



## **Community & Children's Services Committee**

### **REPORTS FOR INFORMATION ONLY**

**January 2023**

#### **REPORTS FOR INFORMATION ONLY**

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<b>Committee:</b> Community and Children's Services	<b>Dated:</b> 23/01/2023
<b>Subject:</b> Responding to cost of living pressures – food pantry funding and action update	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	2, 3, 4
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Clare Chamberlain, Interim Executive Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b> Zoe Dhami, Strategy and Project Officer, Community and Children's Services	

## Summary

This report provides an update on the City of London Corporation response to cost-of-living pressures.

## Recommendation

Members are asked to:

- Note the report and action update.

## Main Report

### Background

1. In September 2022 Members were provided with an update report on how the City of London Corporation is responding to the cost-of-living pressures faced by residents.
2. The report set out actions under a number of priorities: communications to promote support provision; targeting financial assistance; winter warmth; tackling food poverty; increasing income from employment; and wellbeing.
3. These actions seek to mitigate the pressures some households face – supplementing government support and utilising government funding provided to help struggling households.

4. The delivery and co-ordination of action is led by a Cost-of-Living Steering Group consisting of departmental and partner organisation representatives.
5. An update on those actions is highlighted below and appended in detail.
6. Members were also asked to approve an amendment to the Stronger Communities Grant criteria to allow for the 'warm space' criteria to fund activities and warm spaces over the winter period.

## **Update**

### *Winter warmth*

7. The temporary amendment has been made to Stronger Communities Grant criteria, to make available 'warm spaces small grants' to fund activity and access where people can come together and stay warm. This has been promoted through partners, regular channels, faith organisations and resident organisations.
8. Three warm space grants have been awarded as of December 2022. Two are for initiatives in the City, and one for City tenants living in Southwark. Applications have been fast-tracked by the Central Grants Unit (CGU), with decisions made on applications within two to three weeks. Four other applications were received but did not meet the eligibility criteria as they were not targeting City of London residents or those living on its managed housing estates.
9. The Stronger Communities Grant programme continues to assess on a rolling basis applications that are responding to arising community needs. The CGU and officers in the department work in close collaboration to ensure that decisions on grants are made quickly and are in line with the Committee's priorities.
10. The City of London Corporation has commissioned Groundwork London to provide an energy advisor (or Green Doctor) service to help people stay warmer and use less energy. The service is available for free to vulnerable and low-income residents. The service is being funded by the City and Hackney Health and Care Board.

### *Targeting financial assistance*

11. The third round of government-funded Housing Support Fund (£63,000) has been released. The funding beneficiaries are City residents receiving housing benefit only. Once this funding has been allocated to the beneficiary group, any remaining funds can be allocated at the discretion of the City of London Corporation.

12. The Holiday Activities and Food programme (HAF) – which delivers free holiday time activity and meals to recipients of free school meals – provided a programme over the Christmas period at Portsoken and Golden Lane Community Centres.
13. City Connections has given its carers a £50 voucher to provide some additional help over the winter months.

### *Tackling food poverty*

14. The department has been working with colleagues in Tower Hamlets to explore the potential of extending access to their food support offer for those living east of the Square Mile (Golden Lane falls within the beneficiary area for the support offered by St Luke's Community Centre). Initial consideration was given to opening their existing Whitechapel food pantry to more people, however, this is now at capacity so not a viable option. However, discussions with Tower Hamlets and their provider Family Action have been positive, and Family Action is developing a proposal to deliver a food pantry in the City of London.
15. The proposed food pantry will be membership based, with members paying £3.50 weekly for food and essentials valued at £20–30. Beneficiaries are referred by advice and support agencies and given an initial three-month membership. The proposal is for Family Action to run the food pantry service for 12 months from the community space of Artizan Street Library one day per week. Fresh and frozen food would be offered, as well as non-perishable and household items.
16. The food pantry offer would be open to those living in the east, including those in Aldgate outside of the City of London border.
17. After discussions with the CGU, it is proposed that an application will be considered by the City of London Corporation's Combined Relief of Poverty Charity (CRPC) (1073660). The CGU are engaging with Family Action, with input from officers from the Department of Community and Children's Services to ensure that any application will further the objects of the CRPC. Any application received will be assessed by the CGU Team with recommendations provided to Members for decision.
18. The City of London Corporation is the sole Trustee of the CRPC, with decision-making delegated to the Community and Children's Services Committee, acting as Trustee for the Charity. The report in relation to this application will ask Members of the Committee to consider its decision acting as Trustee, and in the best interests of the CRPC.

### **Corporate & Strategic Implications**

### **Strategic implications**

19. The poverty reduction action plan aligns to the commitments of the Corporate Plan, Joint Health and Wellbeing Strategy and Children and Young People's Plan.

### **Corporate implications**

20. This piece of work aligns with and supports the following outcomes of the Corporate Plan:

Contribute to a flourishing society

2. People enjoy good health and wellbeing
3. People have equal opportunities to enrich their lives and reach their full potential
4. Communities are cohesive and have the facilities they need.

### **Financial implications**

21. Current activity is being funded through resources made available from government and in principle funding from the City and Hackney Health and Care Board. Further initiatives may require additional funding to be identified but, given the pressures on departmental and corporate finances, this cannot be guaranteed.

### **Resource implications**

22. Officers from the Chamberlain's Department and Department of Community and Children's Services have absorbed this work within existing capacity. It may be that further growth in activity would require dedicated resource.

### **Legal implications**

23. None

### **Risk implications**

24. None

### **Equalities implications**

25. Targeted action on reducing poverty in the City of London will work towards reducing inequalities in health and wellbeing, and income across the square mile. Poverty disproportionately impacts those with protected characteristics.

### **Climate implications**

26. None

### **Security implications**

27. None

### **Conclusion**

28. The City of London Corporation has taken action to support the residents impacted by the cost-of-living crisis. A multi-agency steering group has been set up to oversee the implementation of an action plan to progress further initiatives to maximise the impact that can be delivered through the services offered and funding available.

### **Appendices**

- Appendix 1 – Update on cost-of-living actions

### **Background Papers**

- 22/09/2022 – Responding to poverty and cost of living pressures

### **Zoe Dhami**

Strategy and Project Officer  
Department of Community and Children's Services

T: 020 7332 3002

E: [Zoe.Dhami@cityoflondon.gov.uk](mailto:Zoe.Dhami@cityoflondon.gov.uk)

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## Appendix 1 – Update on cost of living actions

Priorities	Action
<b>Communications</b>	<ul style="list-style-type: none"> <li>• Fortnightly communications update on all cost-of-living support services.</li> <li>• Cost-of-Living Flyer – promoting resources and support - sent to all households in the City of London</li> <li>• 2 x press releases (Warm Spaces Funding, winter vaccinations and support with cost of living)</li> <li>• 4 x City Advice outreach events (2 x Golden Lane and 2 x Portsoken)</li> <li>• Wraparound letter going into City Matters (7 December) which is intended as a reminder of the activity and campaigns around winter safety</li> <li>• City Advice footer added to rent account letters to City tenants</li> <li>• Web page (<a href="#">Getting help with the cost of living - City of London</a>) created and promoted on front page of City website</li> <li>• Libraries offer of computers and basic IT support added to resources and promoted</li> <li>• Green Dr service promotion</li> <li>• Public access terminals to be provided in both community centres from January utilising funding from City and Hackney Health and Care Board (C&amp;HHCB).</li> </ul>
<b>Targeting financial assistance</b>	<ul style="list-style-type: none"> <li>• The third round of government funded Housing Support Fund (£63,000) to be allocated - beneficiaries can only be City residents receiving housing benefit. Once funding has been allocated to this beneficiary group any remaining funds can be allocated at the discretion of the City Corporation.</li> <li>• The Discretionary Energy Support scheme closed on 25th November for new applications. The remaining funding will be used to top up vulnerable residents in Council Tax bands E – H that have previously been eligible for support.</li> <li>• School uniform grant criteria extended to make it more generous in the next school year, and a winter clothes grant being progressed as interim measure.</li> <li>• The Holiday Activities and Food programme (HAF) – which delivers free holiday time activity and meals to recipients of free school meals - is being finalised for the Christmas period. The draft programme includes: <ul style="list-style-type: none"> <li>○ Portsoken Community Centre: 4 days (2 before Xmas/ 2 days after Xmas, 4 hours per day), awaiting availability of the community centre,</li> </ul> </li> </ul>

	<p>programme delivered by the commissioned youth provider Society Links.</p> <ul style="list-style-type: none"> <li>○ Golden Lane Leisure Centre: 19- 22 December, full day sports camp, programme delivered by Fit For Sport</li> <li>● City Connections' carers service is providing the carers supported by the service with a £50 voucher to help them over the winter months.</li> </ul>
<p><b>Winter warmth</b></p>	<ul style="list-style-type: none"> <li>● The City Corporation has commissioned Groundwork London to provide a Green Doctor (energy adviser) service to help people stay warmer and use less energy. Residents eligible for the free service are those of pension age, in receipt of benefits and those living with a long-term health condition or disability. The service is being funded by C&amp;HHCB.</li> <li>● Green Dr drop-in sessions are being organised for the new year at Barbican Library, Golden Lane Community Centre and Portsoken Community Centre.</li> <li>● A temporary amendment has been made to Stronger Communities Grant criteria, to make available “warm spaces small grants” to fund activity and access where people can come together and stay warm. Promoted through partners, regular channels, faith orgs, resident orgs</li> <li>● Three warm space grants awarded – two for initiatives in the City, and one in Southwark for City tenants there</li> <li>● There is a directory of warm spaces and events – such as libraires, community centres and activities in cultural and faith spaces in the Square Mile – that can be found <a href="#">here</a>.</li> <li>● All three libraries have signed up as a “Warm Space” on the Warm Welcome website. A programme of activities has been developed to complement the “Warm Spaces” initiatives, which include extra ‘Stay &amp; Play’ sessions, board game sessions and free teas and coffees.</li> <li>● Adult Social Care (ASC) are distributing cold packs. Thirty-five packs have been delivered to date, and 10 offered and declined. Distribution – which will be to all residents with ASC support - provides an opportunity for social care staff to assess any wider needs. This is being organised by strengths-based practitioners (SBPs) and delivered by all allocated workers with SBPs delivering to rest of ASC clients and carers. At present 10 extra packs will be distributed by City libraries through their Home Delivery Service, but further funding is required if distribution of the cold packs is to expand</li> </ul>

	<p>further. There are currently some delays in ordering more stock.</p> <ul style="list-style-type: none"> <li>• The cold packs include: <ul style="list-style-type: none"> <li>○ Thermal blanket</li> <li>○ Thermal socks and hat</li> <li>○ Hand warmers</li> <li>○ Hot water bottle (Caution: maybe risk of scolding for some people so no longer included as standard)</li> <li>○ Wall Thermometer</li> </ul> </li> <li>• Residents in the City can have electric fan heaters replaced free of charge with an electric oil heater through the Fire Prevention Grant. These are more economical and much safer than fan heaters. There have been nine requests for heater replacements to date.</li> </ul>
<b>Tackling food poverty</b>	<ul style="list-style-type: none"> <li>• St Luke’s Community Centre Food Programme available to residents in Golden Lane</li> <li>• The City Corporation is working with Family Action and the London Borough of Tower Hamlets (LBTH) to develop a food store proposal for the East of the city. The food stores are membership based, with members paying £3.50 weekly for food and essentials valuing £20-£30. Beneficiaries are referred by advice and support agencies. Potential locations include Artizan Street Library and Community Centre. The delivery will be subject to securing funding.</li> </ul>
<b>Increasing income from employment</b>	<ul style="list-style-type: none"> <li>• The employment and training support service - Connecting Communities (CC) – continues to be promoted to provide support to those seeking to gain or improve employment</li> <li>• CC is working with ASC, Homeless team, Children and Family team, and a local church to reach those it can support with employment.</li> </ul>
<b>Wellbeing</b>	<ul style="list-style-type: none"> <li>• A range of specialist support service promoted to staff and partners and included on website</li> </ul>

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<b>Committees:</b> Department of Community and Children’s Services Grand Committee – For Information Safeguarding Sub Committee – For Information	<b>Dated:</b> 23/01/2023  09/02/2023
<b>Subject:</b> Ofsted Focus Visit Inspection of Children Social Care and Early Help	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	1. People are safe and feel safe 2. People enjoy good health and wellbeing.
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>NA</b>
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>NA</b>
<b>Report of:</b> Clare Chamberlain, Interim Director of Community and Children’s Services	<b>For Information</b>
<b>Report author:</b> Chris Pelham , Assistant Director People	

## Summary

From 8 to 9 November 2022, Ofsted undertook a two-day Focus Visit of Children’s Social Care and Early Help services to look at services for children in need of help and protection via the ‘front door’ of the service. As part of the Ofsted inspection framework, a Focus Visit does not generate a judgement but instead identifies strengths and areas for improvement which are set out in a published letter. The letter was published on 12 December 2022.

The visit generated positive feedback across all areas that were inspected, with no areas for improvement identified. This report summarises the main findings with the published letter provided as Appendix 1.

## Recommendation

Members are asked to:

- Note the report.

## Main Report

## Background

1. On 1 November 2022, Ofsted contacted the Director of Community and Children's Services to confirm that the organisation would be undertaking a two-day Focus Visit of the services for children in need of help and protection via the 'front door' for Children's Social Care and Early Help services. This took place on 8 and 9 November 2022.
2. The visit was undertaken as part of the Local Authority Children's Services Inspection Framework (see link at Appendix 2) and was the first visit under this framework since the full inspection in March 2020. The Inspection in March 2020 resulted in an overall judgement of 'Outstanding'.
3. The visit did not result in a graded judgement but instead generated a published letter that sets out the findings about strengths and any areas for improvement. This letter was published on 12 December 2022 – see Appendix 1.
4. The visit focused on the following areas:
  - Application of thresholds
  - Early Help pathway
  - Multi-Agency Safeguarding Hub (MASH) arrangements
  - Contacts
  - Referrals
  - The effectiveness of supervision, quality assurance, performance management and management oversight.

## **Current Position**

5. The Inspectors considered a wide range of evidence via: review of case notes; meetings with Social Workers and Managers; audit reviews; meetings with partners; meetings with the Town Clerk and the Chair and Deputy Chair of Community and Children's Services.
6. Full details of their findings can be seen in the published letter at Appendix 1. The letter sets out the following overarching headlines:
  - Inspectors found high-quality practice that ensures that children benefit from effective and responsive 'front door' services. Children in need receive the right support at the right time, provided by highly skilled and committed practitioners.
  - Leaders are creating the right environment for social work to flourish. Social workers benefit from manageable case loads, leaders are visible and approachable, supervision is effective and supports staff to drive forward plans for children. Staff have a good range of learning and development opportunities. The City of London has a stable workforce, with very low turnover rates. This means that children are able to form and sustain meaningful, consistent and stable relationships with their workers.

- External quality assurance activity and oversight by the Achieving Excellence Board provide additional scrutiny and assurance, supporting effective practice and decision-making for children at the front door.

7. Additional points of feedback from Ofsted include:

- The City of London Corporation provides effective front door arrangements through a MASH. Thresholds are clearly understood by professionals. Partners have good access to social work consultation. This helps to ensure that children are referred for the appropriate level of service, and that intervention is timely.
- Children who require statutory services receive a timely assessment of need. Assessments are child-centred, of high quality and clearly identify and analyse risk, need and strengths. This supports effective care planning.
- Children at risk of harm are identified promptly. Strategy discussions are timely and are well attended by multi-agency professionals.
- Visits to children known to both Early Help and Children's Services are timely and purposeful. The recording of visits reflects the child's circumstances and lived experiences.
- Managers provide high-quality management oversight. Direction is consistently recorded at referral and allocation stages, and follows the completion of children's assessments. Supervision records are comprehensive, with evidence of reflection, hypothesising, and with a focus on reviewing previous actions and identifying next steps to ensure that children's plans progress and that their needs are met.
- Intelligence and data from partners is used well by leaders to inform a multi-agency response to risk of extra-familial harm.
- The local authority designated officer provides a robust service, taking a forensic approach to analysing current and historical information, and making timely and effective decisions.
- Social workers spoke very positively about working for the City of London. They described leaders and managers as being visible, approachable, and supportive.
- Leaders have addressed the two areas of practice identified at the last inspection as needing improvement. Robust systems and processes are now in place to ensure that families stepped down to Early Help receive support within a timescale that is right for them. Also, management decision-making is now being recorded at all stages of the child's journey.
- Good political and corporate support for children's services has helped children's leaders deliver a remarkable service to Afghan children and families through their resettlement programme.

8. While there were no recommendations for additional action set out by Ofsted , as a result of engaging in the process, learning regarding how audits are signed off and shared with social workers will be reviewed and feature as part of a review of the Quality Assurance Strategy.

**Resource implications:**

9. There are no resource implications linked to this report.

**Legal implications:**

10. There are no legal implications linked to this report.

**Risk implications:**

11. There were no risk implications linked directly to this report. There were no recommendations or a requirement to report back to Ofsted on an improvement plan. The service will continue to drive its improvement agenda forward via the use of the Service Development Plan, with support and oversight via the Achieving Excellence Board, the Safeguarding Sub-Committee and the City and Hackney Safeguarding Children Partnership.

**Equalities implications:**

12. No implications regarding equalities are linked to this report. During the two-day Focus Visit, Ofsted were presented with evidence of the work undertaken by the service in respect of anti-racist practice.

**Climate implications:**

13. There are no climate implications linked to this report.

**Security implications:**

14. There are no security implications linked to this report.

**Conclusion**

15. As noted, Ofsted carried out a two-day Focus Visit of the 'front door' of Children's Social Care and Early Help services. The findings of the visit were published in a letter which is appended to this report. The findings were extremely positive, recognising the City of London's ambition to deliver excellent Children's Social Care and Early Help services in partnership with other agencies, including the City of London Police, Education and Health.

16. Ofsted noted that leadership and management was strong, including the support and oversight from Lead Members.

## **Appendices**

- Appendix 1 – Letter from Ofsted

[Local Authority Children's Services Inspection Framework](#)

### **Chris Pelham**

Assistant Director People

T: 020 7332 1636

E: [Chris.pelham@cityoflondon.gov.uk](mailto:Chris.pelham@cityoflondon.gov.uk)

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13 December 2022

Clare Chamberlain  
Interim Executive Director of Community Services and Children's Services  
City of London Corporation  
Guildhall  
London  
EC2P 2EJ

Dear Clare

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

This letter summarises the findings of the focused visit to the City of London children's services on 8 and 9 November 2022. His Majesty's Inspectors for this visit were Nicki Shaw and Joy Howick.

Inspectors looked at the local authority's arrangements for the 'front door', the service that receives contacts and referrals, and at decision-making about child protection enquiries, decisions to step down to or step up from early help, and child in need assessments.

This visit was carried out in line with the inspection of local authority children's services (ILACS) framework.

### **Headline findings**

At the last inspection, in March 2020, the overall effectiveness of services was judged to be outstanding. On this focus visit, inspectors found high-quality practice which ensures that children benefit from effective and responsive front door services. Children in need receive the right support at the right time, provided by highly skilled and committed practitioners.

Leaders are creating the right environment for social work to flourish. Social workers benefit from manageable caseloads, leaders are visible and approachable, and supervision is effective in a way that supports staff to drive forward plans for children. Staff have a good range of learning and development opportunities. The City of London has a stable workforce, with very low turnover rates. This means that children are able to form and sustain meaningful, consistent and stable relationships with their workers.

