to ensure that local agencies have the tools they need to respond to different forms of ASB.

Government guidance is clear in setting out the legal tests that must be met before each of the powers can be used. It emphasises “the importance of ensuring that the powers are used appropriately to provide a proportionate response to the specific behaviour that is causing harm or nuisance without impacting adversely on behaviour that is neither unlawful nor anti-social.”

This policy brings together the policies that departments and services within the City of London Corporation (City Corporation) have – with the agreement of its elected members – put in place to respond ASB. It also reflects the approach of the City of London Police and partners of the Safer City Partnership.

The approaches they set out – and their implementation – meet the expectations of legislation and guidance. This policy aims to provide clarity by bringing together the approaches of the many services that respond to the range of ASB that is experienced. It does not change or supersede the policies approved by the responsible Committees to which service areas report and agree policy.

1.1 Policy statement

The City Corporation remains committed to prevent the escalation of, and to addressing, ASB. It will act in support of, and provide support to, victims – whether they live, work or study in the Square Mile.

The City of London Corporation will use the powers available to it to ensure ASB does not remain unchecked, and to ensure that victims can easily access information about how to apply for a formal ASB Case Review and in what circumstances they can do so.

We will ensure that three key approaches are used in tackling all cases of ASB:

- Early intervention and prevention to resolve the problem as quickly as possible
- Partnership working with appropriate agencies
- Enforcement using the full range of informal and legal tools available.

1.2 Equality and diversity

The City Corporation is committed to promoting equality within the delivery of its services to ensure that everyone is treated with respect, dignity, fairness and, above all, that they are not discriminated against.

The Equality Act 2010 provides a framework to ensure that City Corporation services (and all public services) are not provided in a discriminatory manner, ensuring that there is a fair and transparent approach in place, and that the vulnerability or disproportionate impact on those who are known or suspected of having a protected characteristic is considered in the application of any power.

We will:

- Demonstrate that we have considered any vulnerability identified within the Act when deciding to proceed with legal action

- Have concluded that legal action is needed due to the effect of the ASB on either the wellbeing of the victim and/or the perpetrator
- Ensure that the proposed legal action is a proportionate response to the ASB in accordance with legislation and guidance.

2 Anti-social Behaviour

2.1 Understanding anti-social behaviour

The City's Anti-social Behaviour Policy sets out the approach of services to intervention, partnership working and enforcement.

The policy is set out in the context of the definition of ASB as described in the Anti-Social Behaviour, Crime and Policing Act 2014. That is:

- conduct that has caused or is likely to cause harassment, alarm, or distress to any person
- conduct capable of causing nuisance or annoyance to a person in relation to that person's occupation of residential premises, or
- conduct capable of causing housing-related nuisance or annoyance to any person.

ASB may include:

- noisy and/or abusive behaviour
- vandalism
- graffiti
- intimidation
- public drunkenness
- littering
- fly-tipping
- excessively barking dogs

There may be a fine line between ASB and issues of nuisance, or disputes between neighbours over relatively minor inconveniences. There are many behaviours that can be disruptive and inconvenient, they are not always ASB. However, these issues, in some cases, if persistent, or conducted in a manner that is targeted and threatening, can become anti-social behaviour.

When determining if a reported incident or action is considered to be ASB, officers will exercise professional judgement to assess each case.

2.2 Assessing what is anti-social behaviour.

The legal definition of ASB is very broad allowing authorities to respond to emerging issues. It is not a specific list of behaviours, actions or incidents. Issues need also to be considered in conjunction with other key factors in order to make an informed and fair determination.

The key factors distinguishing antisocial behaviour are

- **its negative impacts on the community**
- **intent to disturb others, and**
- **violation of social norms and laws.**

Everyday activities and inconsideration may cause nuisance, but would only amount to ASB if the context, impact and intent of such actions suggest they substantially interfere with others' peaceful enjoyment and go beyond the tolerance levels of a reasonable person.

In making a professional judgement, City Corporation services, and the City of London Police, will consider:

- **Context** - consider the location, time of day, and other contextual factors. Behaviour that is disruptive given the context is more likely to be antisocial
- **Reaction of others** - gauge if the behaviour is alarming, distressing or threatening to others. Reactions like fear, annoyance, anger, or disruption suggest the behaviour is antisocial
- **Intent** - assess if the behaviour is deliberately intended to harass or disturb others or is reckless in that regard
- **Laws and rules** - check if the behaviour violates any explicit laws, regulations, or rules against things like noise, public intoxication, trespassing, etc
- **Persistence** - look for patterns of repeat offending: persistent behaviours that continually disturb others are more likely to be deemed antisocial conduct
- **Harm** - evaluate if the behaviour causes tangible harm like damage, injury or costs. Harmful conduct is a sign of antisocial actions
- **Mitigating circumstances** - consider any mitigating conditions like youth, disabilities, or incapacitation that could make a behaviour less deliberately antisocial.

By weighing these kinds of factors, the teams and agencies can assess whether a behaviour crosses the line into being anti-social in nature.

2.3 Severity of ASB and risk assessments

Reports of personal ASB are assessed as being low, medium or high risk

- where ASB involves the use or threat of violence or there is a significant risk of harm (for example, a hate crime/incident), an officer will aim to contact the complainant within one working day
- for other reports of ASB, an officer will aim to contact the complainant within five working days
- if a victim's risk assessment score is high, then the Corporation officer will consider whether a referral should be made to an appropriate agency.

For reports of noise pollution, the Public Protection Team has its own attendance standards which can be found on the City of London website: [Disturbed by noise in the Square Mile? - City of London](#).

2.4 Categorising and prioritising reports of anti-social behaviour

While risk can be a subjective judgement, officers will look for key indicators to help them understand the potential severity of risk:

- behaviour consists of threats of violence, actual violence, or if there is a genuine risk of harm
- the behaviour is directed at the complainant: in some cases, the complainant may be experiencing ASB which is not directed at them specifically (for example, someone playing music and disturbing a neighbour). If the behaviour is targeted at the complainant (for example, physical abuse), then this is a higher risk. This risk is further escalated if the incident is motivated by hate for a protected characteristic.
- frequency of incidents: if they are more frequent, then the harm caused is likely to be higher.

- proximity of the perpetrator – if the perpetrator is in close, regular proximity to the complainant, then the opportunity to encounter each other is high and therefore so is the risk of further incident and harm
- additional vulnerabilities of the victim such as mental or physical ill-health, or homelessness
- whether the victim has previously been a victim of ASB or crime
- whether the victim has support networks such as friends or family.

2.5 What is not ASB

There are also many normal, innocent activities that should not be deemed antisocial, such as children playing during the day.

Some behaviour, even though it may cause nuisance to individuals, will usually not be regarded as ASB, but this will be assessed on an individual basis by either the City Corporation or City Police officers. For example, this can include:

- one-off parties and barbecues
- infrequent and occasional noise or disturbances
- children's play
- occasional dog barking
- excessive noise from domestic appliances (e.g. washing machines, vacuum cleaners)
- minor vehicle repairs
- gossip
- escalated disputes.

Some of these issues will require a response, but not be deemed ASB. For example, one-off parties that are excessively noisy can lead to interventions that either seek a solution or result in enforcement action. In a one-off case, such action would be a response to “noise nuisance” rather than formally considered as ASB, and subject to the powers to address [Noise Nuisance](#).

3 Reporting Crime or Anti-Social Behaviour in the City of London

Please see Appendix 1 for details and links for reporting crime and ASB in the City of London. Appendix 2 maps out the relevant services of the City Corporation.

4 Responding to anti-social behaviour

4.1 Principles of addressing anti-social behaviour

The Anti-social Behaviour Policy is founded on five principles developed by the Home Office Anti-social Behaviour Strategic Board.

- victims should be encouraged to report ASB and expect to be taken seriously
- clear and transparent processes to ensure that victims can report ASB concerns
- partnership working identifies, assesses, and tackles ASB and its underlying causes
- community and stakeholder concerns in relation to ASB will be considered within the strategic needs assessments for community safety and will deliver a holistic, intelligence based approach
- adults and children who exhibit ASB should have the opportunity to take responsibility for their behaviour and repair the harm caused by it.

4.2 Our approach

The City Corporation, City Police and other agencies will work in partnership to identify, assess, and tackle ASB and its underlying causes. In doing so the City Corporation, City Police and partners aim to:

- encourage victims to report ASB
- take any necessary early intervention to protect people and property
- take it into account (and adjust our approach as necessary) when a victim or a perpetrator is a vulnerable person.

We will have clear and transparent processes to ensure that victims can report ASB concerns. We will:

- treat all reports as confidential, sharing information only within data protection laws and information-sharing agreements
- ensure that all ASB incidents reported that involve criminal behaviour are reported to the police
- quickly refer cases between the different departments of the Corporation, the police, and other agencies as necessary
- signpost to the Corporation's complaints process and the ASB Case Review process (formally known as the Community Trigger) where there is concern with any agency response to an ASB issue.

The City Corporation and the City Police will use the powers available to it appropriately and proportionately, recognising the potential harm that inappropriate use can have on individuals and communities.

Adults and children who exhibit ASB should have the opportunity to take responsibility for their behaviour and repair the harm caused by it. To support this we will:

- use any of the tools and powers available to us under the law and Corporation policy, including those tools and powers that do not require court action
- support the police in the use of Community Resolution, for incidents of ASB at the lower level of harm or risk
- facilitate an apology from the perpetrator to the victim, in a manner that the victim supports
- ensure any restitution is forthcoming in a timely fashion.

5 Taking action

Enforcement action should follow a stepped approach, exhausting non-legal remedies before deciding on legal action. However, there may be occasions that the behaviour is so serious that it precludes non-legal action and warrants immediate legal sanction.

5.1 Informal action

If the behaviour is assessed as being at a low or medium level and the victim risk assessment concurs, non-legal enforcement may be appropriate. These include:

- **Warning letters** – a formal letter from the Corporation outlining the complaint and a record of which will be held on file, should the behaviour reoccur.

- **Community remedy** – when a criminal offence or ASB incident has been admitted, the police can instruct the perpetrator to undertake an act to compensate the victim, in lieu of court proceedings.
- **Acceptable Behaviour Contracts**– a voluntary written agreement between persons who have been involved with ASB.