External quality assurance activity and oversight by the Achieving Excellence Board provide additional scrutiny and assurance, supporting effective practice and decision-making for children at the front door.

## **Main findings**

The City of London Corporation provides effective front door arrangements through a multi-agency safeguarding hub (MASH). Although professionals are not all physically co-located, the service ensures that children receive timely and responsive social work and early help services. Thresholds are clearly understood by professionals. Partners have good access to social work consultation. This helps to ensure that children are referred for the appropriate level of service, and that intervention is timely.

Decisions made by managers in MASH are proportionate to the level of need and risk, and are informed by previous history. Consent from parents is well understood at the front door and is consistently checked by staff and managers. Consent is appropriately overridden when necessary.

When decisions are made to step children's cases down to early help services, children receive high-quality assessments that identify their needs well. This leads to skilful early intervention that improves children's circumstances and prevents concerns escalating.

Children who require statutory services receive a timely assessment of need. Assessments are child-centred, of high quality and clearly identify and analyse risk, need and strengths. This supports effective care planning.

Intervention with children and parents is underpinned by effective use of direct work tools, helping them participate and engage in the assessment process. This helps to ensure that children's wishes and feelings are understood, and that they drive and influence their plans. Overall, assessments seen during the focused visit reflect relational, collaborative, sensitive, thoughtful and skilful social work practice.

Children at risk of harm are identified promptly. Strategy discussions are timely and are well attended by multi-agency professionals. This ensures that effective information is shared in order to inform risk assessments, so that prompt decisions and actions can be made to safeguard children. Records of strategy discussions are comprehensive and include clear rationale for the decisions made. Where protective measures have been used, intervention is appropriately authoritative, and is balanced with demonstrably supportive and humane practice.

Visits to children known to both early help and children's services are timely and purposeful. Practice is informed by a relational approach which supports trusting relationships and meaningful engagement, so that children and families can share information about their experiences. The recording of visits reflects the child's circumstances and lived experiences, really bringing the child to life. This will enable children who want to access their records in later life to benefit from a comprehensive understanding about their histories, and of how and why decisions were made about their care and futures.

An annual survey commissioned by the City of London to ascertain the views of parents indicates that families receiving help feel understood and listened to by practitioners.

Managers provide high-quality management oversight. Direction is consistently recorded at referral and allocation stages, and following the completion of children's assessments. Supervision records are comprehensive, with evidence of reflection and hypothesising, and with a focus on reviewing previous actions and identifying next steps to ensure that children's plans progress and that their needs are met.

Leaders use intelligence and data from partners well to inform a multi-agency response to risk of extra-familial harm. For example, the work in Multi-Agency Child Exploitation meetings is used effectively in order to track emerging themes that happen in the City of London. The co-chairing of this meeting by the police and children's services, with good attendance from other agencies, has allowed partners to develop creative ways of identifying and dealing with a range of issues, and to tackle complexity as early as possible in order to better protect the most vulnerable children. This includes responding to low-level gang activity in order to prevent concerns escalating and identifying children who are vulnerable to trafficking.

The local authority designated officer provides a robust service, taking a forensic approach to analysing current and historical information, and making timely and effective decisions. The designated officer also provides skilled professional challenge to organisations when necessary.

The local authority and the safeguarding partnership are exploring innovative ways to raise awareness of private fostering in the area, given the very low number of referrals. This work is ongoing and subject to monitoring and review through the partnership board.

The City of London commissions its out-of-hours emergency service from a neighbouring local authority. The service was not tested fully during the focused visit because there have been few out-of-hours referrals within the timeframe of the visit.

Social workers spoke very positively about working for the City of London. They described leaders and managers as being visible, approachable and supportive. Social workers have manageable caseloads. Staff have access to a wide range of learning and development opportunities, and they can take on lead roles to develop knowledge and skills in a specific area of practice.

Leaders have addressed the two areas of practice identified at the last inspection as needing improvement. Robust systems and processes are now in place to ensure that families stepped down to early help receive support within a timescale that is right for them, and management decision-making is now being recorded at all stages of the child's journey.

Good political and corporate support for children's services has helped children's leaders deliver a remarkable service to Afghan children and families through their

resettlement programme. The co-location of the early help lead, adviser for early years and social work managers supports timely and effective communication, and consultation between services. This strength of joint working underpins effective support being provided for the children and families. For example, leaders liaised extensively with partners to quickly coordinate and mobilise services, including deploying a dedicated early help practitioner to support the Afghan children.

The creative and innovative partnership also created a bespoke learning centre and a play centre for over 320 children within one week of the children arriving in London. The council and its partners worked collaboratively to secure education provision for all school-aged children, in time for them to start the new school term alongside their peers.

Ofsted will take the findings from this focused visit into account when planning the next inspection or visit.

Yours sincerely

Nicki Shaw  
His Majesty's Inspector

# Agenda Item 19

<b>Committee:</b> Community and Children's Services Committee	<b>Dated:</b> 23/01/ 2023
<b>Subject:</b> Change of name required for the Instrument of Government for the Aldgate School - The Sir John Cass's Foundation Trust name is changed to The Portal Trust	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	- People are safe and feel safe - People have equal opportunities to enrich their lives and reach their full potential.
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Claire Chamberlain, Interim Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b> Theresa Shortland, Head of Service Education and Early Years	

## Summary

The Aldgate School is the only maintained primary school in the City of London. It is a voluntary aided school with a foundation. The foundation is The Portal Trust, formerly called Sir John Cass's Foundation Trust.

In June 2020, the governing body changed the name of the school from Sir John Cass's Foundation Primary School to The Aldgate School from the start of the new academic year in September 2020. Your Committee approved variations to the Instrument of Government (IoG) to reflect the school's change of name in September 2020.

The purpose of this report is to update Members on the foundation's change of name from Sir John Cass's Foundation Trust to The Portal Trust, and the proposed further variation to the loG for The Aldgate School to reflect this change.

## **Recommendations**

Members are asked to:

- Note the variation to the loG to reflect the name change from Sir John Cass's Foundation Trust to The Portal Trust as set out at Appendix 1, the variation to take effect from 23<sup>rd</sup> January 2023.
- Note the duty on the local authority to ensure that every governor, the headteacher, and the trustees of The Portal Trust are provided with the loG as varied, and authorise the Head of Service, Education and Early Years, to arrange for the new loG to be provided to them.

## **Main Report**

### **Background**

1. The City of London Corporation exercises the relevant functions of a local authority in respect of The Aldgate School, the one local authority maintained school in the City of London. The City of London Corporation approved the current loG submitted by the school on 9 August 2019.
2. The Aldgate School is a voluntary aided school with a foundation – Sir John Cass's Foundation – which changed its name to The Portal Trust in July 2022 by means of an amendment to its governing document.
3. The statutory guidance for governing bodies of maintained schools and local authorities in England – August 2017, outlines the requirements of the arrangements for governing bodies of maintained schools constituted under The School Governance (Constitution) (England) Regulations 2012 (the 2012 Regulations) .
4. Section 20 of the Education Act 2002 requires all maintained schools to have an loG that determines the constitution of the governing body and other matters relating to the school. Regulation 30 of the 2012 Regulations requires the governing body to notify the local authority of any variations it proposes to the loG – in this case, to reflect the change of name to The Portal Trust.
5. The loG's proposed change of name to The Portal Trust was approved by the governors in June 2021 (in the form set out in Appendix 1). It was also approved by the Foundation governors and The Portal Trust.

### **Current Position**

6. In June 2020, the governing body resolved to change the name of the school from Sir John Cass's Foundation Primary School to The Aldgate School. In

September 2020, this Committee approved the change of name in the school's loG. The report noted that The Portal Trust were in the process of changing their name at the time, and this Committee would be required to note their change of name in the future.

7. The governors have notified the City of London Corporation as local authority of their resolution that the loG be varied to reflect the change of name (see Appendix 1).
8. The variations incorporated in Appendix 1 are as follows:
  - 'Sir John Cass's Foundation' replaced with 'The Portal Trust' throughout.
  - The addition of the word 'equality' in the first sentence of Clause 10.

### **Evaluation**

9. Noting that The Portal Trust and governors, including the Foundation governors, have approved the proposed variations, and that they are considered appropriate to ensure that the loG is up to date, and accurately describes the Foundation's new name and the school's diversity statement, it is considered that the variations to the loG should be approved and made. It is proposed that this take effect from 23<sup>rd</sup> January 2023 and that this date be inserted in the loG as varied, in accordance with statutory requirements.
10. This work supports priorities 1 and 2 in the Children and Young People's Plan 2022–2025:
  - Our children and young people are safe and feel safe
  - Our children and young people have equal opportunities to enrich their lives and are well prepared to achieve in adulthood.

### **Corporate & Strategic Implications**

11. There are no other strategic implications directly related to this report.
  - Financial implications – N/A
  - Resource implications – N/A
  - Legal implications – included in body of report
  - Risk implications – N/A
  - Equalities implications – N/A
  - Climate implications – N/A
  - Security implications – N/A

### **Conclusion and Next Steps**

12. The Governing Body of Sir John Cass's Foundation Primary School have noted the name change to The Portal Trust and have submitted a revised

draft of the loG of the School to the City of London Corporation. It is recommended that the variations be made to the loG to reflect the current position and ensure its accuracy, and that the City of London Corporation provide a copy of the varied loG to the governors and trustees of The Portal Trust in accordance with statutory requirements.

## **Appendices**

- Appendix 1 – Instrument of Governance for The Aldgate School

## **Background Papers**

- The School Governance (Constitution) (England) Regulations 2012
- Community and Children's Services Committee Report – 22 July 2019 – *Reconstitution of the Governing Body of Sir John Cass's Foundation Primary School*
- Community and Children's Services Committee Report – 28 September 2020 – *Change of Name for Sir John Cass's Foundation Primary School*

## **Theresa Shortland**

Head of Service – Education and Early Years

T: 020 7332 1086

E: [theresa.shortland@cityoflondon.gov.uk](mailto:theresa.shortland@cityoflondon.gov.uk)

## **Instrument of Government The Aldgate School**

### **Instrument of Government The Aldgate School**

1. The name of the school is The Aldgate School.
2. The school is a voluntary aided school with a foundation. The foundation is the The Portal Trust.
3. The name of the governing body is "The governing body of The Aldgate School".
4. The governing body shall consist of:
  - 2 parent governors;
  - 1 LA governor;
  - 1 co-opted local community governor;
  - The headteacher (ex-officio);
  - 1 staff governor; and
  - 8 foundation governors.
5. The total number of governors shall be 14.
6. The foundation governors shall be appointed as follows:
  - i. 1 shall be appointed by the London Diocesan Board for Schools;
  - ii. 1 shall be appointed by the Parochial Church Council of St Botolph-without- Aldgate;
  - iii. 1 shall be appointed by the City Deanery Synod; and
  - iv. 4 shall be appointed by The Portal Trust.
7. a) The holder of the following office shall be a foundation governor ex officio: The Rector of St Botolph-without-Aldgate.  
b) The Archdeacon of the Archdeaconry in which the school is situate shall be entitled to appoint a foundation governor to act in the place of the ex officio governor whose governorship derives from the office named in a) above, in the event that the ex officio governor is unable or unwilling to act as a foundation governor, or has been removed from office under regulation 23(2) of the Regulations.
8. The Archdeacon of the Archdeaconry shall be entitled to request the governing body to remove the ex-officio foundation referred to in 7 above and appoint any substitute governor.
9. Ethos statement: Recognising its historic foundation, the school will preserve and develop its religious character in accordance with the principles of the Church of England and in partnership with the Church at parish and diocesan level. The school aims to serve its community by providing an education of the highest quality within the context of Christian beliefs and practice. It encourages an understanding of the meaning and significance of faith and promotes Christian values through the experience it offers to all of its pupils.

10. Diversity, equality, and inclusion are important to the school. A copy of the school's Diversity Statement will be given to all new Governors and reviewed by the Governing Body on a regular basis.

11. The term of office of all categories of governor shall be 4 years with the exception of the Headteacher and the Rector of St Botolph-without-Aldgate, whose terms of office shall be for the periods they were appointed to their respective offices.

12. A copy of this Instrument of Government must be provided (free of charge) to every member of the governing body (and to the Headteacher if not a governor), to the trustees of The Portal Trust and to the London Diocesan Board for Schools.

13. This Instrument of Government comes into effect on XXXX.

14. This Instrument was made by order of the City of London Corporation on XXXX.

<b>Committee:</b> Community and Children's Services	<b>Dated:</b> 23/01/2023
<b>Subject:</b> Survey of Adult Carers In England (SACE)	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1,2,3,4
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>£</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Clare Chamberlain, Interim Executive Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b> Ellie Ward, Head of Strategy and Performance, Department of Community and Children's Services	

## Summary

The Survey of Adult Carers in England (SACE) is a national Government survey that takes place every year. It is conducted by local authorities with Adult Social Services responsibilities. It seeks the opinions of carers aged 18 or over, who are caring for a person aged 18 or over, on several topics that are indicative of a balanced life alongside their unpaid caring role. Due to the small size of our carer cohort, the City of London Corporation participates in the survey every two years.

This report sets out the findings from the survey undertaken with City of London carers in spring 2022. It should be noted that this came at the end of the two-year period of restrictions related to the pandemic, which had an impact on carers' experiences.

## Recommendation

Members are asked to:

- Note the report.

## Main Report

### Background

1. SACE is a national Government survey that takes place every year and is conducted by local authorities with Adult Social Services responsibilities. It seeks the opinions of carers aged 18 or over, who are caring for a person aged 18 or over, on several topics that are indicative of a balanced life alongside their unpaid caring role.

2. During the pandemic, the survey was postponed for two years. Due to the small number of carers, the City of London Corporation only conducts the survey every two years. The survey was reinstated for 2021–22 and undertaken in spring 2022. Prior to that, the last survey in the City of London was undertaken in spring 2019. It should be borne in mind that the SACE was undertaken at a point in time when we were only just coming out of formal pandemic restrictions and moving to a ‘living with COVID-19’ approach. The pandemic had a significant impact on carers’ experiences in a number of ways.
3. In the City of London, the survey was sent to 44 carers who are known to Adult Social Care (ASC). These carers receive a mix of direct support (27 carers – 61.4%) or direction to universal services such as information and advice (17 carers – 38.6%).
4. A total of 38 questionnaires (86%) were sent by post, and six (14%) were conducted via a telephone call to the carer. Reminder letters were sent to all those who had not responded to the first questionnaire. Of the 44 questionnaires, ASC received 23 (52%) responses.

### **Current Position**

5. A summary dashboard relating to the survey results for the City of London can be found in Appendix 1.

### *Key findings*

6. These key findings focus on areas that are considered as part of the national Adult Social Care Outcomes Framework (ASCOF) and any areas where there is a marked difference (positive or negative) against Inner London or national figures, or in comparison to previous surveys.
7. It should be noted that the cohort is small and therefore percentage changes should be taken with caution.

Survey finding	Measures	Comment and actions
<p>Compared to the national and inner London average, there was a higher percentage of City of London carers (of those who had received a service) who were very or extremely satisfied with ASC services.</p> <p>Conversely, the number of those who feel very or extremely dissatisfied with ASC services is lower than the national average at 5.6% (note that this is 1 person)</p>	<p><i>Carers (those who had received support) who were very or extremely satisfied with ASC services</i></p> <p>City of London: 44.4%</p> <p>Inner London average: 32.9%</p> <p>National average: 36.3%</p>	<p>This is positive and supported by some findings of an internal audit undertaken on supporting carers in ASC. Of the five carers who took part in the audit, four said that they did feel valued and listed to while the fifth reported being satisfied.</p>
<p>Carer-reported quality of life is the same as the national average and above the inner London average, but has decreased in the City of London over a number of years.</p>	<p><i>Carer-reported quality of life</i></p> <p>City of London: 7.3</p> <p>Inner London average: 7.0</p> <p>National average: 7.0</p>	<p>This measure uses six questions from the survey to calculate overall quality of life and the score is out of 12. In each survey, different factors can impact on the overall score. It is likely that, for the period of this survey, the pandemic will have had an impact on the experience of many carers.</p> <p>ASC assessments for carers allow the opportunity to consider what support a carer may need to protect their wellbeing. It will consider different factors which relate to overall quality of life and what is important to the individual concerned.</p> <p>Dependent on need, carers may receive an individual budget to support identified actions that promote their wellbeing or be directed to a range of universal services such as City Connections,</p>

		<p>Carers Connections or other commissioned services.</p> <p>As part of the City Wellbeing Centre offer, a specific service for carers was piloted, but there was low take-up of this offer, despite extensive marketing.</p> <p>Further work will be undertaken to assess any changes over time in the predominant elements affecting the overall quality of life score.</p>
<p>Figures suggest that carers in the City of London find it easier to find information about services compared to in Inner London and nationally.</p>	<p><i>Carers' ease of access to information about services</i></p> <p>City of London: 80%</p> <p>Inner London: 53.2%</p> <p>National average: 57.7%</p>	<p>This is positive and reflects work we have done with a Communications Sub-Group of the Carers Strategy Implementation Group to improve relevance and accessibility of information for carers.</p> <p>Working directly with carers, the carers' section of the City of London website was reviewed and changed to make it more relevant and accessible for carers.</p> <p>ASC and City Connections can be contacted directly for information about services, and the new pilot service, Carers Connect, has conducted a specific awareness campaign to highlight to residents the services they offer.</p> <p>An internal audit of carers assessments found that relevant information and advice was provided to carers in the majority of cases with some</p>

		examples of good practice with a carer confirming that the information was relevant and very helpful.
Compared to the previous survey in 2018–19, a larger proportion of carers appear to be experiencing financial difficulties as a result of their caring responsibilities.	<p>Carers who reported that their caring role <b>had not</b> caused any financial difficulties over the last 12 months</p> <p>2018–19: 72% 2021–22: 56.5%</p>	<p>The financial impact of caring is well documented. Data from Carers UK shows the following:</p> <ul style="list-style-type: none"> <li>• With the current cost of living crisis, a quarter of carers (25%) are cutting back on essentials like food or heating, and 63% are extremely worried about managing their monthly costs (Carers UK, State of Caring 2022).</li> <li>• 44% of working-age adults who are caring for 35 hours or more a week are in poverty. (Joseph Rowntree Foundation, UK Poverty 2022).</li> </ul> <p>Locally, there are a number of ways carers can get financial support for caring, if living in the City of London:</p> <ul style="list-style-type: none"> <li>• City Advice</li> <li>• Carer Connections</li> <li>• The Green Doctor Scheme</li> </ul>

<p>The proportion of carers who report that they have been included or consulted in discussions about the person they care for had decreased from the previous survey and is lower than the national and Inner London average.</p>	<p><i>Carers who report that they have been included or consulted in discussions about the person they care for</i></p> <p>City of London: 52.9% (in 2018–19, this figure was 87.5%)</p> <p>Inner London average: 59.9%</p> <p>National average: 64.7%</p>	<p>The Care Act 2014 states that carers should be consulted about the person they care for.</p> <p>Although this is always offered by ASC as part of the assessment and review process, care assessments are person centred and based on consent and, in some scenarios, people may not wish a carer to be consulted.</p> <p>However, these findings are of concern and action will be taken to improve carers' experience as part of the Carers' Strategy.</p>
<p>Year on year, since 2016, the percentage of carers who feel they have encouragement and support has fallen, and for 2021–22 was at its lowest level.</p>	<p><i>Carers who feel they have encouragement and support</i></p> <p>2016–17: 50%</p> <p>2018–19: 38.5%</p> <p>2021–22: 26.1%</p>	<p>This relates to wider networks of encouragement and support rather than from ASC.</p> <p>Universal services such as City Connections offer the opportunity for connection and wellbeing support with a range of activities. The new pilot, Carers Connect, offers specific opportunities relevant to carers.</p> <p>However, these findings are of concern and action will be taken to improve carers' experience and wellbeing as part of the Carers' Strategy.</p>
<p>Figures indicate that the proportion of City of London carers who have as much social contact as they would like has decreased since the last survey, and is also below the Inner London and national average.</p>	<p><i>Proportion of carers who reported that they had as much social contact as they would like</i></p> <p>City of London: 21.7% (compared to 31% in 2018–19)</p>	<p>Social isolation is a significant risk for carers and impacts on mental health. Over a quarter of carers (29%) feel lonely often or always (Carers UK, State of Caring 2022).</p>

	<p>Inner London average: 27.8% National London average: 28.0%</p>	<p>The SACE was carried out in the spring of 2022 when we were formally moving to fewer pandemic restrictions and a 'living with COVID-19' approach. Many carers may have been isolating to an even greater extent than the rest of the population to protect those they care for.</p> <p>As noted above, there are opportunities for carers to make connections with other carers and with other residents through City Connections (who can also signpost to other relevant opportunities) and now, Carer Connections. The City of London also funded some zoom licences to enable carers to maintain social contact with other carers informally.</p> <p>Respite care, where needed, is related to the cared-for person's package and is considered as part of that – it is not expected that carers have to fund respite care themselves.</p>
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## **Corporate & Strategic Implications**

*Strategic implications* – Work with unpaid carers and the development of a new strategy meets Corporate Outcomes 2, 3 and 4. It also aligns with the national Carers Strategy, published by Government and has links with a range of other departmental strategies such as the Joint Health and Wellbeing Strategy.

*Financial implications* – none

*Resource implications* – none

*Legal implications* – none

*Risk implications* – none

*Equalities implications* – none specifically related to this report, but an Equalities Impact Assessment (EIA) has been carried out and, where any specific initiatives are developed, an EIA will be carried out

*Climate implications* – none

*Security implications* – none

## **Conclusion**

8. This report sets out some of the key City of London findings from the Survey of Adult Carers in England 2021–22.
9. While there are a number of positive areas in the report, the impact of the pandemic on carers is evident.
10. There are further areas to be explored from this survey, and these will be considered and addressed as part of the development of the Carers Strategy 2023–2027 and Action Plan.

## **Appendices**

- Appendix 1 – Summary Dashboard of SACE for the City of London 2021–22

**Ellie Ward**

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

T: 020 7332 1535

E: [ellie.ward@cityoflondon.gov.uk](mailto:ellie.ward@cityoflondon.gov.uk)

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# SACE 2018/19 - 2021/22 Demographics

53

Total carers 2018-2019

44

Total carers 2021-2022

27

Number of respondents 2018-2019

51%

Percentage of responses 2018-2019

52%

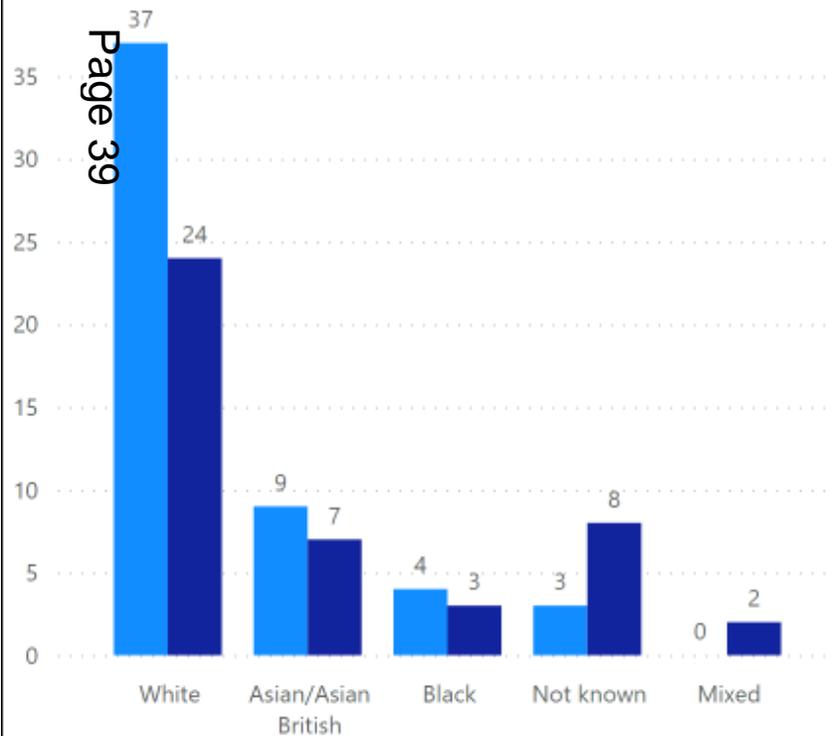