5.2 Legal enforcement

Legislation provides a wide range of tools and powers to tackle ASB in its various forms – such as housing legislation that enables possession proceedings in some ASB cases. Many general relevant powers are set out in the [Anti-social Behaviour, Crime and Policing Act 2014](#) and include:

- **Community Protection Notice** – to stop a person aged 16 or over, a business or organisation committing ASB that spoils the community's quality of life.
- **Civil Injunction** – to quickly stop or prevent individuals engaging in ASB, nipping problems in the bud before they escalate.
- **Without notice (ex-parte) Injunctions** – as above, but the perpetrator is not made aware of the application. Without notice, injunctions are likely to be used where violence has been used or threatened or is likely to happen.
- **Criminal Behaviour Order** – issued by a criminal court against a person who has been convicted of an offence, designed to tackle the most persistently anti-social individuals who are also engaged in criminal activity.
- **Closure Power** – to allow the Police or the Corporation to close premises quickly which are being used, or likely to be used, to commit nuisance or disorder.
- **Public Spaces Protection Order** – designed to stop individuals or groups from committing ASB in a public space.

5.3 ASB Case Review (formerly the Community Trigger)

The Anti-Social Behaviour, Crime and Policing Act 2014 introduced specific measures designed to give victims and communities a say in the way that ASB complaints are dealt with. This includes the Anti-Social Behaviour Case Review, (formerly known as the Community Trigger), which gives victims of persistent ASB reported to any of the main responsible agencies (such as the local authority, police, and housing providers) the right to request a multi-agency case review where a local threshold is met.

The City of London Corporation has a duty to carry out an Anti-Social Behaviour Case Review on request when a case meets the threshold. The threshold is met when:

- At least three separate qualifying complaints of ASB or hate incidents must have been made within the past six months
- No action has been taken
- The case has been closed and the original problem persists.

Applications for an Anti-Social Behaviour Case Review may either come directly from the victims of ASB or from a third party (with the victim's written consent), such as a family member, friend, or local elected representative (a councillor or MP). The victim may be an individual, a business or a community group.

5.4 No action

In certain circumstances e.g. where the detrimental impact is small and falls short of the definition or risk issues set out above, we may take no further action, or action that the complainant does not consider to be adequate. We will explain the reasoning behind our decisions to ensure that complainants and perpetrators understand them clearly.

6 Partnership working

We recognise that working in partnership with other agencies is key to dealing effectively with issues of ASB. We will participate in initiatives designed to improve information exchange and better joint working, with the aim of improving responses to anti-social behaviour.

Reports of ASB may be discussed at a multi-agency forum to ensure that a coordinated response is taken, involving the relevant partners to resolve the ASB problem. Such forums may include the:

- City of London Corporation City Community Multi-Agency Risk Assessment Conference
- ASB in the Night-Time Economy Group
- Homelessness and Rough Sleeping Task and Action Group
- ASB Case Review (in relation to relevant request).

6.1 City Community Multi-Agency Risk Assessment Conference

The City of London Corporation Community Multi-Agency Risk Assessment Conference is a multi-agency panel meeting where representatives from the statutory and voluntary sectors share information on vulnerable ASB victims, ASB perpetrators and ASB hotspot locations.

Partner representatives discuss options for increasing the safety of the victim, perpetrator, or location and turn these into a co-ordinated action plan. The aim is to identify the highest risk, most complex cases and solve the issues of concern. Victims also include those experiencing hate crime.

The focus is on managing the risk to the vulnerable victim and/or perpetrator and providing options for increased safety. The panel will decide on the best approach to managing the overall risk to the victim, perpetrator, or community and on effective safety planning strategies.

6.2 ASB in the Night-Time Economy Group

ASB in the City's night-time economy is discussed at a weekly meeting of partners. It considers issues including crime relating to licensed premises or by perpetrators who have visited licensed premises, ASB, noise issues and any other emerging trends. As the remit of the meeting is broad, representatives attend from the City of London Police, the City Police Licensing Team, the City Corporation Licensing Team, Port Health & Public Protection and the Community Safety Team.

6.3 Homelessness and Rough Sleeping Task and Action Group

The Homelessness and Rough Sleeping Task and Action Group is a multi-agency meeting led by the Homelessness and Rough Sleeping team to support the most vulnerable people whose rough sleeping is long-term. The aim of the group is for professionals to support the work undertaken by the City of London commissioned Outreach team in sourcing collaborative, innovative and integrated solutions to individual rough sleepers who present with complex and difficult needs.

Through effective partnership working, the group aims to resolve areas of support that compound the individual's current homelessness. Some of those who are homeless on the City's streets can be the victims or perpetrators of ASB. The Group provides a multi-agency forum to plan an approach appropriate to the context and vulnerabilities of individual circumstances.

7 Teams responding to ASB

The City of London Police are the Corporation's first responders and are responsible for dealing with ASB reports that fall outside of the remit of the City of London Corporation. This will include public disorder, crime, and nuisance behaviour.

Incidents where there is an immediate risk of harm to person or property must be reported to the police or other appropriate emergency service. Incidents of a criminal nature must be reported to the police, for example, drug dealing. The police are the lead response and investigatory service for criminal offences. The City Corporation will work closely with the police and will consider criminal behaviours when investigating an anti-social behaviour case.

Within the City Corporation services including the Housing Service, Public Protection, City Operations, and Community and Children's Services respond to ASB. The Community Safety Team provides professional support to services where enforcement action may be necessary.

7.1 Housing

Social landlords are responsible for managing ASB on their estates.

The City Corporation's has a separate [Housing Services Anti-social Behaviour Policy](#) in relation to ASB affecting its residents, or which relates to, or affects, its ability to manage its estates and related premises. Anti-social behaviour is prohibited by the City's tenancies, leases and licences. The policy describes how housing management staff will deal with breaches of these agreements by residents and others who commit acts of anti-social behaviour

The Housing Service will investigate and respond to:

- ASB incidents (including environmental ASB) that occur in the City Corporation's Housing Revenue Account (HRA) housing estates, the City of London and Gresham Alms houses, and commercial properties managed as part of HRA estates
- ASB that affects residents and their households or visitors, commercial tenants, City of London Corporation staff, agents, and contractors
- Disputes between the City Corporation's Housing tenants.

Estates managed by other social landlords will be subject to the policies and action of that landlord.

The Barbican Estate office is responsible for the residential management of the Barbican Estate.

7.2 Port Health and Public Protection

The responsibilities of the City Corporation's Port Health and Protection team include regulatory activity in relation to licensing, trading standards, street cleansing and noise. Where issues they investigate amount to ASB, they may serve Community Protection Warnings and notices or any power utilised as specified by the Antisocial Behaviour Crime

and Policing Act 2014. Their approach is set out in the [Port Health and Public Protection Policy Statement on Enforcement](#). It includes:

- Protecting consumers and working with businesses to bring them into compliance with licensing legislation
- Enforcing all noise and nuisance legislation (there is a service level agreement with the Street Environment Team to provide an out-of-hours noise response)
- Ensuring that all licensed premises comply with legislative provisions and promote the licensing objectives for the prevention of crime and disorder, public safety, the prevention of public nuisance and the protection of children from harm
- The enforcement of illegal street trading and buskers.

7.3 Pollution Control Team

The Pollution control team will respond to and investigate most complaints of noise or requests for advice including those related to construction sites, street works, bars and clubs, building plant, air conditioning, servicing of commercial premises, audible intruder and vehicle alarms.

Details of the team's response to noise – and how noise complaints can be made - can be found [here](#).

7.4 City Operations

The City Operations division provides a range of relevant activity to support the prevention and response to ASB, including:

- enforcement relating to littering, fly tipping, graffiti, flyposting, and other types of environmental ASB
- cleansing of ASB sites
- parking enforcement
- highway licensing.

Reports can be made to the City Corporation's Switchboard (020 7606 3030) or via the Online Service Enquiry form [Online Service Enquiry Form - Online Enquiry - My City \(cityoflondon.gov.uk\)](#).

7.5 Community Safety Team

The Community Safety Team responds to referrals from the City Police, other City Corporation departments and external agencies working in the City to provide specialist advice, guidance and support with enforcement in relation to ASB.

It co-ordinates multi-agency responses to ASB, where responsibility for investigation needs a collaborative approach.

Examples of cases that the Community Safety Team will oversee are:

- ASB incidents that pose a risk to individuals or the community
- ASB that is taking place in any public place or place to which the public have access that poses a risk to individuals or the community.

7.6 City of London Police

The City police specialises in ASB involving criminal behaviour and can be reported to the Police [online](#) or by calling 101 for non-emergencies, or 999 in an emergency. The 999 number should only be used when:

- it is an emergency
- a crime is in progress
- someone suspected of a crime is nearby
- there is danger to life
- violence is being used or threatened.

The City police can receive complaints relating to all types of ASB, and where they are more relevant to another service or team will refer them onward.

ASB can also be reported to Crimestoppers on 0800 555 111. Those making reports can choose to remain anonymous. This will be taken into consideration by officers when undertaking an investigation.

8 Publicity and data control

The City of London Corporation Communications Team will, wherever appropriate, liaise with Police press offices to publicise its work, to promote positive case outcomes and reassure residents of its ability to tackle and prevent ASB.

8.1 Information sharing and confidentiality

Information sharing should not be seen as a barrier to successful action. In cases where informed consent is not given (i.e., a request for information is made without the subject's knowledge or consent), for the prevention of crime and disorder or to protect vulnerable people, lack of consent should not be seen as a barrier to action.

The City of London Corporation will treat all information received with the strictest of confidence. At times it is imperative to understand that, in certain circumstances, we may have a legal obligation to share relevant information with other statutory agencies, especially where there is a need for the prevention and detection of crime or safeguarding concerns.

We have a duty to share information with partnership agencies as defined in the Crime and Disorder Act 1998 and in accordance with the Data Protection Act 1998 and data-sharing protocols.

8.2 Crime and Disorder Act 1998

Section 115 of the Crime and Disorder Act 1998 allows for the exchange of information where the disclosure is necessary or expedient for the purposes of any provision of the Crime and Disorder Act 1998, or amendments to that legislation.