Percentage of responses 2021-2022

23

Number of respondents 2021-2022

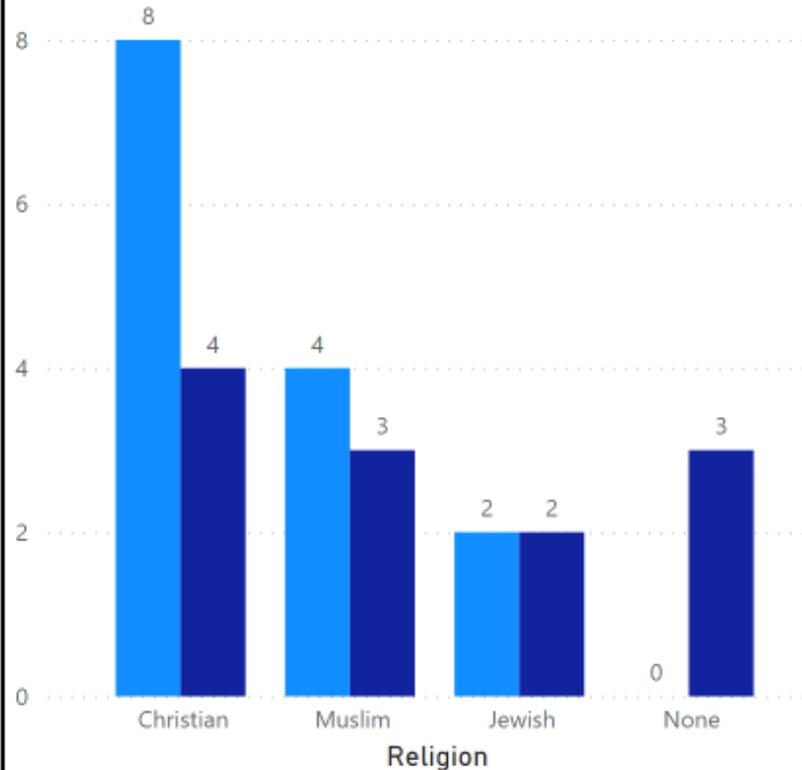
## Ethnicity

● 2018-2019 ● 2021-2022



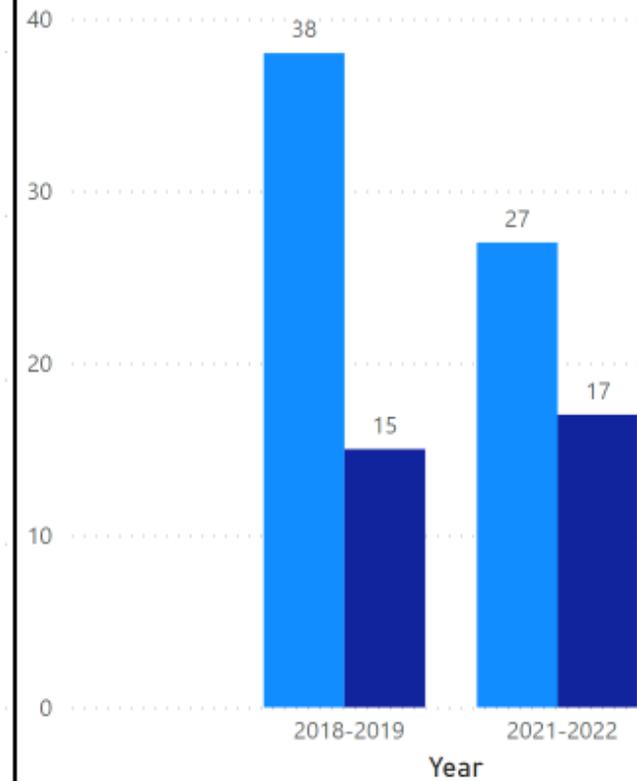
## Religion

● 2018-2019 ● 2021-2022



## Gender

● Female ● Male



# Age Grouping

71

Average age of cared for person 2018-2019

60

Average age of cared for person 2021-2022

62

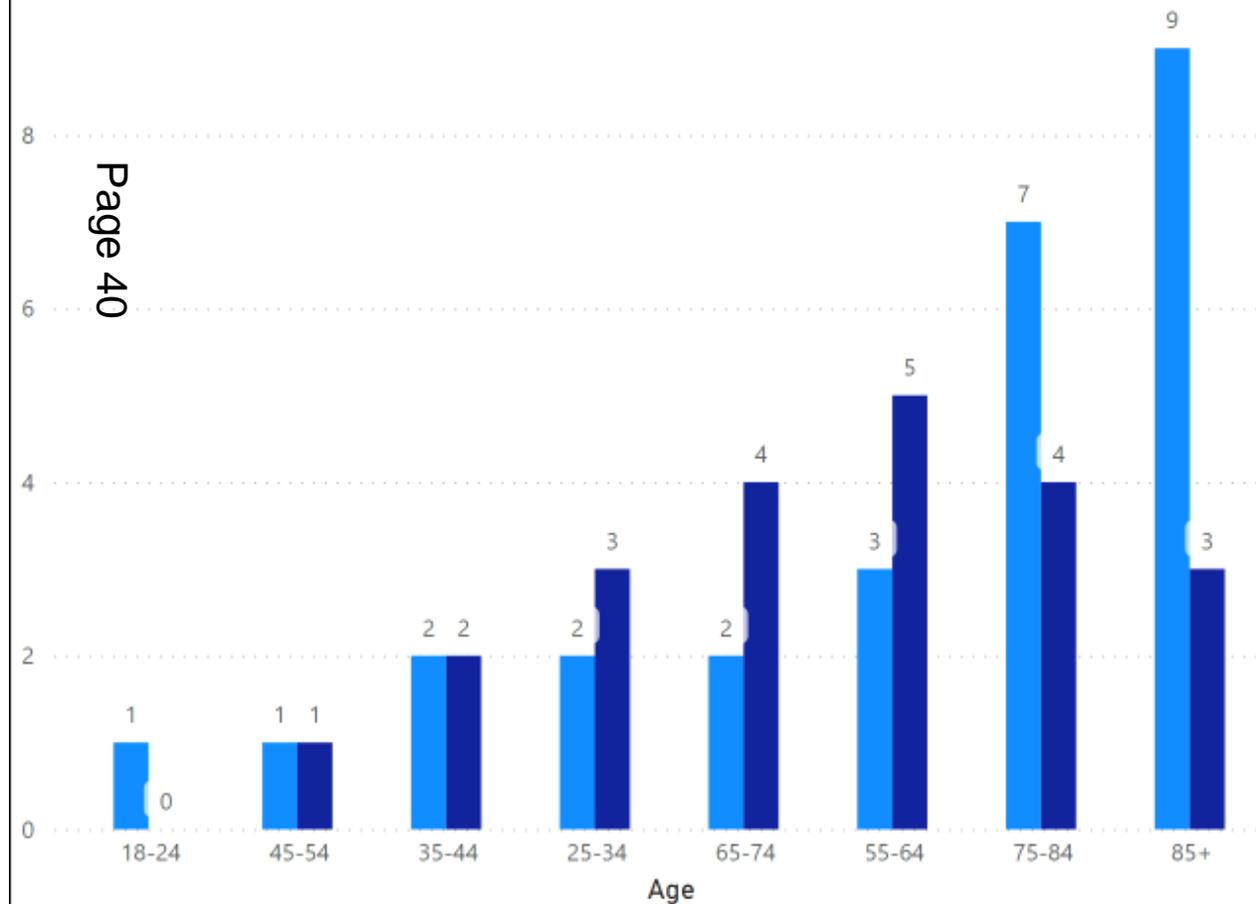
Average age of carer 2018-2019

64

Average age of carer 2021-2022

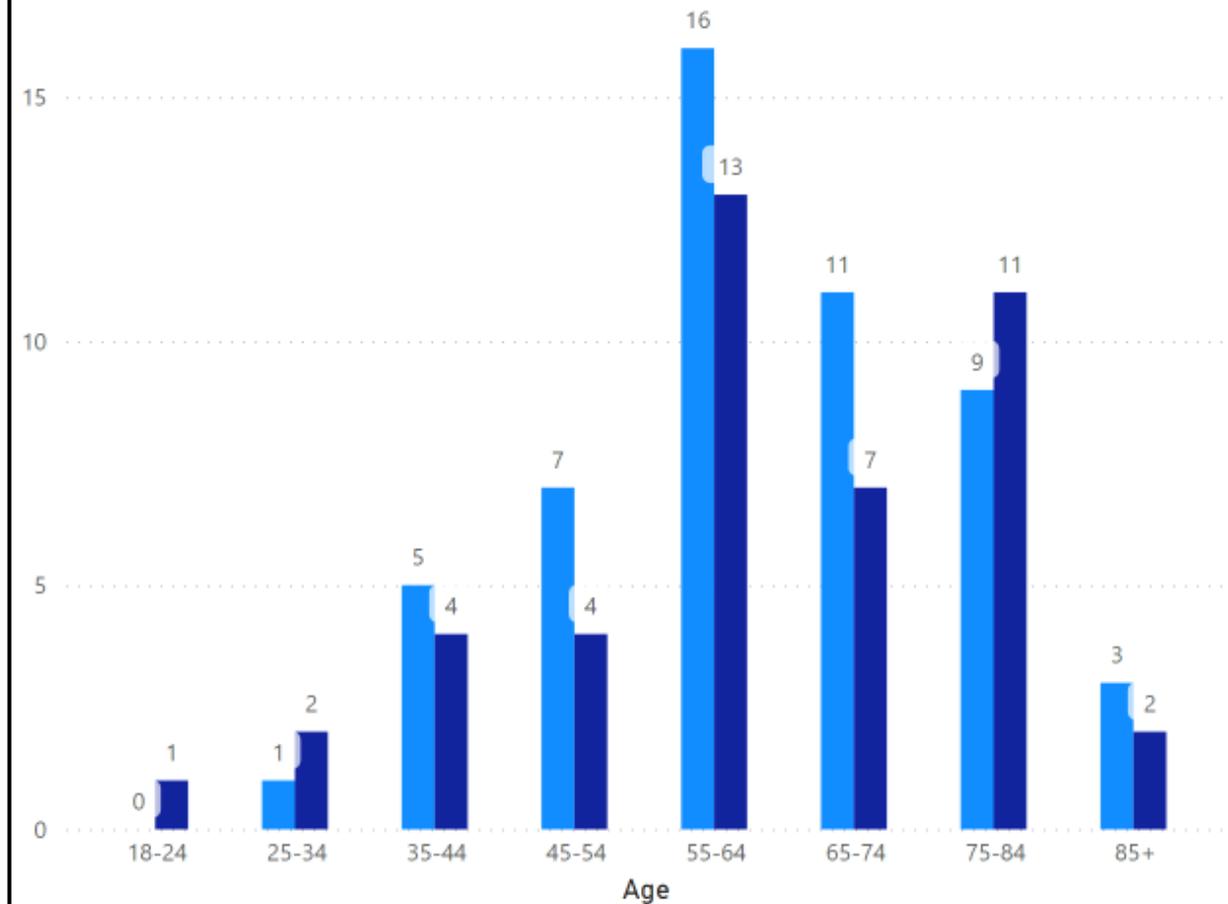
Age of cared for person

Year ● 2018-2019 ● 2021-2022



Age of Carer

Year ● 2018-2019 ● 2021-2022



# Funding and Support (Cared for person)

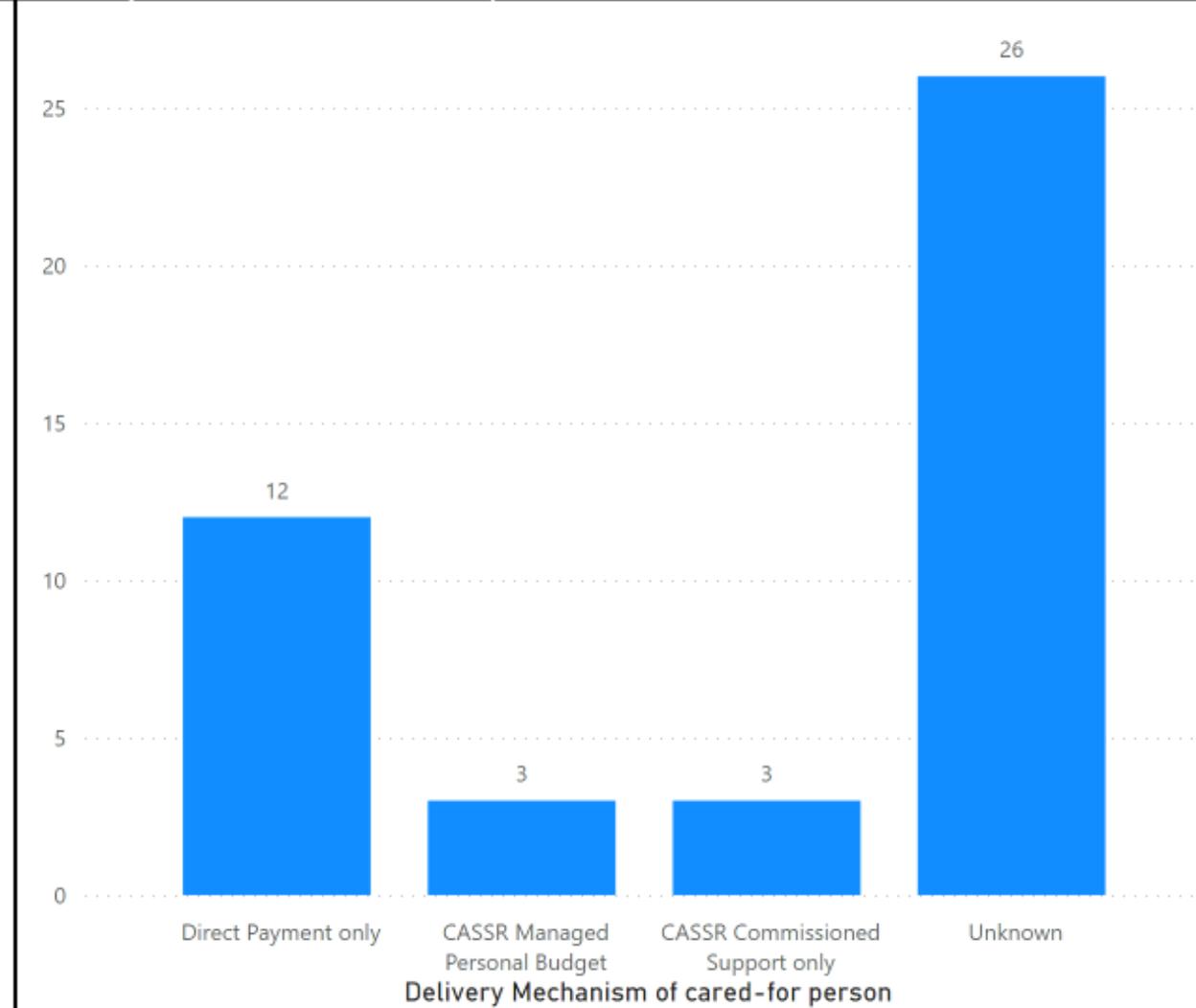
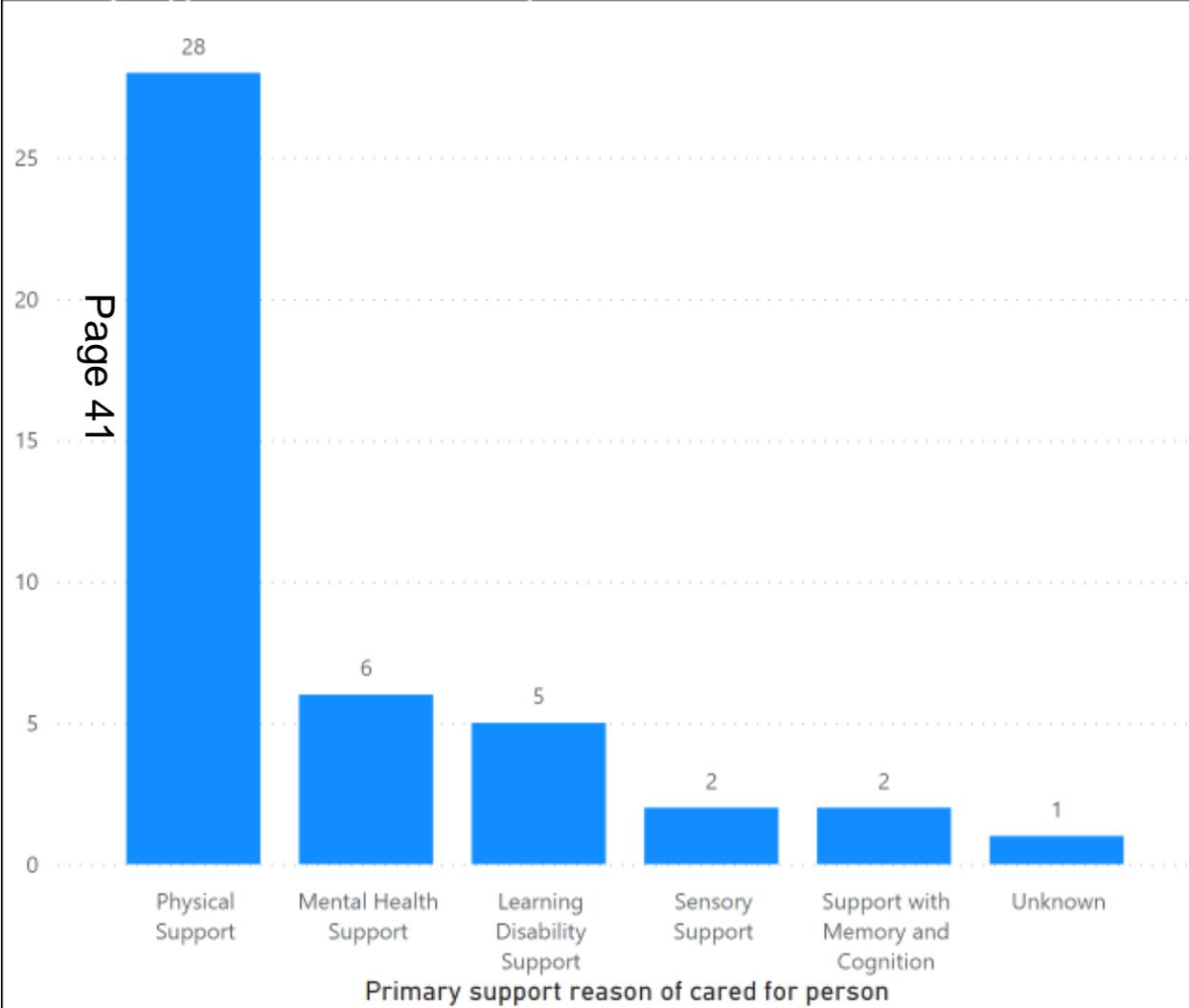
Support involving cared for person

44

No respite services provided

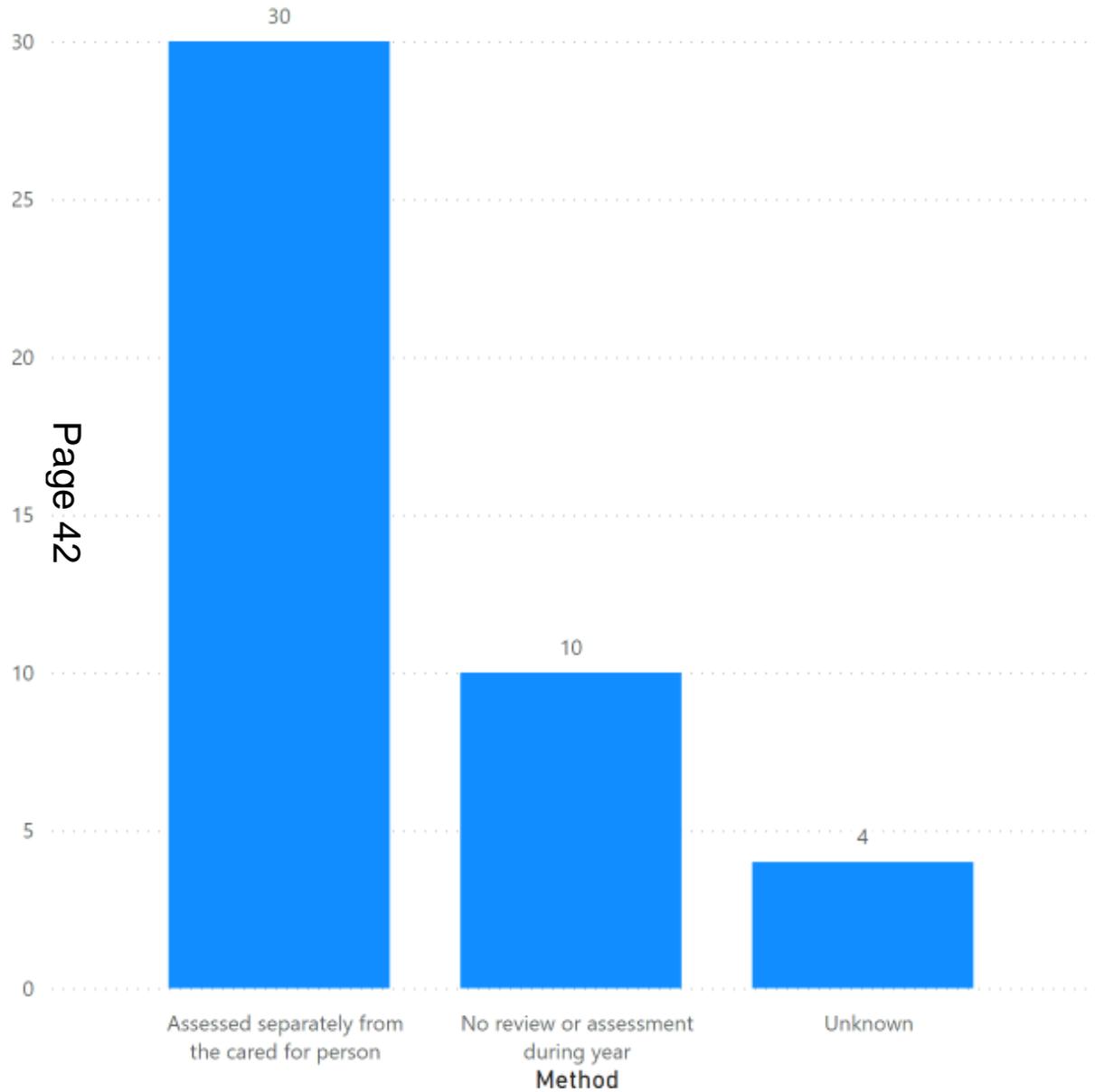
Primary support reason of cared for person

Delivery Mechanism of cared for person

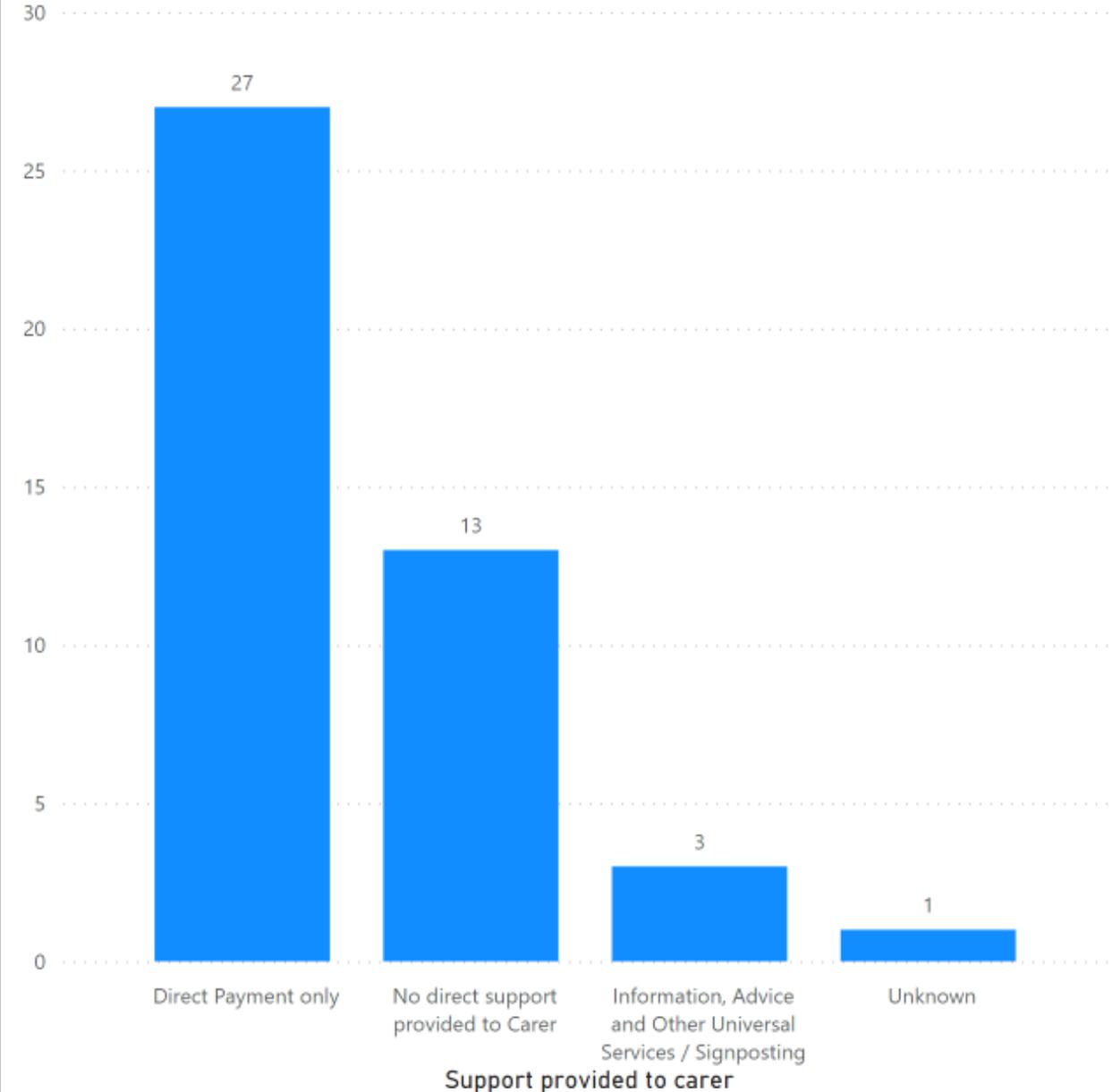


# Support for Carers and Method of Assessment

Method of assessment or review

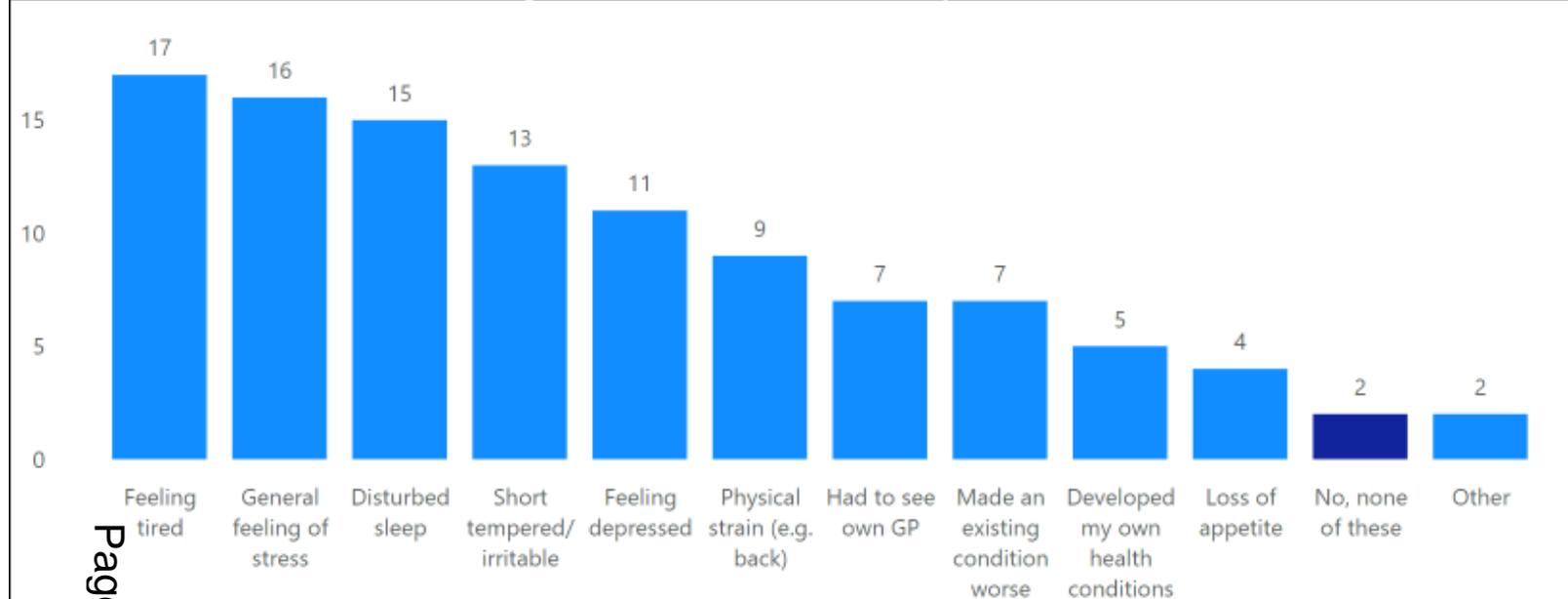


Support provided for carer

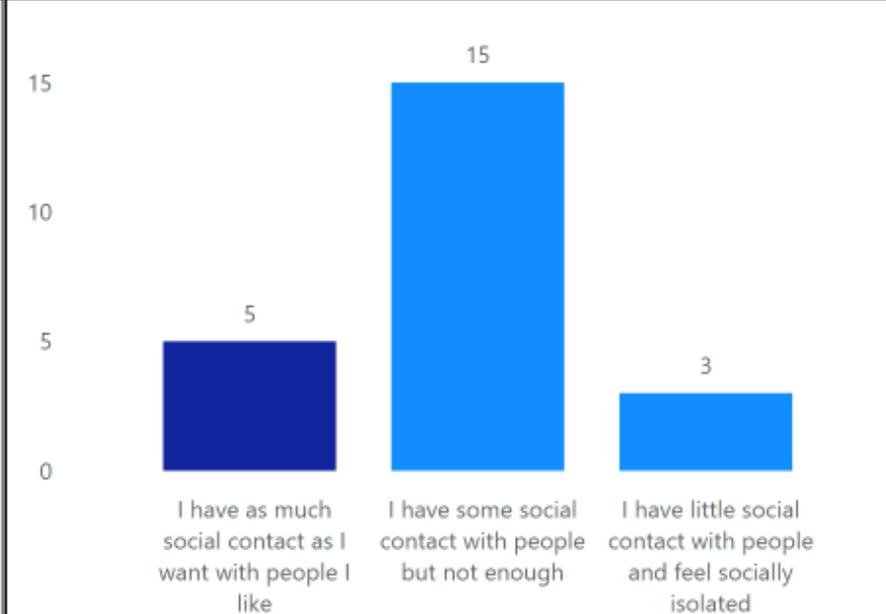


## Health and Wellbeing

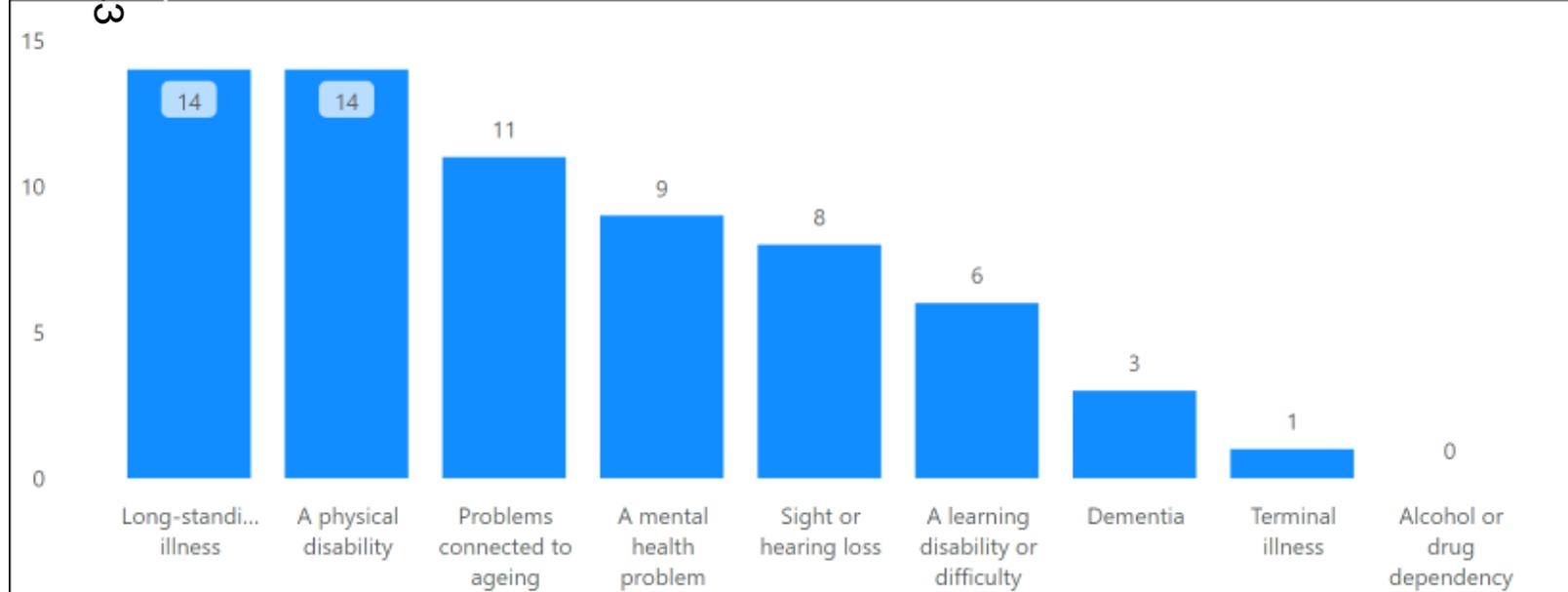
### Carer's health affected due to caring role (A carer can have multiple health affects)



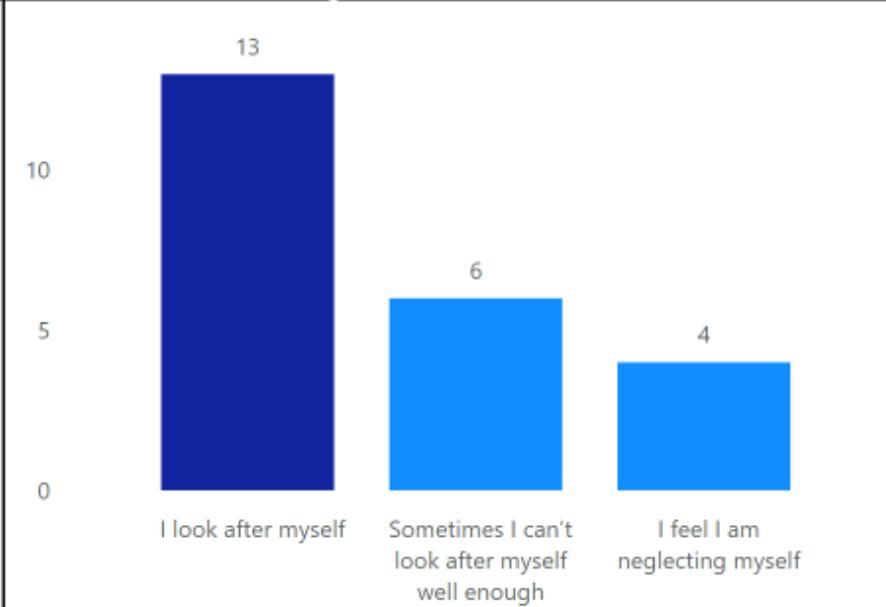
### Carers on Social Contact



### Cared for person's health issues

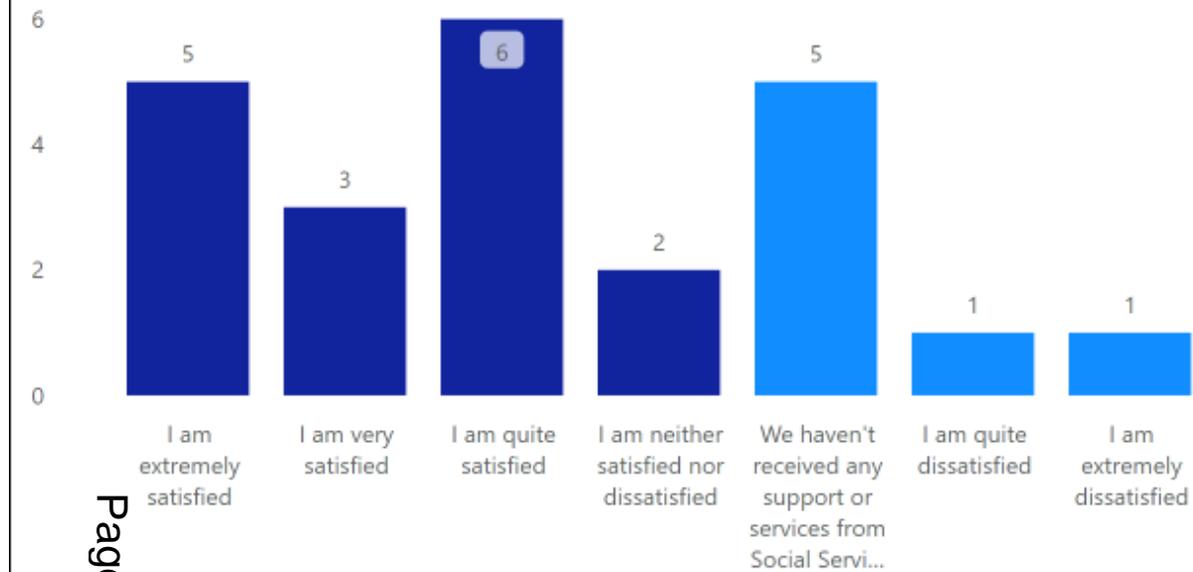


### Carer's self-wellbeing

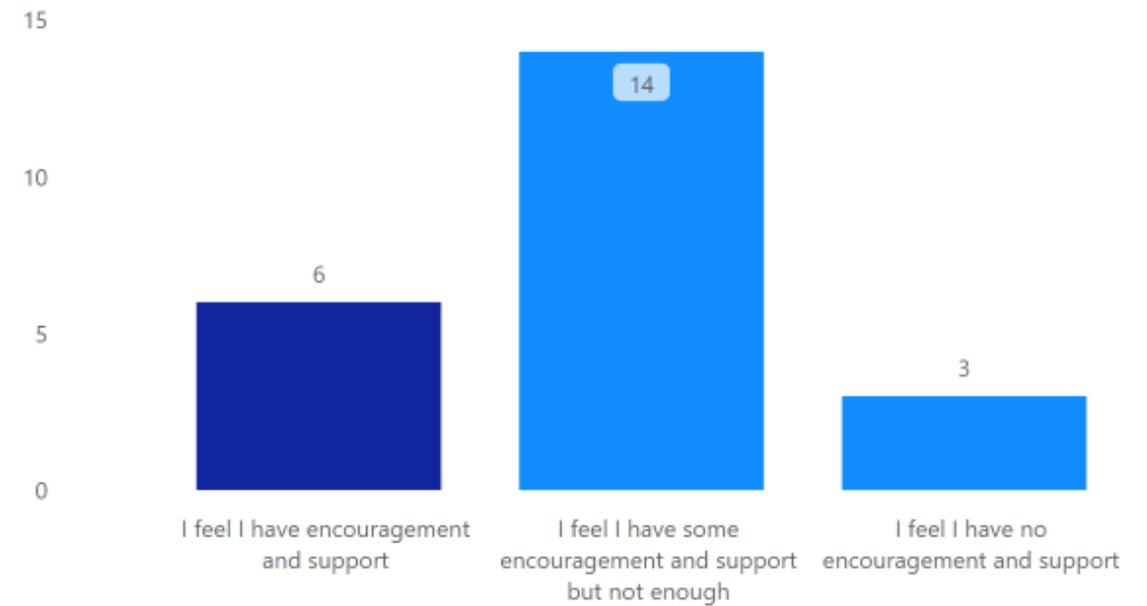


## Feedback on Service

### Satisfaction with the service



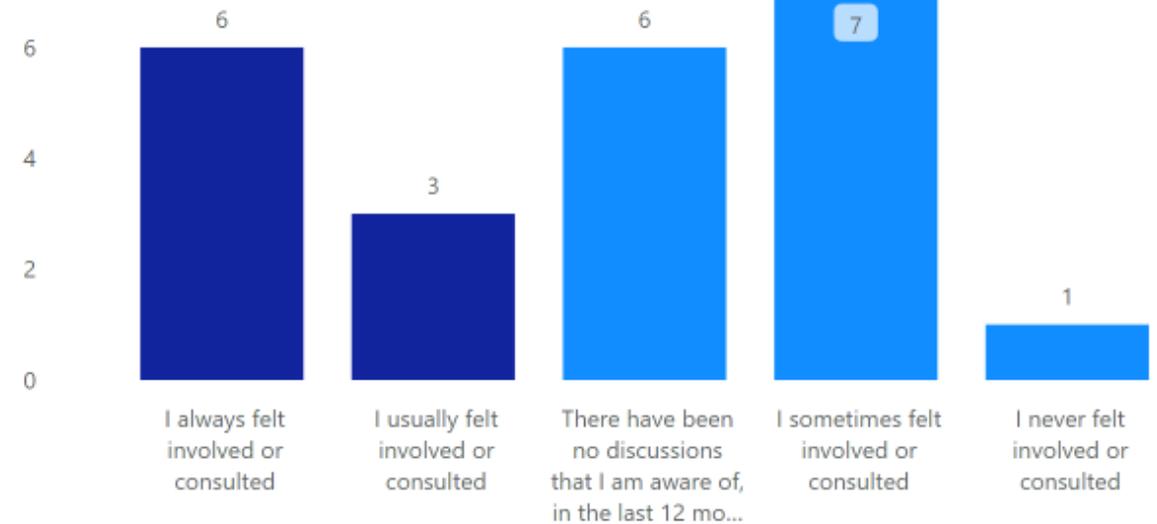
### Encouragement and support in caring role



### Finding service information

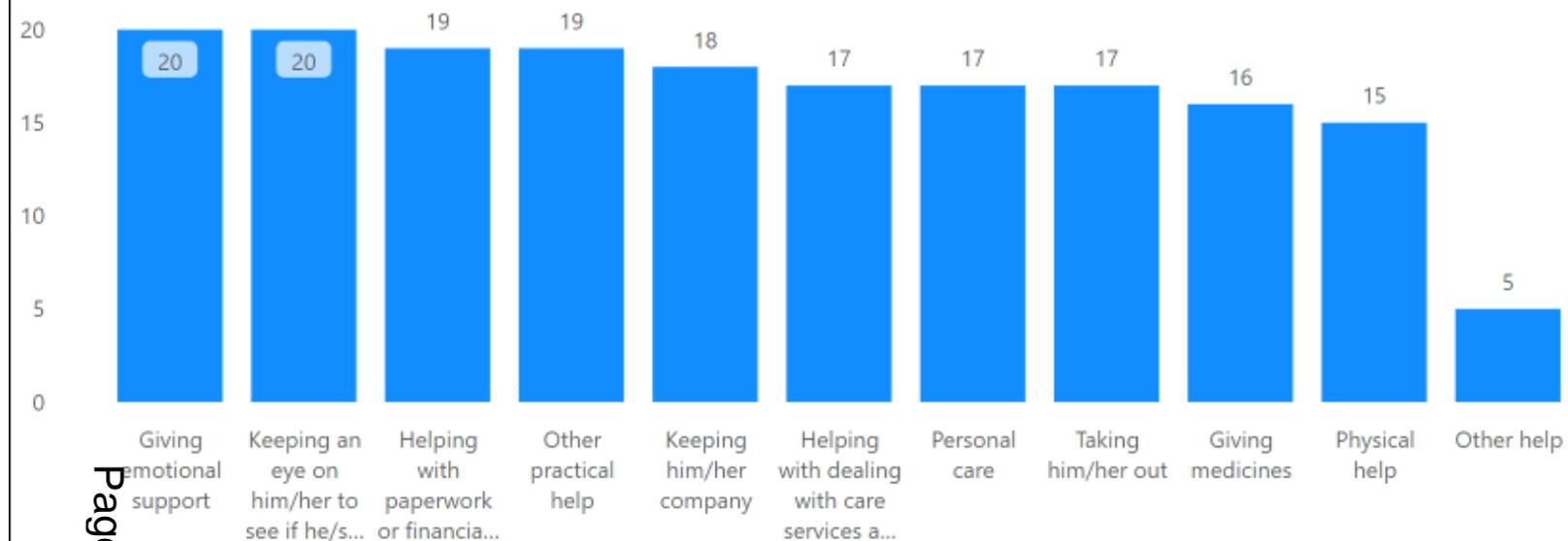


### Service discussion involvement

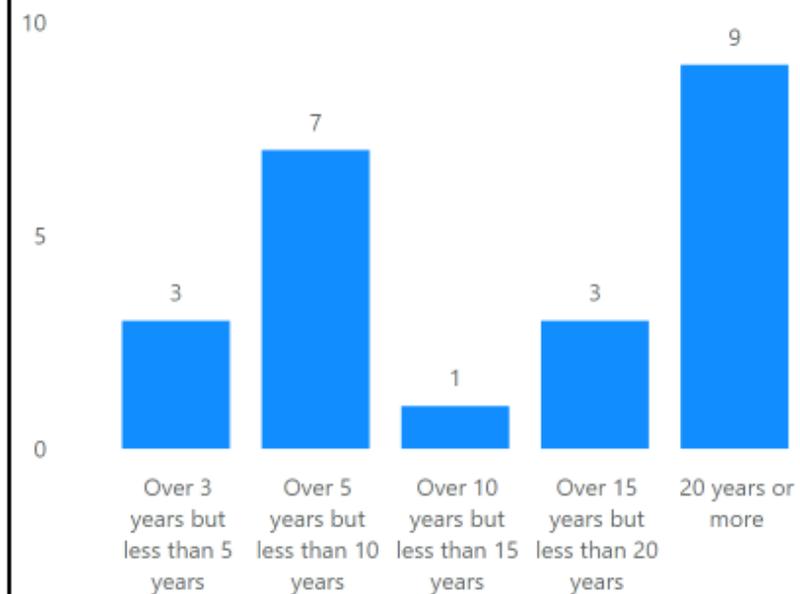


# Caring Responsibilities

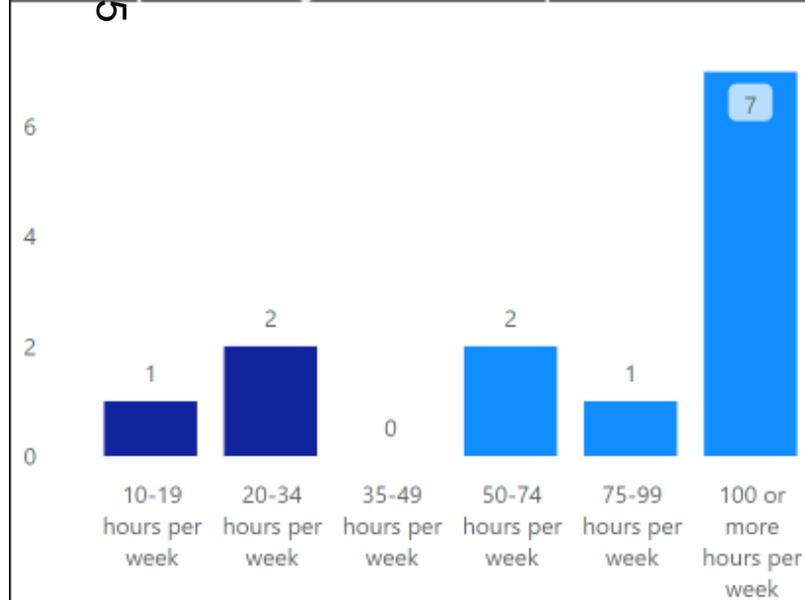
## What kind of things do carers usually do for the person they care for over the last 12 months



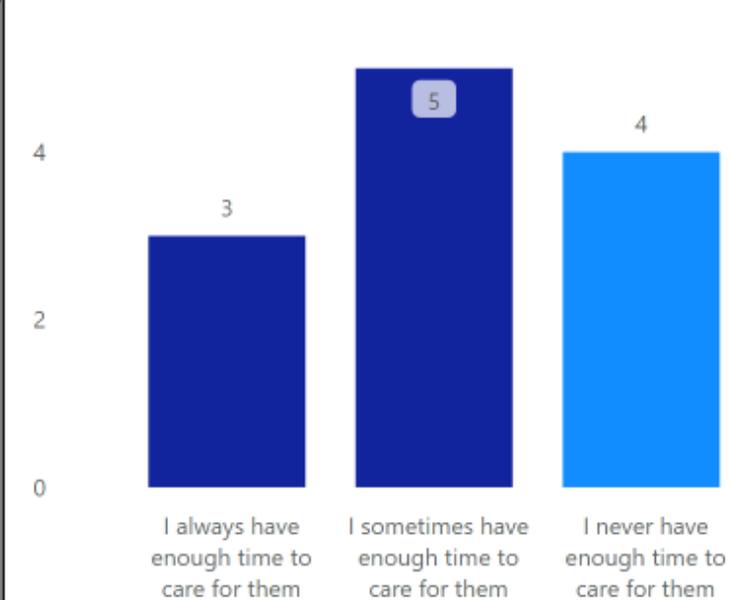
## Years looking after cared for person



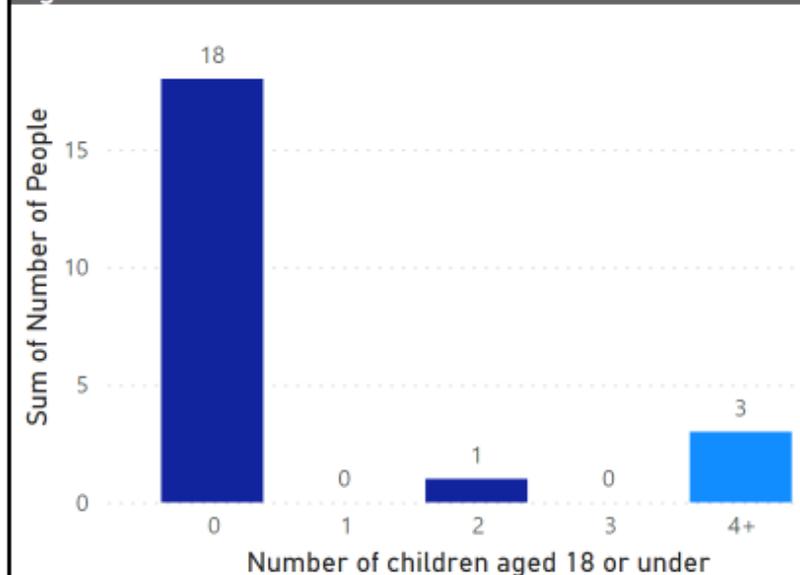
## Hours spent looking after cared for person