The information, whether from a private individual or a member of a public body, can be disclosed to a relevant authority or a person acting on behalf of such an authority.

Under the Act, the City of London has the Community Safety Partnership information-sharing protocol.

8.3 Data Protection Act 2018

The non-disclosure provision of the Data Protection Act 2018 does not apply where a disclosure is for the purposes of (section 29):

- the prevention and detection of crime, or
- the apprehension or prosecution of offenders,
- where failure to disclose would be likely to prejudice those objectives in a particular case.

To satisfy these terms, any request for personal information, where the purpose is the prevention or detection of crime, should specify as clearly as possible how failure to disclose would prejudice this objective.

For example, if a social landlord wanted information from the police to assist them in civil proceedings, their request should make it clear why the proceedings are necessary and how a successful action could prevent crime.

8.4 Human Rights Act 1998

Article 8(1) of the Human Rights Act 1998 states that everyone has the right to respect for his private and family life, his home, and his correspondence. This right is not absolute – interference can be justified in the interests of the prevention of disorder or crime.

9 Monitoring the service

9.1 Case supervision

Every agency in the City with responsibility to investigate ASB has its own service standards and procedures. However, the manager or nominated officer will conduct reviews of cases and will consider that:

- service standards have been/are being adhered to
- all actions arising during the case investigation are accurately recorded
- all avenues of investigation have been explored, with all witnesses contacted and any problem-solving opportunities considered
- all documents, letters, statements, and evidence have been scanned and attached to the case, and all hard copy documents retained for the potential of future legal action
- all guidance and direction previously provided to the investigating officer has been actioned and cases are progressing in accordance with any planned timescales.

9.2 Complaints

The City of London Corporation is committed to always providing the best possible service, but sometimes mistakes are made. If this happens, we want customers to contact us and let us know.

Where complaints cannot be resolved by local managers and exhaust the Corporation's complaints procedure, complainants will be referred to either the Local Government Ombudsman, depending on the case issues and the complainant's tenure.

If an individual or organisation has a complaint, compliment, or comment about the City of London Corporation, they can talk to the member of staff concerned or the relevant team manager. Contact details will be provided for all teams.

9.3 Performance monitoring

The performance of this policy will be monitored by the ASB Strategic Delivery Group, that sits under the Safer City Partnership.

The group will ensure that all collated performance data is purposeful and adds value to the work of the organisation insofar as it ensures that senior managers and key partners are fully informed of ASB performance and can be used to influence procedural improvements.

Data relating to enquiries and cases logged within the City of London Corporation Community Safety Team's case management systems will be extracted through tailored reports for performance measurement, management purposes and corporate monitoring.

9.4 ASB policy review

This document will be reviewed on an annual basis, as a minimum, to ensure that it remains relevant and up to date.

Appendix 1: Reporting Crime or Anti-Social Behaviour in the City of London

Reporting ASB to the City of London Police

- Emergency – 999
- Non-emergency – 101
- Online [Home | City of London Police](#)

Reporting ASB to the City of London Corporation

- Switchboard – 020 7606 3030
- Online Service Enquiry form [Online Service Enquiry Form - Online Enquiry - My City \(cityoflondon.gov.uk\)](#)

Specific issues

Drug dealing

The dealing of drugs is a serious criminal offence and needs to be reported to the Police in the first instance.

ASB: City of London Corporation tenants and leaseholders

If ASB is happening on a Square Mile estate or block, please report this to the City of London Police and the City Corporation's [Golden Lane](#), [Middlesex Street](#) or [Barbican Estate](#) Office Teams.

If you are a City Corporation tenant or leaseholder and live outside the City of London, please contact [your estates team](#) and the Metropolitan Police Service

ASB: Guinness Partnership tenants and leaseholders

If the ASB you wish to report is not one that requires an immediate call to the City of London Police and concerns an issue where you live, please report this directly to [Guinness Partnership\(external link\)](#).

Noise nuisance

You can report incidents of noise via the City Corporation's [noise pollution](#) page.

If you are in the Square Mile and being disturbed by noise **now** call 020 7606 3030. This is a 24-hour service available every day of the year.

Fly tipping and graffiti

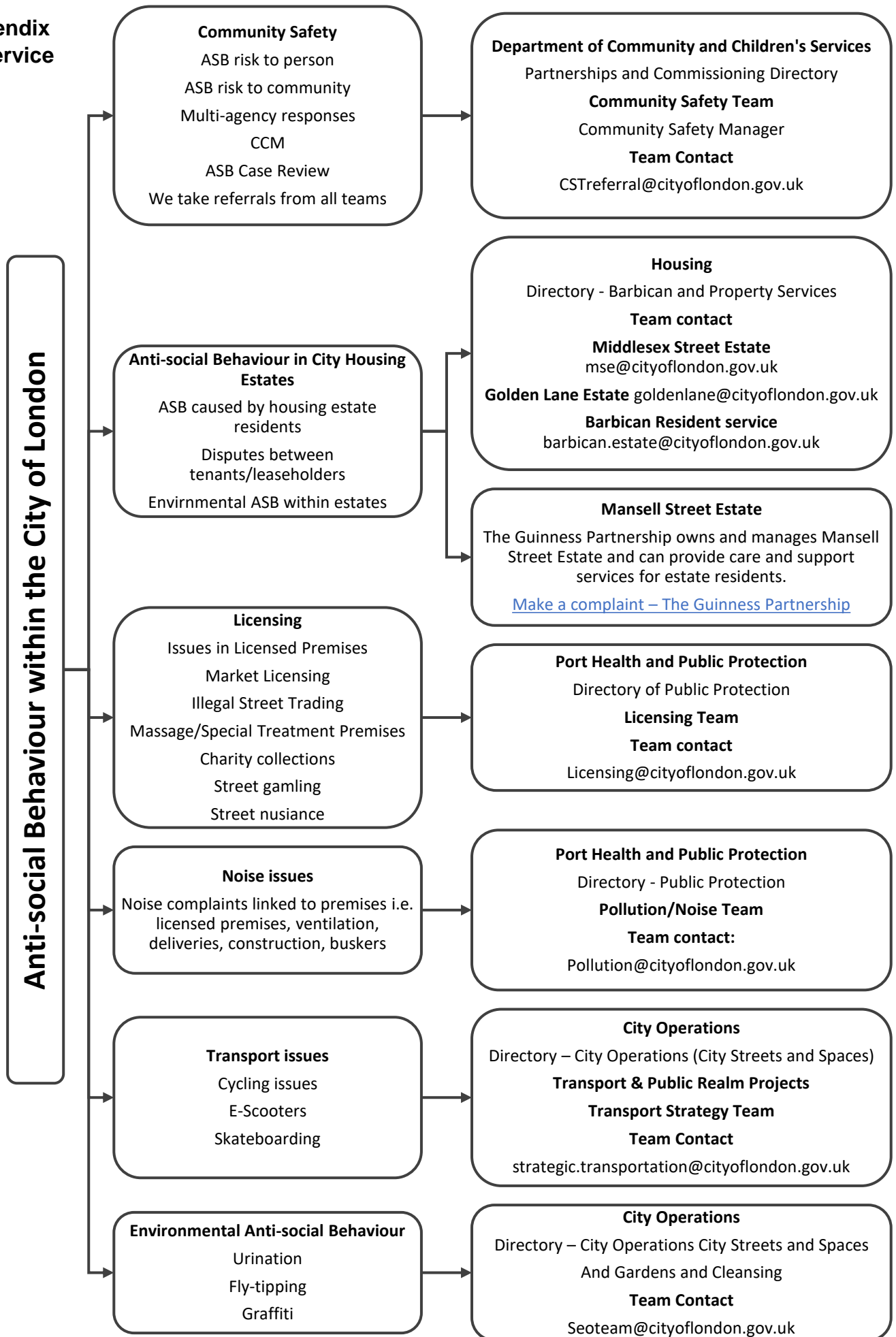
You can report dumped rubbish, fly tipping and graffiti using this [Fault Reporting Form\(external link\)](#).

Encampments and rough sleeping

Please note that rough sleeping alone is not considered ASB. Visit the City Corporation's [rough sleeping](#) page to get more information on how to support a person who is homeless. If you are concerned about a rough sleeper, or sleeping rough yourself, you can report this online using the [Streetlink\(external link\)](#) website

Encampments are tents or temporary shelters put up by individuals and/or groups – and are often associated with rough sleeping. If this causes nuisance, alarm and/or distress to other people it can be regarded as ASB.

Appendix 2: Service map



Appendix 2: Responding to issues outside of the Anti-social Behaviour Policy

Defining Anti-social Behaviour

Anti-social behaviour refers to conduct that causes harassment, alarm or distress to others. Common examples include vandalism, public intoxication, or intimidating behaviour . However, many activities should not be deemed antisocial, such as children playing during the day.

There is no defined list of behaviours or activities that constitute of ASB. Many activities will only be seen as ASB (in the context of legal powers) if they substantially interfere with others' peaceful enjoyment and go beyond the tolerance levels of a reasonable person.

The key factors distinguishing antisocial behaviour are **its negative impacts on the community, intent to disturb others, and violation of social norms and laws**. Everyday activities may bother some people, but they are not aimed to disrupt communities deliberately. Context, intent, persistence and harm are all factors in determining what is ASB, and what may just be nuisance or irresponsible behaviour. There may also be issues, which some may consider ASB but which are criminal behaviours.

The table below identifies some issues of concern that are not addressed in the Anti-social Behaviour Policy. It is important to note that an issue – such as an incidence of irresponsible cycling – that would not in isolation warrant the use of ASB powers and tools, may become ASB if cyclist persisted in a behaviour that could be disturbing, threatening of damaging.

Issue	Response
irresponsible skateboarding and cycling	City of London Police and its dedicated Cyle Team act to prevent and address
irresponsible parking of dockless e-scooters and hire bikes	City Corporation does not have powers to prevent dockless cycle hire schemes from operating in the City City Corporation developing proposals to mitigate that included: <ul style="list-style-type: none"> • City-wide no-parking zone outside of approved parking areas • Rapid response locations • Review warning, fining and banning procedures
Public urination/defecation	City Operations Street Enforcement Officers respond. Issues can be report using: Fault reporting - Introduction - My City (achieveservice.com) Or the City of London switchboard
Littering	City Operations respond. Issues can be report using:

	Fault reporting - Introduction - My City (achieveservice.com) Or the City of London switchboard
Drones	flying of drones and model aircraft are regulated under the Drone and Model Aircraft Code, the Air Navigation Order 2016 and Part 3 of the Air Traffic Management and Unmanned Aircraft Act 2021 Flying drones to spy on people or look in windows could result in a police investigation for harassment or voyeurism. Further details can be found on the City of London Police website at Drones City of London Police
Protests	The City of London Police will facilitate protests within the Square Mile with a focus on public safety, prevention of damage and minimising the effects of the protest on the wider community.
Drug use	The distribution, supply, possession, and use of controlled drugs are all criminal offences that are dealt with by the police.
Illegal filming	Filming in public is not against the law. Commercial filming is managed by the CoLC Film Team. Filming on housing estates should be reported to the relevant housing management.
Sex Work	laws related to sex work that criminalise certain activities <ul style="list-style-type: none"> • Soliciting/loitering • Brothel-keeping • Pimping • Kerb crawling • behaviour that outrages public decency and creates a public nuisance. The City of London police will respond to any incidents described above.
Unreasonable behaviour in relation to housing management	The City's Housing Service has policies to support tenants and staff that experience unreasonable behaviour

Byelaws

A report to the Police Authority Board (13 December 2024) concluded that "City byelaws now have limited practical application to tackling local crime and disorder. This is because these byelaws are largely historic, some dating back to 1898, and have since been superseded by other more appropriate statutory powers."

City byelaws on City walkways, the largest of which is the Barbican high walk, require offences to be dealt with by summary conviction to a fine not exceeding £20. That means only police officers can enforce City byelaws meaning enforcement is dependent on a policing presence.

Agenda Item 8

Committees: Community and Children’s Services – For Information	Dated: 11/03/2024
Housing Management and Almshouses Sub-Committee – For Information	17/04/2024
Subject: Financial Support with Major Works (Long Leaseholders)	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	4, 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Judith Finlay, Executive Director of Community and Children’s Services	For Discussion
Report author: Liam Gillespie, Head of Housing Management, DCCS – Housing Division	

Summary

The purpose of this paper is to: set out the current range of options for financial support for leaseholders in relation to major works costs; provide Members with information on options offered by other landlords; and inform discussion on possible variations or alternative offers.

The Housing Division’s major works programme, amounting to approximately £110 million, is delivering multiple projects designed to improve the standard of the homes managed by the City Corporation across its social housing estates.

The cost of these projects is borne by the Housing Revenue Account (HRA), with an element charged back to long leaseholders through their service charges, in accordance with lease provisions. The scale and complexity of some of the projects means that the cost to individual leaseholders can be significant and may, in some cases, result in financial hardship. In recognition of this, several options are available to leaseholders to help them spread the cost of paying for major works, including a discretionary loan scheme first approved by Members in 2010.

The discretionary scheme was last considered by Members in 2017 in the context of the Great Arthur House curtain wall project, when the maximum loan and interest-free period was increased. Several projects of a similar scale are proposed or underway, including the Crescent House window replacement and repair scheme, and officers have been asked to consider the current arrangements for leaseholder support in response to those projects. However, the cost of these planned works for individual leaseholders is not yet finalised, so it is not yet possible to assess with real accuracy the implications for the current loans scheme, or the potential impact on the HRA of increasing current support.

Recommendations

Members are asked to:

- Note the report
- Inform officers of any potential alternative options they would like to explore further.

Main Report

Background

1. Our current major works programme, forecast to cost approximately £110 million, has already delivered many improvement projects to housing stock managed by the City Corporation, and multiple projects are currently underway or planned to bring buildings up to modern standards.
2. This work is funded through the HRA, which is financed by income from rent receipts and service charge contributions.
3. Tenants who exercise the Right to Buy their home will enter into a lease agreement with the City Corporation, which sets out rights and obligations in respect of their ownership of the long leasehold interest in the property. The terms of the lease describe the arrangements for the charging and payment of service charges, including those for repairs and major works to the residential block or estate in question.
4. The service charge contributions of individual long leaseholders, in respect of major works to their block or estate, can be significant and it is acknowledged that large bills for major works can cause financial hardship for some homeowners. Arrangements are in place to assist homeowners to spread the cost of these charges, or access loans through various means (as described below).
5. The loan arrangements for leaseholders were last considered by the Community and Children's Services Committee in September 2017, in the context of the Great Arthur House curtain wall replacement project. At that time, the maximum discretionary loan amount was increased to £72,500 and Members approved the setting of the interest-free period at a maximum of three years, depending on the amount borrowed.
6. Members are aware that other large-scale major works projects are planned, notably window replacement works at Golden Lane, which have the potential to result in significant charges for leaseholders. The precise costs have yet to be determined and officers are therefore not able to advise Members on the precise implications for the operation of the current discretionary loan arrangements.
7. Any change to the current arrangements would require clarity on the cost of current planned projects, as well as the implications for the HRA of extending the support currently in place.

8. This paper is intended to assist Members by describing the current arrangements and how they fit in with our wider duties in respect of the proper management of the HRA. The paper also includes information about practice elsewhere.

The Housing Revenue Account (HRA)

9. Section 74 of the Local Government and Housing Act 1989 (“the 1989 Act”) imposes a duty on local authority landlords with 200 or more homes to keep an HRA, through which sums are debited and credited in respect of core landlord services and the provision of housing (as defined in the Housing Act 1985, Part II).
10. The 1989 Act includes an obligation to ensure that the account for each year does not show a debit balance (s.76).
11. The City Corporation has legal and fiduciary duties to recover the cost of major works projects from long leaseholders as part of its duty to manage the HRA effectively. Failure to collect service charges due from leaseholders could compromise the HRA and mean that tenants were, in effect, subsidising private homeowners.
12. Failure to properly collect service charge contributions would also compromise our ability to deliver the current major works programme. However, we must also have due regard to the hardship faced by some long leaseholders when faced with substantial service charge demands for major works.
13. To balance the need to effectively administer the HRA, with consideration for the impact of major works on long leaseholders, a range of options are available to assist lessees in paying for major works items. These measures are intended to ensure that major works costs are recouped by the HRA in a way that reduces the potential for individual financial hardship as far as can reasonably be achieved while keeping firmly in mind our duty to properly manage the HRA.
14. Members will be aware that the HRA is subject to serious pressure due to the major works programme and the development of new homes in several locations. Currently, in addition to the £110 million for planned projects, there is an estimated £30 million worth of projects that are currently without allocated funding, arising out of the 2018 stock condition survey and further tests and surveys conducted as part of ongoing major works projects.
15. Members will also be conscious of the legal proceedings in respect of Great Arthur House, which resulted in the City Corporation being unable to recoup the majority of costs originally billed to leaseholders in that building, resulting in additional costs being borne by the HRA.
16. Further demands are being placed on the HRA which are non-negotiable, for instance, the cost of meeting new legal responsibilities on building safety compliance

Current Position

17. Appendix 3 includes a Major Works payment guide for leaseholders. The current support available to leaseholders is set out in the table in **Appendix 1** and is made up of :
- A mandatory loan scheme under the Housing (Service Charge Loans) Regulations 1992
 - A contractual loan scheme set out in the lease terms
 - A discretionary loan scheme originally approved in 2010 and revised in 2017.
18. Further to the options above, other measures are available through legislative provisions, or previous Committee approval, namely:
- purchase by the City Corporation of an equitable interest in a property under the Housing (Purchase of Equitable Interests) (England) Regulations 2009, essentially a form of shared ownership which reduces the leaseholder's service charge liability to the percentage they retain
 - a buy-back scheme, approved by Committee in 2010, in which the City Corporation purchases the property and the former leaseholder remains as a tenant (only available to the original Right to Buy purchaser and subject to funds being available for this purpose)
 - an equity loans scheme, subject to a means-testing process and available only to resident leaseholders.
19. The latter two options are available only in cases of extreme hardship, as a last resort measure, where it is demonstrated that the leaseholder does not have the means to pay for major works and is at risk of homelessness without support. Agreement is subject to a detailed assessment.
20. The discretionary loan scheme was last considered in detail by this Committee in 2017, when the current interest-free periods and loan parameters were agreed. In June 2018, Members made a further decision *not* to restrict the discretionary loan arrangements to leaseholders on lower incomes, but to allow any current owner-occupier to apply for the scheme.
21. Uptake of discretionary loans has been relatively low, with only eight outstanding at the time of writing, five of which relate to Great Arthur House. However, it should be noted that the Great Arthur House project was completed at a time when the economic picture was very different and loans through regulated lenders had more competitive rates. Uptake may be higher if a similar project were undertaken during the current economic conditions, as the interest-free period and competitive interest rate make the discretionary loan scheme a potentially more attractive option than a bank loan.

Barbican Estate

22. The Barbican Estate operates broadly similar arrangements to the HRA, however, it can be noted that the discretionary loan scheme differs in a number of ways:

- The statutory (mandatory) loan arrangement under the 1992 Regulations applies, however, very few leaseholders are eligible due to the restrictive criteria in the scheme.
- A lease-based arrangement in which payments can be paid over a maximum of 10 years, with interest, secured as a charge on the property; major works are classed as those costing more than 2.5% of the value of the property. This scheme is the same as that contained in HRA leases.
- A discretionary loan scheme in which the terms of the statutory loan (under the 1992 Regulations) are extended to those who did not purchase their home through Right to Buy (i.e. those who purchased through open market sales). The statutory maximum (£41,740) applies and there is no interest-free period as in the HRA scheme.

23. Therefore, the main difference between the HRA and Barbican offer is the extent of the discretionary loan schemes operated.

Other Local Authorities

24. Most local authorities will offer options to spread the cost of major works through instalment plans, lease provisions and discretionary loan schemes. In addition, some landlords offer voluntary charge arrangements, which are sometimes restricted to those in extreme hardship.

25. The arrangements of a sample of local authorities in London were researched and the details are shown in **Appendix 2**.