## Carers having time to care

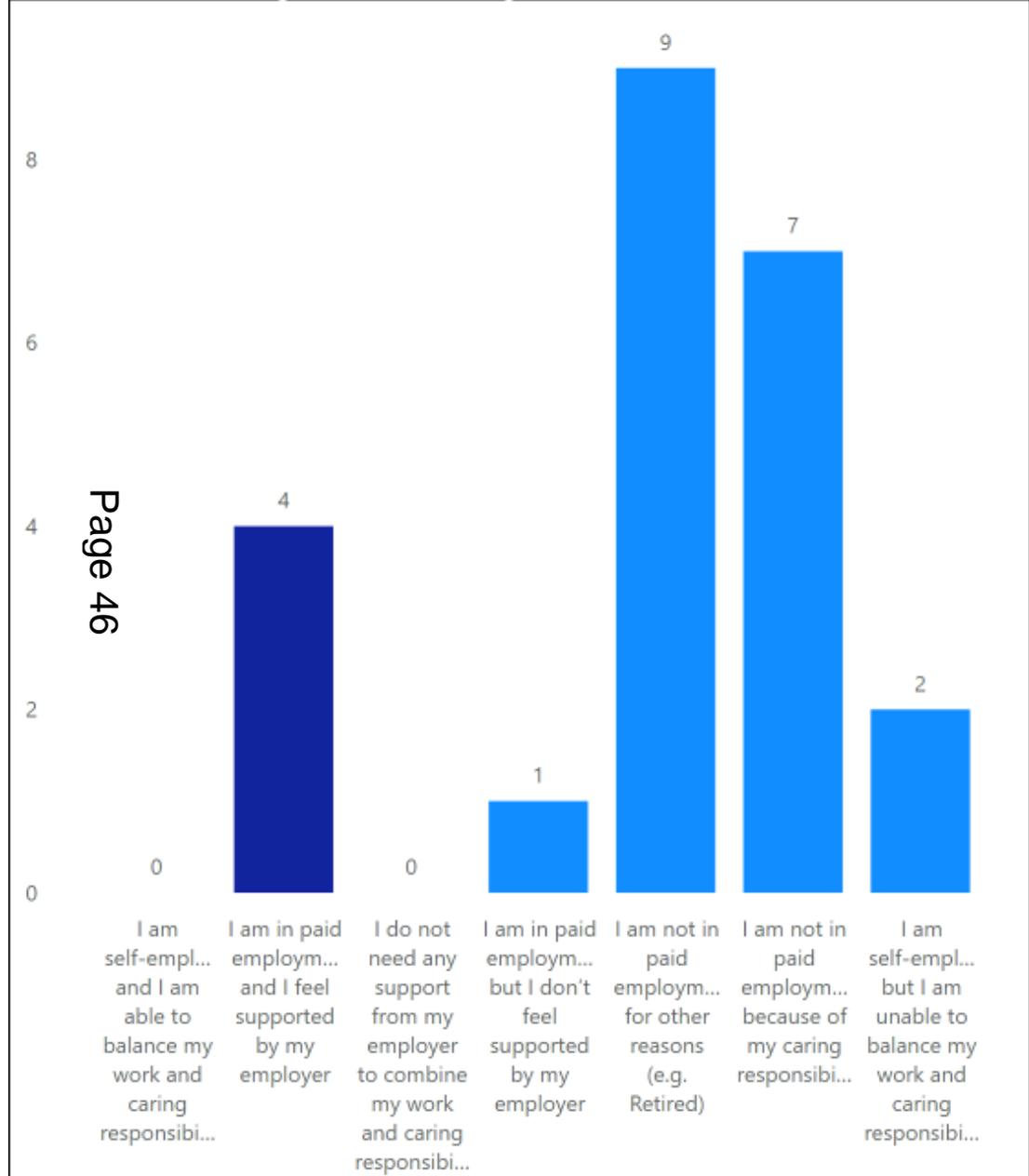


## Carers who have parental responsibility for children aged 18 or under

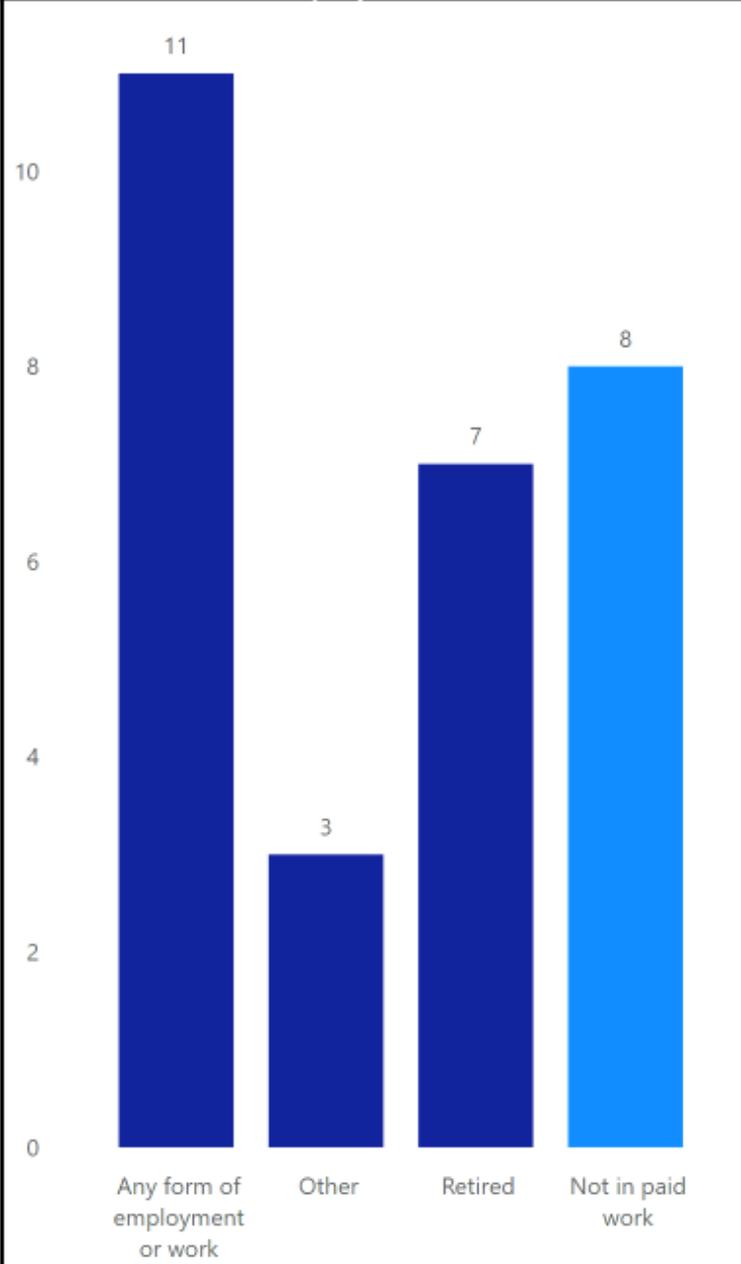


# Financial difficulties and Employment

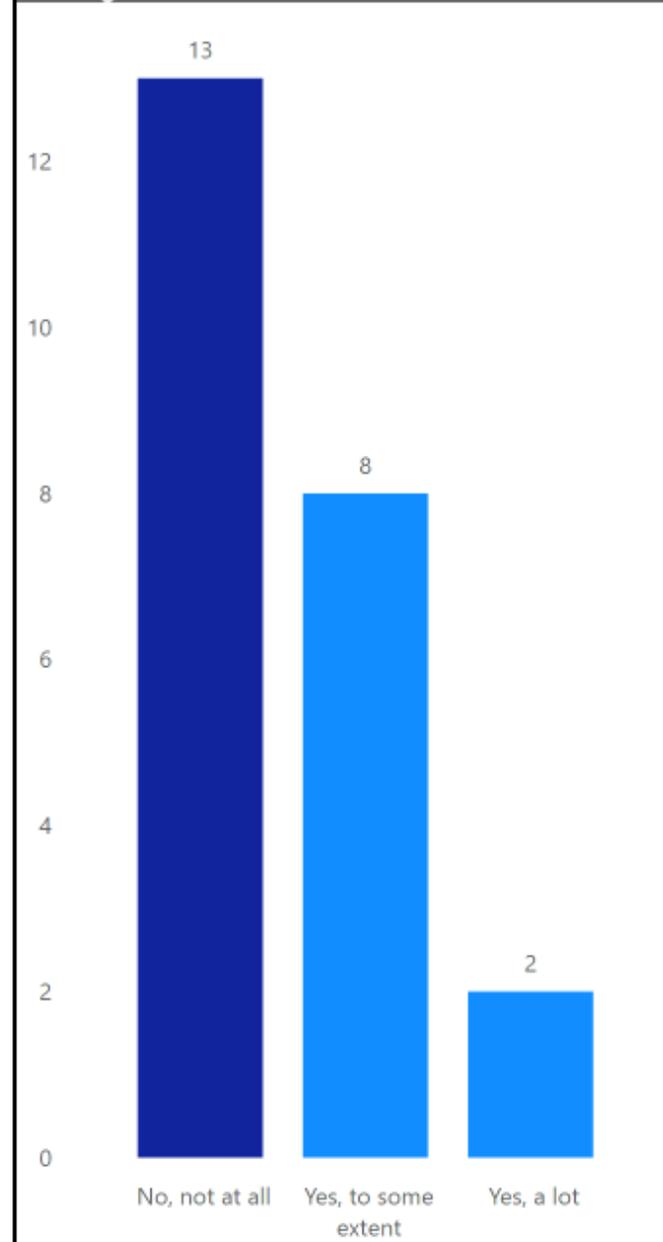
## Carers on balancing work and caring



## Carer's status of employment

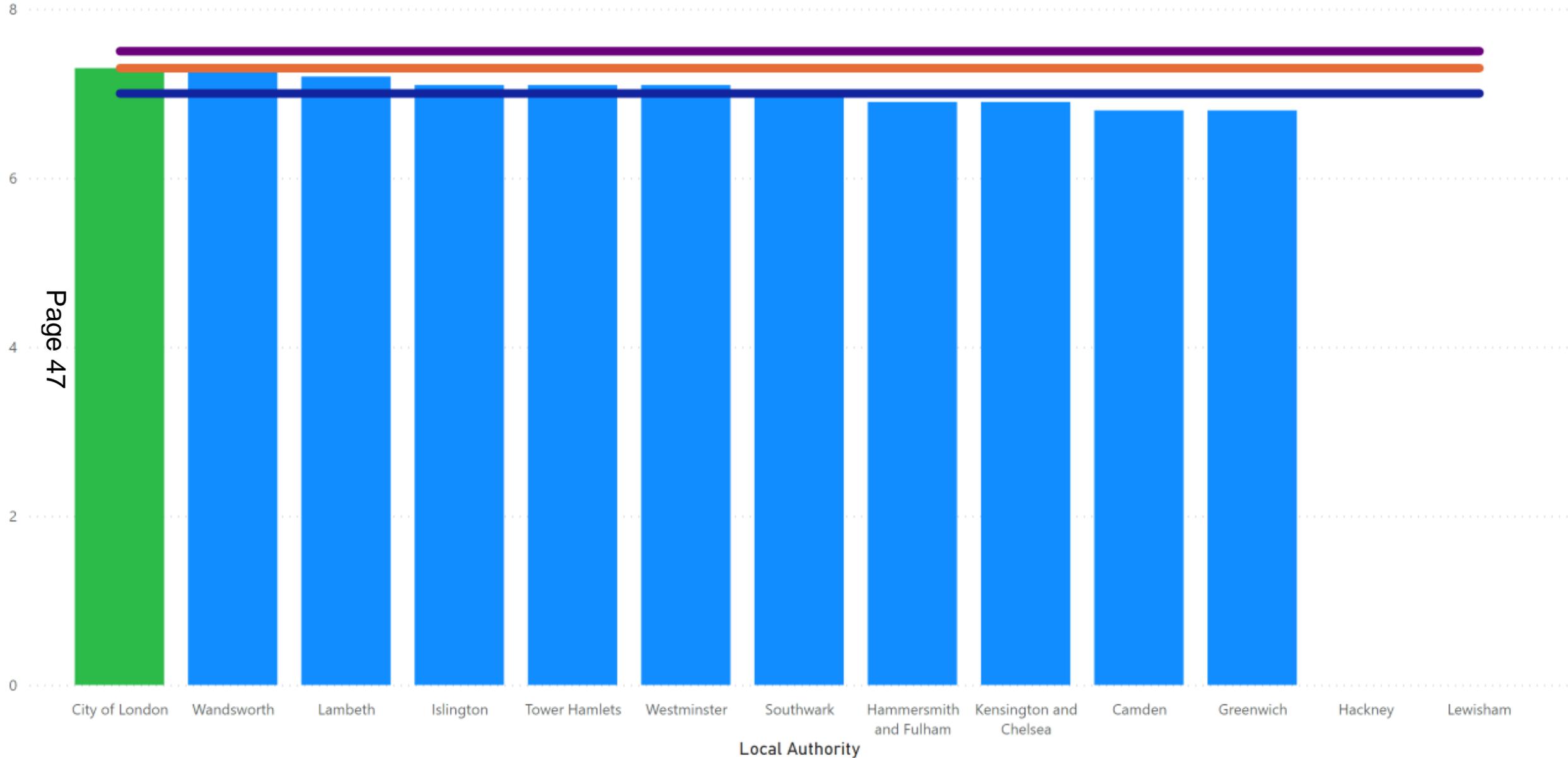


## Carers on financial difficulty caused by caring



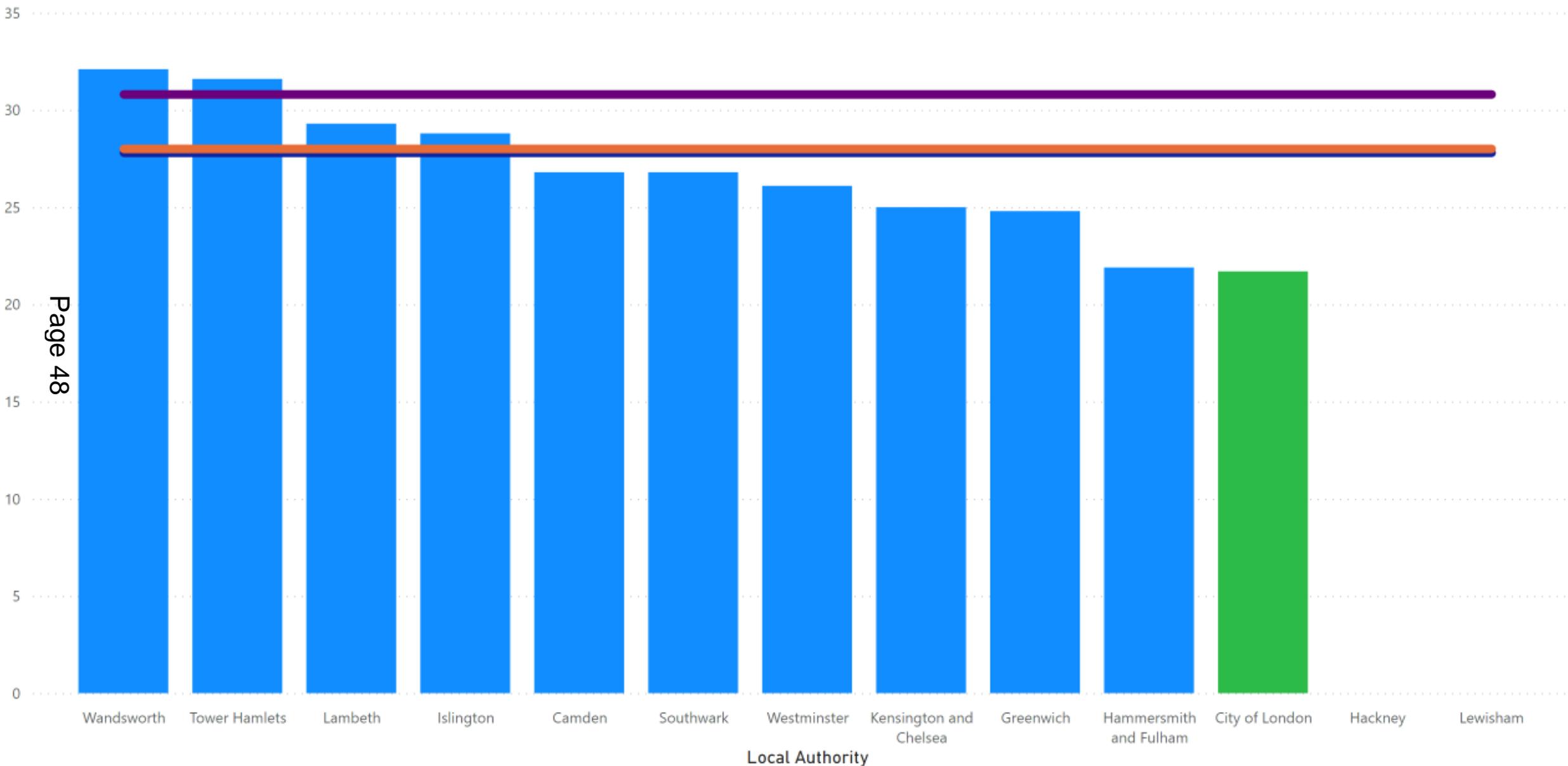
# Carer-reported quality of life score

● LA 2021-22 ● Inner London 2021-22 ● England 2021-22 ● COL 2018-19



# The proportion of carers who reported that they had as much social contact as they would like

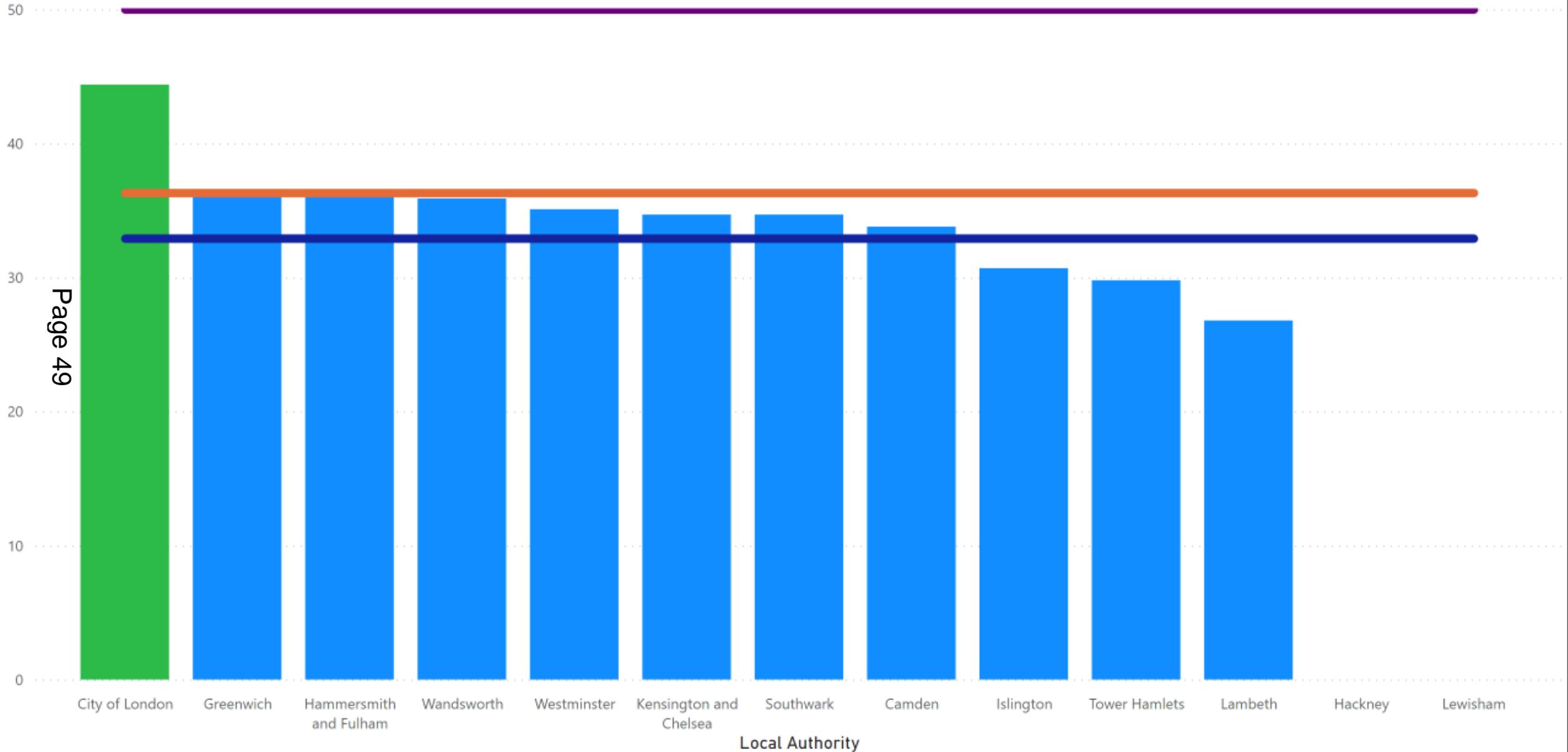
● LA 2021-22 ● Inner London 2021-22 ● England 2021-22 ● COL 2018-19



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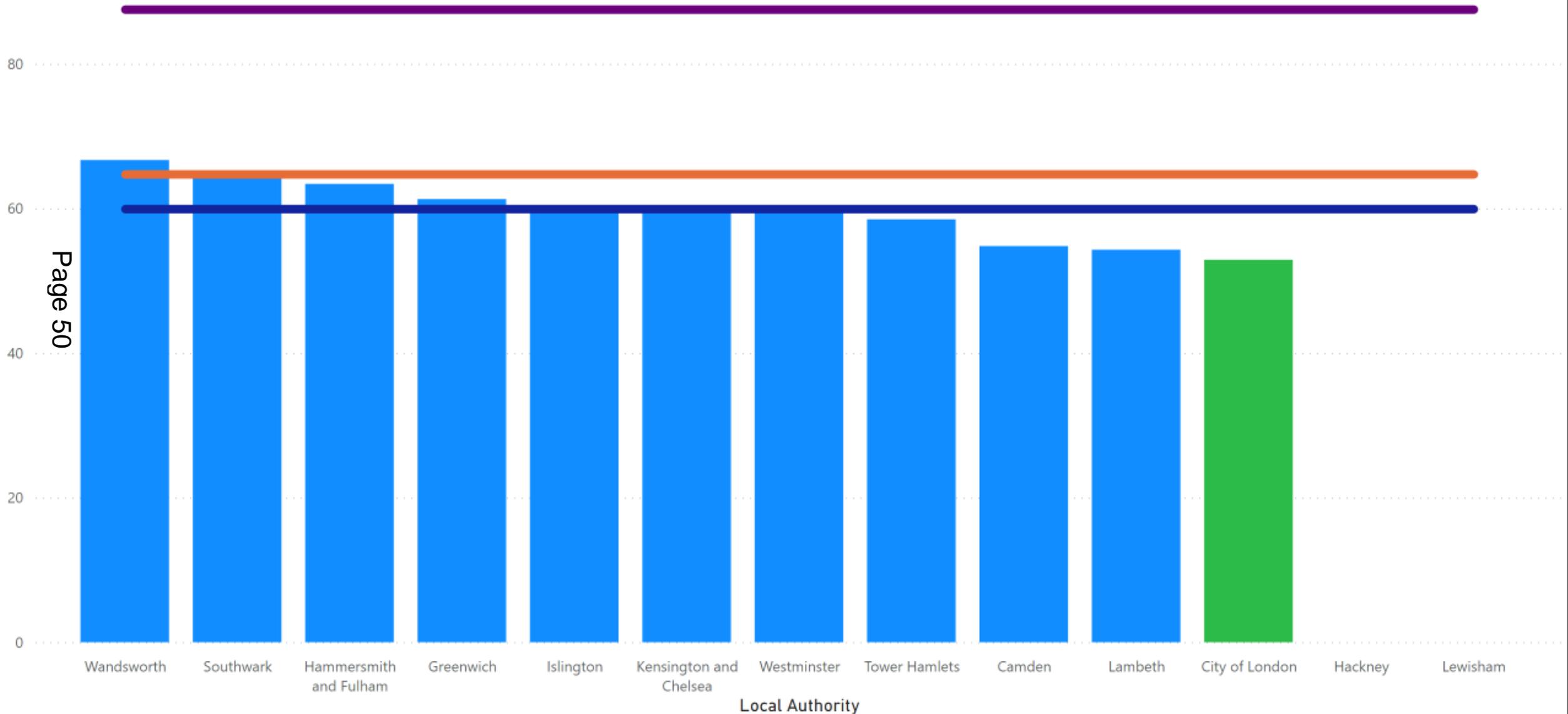
# Overall satisfaction of carers with social services

● LA 2021-22 ● Inner London 2021-22 ● England 2021-22 ● COL 2018-19



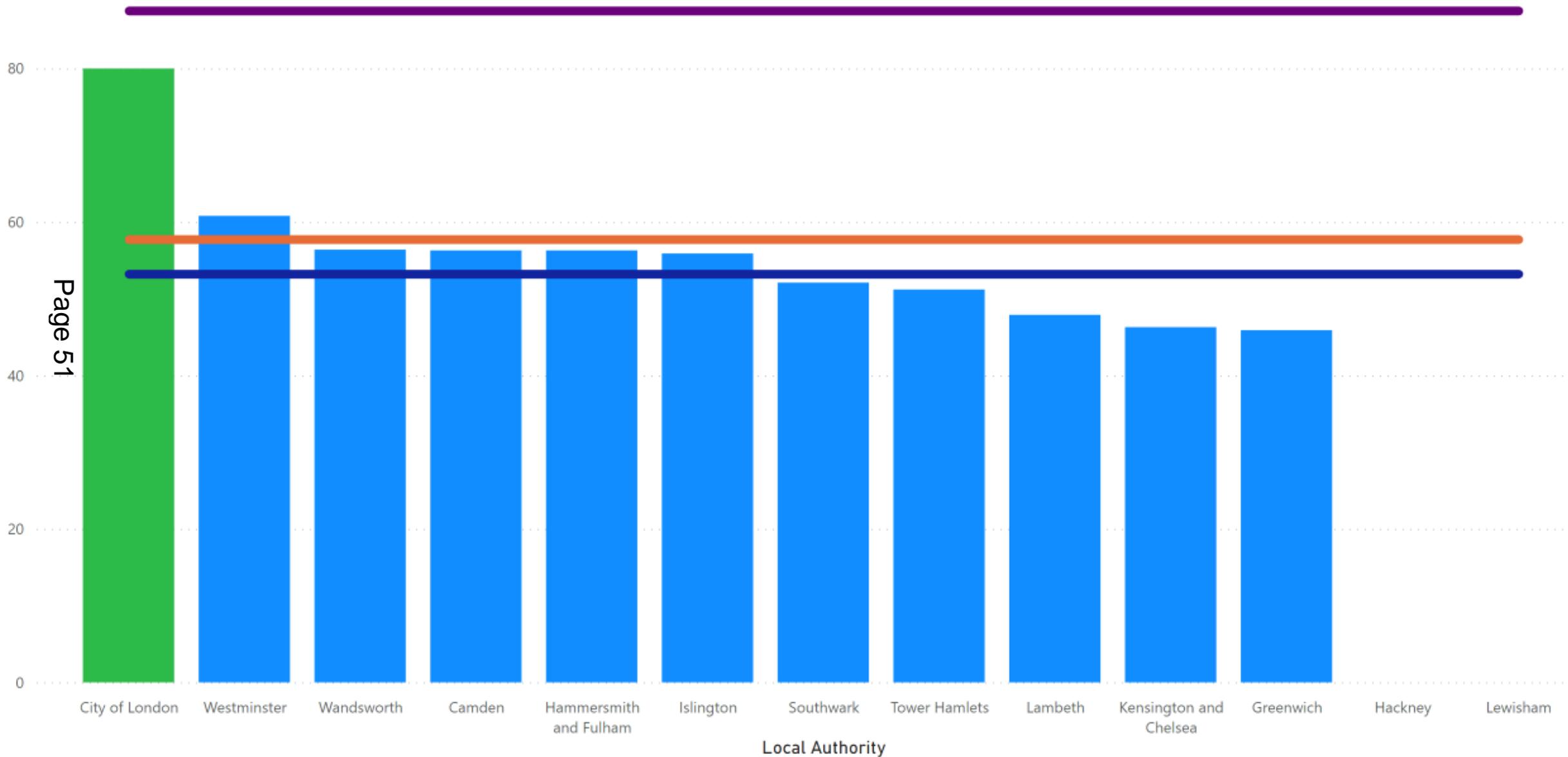
# The proportion of carers who report that they have been included or consulted in discussion about the person they care for

● LA 2021-22 ● Inner London 2021-22 ● England 2021-22 ● COL 2018-19



# The proportion of carers who find it easy to find information about support

● LA 2021-22 ● Inner London 2021-22 ● England 2021-22 ● COL 2018-19



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<b>Committees:</b> Community and Children’s Services – <i>For information</i> Operational Property and Projects Sub – <i>For information</i>	<b>Dates:</b> 23/01/2023  13/02/2023
<b>Subject:</b> Sydenham Hill Redevelopment, Lewisham  <b>Unique Project Identifier:</b> 11960	<b>Gateway 5 Complex Progress Report</b>
<b>Joint report of:</b> City Surveyor and Director of Community and Children’s Services  <b>Report author:</b> Edwin Birch <span style="float: right;"><b>CS 444/22</b></span>	<b>For Information</b>
<h1 style="margin: 0;">PUBLIC</h1>	

<b>1. Status update</b>	<p><b>Project description:</b> To optimise the land and social housing provision within the Sydenham Hill Estate by demolition and redevelopment of Mais House and associated garages.</p> <p><b>RAG status:</b> Red (Red at G5 report)</p> <p><b>Risk status:</b> High (High at last report to Committee)</p> <p><b>Total estimated cost at G5:</b> £51,129,039 (including risk) or £46,083,539 (excluding risk)</p> <p><b>Total budget approved to date:</b> £51,129,039 (inclusive of £310,270 drawdown from the approved CRP via the CCN process)</p> <p><b>Change in total estimated cost of project since last report:</b> £0</p> <p><b>Spend to date:</b> £3,161,677</p> <p><b>Costed risk provision utilised:</b> £436,427 of which £310,270 has been drawn down since the last Gateway 5 report to Committee in December 2020); use has been as a direct result of the two Judicial Reviews.</p> <p><b>Slippage:</b> +23 months since Gateway 5 – December 2020 due to:</p> <ul style="list-style-type: none"> <li>Two Judicial Reviews (May 2021 and July 2022) upheld</li> <li>Failed application for appeal (July 2022)</li> <li>Extended contract negotiation period due to inflation (September – October 2022)</li> </ul>
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<b>2. Key points to note</b>	<p><b>Next Gateway:</b> Gateway 6</p> <p><b>Key points:</b></p> <ol style="list-style-type: none"> <li>1. Main contract fully executed on 24 November 2022</li> <li>2. Site possession date confirmed as 3 January 2023</li> <li>3. Commencement of demolition works (soft strip) 30 January 2023</li> <li>4. Practical completion June 2025</li> </ol>
<b>3. Reporting period</b>	<p><i>August 2022 – January 2023</i></p>
<b>4. Progress to date</b>	<p>Since the August Gateway 5 Issues report, the professional team have been working with Lovells to enter into the contract.</p> <p>Due to several unauthorised access incidents, including attempts of occupation by squatters, the building security has been increased to include 24/7, mobile security patrols. This provision will remain in place until January 2023 when the principal contractor takes site possession and responsibility for security.</p> <p>To ensure that all tenants and external stakeholders are kept informed, the communications protocol has been refreshed, so that it focuses on the construction phase and sets out the aims, channels, and processes for communications regarding the Sydenham Hill Project. Communications sent out on 1 December 2022 included details of the new website, confirming how to make contact, while letting residents know that a ‘drop-in surgery’ will be held in January 2023 to answer questions, with an opportunity to meet the contractor at a separate event.</p> <p>Rights of Light engagement commenced on 28 November 2022.</p> <p>Pre-commencement planning conditions are being discharged between 28 November 2022 and 13 February 2023.</p> <p>To secure the funding, the Greater London Authority (GLA) has confirmed that the start of site must be by 30 January 2023. Housing will submit the first funding application on 30 January, which the GLA confirmed will be 90% or £9.9 million.</p>
<b>5. Next steps</b>	<ol style="list-style-type: none"> <li>1. <i>Site possession and handover – January 2023</i></li> <li>2. <i>Drop-in surgery – 10 January 2023</i></li> <li>3. <i>Meet the contractor event – 12 January 2023</i></li> <li>4. <i>Members (City of London and London Borough of Lewisham) Presentation – January 2023</i></li> <li>5. <i>Re-establishment of the community Liaison Group</i></li> </ol>

## **Appendices**

<b>Appendix 1</b>	Project coversheet
<b>Appendix 2</b>	Cost book
<b>Appendix 3</b>	Risk register
<b>Appendix 4</b>	Programme

## **Contact**

<b>Report author</b>	Edwin Birch
<b>Email address</b>	Edwinjames.birch@cityoflondon.gov.uk
<b>Telephone number</b>	0207 332 1030

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# Project Coversheet

## [1] Ownership & Status

**UPI: 11960**  
**Core Project Name:** Sydenham Hill Redevelopment  
**Programme Affiliation** (if applicable): Housing development options  
**Project Manager:** Edwin Birch  
**Definition of need:** Contribute to the objective to develop 3,700 housing units by 2025, of which 700 will be new social housing units located on existing housing estates.  
**Key measures of success:**  

1. The project will be designed to stipulated standards as per Funders requirements and City of London Corporation Housing Design Standards and guidelines.
2. Progression of the contract works before the funding deadline of March 2023
3. Minimum of 80% of units achieving LABC Gold Standard

  
**Expected timeframe for the project delivery:** Originally March 21-July 23. Now November 22-May 25.  
**Key Milestones:**  

1. Gateway 3 –September 2018
2. Gateway 4 – March 2020
3. Gateway 5 – December 2020
4. JR 1 – April 2021
5. JR 2 – June 2022
6. Stage 4 – November 2022
7. Start on Site February 2023
8. PC May 2025
9. Gateway 6 – September 2025

  
**Are we on track for completing the project against the expected timeframe for project delivery?** No  
Two Judicial Reviews have put back the start of construction by almost +22 months.  
**Has this project generated public or media impact and response which the City of London has needed to manage or is managing?** Yes  
Two Judicial Reviews has generated substantial media impact.

## [2] Finance and Costed Risk

**Headline Financial, Scope and Design Changes:**

*Scope/Design Change and Impact:*

**‘Project Proposal’ G1&2 report (as approved by PSC February 2017):**

- Total Estimated Cost (excluding risk): N/A as the report was seeking approval to commission a multi-disciplinary design team to progress housing development options on three sites up to pre-planning stage RIBA Stage 1. The three sites were Avondale Estate, York Way Estate and Sydenham Hill Estate.
- Resources to reach next Gateway £239,500 (excluding risk)

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- Spend to date: £15,000

**‘Options Appraisal and Design’ G3 report (as approved by PSC 07/09/2017)**

- Total Estimated Cost **£37,500,000** (excluding risk):
- Resources to reach next Gateway **£1,535,000** (excluding risk)
- Spend to date: **£230,000**
- Costed Risk Against the Project: **£5,651,000**
- CRP Requested: £0
- CRP Drawn Down: N/A
- Estimated Programme Dates: Gateway 3 – September 2017, Procurement of Design Team - October 2017, Gateway 4 Detailed Options Appraisal - March 2018, Planning Application May 2018, Gateway 5/authority to commence demolition of Mais House - September 2018, Demolition starts – November 2018, Demolition Complete - May 2019, Gateway 5 Authority to start works - May 2019, Works Start - July 2019, Completion – March 2021

*Scope/Design Change and Impact:* The Sydenham Hill project was at a more advanced stage, and it is recommended to separate this project from the other two housing development sites. This approach has been endorsed by City Procurement.

The option of refurbishing Mais House has been considered, but this option is not recommended. The building is of very poor quality and design. Refurbishment is estimated to cost in region of £10 million and would be relatively expensive to re-provide approximately 30 units. It would be difficult to meet sustainability standards and apply modern methods of construction.

**‘Inclusion in Capital Programme: G4a report (as approved by PSC 16/10/2019):**

- Total Estimated Cost (excluding risk): **£42,801,500**
- Resources to reach next Gateway (excluding risk): **£806,300**
- Spend to date: **£1,260,193**
- Costed Risk Against the Project: **£4,971,000**
- CRP Requested: £282,000
- CRP Drawn Down: £0
- Estimated Programme Dates: Planning application (Nov 2019), Gateway 4C (Feb 2020), Tender (Mar/Aug 2020), Gateway 5 (September 2020), Demolition (Oct 2020), Start on site (Feb 2021), PC (Dec 2022).

*Scope/Design Change and Impact:* The project has progressed to the developed design stage with a planning application to be submitted in November 2019. Following feedback from the May 2019 Community and Children’s Services Committee, the proposals were reduced in scale and scope from 134 dwellings to 120 dwellings based on a surface level parking solution.

The prolongation of the concept design phase, site abnormal factors (demolition, landscaping, existing services and substation) and the inclusion of inflation of

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£3,039,056 (£1,311,000+£1,728,056), not previously factored at Gateway 3, has increased the project cost by v. April 2019 £5,301,500

**'Detailed Design G4C report (as approved by PSC 16/03/2020):**

- Total Estimated Cost (excluding risk): **£43,028,500**
- Resources to reach next Gateway (excluding risk): **£57,000**
- Spend to date: **£1,615,893**
- Costed Risk Against the Project: **£4,971,000**
- CRP Requested: **£237,000**
- CRP Drawn Down: **£45,000**
- Estimated Programme: Tender (Mar-Aug 2020), Gateway 5 (September 2020), Demolition (Oct 2020), Start on site (Feb 2021), PC (Dec 2022).

*Scope/Design Change and Impact:* Planning Application was submitted to the London Borough of Lewisham and validated on 3 January 2020.

**'Authority to Proceed' G5 report (as approved by PSC December 2020 under DA):**

- Total Estimated Cost (excluding risk): **£37,540,000**
- Resources to reach next Gateway (excluding risk): **£34,259,303**
- Spend to date: **£2,314,037**
- Costed Risk Against the Project: **£5,612,900**
- CRP Requested: **£5,612,900**
- CRP Drawn Down: **£191,106**
- Estimated Programme: Tender (Mar Aug 2020), Gateway 5 (September 2020), Demolition (Oct 2020), Start on site (Feb 2021), PC (Dec 2022).

*Scope/Design Change and Impact:*

- Execute Contract: January 2021
- Start on Site: March 2021
- Practical Completion: July 2023
- Gateway 6 Outcome Report: Nov 2023

**'Authority to Proceed' G5 Issues report (as approved by OPPS Sept 2022)**

- Total Estimated Cost (including risk): **£51,129,039**
- Resources to reach next Gateway (excluding risk): **£3,222,888**
- Spend to date: **£3,112,751**
- Costed Risk Against the Project: **£5,045,500**
- CRP Requested: **£5,045,500**
- CRP Drawn Down: **£310,270**
- Estimated Programme: Start on site (Feb 2023), PC (May 2025)

*Scope/Design Change and Impact:* Sustainability including Part L building regs & 100% Air Source Heat pumps.