Instalment Plans

26. It is common for local authority landlords to offer instalment plans, often with partial or full interest-free periods depending on the duration of the plan, which allow leaseholders to spread repayments over several years. These are not loans and are not secured on the property.

27. The City Corporation does not currently offer this option to leaseholders. Our standard lease does allow leaseholders to spread costs across a maximum of 10 years, however, this takes effect as a secured loan and attracts interest, and so differs from the kind of instalment plans offered by some other local authorities.

Discretionary Loans

28. Many landlords offer a discretionary loan scheme, which is usually restricted to assist owner-occupiers. Appendix 2 shows a sample of arrangements operated by other local authority landlords in London. From the information publicly available, some of the landlords included in Appendix 2 appear not to offer a discretionary loan scheme.

29. Of those that offer discretionary loans, 10-year terms are most common, though some landlords do offer longer loan terms, bearing interest.

Review of Current Arrangements

30. Based on the landlords shown in Appendix 2, the City Corporation's current offer for leaseholders appears to be broadly similar, in that:

- a discretionary loan scheme is offered to owner-occupiers
- an interest-free period is available (again restricted to owner-occupiers)
- a maximum loan period is specified.

31. There are some ways in which the City Corporation's arrangements differ from those landlords researched:

- Unsecured interest-free instalment plans are not currently provided.
- A maximum loan amount is specified in the discretionary loan (however, it should be noted that there is no maximum stated in the lease arrangements).

32. Officers are of the view that the current arrangements are generally suitable, however, Members may wish to indicate whether they would like officers to consider any amendments to current options, or any new initiatives, in more detail.

33. Given the duties held in respect of the HRA, and the scale of demand currently placed on it (or expected to be), any measures which had the potential to reduce cashflow to the HRA, or increase its debt burden, would need very cautious consideration.

34. It should be noted that the HRA Five-Year Financial Plan presented to this Committee in January 2024 did not include any additional costs related to any changes in leaseholder loan arrangements.

Corporate & Strategic Implications

35. There are no strategic implications directly related to this report.

- Financial implications – N/A
- Resource implications – N/A
- Legal implications – N/A
- Risk implications – N/A
- Equalities implications – N/A
- Climate implications – N/A
- Security implications – N/A

Conclusion

36. We currently have a range of measures to assist leaseholders of City Corporation social housing estates to pay for major works costs, including a scheme contained

in the lease and a discretionary loan scheme which is partially interest-free and limited to resident leaseholders.

37. Comparison with other local authority landlords in London shows that the City Corporation's offer is broadly in keeping with options elsewhere. However, unsecured instalment plans, which are quite common from the research conducted, are not currently offered.
38. Uptake of the loan arrangements offered has been low, even in those blocks which have been subject to the most substantial major works projects.
39. Officers advise that the current arrangements are suitable and balance the need to recover major works costs with easing pressure on private homeowners who are obliged to contribute towards projects.
40. Officers will consider any changes to the current arrangements suggested by Members in more detail, including any potential impact on the HRA and its ability to support the current major works programme and other important commitments.

Appendices

- Appendix 1 – Summary of Current Financial Support Options for Long Leaseholders
- Appendix 2 – Instalment Options and Discretionary Loan Arrangements: other Local Authorities
- Appendix 3 – Major Works payment guide for leaseholders

Liam Gillespie

Head of Housing Management
Housing Division
Department of Community and Children's Services

T: 020 7332 3785

E: liam.gillespie@cityoflondon.gov.uk

This page is intentionally left blank

Appendix One

Summary of Current Financial Support Options for Long Leaseholders

Table 1: Summary of current loan schemes

Scheme Type	Basis	Eligibility	Summary
Mandatory Scheme	Housing (Service Charge Loans) Regulations, 1992	Leaseholders (and successors in title) of properties purchased under Right to Buy in the last 10 years	<ul style="list-style-type: none"> • Loan amount between £1,044 to £41,740 • Loan period up to 10 years • Must apply within six weeks of service charge demand and accept any offer within four weeks • Interest is payable at standard national variable rate (currently 3.13%) • Loan is secured by way of a mortgage on the property • Administrative charge of £100.00 (set by the Regulations) is chargeable, plus legal costs
Contractual	Lease provisions	All leaseholders	<ul style="list-style-type: none"> • Allows lessee to spread cost of major items over 10 years • Major items defined in lease as works costing 2.5%+ of the value of the property at the time of purchase (e.g., for a property worth £500,000, the invoice would need to be at least £12,500 to qualify) • Interest payable at standard national variable rate (currently 3.13%) • Charge placed on property (fee applies)
Discretionary	Decisions of Community & Children's Services Committee (2010, 2017 and 2018)	Leaseholders occupying property as main home	<ul style="list-style-type: none"> • For major works costing over £5,000, maximum loan £72,500 • 10 year maximum loan duration • Leaseholder covers first £5,000 – remainder eligible for a loan

Community and Children's Services Committee 11/03/2023
Financial Support with Major Works (Long Leaseholders)

			<ul style="list-style-type: none">• No means testing• Interest free period from 1-3 years• Must not be in service charge arrears or in breach of lease• Charge secured on the property to guarantee loan• Legal fees capped at £500
--	--	--	---

Appendix Two: Instalment Options and Discretionary Loan Arrangements

Comparison with other Local Authorities

Authority	Instalment Plans and Discretionary Loan Arrangements	Maximum discretionary loan period	Minimum Loan Amount	Maximum loan amount	Maximum interest-free period	Other options provided
Brent	<p><u>Instalment plans</u></p> <ul style="list-style-type: none"> • Interest-free payments for 12 months for sums under £1,000 • Interest free for 24 months for sums over £1,000 <p><u>Discretionary Loan</u></p> <ul style="list-style-type: none"> • Loan for 3-10 years, interest payable 	10 years	None	None specified	3 years	
Camden	<p>(All options below are open solely to resident leaseholders)</p> <p><u>Instalment Plans</u></p> <ul style="list-style-type: none"> • Interest free period of up to 12 months on major works bills under £5000 • Interest free periods of up to 24 months on 	25 years	None	None specified	5 years	

	<p>major works bills over £5000</p> <ul style="list-style-type: none"> • Interest free periods of up to 36 months on major works bills over £10,000 • Interest free periods of up to 48 months on major works bills over £15,000 • Interest free periods of up to 60 months on major works bills over £20,000 <p><u>Discretionary Loan</u></p> <ul style="list-style-type: none"> • Up to 25-year loan, interest payable, charge placed on property 					
City of London Corporation (Barbican Estate)	<p><u>Contractual Loan</u></p> <ul style="list-style-type: none"> • Contractual under lease terms: up to 10 years, interest payable • Monthly repayments • Available to all leaseholders provided they are not in breach of lease • Charge placed on property 	10 years	£1,044	£41,740	None	Discretionary loan mirrors the terms offered for the mandatory loan under the 1992 Regulations; it is simply extended to those who would not otherwise be eligible

	<p><u>Discretionary Loan</u></p> <ul style="list-style-type: none"> • Same terms as loans offered under 1992 Regulations 					
City of London Corporation (HRA)	<p>See Appendix One for full details</p> <p><u>Contractual Loan</u></p> <ul style="list-style-type: none"> • Contractual under lease terms: up to 10 years, interest payable • Monthly repayments • Available to all leaseholders provided they are not in breach of lease • Charge placed on property • No maximum specified <p><u>Discretionary Loan</u></p> <ul style="list-style-type: none"> • £5,000-£72,500, amounts between £5,000 and £72,500 interest-free from 1-3 years • Resident leaseholders only • Secured on property (fees apply) 	10 years	£5,000 (discretionary loan)	£72,500 (discretionary loan)	3 years	

Ealing	<p><u>Instalment Plans</u></p> <ul style="list-style-type: none"> • 12 months interest-free, available to all leaseholders • 18 months interest-free – residents only, £4,201 minimum • 24 months interest-free – residents only, £6,301 minimum • 30 months interest-free, residents only, £8,401 minimum • 36 months interest-free, residents only, £10,501 minimum • 5-year repayment plan, 3 years of which is interest-free, minimum £12,601, residents only <p><u>Discretionary Loan</u></p> <ul style="list-style-type: none"> • Residents only, who cannot access statutory loan scheme or other repayment methods • Interest chargeable 	10 years	Statutory minimum	None specified	3 years	<p><u>Voluntary charge</u> For cases of extreme hardship, residents only, must be unable to access payment by instalments, equity required, interest payable upon sale</p> <p><u>Purchase of equity share</u> Residents only, minimum bill £10,000, cases of extreme hardship only after other options exhausted</p>
Harrow	<p><u>Instalment Plan</u></p>	5 years	None	None specified	4 years	<p><u>Voluntary Charge</u> Interest payable</p>

Community and Children's Services Committee 11.3.2024
 Financial Support with Major Works (Long Leaseholders)

	<ul style="list-style-type: none"> • 12 months interest-free for amounts up to £3k <p><u>Discretionary Loan</u></p> <ul style="list-style-type: none"> • Under £3,001: 12 months interest free • £3,001 to £6,000: 24 months interest free • £6,001 to £9,000: 36 months interest free • £9,001 to £12,000: 48 months interest free • Over £12,000: 48 months interest free and 12 months interest payable 					
Islington	<p><u>Instalment Plans</u></p> <ul style="list-style-type: none"> • 2-year monthly instalments, interest-free, for resident and non-resident leaseholders • 3-year monthly instalments, interest-free, for resident leaseholders • 5-year monthly instalments, interest-free, for amounts over £10,000. Must be resident in the 	10 years	None	None specified	5 years	

Community and Children's Services Committee 11.3.2024
 Financial Support with Major Works (Long Leaseholders)

	<p>property. Charge placed on property, fees apply.</p> <ul style="list-style-type: none"> • 5-year monthly instalments, interest free for 3 years, for resident leaseholders. Charge placed on property, fees apply. This is maximum payment period for loans below £10k (unless it relates to heating system works). • 10-year monthly instalments, five years interest-free, for residents only. Charge placed on property. Amount must be £10k plus or relate to heating system works. 					
Lewisham	<p><u>Instalment Plans</u></p> <ul style="list-style-type: none"> • 2-year monthly instalments if bill below £3,000 • 3-year monthly instalments if more than £3,000 	Not offered	None	None specified	5 years	

Community and Children's Services Committee 11.3.2024
 Financial Support with Major Works (Long Leaseholders)

	<ul style="list-style-type: none"> 5-year monthly instalments if more than £10,000 					
Southwark	<ul style="list-style-type: none"> 12-month interest-free plan for resident and non-resident leaseholders 36-month interest free payment plan for resident leaseholders, dependent on amount 48-month interest-free monthly payments for resident leaseholders when amount exceeds £7,200 <p><u>Discretionary Loan</u></p> <ul style="list-style-type: none"> Up to 25-year loan, with interest, secured as a mortgage on the property. Arrangement, valuation and administrative fees payable 	25 years	None specified	None specified	4 years	
Tower Hamlets	<p><u>Instalment Plans</u></p> <ul style="list-style-type: none"> 2-year monthly payment plan, interest free, for amounts over £1,000. Resident and non-resident leaseholders eligible. 	Not offered	£1,000 (instalment plan)	None specified	2 years	<u>Voluntary charge</u> For those 60 plus or on full benefits, interest payable, fee applies

Community and Children's Services Committee 11.3.2024
Financial Support with Major Works (Long Leaseholders)

	<ul style="list-style-type: none">• 5-year monthly payment plan, interest-free for first two years, for amounts £2,000 plus. Resident leaseholders only.• 10-year monthly payment plan, interest free for first two years, for amounts over £10k. Resident leaseholders only.					
--	--	--	--	--	--	--

Paying for major repairs to your property – a brief guide for leaseholders

City of London Housing Services



The City of London recognises that it can be difficult for some leaseholders to pay for the cost of major works to their property in one go. We therefore have a number of ways to support you with this.

Spreading the cost

The terms of your lease allow you to spread the cost of “major items” over a ten year period paying interest over the payment period at the standard national variable rate (currently 3.13%). A major item is any repair work carried out within the same financial year and which costs at least 2.5% of the market value of your home.

This option is available to any leaseholder, regardless of whether they live at the property or not, but you must not be in arrears with your service charges or be in breach of your lease in any other way.

Mandatory Service Charge Loan Scheme

Leaseholders who have bought their home under Right to Buy legislation in the last ten years, and their successors, are statutorily entitled to a loan of between £2,863.00* and £38,171.00* for major works or repairs where the service charge exceeds £954.00. The loan is for up to ten years.

The total service charge repairs cost to the leaseholder for the relevant year (including any estimated costs) must be more than £954.00 and you must apply for the loan within six weeks of the date of the service charge demand. Any loan offer made must be accepted within four weeks. Interest is payable at the standard national variable rate (currently 3.13%).

The loan can be for any amount exceeding the first £954.00 of the service charge demand, which must be met by you.

The thresholds in the regulations are adjusted by increases in the Retail Price Index for the preceding year. Revised limits are published in April each year.

You must provide us with details of any existing mortgage or charge on your property. The loan is secured by way of a mortgage on your home. A statutory administrative fee of £100.00 is charged and may be added to the loan if you wish.

Interest-free periods for owner-occupiers

If you are an owner-occupier, and the property is your main home, the City can offer you an interest-free period on major works costs over £5,000. The interest-free periods are as follows:

mount of loan	Interest-free period
Up to £4,999.99	1 year
£5,000- 9,999.99	2 years
£10,000-£72,500	3 years

Any amount over £72,500 will be subject to interest. At the end of the interest-free period, interest will be payable at the standard national variable rate (currently 3.13%).

To qualify, you must be resident, must not have arrears, or be in breach of your lease. You must have a good credit history. The loan will be secured by a legal charge on your home, similar to a mortgage.

A loan can only be made for the major works charges billed in one financial year, but you can take out a further loan in subsequent years. Interest will only be payable on the first £5000 of the initial loan. Anything you add

subsequently will be interest-free for 1-3 years, up to an overall total of £72,500.

There is a charge for administration and legal fees for each loan. This will be a total maximum of £500 and can be added to your loan.

Severe Hardship

If you are an owner-occupier in severe hardship, cannot repay a loan and are not able to extend your existing mortgage or get equity release on your property, then we may be able to offer further support. Please contact us on the number below.

Further information and guidance

This leaflet is simply outlining the options available, and you will need more details to help you decide what to do next. If you are interested in applying for a loan, the next step is for you to talk to a member of our Home Ownership Team. They will tell you exactly what is available to you, explain all the terms and conditions and guide you through the next steps.

You can do this by phone or in person. Please contact the team on 020 7332 3013 to talk to someone or make an appointment to see us.

Important information

A service charge loan from the City may not always be the best option for you, as you may be able to get a lower rate of interest elsewhere.

You should always look at the secured loan rates offered by banks or building societies before choosing to take a loan with us. You may also seek independent financial and/or legal advice before taking out a loan.

Agenda Item 9

Committee(s): Community and Children's Services	Dated: 11 March 2024
Subject: Community & Children's Services (Non-Housing) Revenue Outturn Forecast as at Quarter 3 2023/24	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,2,3,4,12.
Does this proposal require extra revenue and/or capital spending?	N
Report of: The Director of Community and Children's Services and the Chamberlain	For Discussion
Report author: Mark Jarvis, Head of Finance & Beatrix Jako, Financial Business Partner, Chamberlain's Department	

Summary

- This report sets out the Quarter 3 estimated outturn for the Community & Children's Services Committee budget (excluding the ring-fenced Housing Revenue Account (HRA) Repairs and Maintenance budget).
 - The total local risk projected overspend for the full year is currently £219k (Q2: £263k overspend), mostly related to children's services.
 - The total central risk budget is projected to overspend by £250k (Q2: £274k overspend), mostly related to the increased cost of benefits administration and increased numbers of asylum seekers who are 18 years and above for whom we receive minimal government funding.

Table A - Summary of DCCS Budget and Projected Outturn (including HRA Repairs & Maintenance Budget) 2023/24

	2023/24 Latest Approved Budget £000	Forecast Outturn £000	Variation Underspend / (Overspend) £000
DCCS Revenue (see details in Table B)			
Net local risk expenditure	(13,745)	(13,964)	(219)
Net central risk expenditure	(1,232)	(1,482)	(250)
DCCS Local and Central Risk Net expenditure	(14,977)	(15,446)	(469)

Recommendation

2. That the Q3 projected outturn report for 2023/24 is noted.

Main Report

Quarter 3 Projected Outturn

Table B below gives the detailed forecast by service area.

Table B - DCCS – City Fund Budget Monitoring Budget and Projected Outturn 2023/24					
	2023/24 Latest Approved Budget £000	Actuals to Q3 £000	Forecast Outturn £000	Variation Underspend / (Overspend) £000	Paragraph
<u>LOCAL RISK</u>					
Supervision and Management	(1,463)	(1,146)	(1,463)	-	
Housing Services					
Other Housing Service	3	(75)	3	-	
Supporting People	(599)	(394)	(599)	-	
Service Strategy	(9)	(23)	(9)	-	
Total Housing	(605)	(492)	(605)	-	
People Services					
Older People	(1,583)	(1,007)	(1,389)	194	3
Adult Social Care	(2,735)	(1,655)	(2,606)	129	
Occupational Therapy	(370)	(281)	(372)	(2)	
Homelessness	(3,222)	(1,359)	(3,215)	7	
Housing Benefit	104	60	104	-	
Children Social Care	(1,564)	(1,589)	(1,971)	(407)	4
Total People Services	(9,370)	(5,831)	(9,449)	(79)	
Education and Skills					
Early Years & Childcare	(685)	(441)	(675)	10	
Other Schools Related Activity	(254)	(210)	(355)	(101)	
Adult Community Learning	(198)	460	(168)	30	
Total Education and Skills	(1,137)	(191)	(1,198)	(61)	
Partnerships					
Commissioning inc. recreation	(708)	(1,154)	(827)	(119)	5
Public Health	30	1,000	30	-	
Youth Service	(173)	(122)	(164)	9	
Community Safety Team	(319)	(60)	(288)	31	
Total Partnerships	(1,170)	(336)	(1,249)	(79)	
TOTAL LOCAL RISK CITY FUND	(13,745)	(7,996)	(13,964)	(219)	

Table B - DCCS – City Fund Budget Monitoring Budget and Projected Outturn 2023/24					
	2023/24 Latest Approved Budget £000	Actuals to Q3 £000	Forecast Outturn £000	Variation Underspend / (Overspend) £000	Paragraph
<u>CENTRAL RISK</u>					
Supervision and Management	(80)	-	(80)	-	
Commissioning inc. recreation	140	30	130	(10)	
Early Years and Childcare	(472)	(524)	(472)	-	
Other School Related Activity	516	1,819	516	-	
Asylum Seekers	(1,259)	(521)	(1,299)	(40)	6
Delegated Budget	30	(574)	30	-	
Other Housing Services	(40)	-	(40)	-	
Housing Benefit	(67)	(494)	(267)	(200)	7
Total Central Risk	(1,232)	(264)	(1,482)	(250)	
TOTAL LOCAL RISK & CENTRAL RISK CITY FUND	(14,977)	(8,260)	(15,446)	(469)	

3. The Older People local risk budget is projecting an underspend of £194k. It should be noted that we are awaiting agreements for placement costs uplifts which may be backdated to begin in April, as a result this forecast is subject to change throughout the year as package uplifts agreed. The placement uplift costs could reach as high as £50k although it is hope some can be offset against the Market Sustainability and fair cost of care fund grant.
4. The Children’s Social Care local risk budget is expected to overspend by a net £407k. This is due to the continued presence of a number of high cost placements which includes a new client in 2023/24 with an estimated cost of £415k per annum.
5. The Commissioning local risk budget is expected to overspend by £119k mainly due to higher than expected removal cost relating to the Mansell Street Community Centre.
6. The Asylum Seekers central risk budget is projected to overspend by £40k. There are increasing number of asylum seekers turning 18 years old for which we have a statutory responsibility, but which attract little or no government funding from the Home Office.
7. Housing Benefit Administration central risk budget is projecting an overspend of £200k. This is largely attributable to a shortfall between housing benefits

awarded for temporary accommodations and what the Department for Work and Pensions paid. Some of the accommodations are over their limit and shortage of temporary accommodation at reasonable prices led to the increasing shortfall in this area.