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**Authority to Proceed' G5 Progress report 23rd January C&CS & OPPP 13th February (this report)**

- Total Estimated Cost (including risk): **£51,129,039**
- Resources to reach next Gateway (excluding risk): **£0**
- Spend to date: **£3,161,677**
- Costed Risk Against the Project: **£5,045,500**
- CRP Requested: **£5,045,500**
- CRP Drawn Down: **£310,270**
- Estimated Programme: Start on site (January 2023), PC (June 2025)

**Total anticipated on-going commitment post-delivery [£]: £400,000 - £450,0000**  
*per annum net additional income to the HRA.*

Project No.29100067  
 Project name - Sydenham Hill  
 Project Type - Capital  
 Period - Aug 22

PM Edwin Birch  
 Site Sydenham Hill

Financial Summary							
Element	GATEWAY CASHFLOW					Cumulative Budget	Variance GW 5-5 Issues
	Gateway 1-3 Budget	Gateway 4 Budget	Gateway 5 Budget	Gateway 5 CRP Drawdown	GW5 Issues		
<b>Construction</b>	<b>220,000.00</b>	<b>10,000.00</b>	<b>32,780,073.00</b>	<b>98,809.30</b>	<b>8,173,804.00</b>	<b>41,282,686.30</b>	<b>0.00</b>
1.1 Demolition	220,000.00	10,000.00	948,757.00			1,178,757.00	948,757.00
1.2 New Build			31,773,816.00		8,173,804.00	39,947,620.00	-8,173,804.00
1.3 Direct Package					0.00	0.00	0.00
1.4 Surveys			20,000.00		0.00	20,000.00	0.00
1.5 Landscape			2,500.00		0.00	2,500.00	0.00
1.6 Fittings and Equipment			35,000.00	98,809.30	0.00	133,809.30	-98,809.30
						0.00	0.00
<b>Professional Fees</b>	<b>1,227,800.00</b>	<b>689,256.00</b>	<b>960,930.00</b>	<b>171,461.00</b>	<b>758,756.00</b>	<b>3,808,203.00</b>	<b>499,500.00</b>
2.1 Multi Disciplinary (T&T)	1,121,450.00	270,500.00	683,530.00	157,461.00	690,756.00	2,923,697.00	270,500.00
2.2 Multi Disciplinary (Prolongation)		186,106.00			0.00	186,106.00	0.00
2.3 Communications (ComCom)		60,000.00	89,400.00	14,000.00	11,000.00	174,400.00	30,000.00
2.4 Planning Fees	40,000.00	35,000.00			22,000.00	97,000.00	35,000.00
2.5 Planning (inc PPA)		33,000.00			0.00	0.00	0.00
2.6 Planning DRP		7,000.00			0.00	0.00	0.00
2.7 Building Control					0.00	0.00	0.00
2.8 Acoustics Consultant					0.00	0.00	0.00
2.9 MMC Consultant		12,000.00			0.00	12,000.00	12,000.00
3 CDMA			23,000.00		5,000.00	28,000.00	0.00
3.1 Clerk of Works			85,000.00		10,000.00	0.00	0.00
3.2 Rights of Light/Party Wall	26,350.00	45,000.00	50,000.00		0.00	121,350.00	171,350.00
3.3 Financial Assor					0.00	0.00	0.00
3.4 Surveys	40,000.00	40,650.00	30,000.00		20,000.00	130,650.00	57,000.00
3.5 Maint Contractor Design					0.00	0.00	0.00
<b>Consequential Fees</b>	<b>278,350.00</b>	<b>14,000.00</b>	<b>403,300.00</b>	<b>30,000.00</b>	<b>37,000.00</b>	<b>762,650.00</b>	<b>0.00</b>
4.1 Construction Legal Fees	5,000.00		20,000.00	30,000.00		25,000.00	0.00
4.2 LHBC Warranty					17,000.00	0.00	0.00
4.3 Surveys	35,850.00					35,850.00	0.00
4.4 Parking Survey						0.00	0.00
4.5 Arboricultural						0.00	0.00
4.6 Archeology	15,000.00					15,000.00	0.00
4.7 Flood Risk assesment						0.00	0.00
4.8 Topographic						0.00	0.00
4.9 Verified Views						0.00	0.00
5 Daylight and Sunlight	10,000.00					10,000.00	55,000.00
5.1 Soil Surveys	85,000.00					85,000.00	0.00
5.2 Stop motion camera (Evercam)			20,000.00		10,000.00	30,000.00	0.00
5.3 Opening up/ Asbestos R+D	49,000.00	14,000.00				63,000.00	0.00
5.4 Heritage Impace Ass						0.00	0.00
5.5 Visual Impact assesment	8,000.00					8,000.00	0.00
5.6 Social Services survey	8,000.00					8,000.00	0.00
5.7 Parking and Transport	44,000.00					44,000.00	0.00
5.8 Ecology	6,000.00		5,000.00			11,000.00	0.00
5.9 Carbon offset Contribution			254,000.00			254,000.00	0.00
6 Lighting Consultant	12,500.00					12,500.00	0.00
6.1 S106			79,300.00			0.00	0.00
6.2 Media			25,000.00		10,000.00	0.00	0.00
						0.00	0.00
<b>City of London Internal Recharge</b>	<b>85,000.00</b>	<b>20,000.00</b>	<b>115,000.00</b>	<b>10,000.00</b>	<b>0.00</b>	<b>230,000.00</b>	<b>20,000.00</b>
5.1 City Surveyors Staff	40,000.00	20,000.00	40,000.00	10,000.00	0.00	110,000.00	20,000.00
5.2 Com Services Staff Cost	45,000.00		75,000.00		0.00	120,000.00	0.00
5.3 Legal Costs						0.00	0.00
<b>SUB TOTAL</b>	<b>1,811,150.00</b>	<b>733,256.00</b>	<b>34,259,303.00</b>	<b>310,270.30</b>	<b>8,969,560.00</b>	<b>46,083,539.30</b>	<b>519,500.00</b>
<b>Risk Register</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>5,045,500.00</b>	<b>5,045,500.00</b>	<b>282,000.00</b>
6.1 Compliance/Regulatory (i.e Planning)					401,500.00	401,500.00	75,894.00
6.2 Financial ( i.e inflation)					2,965,500.00	2,965,500.00	20,000.00
6.3 Reputation (Client Changes)					333,500.00	333,500.00	186,106.00
6.4 Contractual/Partnership ( Contracts)						0.00	0.00
6.5 H&S/Wellbeing ( i.e Design Compliance)						0.00	0.00
6.6 Safeguarding (i.e Site Attendance)						0.00	0.00
6.7 Innovation (i.e Design Development )					865,000.00	865,000.00	0.00
6.8 Technology (BIM/ Sustainability)						0.00	0.00
6.9 Environmental (Site Constraints)					480,000.00	480,000.00	0.00
6.10 Physical ( building Constraints)						0.00	0.00
<b>7 GRAND TOTAL</b>	<b>1,811,150.00</b>	<b>733,256.00</b>	<b>34,259,303.00</b>	<b>310,270.30</b>	<b>14,015,060.00</b>	<b>51,129,039.30</b>	<b>801,500.00</b>
<b>Grand Total - Capital Investment Costs</b>	<b>1,811,150.00</b>	<b>733,256.00</b>	<b>34,259,303.00</b>	<b>310,270.30</b>	<b>14,015,060.00</b>	<b>51,129,039.30</b>	<b>801,500.00</b>

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**City of London: Projects Procedure Corporate Risks Register**

Project name: Sydenham Hill Redevelopment

Unique project identifier: 11960

Total est cost (exc risk) £46083539

PM's overall risk rating	<b>High</b>
Avg risk pre-mitigation	<b>10.7</b>
Avg risk post-mitigation	<b>7.6</b>
Red risks (open)	7
Amber risks (open)	44
Green risks (open)	3

*Corporate Risk Matrix score table*

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

Costed risks identified (All)	£6,466,500.00	14%
Costed risk pre-mitigation (open)	£6,466,500.00	14%
Costed risk post-mitigation (open)	£5,045,500.00	11%
Costed Risk Provision requested	£5,045,500.00	11%

*Costed risk as % of total estimated cost of project*

" "

" "

*CRP as % of total estimated cost of project*

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

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
9	<b>6.9</b>	£401,500.00	2	7	0
35	<b>7.9</b>	£2,965,500.00	3	29	3
5	<b>5.2</b>	£333,500.00	0	5	0
0	<b>0.0</b>	£0.00	0	0	0
0	<b>0.0</b>	£0.00	0	0	0
0	<b>0.0</b>	£0.00	0	0	0
4	<b>14.0</b>	£865,000.00	2	2	0
0	<b>0.0</b>	£0.00	0	0	0
1	<b>12.0</b>	£480,000.00	0	1	0
0	<b>0.0</b>	£0.00	0	0	0

Issues (open)	0
All Issues	0

Open Issues

Extreme	Major	Serious	Minor
0	0	0	0
0	0	3	0

Cost to resolve all issues (on completion)	£191,106.00
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Total CRP used to date

£0.00
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City of London: Projects Procedure Corporate Risks Register

Project Name:	Sydenham Hill Redevelopment	PM's overall risk rating:	High	CRP requested this gateway	£ 5,045,500	Average unmitigated risk	10.7	Open Risks	77
Unique project identifier:	11960	Total estimated cost (exc risk):	£ 46,083,539	Total CRP used to date	£ -	Average mitigated	7.6	Closed Risks	47
				Unspent Risk	£ 5,045,500				

General risk classification										Mitigation actions					Ownership & Action							
Risk ID	Category	Description of the Risk	Risk Impact Description	Likelihood Classification on pre-mitigation	Impact Classification on pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/	Risk owner (Named Officer or External)	Date Closed OR/ Realised &	Comment(s)
R3A	(2) Financial	Construction inflation (labour & materials) due to contract award extension for Sittling Contractor Lovell up to projected main contract award of end of	Cost/Time	Possible	Serious	6	£500,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Detailed bat surveys underway, mitigating risk of further delay to contractor appointment, provided the survey results are favourable.		Possible	Serious	£300,000.00	6			ITPM	NE			
R3B	(2) Financial	Disruption and prolongation associated with the JR appeal process.	Cost/Time	Unlikely	Major	8	£300,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Contractor prelim run rate is £50k/w. Allow for 6 week stand-down.		Unlikely	Major	£300,000.00	8			ITPM / TCM	NE / JO		CCN37 - £106,182.26 CCN38 - £31,000	
R6	(2) Financial	Additional scope gap in the Stage 4 design has not been costed for	Cost	Possible	Major	12	£150,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Ensure contract documents are robust.	£0.00	Possible	Major	£100,000.00	12			ITPM	NE			
R7	(2) Financial	Legal fees to support any action against the scheme	Cost	Possible	Serious	6	£50,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Early engagement with legal team.	£0.00	Possible	Serious	£30,000.00	6			CoL	EB			
R13	(2) Financial	Change in legislation and building regulation introduces requirement to amend design	Cost / Reputational / Legal	Possible	Serious	6	£450,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Changed building regs require further design review. Establish impacts of changed building regs and account for costs in contract sum.	£0.00	Possible	Serious	£450,000.00	6			ITPM	NE			
R16	(1) Compliance/Regulatory	Neighbouring property rights of light and party wall, result in compensation.	Cost	Likely	Serious	8	£170,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Rights of light surveyor appointed - final calculation to be drawn up during planning determination - Appropriate compensation sum to be set aside in Col's budget. Letters to be issued once delegated authority approved.	£0.00	Likely	Minor	£120,000.00	4			CoL	EB			
R21	(3) Reputation	Impact of an archaeological discovery	Cost	Possible	Major	12	£100,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Desktop study made available - Allowance to be made for watching brief during archaeological works phase.	£0.00	Possible	Serious	£50,000.00	6			CoL	EB			
R23	(3) Reputation	Client changes	Cost/Programme	Possible	Serious	6	£250,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	The Client will be invited to all Design Team Meetings to ensure that the designs are inline with their requirements. Presentations to Col Board members will take place throughout the design period.	£0.00	Possible	Serious	£150,000.00	6			CoL	EB			
R26	(3) Reputation	Additional delays to the construction works due to potential findings by the Archaeologist during any requisite Watching Brief	Cost/Programme	Possible	Serious	6	£162,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Existing surveys and desktop information about the site has been shared with the heritage consultant and will be shared with contractor. Allowance for costs related to unforeseen delay to be made. Allowance for watching brief.	£0.00	Unlikely	Serious	£81,000.00	4			CoL	EB			
R29	(3) Reputation	Harm to Ecology	Reputational	Possible	Major	12	£75,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Ensure relevant ecology surveys are completed and results known, with any planning conditions met and appropriate protection measures made by contractor. LEMP procured to satisfy LBL's ecology officer that protection measures are in place.	£0.00	Rare	Major	£37,500.00	4			CoL	EB			
R32	(2) Financial	Underground discoverables, i.e. Disruption to existing services; Risk of diversions of services required	Financial / Reputational	Likely	Major	16	£350,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Residents will be made aware of the works taking place with appropriate notice. Should there be any disruption to the services they will be notified well in advance by the communications consultant. Contractor to make reference to existing utility records, scans and survey.	£0.00	Likely	Major	£350,000.00	16			PBA Utilities/Services Moves to Contractor				
R37	(3) Reputation	Wayfinding and lighting needs to be signed off by the LPA.	Reputational / Health & Safety	Possible	Serious	6	£15,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Wayfinding and lighting proposals will be presented to the planning authorities for approval. A separate lighting strategy is to be procured to support the application's progression to determination and	£0.00	Possible	Serious	£15,000.00	6			CoL/Lighting & Ecology Consultant				
R39	(2) Financial	Factors impacting on site handover.	Reputational / Cost / Programme	Likely	Serious	8	£50,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	CoL are to ensure that the site is left secured and inspected prior to the appointment of a Contractor on site. Contractors are to ensure site is secure during construction phase. Concrete blocks and Sitex panels are in place until contractors mobilise and take ownership of	£0.00	Possible	Serious	£40,000.00	6			CoL	EB			
R43	(1) Compliance/Regulatory	The need for services being diverted to parts of the new footprint of the building (ballcourt, Mais House, wall, garages).	Cost	Likely	Major	16	£135,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Surveys carried out to determine where the new services will be located. Correspondence PBA have had with the utilities engineers to date have advised that no diversionary works are required to accommodate the demolition / construction of the new build. Utilities constraints plan to be included within	£0.00	Likely	Serious	£67,500.00	8			PBA / Contractor				
R53	(1) Compliance/Regulatory	Cranes will need to over sail existing properties	Cost / Programme	Possible	Major	12	£120,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Prior notice will be given to residents and necessary consent obtained. Construction logistics and management plans will be produced where necessary. Assumption is freehold will allow for this, licence may be required. Damages /	£0.00	Possible	Serious	£10,000.00	6			CoL	EB			

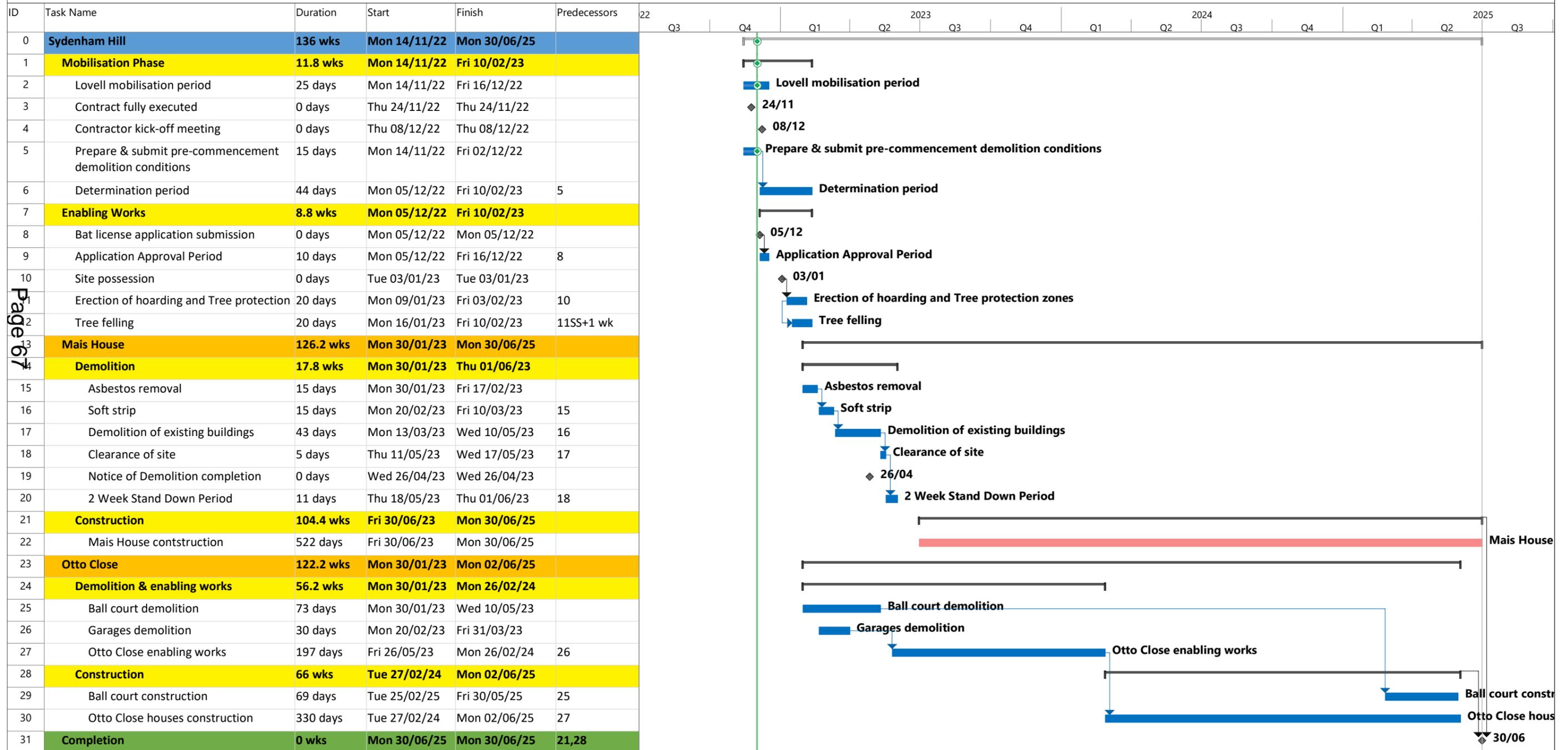


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# Sydenham Hill

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Project: Sydenham Hill  
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Task		Project Summary		Manual Task		Start-only		External Tasks		Manual Summary Rollup		Finish-only		Duration-only		Manual Summary		Manual Summary		External Milestone		External Milestone		Manual Progress		Manual Progress	
Split		Inactive Task		Inactive Task		Inactive Task		Inactive Task		Inactive Task		Inactive Task		Inactive Task		Inactive Task		Inactive Task									
Milestone		Inactive Milestone		Inactive Milestone		Inactive Milestone		Inactive Milestone		Inactive Milestone		Inactive Milestone		Inactive Milestone		Inactive Milestone		Inactive Milestone									
Summary		Inactive Summary		Inactive Summary		Inactive Summary		Inactive Summary		Inactive Summary		Inactive Summary		Inactive Summary		Inactive Summary		Inactive Summary									

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

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