8. The Homes for Ukraine Scheme continues during the year. The costs involved with these programmes are fully met from government grants and have no impact on the Directors overall net forecast outturn.
9. In general it should be noted that both the social care and asylum budgets are very volatile and a small change in client numbers has a major effect on the eventual full year outturn.

Caroline Al-Beyerty
Chamberlain & CFO

Judith Finlay
**Director of Community &
Children's Services**

Contact officers:

Mark Jarvis
Head of Finance – Chamberlains
E: Mark.Jarvis@Cityoflondon.gov.uk

Beatrix Jako
Financial Business Partner – Chamberlains
E: Beatrix.Jako@cityoflondon.gov.uk

Committee: Community and Children’s Services Committee – For information	Dated: 11/03/2024
Subject: Housing Strategy	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2, 3, 4, 9, 10, 11, 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Judith Finlay, Executive Director Community and Children’s Services	For Discussion
Report author: Gerri Scott, Housing Consultant	

Summary

The purpose of this report is to advise on the development of the new Housing Strategy. The previous strategy ended in 2023 and the new Housing Strategy will set out the City of London Corporation’s vision for the supply of housing and the successful delivery of housing services to residents.

The strategy should align to national housing priorities and provide clear strategic direction for housing investment in the development of new and existing homes, actions, and targets to improve quality, condition, and energy efficiency.

Five draft priorities have been developed for consultation with members, residents, officers, and stakeholders. Once the consultation has been concluded, a final draft strategy will be presented for approval in May 2024.

Recommendations

Members are asked to:

- Note the report
- Note the planned consultation and the timescales for development of the final draft strategy
- Note the draft priorities and consider whether there are any additional priorities that should be included.

Main Report

Background

1. The previous housing strategy for the City of London Corporation concluded in 2023. The new corporate plan provides the context for a new Housing Strategy, setting out core principles for housing:
 - People should receive good services, live in good quality housing, and live independent and healthy lives.
 - Communities should be involved in co-creating fair and innovative outcomes to improve how they feel about the place where they live.
 - Housing should be a positive aspect of everyday life, enhancing health and wellbeing and providing stability for successful lives.
 - Housing services should be high-quality, generating high levels of resident satisfaction.
 - Homes should be safe and well-maintained with a strong emphasis on fire safety and building safety.
2. There is an aspiration to develop more housing for those in housing need. There should be meaningful engagement with residents, so they can influence the quality of their housing services and raise the standards of their homes to enhance their wellbeing and life chances.

Current Position

3. Since the development of the last Housing Strategy, there have been changes to the wider housing strategic context.
4. Inquiries into the Grenfell tragedy have informed a new approach to regulation of the housing sector and the Social Housing Regulation Act and Building Safety Acts set out changes to strengthen building safety and improve the quality of homes and neighbourhoods.
5. Regulation of the social rented sector has been strengthened with the introduction of a landlords' league table, to be published annually from April 2024, and performance rated against a suite of new consumer standards and tenant satisfaction measures.
6. Landlords must ensure that complaints are dealt with promptly and fairly, that the resident's voice is heard and that residents are treated with respect. The Housing Ombudsman's role has increased with a series of spotlight reports on complaint-handling by local authorities and housing associations with high-profile 'deep dives' into damp and mould, anti-social behaviour, attitudes, respect, and rights.
7. In 2019, central government declared a climate emergency, amending previous legislation to commit the UK to bringing down all greenhouse gas emissions by 2050. The City of London Corporation has embraced this challenge with an aspiration to achieve net zero emissions by 2030.

8. The Building Safety Act 2022 is intended to strengthen the regulatory system for building safety, with increased responsibilities for building developers, owners, and managers to ensure greater accountability for the design, construction and occupation of high-risk buildings. Recent high-profile cases have increased the scrutiny of housing conditions, the health and wellbeing of residents and how landlords tackle damp and mould alongside health and safety compliance of the 'big six' issues – fire, asbestos, gas, electrical, lifts and legionella.
9. The COVID-19 pandemic legacy and the exit from the European Union have had a profound effect on housing – from supply chain issues, which have impacted on the cost and timeliness of new development, the costs of procuring and delivering effective repairs and maintenance services, and shortage of resources, skills, and expertise. COVID-19 also magnified existing issues such as social isolation, poverty, and scarcity of housing supply.
10. The rent cap worsens an already difficult financial position for the Housing Revenue Account, with the annual 1% reduction policy in place from 2016 to 2020 leaving reserves severely depleted and demanding greater efficiency to achieve savings.

Proposals

11. Five draft principles have been developed for the new housing strategy and will inform the consultation process. They are:
 - i. Increase the supply of housing
 - ii. Improve housing quality
 - iii. Improve the quality of housing services
 - iv. Improve building safety
 - v. Engage and listen to residents
12. There will be consultation on each of these draft principles and the proposals for the ambition to achieve targets for each principle. Appendix 1 includes a slide deck that supports the consultation on the draft principles.
13. The main methods of consultation will be lead Member engagement and separate focus groups with staff, involved residents and stakeholders. The aims of the sessions will be to provide an opportunity to highlight key housing issues and to give views on the proposed priorities and actions.
14. There will also be an online survey on the website to run for a period of six weeks, asking for views. The survey will also be emailed to residents directly.
15. Consultation has started and will include internal conversations with key Members, officers, involved residents and stakeholders, as well as an online questionnaire to invite the wider resident population to participate.

16. An evidence base of key data is also being prepared to support the Housing Strategy.

17. **Corporate & Strategic Implications**

- **Strategic implications** – The Housing Strategy will align to the aspirations of the Corporate Plan, which sets the overarching context for the City of London Corporation’s ambition for its existing and future housing provision and service delivery.
- **Financial implications** – None
- **Resource implications** – None
- **Legal implications** – None
- **Risk implications** – None
- **Equalities implications** – Consultation around the priorities for the Housing Strategy will be inclusive and will ensure that a wide and diverse audience are invited to participate.
- **Climate implications** – None
- **Security implications** – None

Conclusion

This report sets out the process for consultation and involvement in the development of the new Housing Strategy.

Once consultation is concluded, and comments and contributions considered, the strategy will be amended before being presented to Members for final approval.

Appendices

- Appendix 1 includes the slide deck to support the consultation on the draft principles for the housing strategy.

Gerri Scott

Housing Consultant

T: 07973507286

E: gerri.scott@cityoflondon.gov.uk

Housing Strategy

SMT Discussion 20 February 2024



Purpose of the strategy

- Set out the City of London Corporation's vision for the supply of housing and the successful delivery of housing services to residents.
- The strategy should align to national housing priorities and provide clear strategic direction for housing investment in the development of new and existing homes, actions, and targets to improve quality, condition, and energy efficiency.

Wider strategic context

- New approach to regulation
- Increased role of Housing Ombudsman
- Climate action
- Building safety
- Covid pandemic legacy
- Rent cap

Corporate plan and the vision for housing

- People should receive good services, live in good quality housing, and live independent and healthy lives
- Communities should be involved in co-creating fair and innovative outcomes to improve how they feel about the place where they live.
- Housing should be a positive aspect of everyday life, enhancing health and well-being and providing stability for successful lives.
- Housing services should be high-quality, generating high levels of resident satisfaction.
- Homes should be safe and well-maintained with a strong emphasis on fire safety and building safety.
- There is an aspiration to develop more affordable housing for those in housing need.
- There should be meaningful engagement with residents, so they can influence the quality of their housing services and raise the standards of their homes to enhance their well-being and life chances.

Five draft overarching priorities for the new housing strategy

1. Increase the supply of housing.
2. Improve housing quality.
3. Improve the quality of housing services.
4. Improve building safety.
5. Engage and listen to residents.

Increasing the supply of new housing

Our ambition:

- We will make housing development economically viable and better value for money.
- We will explore new development funding delivery models, including cross subsidy models.
- We will clearly define what we mean by affordable housing and who it is for
- We will set new achievable housing targets.
- We will prioritise new housing for local people through local letting policies.
- We will use our existing stock more efficiently by helping residents to downsize to more suitable properties.
- We will deliver an effective housing options and homelessness service, aimed at reducing the number of people at risk of homelessness and need for temporary accommodation.

Improve housing quality

Our ambition:

- We will develop a new asset management strategy and plan, supported by a rolling stock condition survey.
- We will invest in our estates and homes to achieve ongoing decent homes standard compliance.
- We will develop and consult with residents on a City of London Corporation standard.
- We will provide a high quality, responsive repairs, and maintenance service.
- We will build new zero carbon housing, retrofit where it is cost-effective to do so in our existing housing, and explore off-setting carbon emissions.
- We will develop and implement a plan to replace gas heating systems and improving the energy efficiency of homes.
- We will publish a five-year planned maintenance and cyclical decoration programme to provide residents with visibility of planned works.
- We will improve void turnaround times and ensure a suitable letting standard is achieved for new tenants.
- We will meet the requirements of the Homes Fitness for Human Habitation Act.

Improving the quality of housing services

Our ambition:

- We will meet the demands of the Regulator of Social Housing, increasing year on year performance against consumer standards and tenant satisfaction measures.
- We will increase the level of customer satisfaction through the effective management of services for tenants and leaseholders.
- We will build strong person-centred relationships with residents, enabling staff to take early, appropriate, and effective action with specialist interventions for those with complex needs.
- We will develop tenancy support to maintain tenancies and know our residents better by conducting annual visits to all tenants who live in Council housing.

Improving building safety

Our ambition:

- We will achieve full compliance with the regulatory framework for building safety.
- We will ensure effective fire safety management, maintaining up to date fire risk assessments, publishing documents and renewal dates.
- We will achieve full health and safety compliance on the 'big six' - fire, asbestos, gas, electrical, lifts and legionella.

Engaging and listening to residents

Our ambition:

- We will create a culture of co-production through the creation of a separate forum for HRA residents, comparable to the Barbican Residential Consultative Committee, so that the tenant voice can be fully heard.
- We will develop more proactive and specific engagement with residents on matters of local concern using innovative and non-traditional methods.
- We will provide responsive services and effective customer care to all by identifying the needs of vulnerable households.
- We will proactively involve residents in monitoring the performance of services where they live.

Questions

1. From your perspective, what are the three most important housing issues on which we should focus?
2. Do the draft priorities of the housing strategy adequately capture the key housing-related issues and challenges for the City of London Housing Corporation?
3. Are there any other issues we should be looking at?
4. For each of the five priorities, please tell us whether you agree with the proposed actions?
5. Are there any other actions that the City of London Corporation should be taking forward which would help deliver these priorities?

This page is intentionally left blank

Committee:	Dated:
Community and Children’s Services Committee	11 March 2024
Subject: Commissioning Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of funding?	N/A
Has this funding source been agreed with the Chamberlain’s Department?	N/A
Report of: Judith Finlay, Executive Director of Community and Children’s Services	For Discussion
Report author: Greg Knight, Head of Commissioning, Commissioning and Partnerships	

Summary

This report provides Members with highlights of current activities, successes, issues and priorities for the Department of Community and Children’s Services (DCCS) Commissioning Team.

Recommendations

Members are asked to:

- Note the contents of the report
- Note the contents of the DCCS Contracts Register (see Appendix 1)
- Note the contents of the DCCS Sourcing Plan (see Appendix 2)

Main Report

Background

1. The Commissioning Team currently manages 127 contracts, (not including social care placement contracts), with an approximate total value of £36,000,000 over the duration of their contract terms.

Commissioned Services Highlights

2. This section provides highlights of the current activities, successes, issues and priorities for the Commissioning Team and its work programme.

Homelessness and Rough Sleeping – City Assessment Centre

3. The tender process for the City Assessment Centre, which included a site visit for providers, a written technical quality, social value, financial assessment, and a face-to-face presentation, has concluded. Thames Reach Housing Association have been appointed as the provider. Officers are currently in the final processes of completing the building handover, with a view to the scheme opening in February 2024. The service will provide 14 purpose-built assessment beds for rough sleepers in the City of London and is an important part of the Corporation's Homelessness and Rough Sleeping Strategy. The contract will be let initially for a period of three years and includes an option to extend for a further two years.

Adult Social Care – Care Quality Commission (CQC) Inspection Readiness

4. The Commissioning Team is working with colleagues across the Department on the preparation of the possible CQC Adult Social Care Inspection, which is to be completed by selected local authorities. The team is working to compile evidence against the inspection criteria to demonstrate the high-quality provision delivered across the breadth of the commissioned services and placements. This work includes evidencing the required policies, processes, procedures, and reporting to ensure safe, effective, caring, responsive and well-led care.

Adult Social Care – Community Equipment and Telecare

5. The Commissioning Team continues to work with the London Community Equipment Consortium, managed by the Royal Borough of Kensington and Chelsea and Westminster City Councils, to provide community equipment to 20 London local authorities. The service enables the City to provide home-based services supported by the provision of minor aids and adaptations, community equipment and Telecare. The Commissioning Team are working with the Consortium on a performance improvement plan to ensure that the City's equipment needs are fulfilled in a timely way.
6. The Telecare service element of the contract is being delivered to an improved standard. The wider review and redesign of the Telecare service, which incorporates the supply and installation of equipment and the responder service, will commence in 2024–25. This will ensure that the Department completes the required infrastructure and equipment installations to facilitate the transition from analogue to digital technologies. As part of this process, the team are working closely with the London Community Equipment Consortium and the provider, who are in the process of arranging a meeting with BT Openreach and Virgin Media, to obtain a clear understanding of the switchover project and the timelines.

Commissioning and Partnerships – Holiday Activities and Food Programme

7. The Holiday Activities and Food Programme provides healthy food and activities for children and young people who are eligible for free school meals.

The programme continues to be offered over school holidays, with the latest occurring over the Christmas period. SocietyLinks Tower Hamlets delivered sessions at the Golden Lane Community Centre and at Portsoken Community Centre, with food provided by local enterprise, All Season Foods. The sessions were attended by 50 children. The City's 2024 grant allocation of £25,000 has been confirmed by the Department for Education to sustain delivery over the Easter, summer, and Christmas Holidays. A review of the programme is being completed, with the aim of expanding the offer to families in the City known to be on the threshold of free school meals, who would benefit from the full-day provision delivered from the Aldgate School.

Commissioning and Partnerships – City Connections

8. The City Connections Service, delivered by Age UK East London, provides several interlinked services to City residents and workers, providing early intervention support to reduce the need to access statutory services. An evaluation of the current provision, which included substantial consultation with service users and partners, has been completed, leading to recommendations that the service be provided in a different way moving forward. This builds on the successes of the current contract, which expires in March 2024. The future service model is set out below:
 - Carers Service: Consultation completed through the development of Carers Strategy supported separating this element of the service to ensure that it was delivered by a provider experienced in delivering carers services. Consultation continues in the development of the specification for the new service. In the short term, to allow a new contract to be procured, the carers support service will continue to be provided by the Tower Hamlets Carers Centre.
 - Forget Me Not Café: This Golden Lane group, formerly the Memory Group, is very popular, attracting mainly older residents. Feedback from users was 100% positive, with partners confirming that the service prevents social isolation, particularly through enabling people to eat together. The new contract will be for a potential four-year period and will enable a group to meet weekly.
 - Community Assessments: These take the form of initial and follow-up assessments for individuals, with an agreed action plan for non-medical support. The number of people referred to City Connections is generally declining as the primary care social prescribing service has become more embedded. Officers plan to transfer this service to the social prescribing service contract, led by the Integrated Care Board and delivered by Family Action until 2027. This will make best use of the care navigator network which has developed significantly. This will also enable better joined-up work with primary care and the food pantry, also led by Family Action. Age UK East London will continue the community assessments for approximately six months while the contract variation is agreed.

- **Care Navigator Service:** This service supports people from hospital settings with short-term information and support to help them settle back into the community after hospital discharge. It aims to reduce and narrow hospital re-admittance as part of the prevention agenda in the Care Act 2014. Approximately 30 users per quarter use the service. The independent nature of the role is seen as vital to encouraging positive relationships with primary health, and regular co-location working with adult social care has facilitated good working relationships and an improvement to services. This service will be procured in the next six months, with the service continuing to be provided by City Connections in the meantime.
- **Activities:** Current activities provided by City Connections include meditation sessions, virtual tours, Portsoken community group, Golden Lane Thursday Club, Walking Group, IT support sessions, welfare calls and one-off trips. The type and regularity of activities provided have been responsive to resident needs and are flexible, with sessions ceasing where there is low demand. There are other diverse and well-attended activities run by partners in the City as early intervention and prevention, including Age UK City of London which is grant funded to provide a number of activities across the City. Healthwatch City of London is starting to map the activities that fall under the category 'social isolation' to give a better picture of the current provision and gaps, which will inform a procurement for further activities. Age UK East London will continue the current activities for approximately six months while the mapping and subsequent procurement is undertaken.

Commissioning and Partnerships – Golden Lane Leisure Centre

9. The contract with Fusion Lifestyle for the management of Golden Lane Leisure Centre is to be extended for a further year, until 31 March 2025. Discussions are being progressed to seek as much assurance on the commitment to the ongoing partnership, to minimise the risk of a premature closure, given the Department's inability to commit to a longer-term arrangement. The future procurement strategy and service delivery will be informed through the completion of the facility options appraisal, which explores the available options for delivering leisure provision in the Square Mile, including the associated revenue and capital costs. Options will be presented to Members of this Committee following the conclusion of that process and Member direction and decision on a future funding strategy for a preferred option.

Commissioning and Partnerships – Universal Youth and Play

10. The Universal Youth and Play Service, delivered by SocietyLinks, which provides services for 8–19 year-olds (25 years for SEND) has been extended for a further two years until 31 March 2026. SocietyLinks are a London Youth Accredited provider that has delivered some high-quality initiatives throughout the first two years of the service. Highlights include the positive outcomes

when working with young people from Afghanistan as part of the resettlement programme, the high engagement and participation among girls in the East of the City, and the popular community events delivered across City's estates.

Commissioning and Partnerships – Information Advice and Guidance (IAG) and the City Youth Forum

11. The existing contract with Prospects to deliver IAG and the City Youth Forum ran until January 2024. The Commissioning Team will be completing a review of the service and the needs of young people living and studying in the City, with a view to maximising the impact of commissioned youth provision.

Responsible procurement

12. In leading much of the Department's procurement activity, the Commissioning Team continues to ensure that the Corporation's Responsible Procurement commitments are delivered through our supply chains. The commitments, which are reflected in the procurement and monitoring of services, include climate action, supplier diversity, equity and inclusion, human rights, meaningful work-related opportunities, and social value outcomes. The team are working to provide case studies of good practice to be included within the Responsible Procurement annual impact review.

DCCS Sourcing Plan 2023–24

13. The Department's Sourcing Plan (see Appendix 2) details the service contracts over £100,000 in total value which may be procured in the financial year 2024–25. The Sourcing Plan includes contracts that have the provision to, and that are likely to, be extended.

Corporate & Strategic Implications

14. The Commissioning Team's sourcing plans and work plan are centred around the delivery of the Corporate Plan and Departmental Business Plan objectives, most notably the aim to "Contribute to a flourishing society".

Financial Implications

15. The Commissioning Team's work will continue to focus on delivering value for money in the financial year 2024–25.

Resource Implications

16. Not applicable.

Legal Implications

17. Not applicable.

Risk Implications

18. Not applicable.

Equalities Implications

19. Equalities considerations are included throughout the commissioning and management of services. Providers are required to report on the service's key performance indicators and assess the take-up and use of services from target groups.

Climate Implications

20. Not applicable.

Security Implications

21. Not applicable.

Conclusion

22. The team continues to implement a strategic approach to commissioning, prioritising workload and effective partnership, working across the range of services and contracts. The team aims to manage service performance and ensure high-quality outcomes for City residents. The team will prioritise the procurement of the services set out within the DCCS sourcing plan.

Appendices

- Appendix 1 – DCCS Contracts Register (non-public)
- Appendix 2 – DCCS Sourcing Plan (non-public)

Greg Knight

Head of Commissioning
Commissioning and Partnerships

T: 07821301628

E: greg.knight@cityoflondon.gov.uk

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank